

# **GOREBRIDGE COMMUNITY DEVELOPMENT TRUST**



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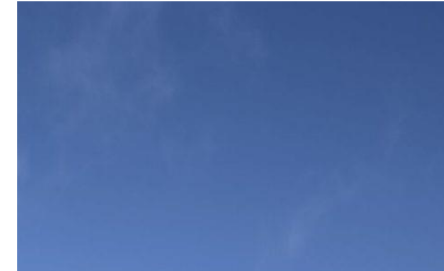
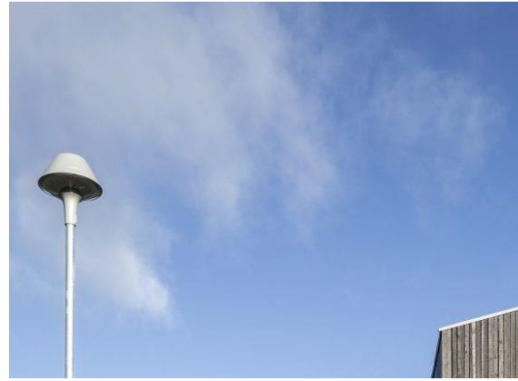
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# AGAINST THE ODDS

... or what could possibly go  
wrong building a community hub

*"Whenever something bad happens,  
keep calm, take a few deep breaths and  
shift the focus to something positive."*

*Roy T. Bennett*





It's probably the same as every other rural mining village that went into decline after the pits closed, but still, like every place, it is unique.

# A BIT ABOUT GOREBRIDGE

& how the Development Trust came about.







**GOREBRIDGE**  
COMMUNITY DEVELOPMENT TRUST

# ONCE UPON A TIME ...

**There was a well-loved building. The Trust took it on. It didn't go well. The end.**





**Hold the vision.  
Trust the process.**



**BIG, REALLY  
BIG VISION**





# THE BEACON

**Multi-purpose  
Meeting room  
3 x 4 person offices  
1 x 8 person office  
1 x 6 person office  
Nursery  
Family room  
Creative space  
Café  
Community kitchen  
Multi-purpose hall**





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# **WHAT COULD POSSIBLY GO WRONG?**

+

## **LESSONS**

1. COMMUNITY MUST BE ON (AND CRITIQUE) THE JOURNEY WITH YOU
2. VISION MUST BELONG AND BE OWNED BY THE COMMUNITY
3. CHEAP (PROCUREMENT) ISN'T ALWAYS BEST
4. HAVE THE RIGHT PEOPLE WORKING WITH YOU AT THE VISION

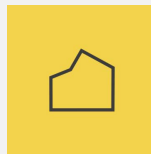


**2009**  
THE VISION. ARCHITECT  
APPOINTED.

*Between here and here*

**2019**

JANUARY 24<sup>TH</sup> 2019. THE  
BEACON OPENED ITS DOORS  
FOR THE FIRST TIME



## 10 YEARS

3650 DAYS OF SHARP INTAKES OF  
BREATH, SHAKING OF HEADS  
AND ROLLING OF EYES, WITH  
EXCLAMATIONS OF 'WHAT  
NEXT?' HERE WE GO ...



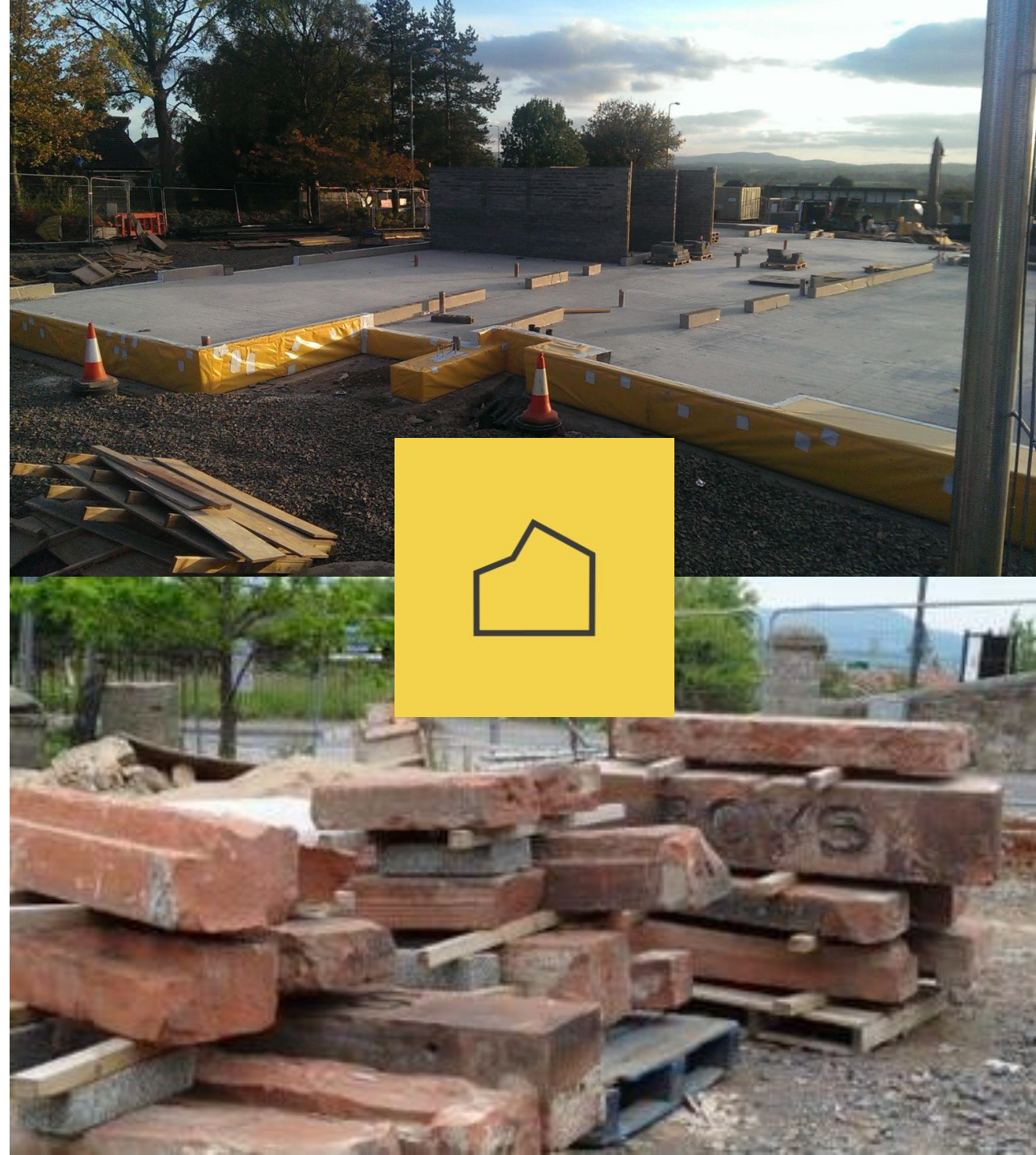


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# 2009 - 2014

## THE VERY EARLY YEARS

**You can't build a great building on a  
weak foundation.**





# LACK OF OPTIONS

**MOST IMPORTANT LESSON:  
KEEP TALKING TO THE  
COMMUNITY, WE DIDN'T.**



**Aaaah! Something went wrong**

Brace yourself till we get the error fixed.  
You may also refresh the page or try again later







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# **BRANDED** **A JOKE BY** **COMMUNITY**

**1<sup>st</sup> Builder goes bust in Summer 2014**

**Building is mothballed**

**Trust £180k in security costs**

**More funding is needed – back to funders**

**Knock it down or ...?**

**We still had a £250k loan to repay**



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# 2015 - 2017

## THE MIDDLE YEARS

**We don't grow when things are easy:  
we grow when we face challenges. Uh-  
huh.**

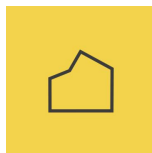






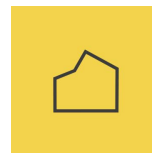
# OVER THE LINE

The only mistake  
we can make is  
not asking for  
help.



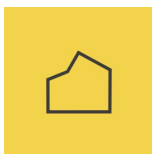
## 1. THINK TANK

Round the table chats. Admittance we cannot do this alone. Three players.



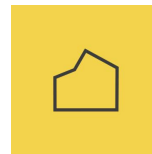
## 2. PERFORMANCE BOND

Short of £60k. Board unaware or performance bond: governance/skill issue.



## 3. VAT & INSURANCE

Discovery that building wasn't insured for old work carried out. More £££. Reclaimed VAT makes trading harder.



## 4. RIGHT PEOPLE

Never compromise on people. Project Manager for the Beacon build hired to replace a DTM (further issues).



# MAY 2017

# NEARLY THERE

(WE THOUGHT)

No start-up funds.  
8 weeks from opening.  
Funding not successful





**COMMUNITY DEVASTATED  
ENGAGEMENT  
OWNING THE SPACE**

**MAY 18<sup>th</sup> 2017**  
**ARSON ATTACK**





# POP-UP BEACON



Only possible via our insurance on the Beacon. Pop-up was in use from June 2017 – September 2018. Old Bank of Scotland on Main Street – free use not including utilities and services.





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# 2017 - 2019

## THE LATER YEARS

**It never rains but it pours.**





# JANUARY 24<sup>TH</sup> 2019

**Gorebridge Beacon Opens with Community Day**







# HUB USERS

**SINCE OPENING:**

**1670 UNIQUE  
VISITORS**

**(WE HAVE A LONG  
WAY TO GO TO  
INCLUDE ALL THE  
GOREBRIDGE  
COMMUNITY)**







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# 2019 ONWARDS



## LESSONS

1. MAKE CHANGE FAST
2. BUSINESS PLAN ISN'T FIXED
3. HIRE THE RIGHT PEOPLE FOR THE RIGHT JOB
4. ASSUME NOTHING: IT IS NEVER HOW YOU PLAN IT TO BE



## EVENTS

£ EVENTS PROVIDED BY  
BEACON OR HIRERS.  
RESOURCE HEAVY FOR OWN  
EVENTS AND WORKSHOPS



## CAFE

ORIGINAL PLAN WAS TO  
LEASE. TRUST NOW RUN.  
INCREASE HOURS AND  
MENU BY OCTOBER 2019

## RENTAL SPACE

£ HALL HIRE, MEETING  
ROOM, OFFICE RENTALS.  
LEAST RESOURCES NEEDED



## FUNDRAISING

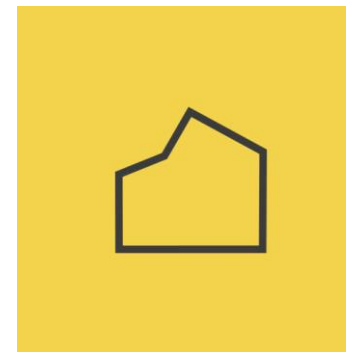
INDIVIDUAL, DONOR,  
GRANTS AND TRUSTS FOR  
SPECIFIC PROJECTS AT THE  
BEACON E.G. EMPLOYABILITY  
COURSES AND TRAINING  
FOR YOUNG PEOPLE





# SHARED LESSONS

**Talk to those who have done it before. Assume nothing. Ask for help. Ensure exceptional governance. You will need more £££ than you think. Listen, listen, listen to the community. The build is the easy part. Partnerships essential.**



*The Beacon and the people who work there have given me a lifeline. I have lived in Gorebridge 13 years and I have never felt as if I belonged, until now. Walking into the Beacon I know I will be welcomed, have a laugh and be included in what is happening that day. And there is always something happening. It's like a little mini world.*

**- J Denis**



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