



Deaf Services Lanarkshire

Business Plan

December 2024

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## 1. Executive Summary

Deaf Services Lanarkshire (DSL) was established in 2012 as a Scottish Charitable Incorporated Organisation (SCIO), the purpose of the organisation is to reduce isolation and to improve quality of life among the deaf community in Lanarkshire. It was originally set-up as a single tier SCIO and in 2024 it became two tiers in order to be a suitable transfer body to pursue a Community Asset Transfer for ownership.

Deaf Services Lanarkshire is seeking to purchase its own premises to enable the expansion of its services to meet increased demand, and to enable the charity to meet its objectives. Additional space will allow DSL to make its services available to more people with hearing loss in Lanarkshire and the wider community. The additional and extended services will make it possible for Deaf Services Lanarkshire to offer support to a wide range of organisations that are required by the British Sign Language (Scotland) Act 2015 to provide access to public services, in British Sign Language.

The current premises of Deaf Services Lanarkshire occupy ground-floor space in the Fountain Business Centre, Ellis Street, in Coatbridge. The space contains approximately 150 square meters, divided into a large social space (maximum capacity: 50-60 people), a training room for 15 people, 4 small office rooms and a store. The charity shares access to a communal disabled toilet with other occupiers of the property. The current space does not give much room for Deaf Services Lanarkshire to expand its provision.

DSL has outgrown the premises it currently operates from and hopes to relocate to a larger site. Ideally, the organisation hopes to remain in Coatbridge, North Lanarkshire and has carried out a search for suitable premises. The Shawhead Community Centre has been identified as an ideal location and a valuation and condition survey have been carried out. The current owner is North Lanarkshire Council who have earmarked the building for closure following an asset review and budget-saving exercise. NLC has been approached and a Community Asset Transfer is being pursued.

This Business Plan sets out to demonstrate that Deaf Services Lanarkshire is well equipped to take on the ownership of the Shawhead Community Centre Building and safeguard it for future generations to enjoy.

## 2. Background

### **Background to Community Asset Transfer**

Deaf Services Lanarkshire was established as a Scottish Charitable Incorporated Organisation (SCIO) in 2012. The company number is CS000941 and charity number SCO43457. DSL's objects, as per the details held in OSCR, are:” (i) The provision of recreational facilities, or the organisation of recreational activities, with the object of relieving isolation and improving the conditions of life for the Deaf Community in Lanarkshire. (ii) The relief of those Members of the Lanarkshire Deaf Community in need by reason of age, ill-health, disability, financial hardship or other disadvantage.”

The organisation operates from commercial premises at the Fountain Business Centre, Ellis Street in Coatbridge, North Lanarkshire and has enjoyed steady growth in income, service users and headcount numbers since its inception. DSL supports the Deaf Community and provides an Interpreting and Translating service as well as a number of free initiatives for Lanarkshire including a drop-in service and an interpreting service for funerals, weddings and other events. Added to this, DSL facilitates Deaf Awareness Seminars, some local groups and a weekly networking session for the Lanarkshire Hearing Loss Network. The organisation is also a SQA approved centre and runs BSL (British Sign Language) courses throughout the year.

### **Proposal for Ownership**

Community Asset Transfers allow Community led organisations to buy, lease or manage properties and land owned by "Regulated Bodies" named in the Community Empowerment Act 2015 (Scotland). To make a Community Asset Transfer request, the organisation needs to be a community transfer body and this is defined in section 77 of the Act.

DSL explored ownership, lease and management agreement options and ownership of the building would give the organisation complete control over its use and management. This provides long-term stability over the organisation having access to the space avoiding uncertainties about lease renewals and rent increases. In order to purchase the asset via a CAT, the organisation must be incorporated and the detail is set out in section 80. Although DSL was already incorporated and established as a SCIO, it was a single tier SCIO. To pursue a CAT for ownership, organisations must be incorporated and have a membership of at least 20 members. This therefore means that the SCIO must be two tiers. So, DSL has recently changed from a single tier SCIO to two tiers.

## **Vision for the asset**

The Shawhead Community Centre is located in Berwick Street in Coatbridge, North Lanarkshire. It is a detached single storey building constructed in 1979 and covers an approximate area of 595m<sup>2</sup> (6,405sq ft.). There is also a small car park area providing space for between 10 and 12 cars. The condition survey, valuation report and site map include internal and external images of the location and square footage of both the building and the overall site boundaries.

Deaf Services Lanarkshire hopes to safeguard the Shawhead building for future generations. Currently there is restricted access to the building which is only opened when activities are taking place. Current service users include mother and toddlers, keep fit, music, and dance classes, a stroke survivors group, carpet bowling, union meetings and Councillor Surgeries. DSL hopes to accommodate these groups going forward and expand activities for the local community.

DSL plans to extend the opening hours to between 9am and 4:30pm Monday to Friday plus most alternative weekends (Saturdays and Sundays) between 10am and 4pm meaning that the centre will be open to the local community during these hours. Room hire will also be available in the evenings and weekends.

Deaf Services Lanarkshire will explore options to maximise the usage of the building. Over and above providing space for existing activities, there is the potential to host social events, such as weddings, celebratory parties, discos, and community gatherings. The kitchen area could be opened for members of the public to enjoy as well as providing catering for bookings within the centre.

## **3. The Business Case**

### **Local history and development plans**

The plan for North Lanarkshire sets out a vision to create a place to Live, Learn, Work, Invest and Visit. The plan creates a shared ambition bringing together council services, partner organisations and other agencies to deliver their statutory and mandatory requirements. Five priority areas are identified which include:

1. Improve economic opportunities and outcomes.
2. Support all children and young people to realise their full potential.
3. Improve the health and wellbeing of our communities.
4. Enhance participation, capacity and empowerment across our communities.
5. Improve North Lanarkshire's resource base.

Deaf services Lanarkshire contributes to all five priorities. The organisation provides many social benefits including social connection by offering a supportive environment to the Deaf Community in North Lanarkshire where hearing barriers are removed. DSL also carries out advocacy support thereby defending the rights of deaf people and ensuring their views are taken into consideration. Regarding social care, they improve communication and reduce barriers accessing local services. Added to this, the benefits advice tackles poverty. Although DSL service users are adults, the impact of the support received extends to the deaf person's family and friends including children and young people. Their interpreting and translating service improves standards of healthcare; alleviates poverty and homelessness and supports individuals to upskill and secure employment. This being the case, the provision of local services is enhanced and there is reduced pressure on public services via the 'free' support DSL regularly provides. The deaf community is a marginalised group and DSL improves the health and wellbeing of these individuals by integrating them into society.

As regards priorities for the Coatbridge area, these are poverty, mental health and digital inclusion. Deaf Services Lanarkshire works closely with public sector partners to help address these priorities with the deaf community helping them become more deaf aware and raising awareness of how best to communicate, the barriers faced around digital communications and supporting service users with mental health issues and those experiencing poverty. Service users are provided with information on support available and assistance to access this support.

### **Evidence of need**

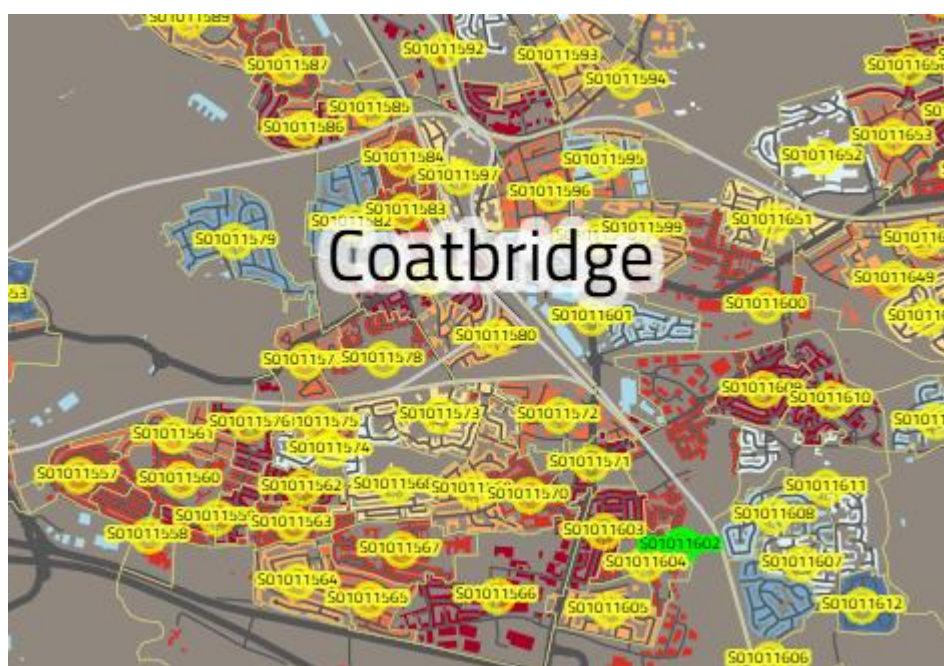
According to the Royal National Institute of Deaf People, 18 million adults in the UK are deaf, have hearing loss or tinnitus representing one in three adults in the UK. Deaf Services Lanarkshire provides services to the Deaf Community and mainly those with profound deafness from birth using sign language as their first language. According to the last census there were 828 people using BSL at home in North Lanarkshire. [BSL Users North Lanarkshire](#)

Since the organisation started in 2012, DSL has experienced growth in demand for its services. As regards regulatory and statutory changes affecting the deaf community, there was a British Sign Language Bill passed in 2012 recognising BSL. Then, in 2015 it was officially made an Act within the Scottish Government. In 2017, all Local Authorities, NHS Boards and Public Services were tasked with preparing a local BSL Plan regarding how they would meet the terms of the Act addressing Accessibility and Equality. This is a

5 year rolling plan with over 70 points to be addressed. We are currently within the 2<sup>nd</sup> 5 year plan, completing in 2030. Due to the change in legislation, DSL has experienced an increase in demand for services from the public sector as well as supporting this increase in the Deaf Community. Nowadays, the deaf community have an increased awareness of their rights to accessibility and inclusion but we still have a long way to go which will increase demand for deaf services even more. DSL provide most if not all of Deaf Access within NLC.

### **SIMD statistics**

The Scottish Index of Multiple Deprivation is a relative measure of deprivation across 6,976 small areas (called data zones). Data zones are ranked from 1 (most deprived) to 6976 being the least deprived. It explores seven domains: income, employment, education, and health, access to services, crime and housing. Detailed information on the data that is gathered for each of the domains can be found by following this link [SIMD+2020v2+-+indicators.xlsx \(live.com\)](#)



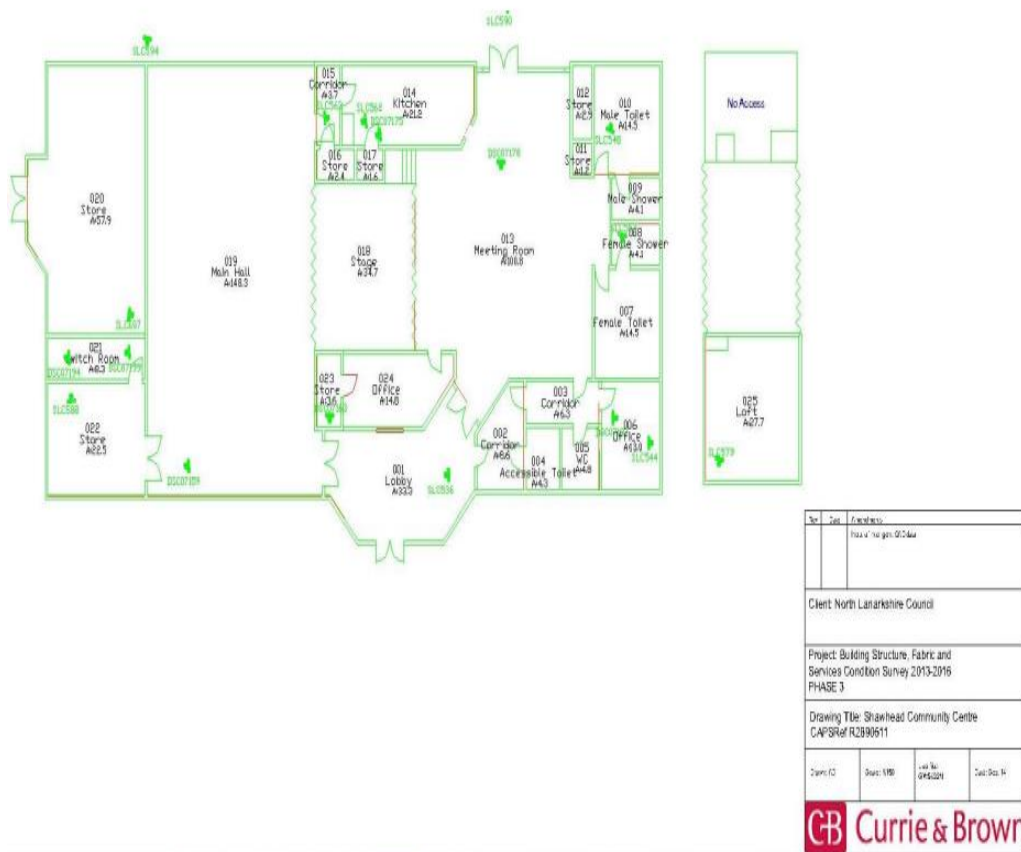
A map of the Shawhead, Whifflet and wider Coatbridge area has been included above; follow this link to access the interactive map [SIMD \(Scottish Index of Multiple Deprivation\)](#)

Data zone	Data zone name	Local authority	SIMD 2020v2 rank	SIMD 2020v2 decile	SIMD 2020v2 income rank	SIMD 2020 employment rank	SIMD 2020 education rank	SIMD 2020 health rank	SIMD 2020 access rank	SIMD 2020 crime rank	SIMD 2020 housing rank
s01011602	Shawhead and Whifflet	North Lanarkshire	1352	2	2114	1906	666	1456	1416	607	1164
s01011603	Shawhead and Whifflet	North Lanarkshire	426	1	596	619	185	269	3642	2178	1004
s01011604	Shawhead and Whifflet	North Lanarkshire	811	2	1256	1383	107	1396	1960	659	1208
s01011605	Shawhead and Whifflet	North Lanarkshire	2518	4	3000	3172	1928	1817	2347	3016	1240

As regards Shawhead and Whifflet the four data zones covering the area where the building is located, 1 ranks in the 1<sup>st</sup> decile (1 to 10% most deprived), 2 in the 2<sup>nd</sup> decile (11 to 20% most deprived) and 1 in the 4<sup>th</sup> decile (31-40% most deprived). The table shows that some of the data zones rankings lower in the education and health domains.

### How the CAT benefits the Community

DSL hopes to create a sustainable model that brings together the Deaf Community and Shawhead Community. A copy of the floor plan for the building has been included below.





As can be seen above, the Shawhead Community Centre has one main hall which can cater for 100 persons and another large space which can comfortably accommodate 50 persons. There is a stage area separating these two spaces which could be adapted to provide additional room hire options. There are also kitchen facilities, office space, storage areas and toilets. The Centre is accessible by public transport and a bus stop can be found directly outside the centre and as noted earlier, there are car parking spaces for between 10 and 12 cars. Added to this, the Centre offers wheelchair access with all facilities located on the ground level including a disabled toilet. The condition survey highlights a number of areas that need to be addressed to make the building fit for purpose. DSL intends to invest significantly in the building to put and keep the building in repair. Added to this, the building will be adapted to meet the needs of the Deaf Community and provide a safe space for everyone to enjoy.

### **Evidence of Community support**

Deaf Services Lanarkshire has carried out community consultation activity to gather feedback from the local community. So far, two campaigns have been carried out to engage the views of residents and the wider community. Social media has been utilised to raise awareness of the campaigns and numerous partners have been approached to share the community consultation surveys and extend the reach.

DSL is open to feedback from the deaf community, the local community, and existing/new service users. Involving the community to help shape future service delivery is at the heart of DSL's plans. The organisation recognises that this is vital to ensure the survival of the building and to demonstrate to North Lanarkshire Council that there is evidence of need and demand for the project

Some findings from the campaigns are included below:

- The building offers a flexible space and opportunity for growth
- There has been some graffiti and vandalism to the building
- There is support for DSL to take ownership of the building as long as it is run and maintained to a good standard
- A change in management is expected to bring improvements to the building and operations
- Enhancing the buildings accessibility, improving signage and lighting are seen as essential improvements. Upgrading facilities and providing space for community activities are also recommended.
- Public consultation and ongoing communication are crucial for a successful transition.

### Support for DSL to take on the asset

Deaf Services Lanarkshire was established in 2012 and has grown significantly since its inception. The organisation is in good financial health and works closely with North Lanarkshire community partners to deliver on its charitable objectives. In order for the organisation to increase capacity and grow, the Shawhead Community Centre would provide an ideal location. A move to this new centre would allow DSL to expand its services and become a hub in the local community. To demonstrate support from the local community, people were asked what they thought Deaf Services Lanarkshire would offer to the Shawhead Community Centre if successful with the Community Asset Transfer. The people surveyed agreed or strongly agreed with the following:

- *The centre would benefit from being owned and managed by a community organisation*
- *Increased use of the building would be welcomed*
- *Increased income would help future centre repairs and maintenance*
- *There will be increased awareness of the deaf community*
- *There will be increased inclusivity and diversity of people using the centre*

Copies of the reports from the campaigns, other feedback and letters of support can be found in the appendices.

## 4. The Economic Case

### How it benefits the local community

Deaf Services Lanarkshire was established in 2012 and has enjoyed growth, five year historical income and expenditure figures are included below and as can be seen, income levels have doubled in that period.

Year End	Income	Expenditure
31 Oct 2020	£189,347	£160,507
31 Oct 2021	£106,665	£135,093
31 Oct 2022	£193,349	£181,864
31 Oct 2023	£274,708	£256,760
31 Oct 2024 Draft	£383,626	£309,524

Reserves levels have also increased in line with growth generated and unrestricted reserves levels of between 3 to six months are expected to be held by the organisation to assist with contingency planning.

Regards income projections, as a starting point the following table can be utilised:

	Year One	Year Two	Year Three	Year Four	Year Five
<b>Total Income</b>	£420,000	£430,000	£445,000	£465,000	£490,000

Headcount levels are also expected to increase, please see below for five year forecasts:

	Year One	Year Two	Year Three	Year Four	Year Five
<b>Headcount Numbers</b>	3.5 FTE	4 FTE	4.5 FTE	4.5 FTE	4.5 FTE

A detailed five year income and expenditure breakdown has been included in the appendices.

### Competitor Analysis

Deaf Services Lanarkshire was established with two main objects: to reduce isolation and improve quality of life of people with a hearing loss in Lanarkshire. It has no desire to compete with organisations offering similar services as the charity is keen to encourage as many deaf people to be able to lead as comfortable life as possible, no matter what level their hearing loss.

Deaf Services Lanarkshire is open to working in partnership with organisations, providing the partnership will encourage better quality of life for deaf people and not for the benefit of the organisations themselves.

As regards the provision of support to the Deaf Community, the following organisations have been recognised as operating in this space: Deaf Action (Edinburgh), Lanarkshire Deaf Hub (Motherwell), Just Sign (Polmont), and Sign Language Interaction (Glasgow). A Competitor Analysis of these organisations has been carried out and the findings are included in the appendices. DSL is mindful of the competition, having delivered services

to the Deaf Community for over twelve years. DSL closely monitors the activity competitors are involved in and this is considered when shaping future service delivery.

The Shawhead Community Centre offers DSL new income generating opportunities with the additional space in the building. DSL is keen to accommodate existing service users and has an awareness of the pricing model utilised by North Lanarkshire Council. A copy of the North Lanarkshire council's community facilities price list can be found by following this link [Price List NLC](#)

As noted earlier, DSL plans to extend the opening hours of Shawhead to between 9am and 4:30pm Monday to Friday plus most alternative weekends (Saturdays and Sundays) between 10am and 4pm. Added to this, room hire will be available in the evenings and weekends.

### Room Hire

Over and above providing space to accommodate existing activities, there is the potential to host weddings and other social events, community gatherings and other activities. The following calculations have been prepared to demonstrate potential income generation based on different price points (£10-£50 per hour) and occupancy levels (50% to 100%). The calculations below are based on a five day week, four week month and 50 week year:

Price	Capacity Daily (hrs)	Daily potential Income generation	Capacity Weekly (hrs)	Weekly Potential Income Generation	Capacity Monthly (hrs)	Monthly Potential Income	Capacity Yearly (hrs)	Yearly Potential Income		
10	7.5	£ 75.00	37.5	£ 375.00	150	£ 1,500.00	1875	£ 18,750.00		
								£ 18,750.00	100% Capacity	
								£ 9,375.00	50% Capacity	
								£ 11,250.00	60% Capacity	
								£ 13,125.00	70% Capacity	
								£ 15,000.00	80% Capacity	
								£ 16,875.00	90% Capacity	
Price	Capacity Daily (hrs)	Daily potential Income generation	Capacity Weekly (hrs)	Weekly Potential Income Generation	Capacity Monthly (hrs)	Monthly Potential Income	Capacity Yearly (hrs)	Yearly Potential Income		
15	7.5	£ 112.50	37.5	£ 562.50	150	£ 2,250.00	1875	£ 28,125.00		
								£ 28,125.00	100% Capacity	
								£ 14,062.50	50% Capacity	
								£ 16,875.00	60% Capacity	
								£ 19,687.50	70% Capacity	
								£ 22,500.00	80% Capacity	
								£ 25,312.50	90% Capacity	

Price	Capacity Daily (hrs)	Daily potential Income generation	Capacity Weekly (hrs)	Weekly Potential Income Generation	Capacity Monthly (hrs)	Monthly Potential Income	Capacity Yearly (hrs)	Yearly Potential Income		
25	7.5	£ 187.50	37.5	£ 937.50	150	£ 3,750.00	1875	£ 46,875.00		
								£ 46,875.00	100% Capacity	
								£ 23,437.50	50% Capacity	
								£ 28,125.00	60% Capacity	
								£ 32,812.50	70% Capacity	
								£ 37,500.00	80% Capacity	
								£ 42,187.50	90% Capacity	

Price	Capacity Daily (hrs)	Daily potential Income generation	Capacity Weekly (hrs)	Weekly Potential Income Generation	Capacity Monthly (hrs)	Monthly Potential Income	Capacity Yearly (hrs)	Yearly Potential Income		
50	7.5	£ 375.00	37.5	£ 1,875.00	150	£ 7,500.00	1875	£ 93,750.00		
								£ 93,750.00	100% Capacity	
								£ 46,875.00	50% Capacity	
								£ 56,250.00	60% Capacity	
								£ 65,625.00	70% Capacity	
								£ 75,000.00	80% Capacity	
								£ 84,375.00	90% Capacity	

Room hire competitors normally provide details of room capacity, accessibility, Wi-Fi, online booking facility, parking and available facilities. The pricing models differ with rooms being available for one hour, two hours, a half day and full day booking slots. Added to this, there are often loyalty discounts and reduced rates for charities or members. DSL is keen to maximise room hire occupancy levels and will explore different options to increase booking levels.

Competitor pricing was around £10.00 per hour for room hire for smaller rooms and £20.00 for rooms with a capacity of up to 20. Incentivised pricing was often in place to encourage longer room hire duration .i.e. half day/ full day bookings. Pricing by community centres and churches was at times lower .i.e. hall booking £10.00 per hour and rooms for only £6 per hour.

DSL aims to accommodate current users of the centre who may wish to continue to hire space at a similar charge rate offered by NLC, these are:

Stroke group - Wednesdays (2hrs or afternoon)

Toddler Group - Fri mornings

Childminder group - Thursday mornings

Added to this, Deaf groups would continue to access space Free of Charge and, if required, DSL could extend services to accommodate groups for Deaf children and families which would offer opportunities for merged services, given the additional space Shawhead offers this approach may be worthwhile exploring further.

The building can also be utilised to host public and community events, councillor meetings, joint working space with NLC/ Police and Fire service. Hot desking or co-working space could also be created; currently the tackling poverty project operates in this way.

### **The Kitchen**

This offers additional income generation opportunities for DSL who are exploring options to open a Community café, provide catering, offer a take away or delivery service or an opportunity to develop food insecurity programmes- free meal provision, dining/ cook and dine experiences. Investment in the kitchen area will be required and DSL is mindful also of licensing and other regulatory requirements it would need to address to explore these options in detail. Phase one does not include opening up the kitchen area commercially however feedback from service users will be continually reviewed and plans to develop the kitchen will be progressed if required.

### **Other areas**

DSL's priority is ensuring that current services grow and thrive, and are not diluted when delivering more services. Having said that, it recognises that there are other income generating opportunities (inside and outside) that can be explored further. These include vending machines, package pick-up points, self-service hot drinks machine, allocating space to partner services, local artists, traders, and hosting events linked to activities carried out in the centre like Deaf awareness, Health and Wellbeing and Education. There is extensive space available that can be re-purposed and utilised to offer additional activities and services that would help increase footfall to the centre.

DSL would work with NLC to develop partnerships with health improvement and local community services to identify gaps in service provision like for example creating food hubs. There is also the potential to build a filming/ recording room and or become a digital zone for NLC. Although this would require investment, DSL recognises the benefits this could deliver to the local community and is therefore keen to explore this further.

DSL would work closely with service users and partners to reduce barriers and encourage more local social groups to use the centre. Transport pick-ups and drop offs will be considered and all staff including janitors and security persons will have Deaf awareness and a level of BSL.

DSL intends to explore options to maximise the usage of the building and the income generation potential.

## SWOT Analysis

Deaf Services Lanarkshire believes it should secure a maximum discount for the purchase of the premises. DSL already provides many free and incentivised services in North Lanarkshire, detailed information has been included in the appendices to substantiate the value of the services provided ( Community Asset Transfer Valuation Discount). Although it is recognised that rent payments will no longer be required once the premises are purchased, there is an extensive schedule of repairs and maintenance required for the next ten years. The following SWOT Analysis lists the benefits and issues requiring consideration before purchasing new premises.

Strengths	Weaknesses
<p>Deaf Services Lanarkshire is in a financially good position with two main continuous income streams and employs four staff members. ( 3.5FTE)</p> <p>Deaf Services Lanarkshire will undertake a staff matrix review when premises are purchased to ensure the charity employs suitable individuals to take the charity forward and to enable DSL to deliver proposed new and extended services. DSL has a strong team in place which includes employees, volunteers and subcontractors. It is believed these individuals have the necessary skills and experience to allow DSL to progress to the next growth stage.</p>	<p>Some key members of the team are reaching retirement age and may decide to exit the organisation. A succession planning exercise has been carried out and individuals have been identified to assume roles and responsibilities attached to these roles. Historically there has been an over reliance on the management team to drive the organisation forward. Training and upskilling has been identified for the Board to provide trustees with additional assistance and support.</p> <p>The new premises will bring challenges and opportunities; this will require the recruitment of volunteers and new Board members with new skills and attributes.</p>
Opportunities	Threats
<p>Owned premises will provide increased security for the charity without the concerns around rent payments and lease contracts. Increased control on maintenance of the premises.</p> <p>More independence to operate within the premises, without needing to request permission from landlords.</p> <p>Own base and security providing capacity for the future growth of Deaf Services Lanarkshire, allowing DSL to expand services and groups thereby increasing support for the deaf community and beyond.</p> <p>Better value for money with income reinvested in the premises rather contributing towards rent payments</p> <p>Reduced isolation and better quality of service for the deaf community and beyond</p> <p>Opportunities for staff and volunteer development through shadowing and work placements.</p>	<p>The purchase of the premises presents financial risks and additional commitments</p> <p>Grants and loans are not guaranteed to finance the purchase and/or refurbishment of premises.</p> <p>Costly refurbishment costs</p> <p>Increased running costs with electricity, gas and water rates (if applicable) with larger premises</p> <p>Higher insurance cover payments</p> <p>Installation/availability of disabled access, including appropriate fire alerting systems for deaf people</p> <p>Security system</p> <p>Maintenance Fund needs to be set up</p> <p>Community unrest if they are unhappy with the lack of parking space</p> <p>Challenge to find appropriate staffing with necessary skills to support our clients</p> <p>Future planning conditions/restrictions (parking considerations)</p>

## Outcomes

Currently between 50 and 60 service users access the DSL centre on a weekly basis across all services. DSL regularly checks in with the deaf community for updates on service provision and for feedback to help shape future service delivery. The organisation is involved in the Community Solutions programme working with the Health and Social Care partnership to identify gaps in service provision and continually improve services. Key Performance Indicators (KPIs) have been noted in the table below:

Indicators	Impact of Activity- Yearly target
<b>Hard Indicators- Outputs (tangible)</b>	200 groups supported 150 individual service users from NL accessing the drop-in service 24 workshops/ seminars
<b>Soft Indicators- Outcomes (more subjective)</b>	
Observed	People feel empowered
Heard	Improved Health and Wellbeing
Written	Positive about their experiences, opportunities

Additional Outcomes for the Shawhead Community are included below:

Indicators	Impact of Activity- Yearly target
<b>Hard Indicators- Outputs (tangible)</b>	4 Community Events per year 2 fundraisers for the Shawhead Community 1 Local business partnership
<b>Soft Indicators- Outcomes (more subjective)</b>	
Observed	Better integration of the hearing and the deaf community
Heard	Improved engagement with the Shawhead Community
Written	Collaboration with local businesses



## 5. The Strategic Case

### Fit with local Strategy and Policy

The plan for North Lanarkshire sets out a vision to create a place to Live, Learn, Work, Invest and Visit. As regards priorities for the Coatbridge area, these are poverty, mental health and digital inclusion. Deaf Services Lanarkshire would work with North Lanarkshire Council and other partner organisations to develop partnerships to tackle these issues. Already, DSL signposts and refers clients to social work, NHS services, employability support, Citizens Advice Bureau and adult learning. This could be developed further by closer partnership working with service providers offering them the opportunity to deliver a drop-in service in the Shawhead Centre. DSL would assist to promote new initiatives thereby raising awareness of support available to the local community in shawhead by utilising social media and space within the building to display posters and other promotional material regarding upcoming events and activities.

### Fit with National Strategy and Policy

The Scottish Government's vision for 2022-2032 is to deliver a wellbeing economy for Scotland. Five programmes of action are identified as:

- Entrepreneurial People and Culture
- New Market Opportunities
- Productive Businesses and Regions
- Skilled Workforce
- A fairer more equal society

DSL works closely with Business Gateway and Voluntary Action North Lanarkshire accessing support to upskill staff and volunteers. The organisation adheres to Fair Work and continually aims to improve services. This could be developed further by DSL becoming an approved supplier for more organisations and helping shape programme support to extend to the deaf community. DSL could also partner with these organisations to offer support to the business community and third sector organisations.

## 6. The Commercial Case

### The offering services and activities

Deaf Services Lanarkshire offers a range of services with the aim to improve the quality of life for deaf people in Lanarkshire, these include:

#### I. Interpreting/Communication Support

Deaf Services Lanarkshire operates an interpreting agency, providing interpreting and notetaking support on request to many different organisations, and public services as well as individuals.

The interpreting agency provides the main income for Deaf Services Lanarkshire with a small amount of each booking fee contributed to the running of the Charity. The communication support supplied by Deaf Services Lanarkshire has the additional benefit in raising awareness of the charity and its services.

## II. **Training Courses**

Organisation and delivery of SQA accredited courses in British Sign Language (BSL) is the responsibility of the SQA coordinator. These range from: Introduction level at SCQF Level 3 to Interpreting level with the SRLPDC British Sign Language / English Interpreting Qualification, (accredited by SQA at SCQF Level 10).

Support is available from Skills Development Scotland (individual training accounts - ITA) and SAAS (for the Interpreting Qualification).

In addition, Deaf Awareness training is offered to people wanting to know more about daily challenges faced by deaf people to improve their services. A number of one-day deaf awareness sessions are delivered at no cost each year. Bespoke courses are delivered to external organisations, groups and bodies on request.

## III. **Drop in Service**

Deaf Services Lanarkshire provides support to deaf people who require help with translation of correspondence and information, as English is not the first language of a profoundly Deaf person.

DSL make the phone calls that are required to make appointments, or to communicate to service providers, the wishes of the deaf client. They also provide support with completion of forms, support with benefits and phone calls on their behalf to other services. We also sign post our Deaf Clients to further support if/when required. This service is provided by DSL because there is no other support for the communication needs of the Deaf Community. Neither the council nor the government provide the Deaf community with communication support.

## IV. **Social Space:**

The current social space is given free of charge to a number of autonomous clubs and groups run by deaf people. These are: Coatbridge Deaf Club; Men's Group; Women's Group, and Crafts Group.

Support from the charity is provided to these groups on request. DSL do not manage them.

The need for these activities is to relieve the isolation that is the problem that All Deaf People suffer. It is impossible for them to mix with people in the same way that hearing people do.

## V. **Community Development Activities**

DSL provide recreational activities, for example gentle exercise sessions; monthly mental health workshops; Local Information Services and a Literacy Class.

We recently also started a Grant funded Befriending service to reduce loneliness and isolation in the community and to provide support to improve the mental health of service users and their families.

## **VI. Representation:**

Deaf Services Lanarkshire is represented by its staff at various external events and meetings to increase awareness of the charity, its services and the daily challenges faced by deaf people.

- Deaf Services Lanarkshire is an active member of the British Sign Language Steering Group, jointly created by North Lanarkshire Council, South Lanarkshire Council and NHS Lanarkshire, to meet the requirements of the British Sign Language (Scotland) Act 2015.
- Deaf Services Lanarkshire has developed strong links with North Lanarkshire Council, South Lanarkshire Council and NHS Lanarkshire. The organisation is also known to many other different organisations and groups in Lanarkshire, such as Voluntary Action North Lanarkshire (VANL), Remploy and Voluntary action South Lanarkshire (VASLAN, the North Lanarkshire Disability Forum and is linked to the Consortium in the Coatbridge Locality. Being known to these organisations means that our services become known to the wider community.

## **How it will operate**

Deaf Services Lanarkshire aims to include additional services listed below:

- I. **Provision of social space** to more groups of people with a hearing loss, e.g. people who became deaf due to age to meet and socialise, hard of hearing people, and those families and carers who support this group of people.
  - These groups will either be run by the charity or be autonomous and independent as with the existing groups who use Deaf Services Lanarkshire.
  - If space is available, Deaf Services Lanarkshire will accommodate an external service within the new premises, for example a childcare service or after school club. This will in turn generate opportunities of work placements, apprenticeships and employment with the service for deaf people, in a situation with no communication barriers, and with increased deaf awareness and support from Deaf Services Lanarkshire.
- II. **Dedicated space to demonstrate equipment and assistive devices to promote quality of life, security and safety at home**
  - Expansion of the Drop-in Centre to include monthly clinics with professional advice from organisations such as NLC – Tackling Poverty Team, NLC Equipment Team and their Care and Repair Department and the Department of Work and Pensions.

- The daily drop-in centre will remain as there continues to be a demand for this service.
- Organisation of non-certified British Sign Language classes aimed at families, friends and neighbours of deaf people. The aim of this is to reduce isolation among deaf people at home, by increasing two-way communication and interaction.

III. **Delivery of continuous professional development training** for Tutors of British Sign Language and Deaf Awareness training sessions, and interpreting/ Communication support professionals (trainee and qualified).

This in turn will ensure and enhance quality of training provision and communication support professional delivery.

IV. **Increased provision for social facilities and equipment** within the Centre to be used by members, e.g. pool tables and dart boards, Stage space, room availability and storage space,

- Provide space for external charities working with deaf people at no cost. Deaf Services Lanarkshire is keen to reduce isolation of people as much as possible and is happy to provide space to other organisations to deliver their services to improve quality of life for their clients

V. **Development of a small filming studio/editing space** to enable Deaf Services Lanarkshire to produce quality British Sign Language translation to meet the increasing demand from public bodies to translate information into British Sign Language.

- The filming facility will, in addition, be made available to deaf people to learn new and life skills in filming, photography and editing techniques which will improve employment prospects. The suite will also be used for various projects which require filming evidence and demonstrations.

VI. **Development of space and facilities for ICT teaching and use.** Deaf Services Lanarkshire anticipates an increase in use by people to apply online for benefits, passports and such with organisations replacing paper applications with online applications.

- English is not the first language for many deaf people who use British Sign Language, and demand is therefore expected to increase for BSL translation and support for applications from deaf people. The ICT facility and communication support will reduce the literacy barrier for these people

### **Project Outputs**

The Shawhead Centre will allow DSL to increase capacity and grow. The centre also offers the opportunity to create a hub for the local community bringing together the hearing and deaf community.

Key Performance Indicators (KPIs) have been noted in the table below:

Indicators	Impact of Activity- Yearly target
<b>Hard Indicators- Outputs (tangible)</b>	200 groups supported ( deaf community) 150 individual service users from NL accessing the drop-in service ( deaf community) 24 workshops/ seminars ( deaf community) 4 Community Events per year (deaf and local community) 2 fundraisers for the Shawhead Community 1 Local business partnership (deaf and local community)
<b>Soft Indicators- Outcomes (more subjective)</b> <b>Observed</b> <b>Heard</b> <b>Written</b>	People feel empowered Improved Health and Wellbeing Positive about their experiences, opportunities Better integration of the hearing and deaf community Improved engagement with the Shawhead Community Collaboration with local businesses

## 7.The Financial Case

### Background

A valuation of the Shawhead Community Centre premises was carried out in April 2024 and the market value of the building at that time was £90,000 with an insurance reinstatement value of £1.5M. The Condition Survey was prepared by DM Hall, and estimated costs were provided to put and keep the building in repair over a ten year period. A snapshot of this information is included below:

Within One Year	1-2 Years	3- 5 Years	6-10 Years	Total for 10 years
£11,500	£38,200	£26,100	£85,800	£161,600

As noted, the estimated costs, as per the condition report findings, to put and keep the building in repair over a ten year period amount to £161,600.00 or an average annual cost of £16,100.00. Our financial forecasts allow for £16,100.00 in repairs and maintenance.

### Income Mix

As regards income, our grant and other income figures are included below and although DSL has identified grant and other funding to carry out major works at the site, the following projections are deemed realistic at this time:

	Year One	Year Two	Year Three	Year Four	Year Five
Trading Income	£360,000	£390,000	£410,000	£435,000	465,000
Grants	£40,000	£35,000	£30,000	£25,000	£20,000
Other	£20,000	£5,000	£5,000	£5,000	£5,000
Total Income	£420,000	£430,000	£445,000	£465,000	£490,000

## Capital costs and funding

### Confirmed funding 2025

Post Code Lottery	£30,000.00	
Corra (3rd Quarter)	£8,000.00	
<b>Potential</b>		
See Hear Fund NLC	£10,000.00	
Discretionary Fund NLC	£4,000.00	
National Lottery	£20,000.00	
NLC Capital	£100,000.00	
NLC GAP	£10,000.00	
<b><u>Other</u></b>		
Deaf Club	£20,000.00	Total £202,000

### **2026**

#### **Grants**

Post Code Lottery	£20,000.00	
Corra Foundation	£8,000.00	

#### **Potential**

NLC See Hear	£10,000.00	
NLC Discretionary	£4,000.00	

#### **Other**

Deaf Club	£5,000.00	Total £47,000
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**Operating Income and expenditure-** a five year breakdown of income and expenditure has been included in the table below with more detailed information available in the appendices:

	Year One	Year Two	Year Three	Year Four	Year Five
Total Income	£ 420,000.00	£ 430,000.00	£ 445,000.00	£ 465,000.00	£ 490,000.00
Total expenditure	£ 414,900.00	£ 423,955.00	£ 437,651.75	£ 454,578.74	£ 475,579.51
Surplus/ Deficit	£ 5,100.00	£ 6,045.00	£ 7,348.25	£ 10,421.26	£ 14,420.49

An opening balance of £220,000 is available at the start of year one, these are unrestricted funds that the organisation has built up over the years. DSL is in good financial health and the organisation is expected to maintain a good financial position.

## 8. Governance and Management Case

### Legal Structure

Deaf Services Lanarkshire was established as a Scottish Charitable Incorporated Organisation (SCIO) in 2012. The company number is CS000941 and charity number SCO43457. As regards the legal status, although DSL was established as a SCIO, it had recently change from a single tier SCIO to two tiers in order to become a suitable transfer body as it was pursuing ownership of a building via a Community Asset Transfer.

### The Board

The Board meets regularly as detailed in the constitution, an agenda is followed and minutes are taken. The current Board includes the following individuals:

Chair- Peter O'Neil,

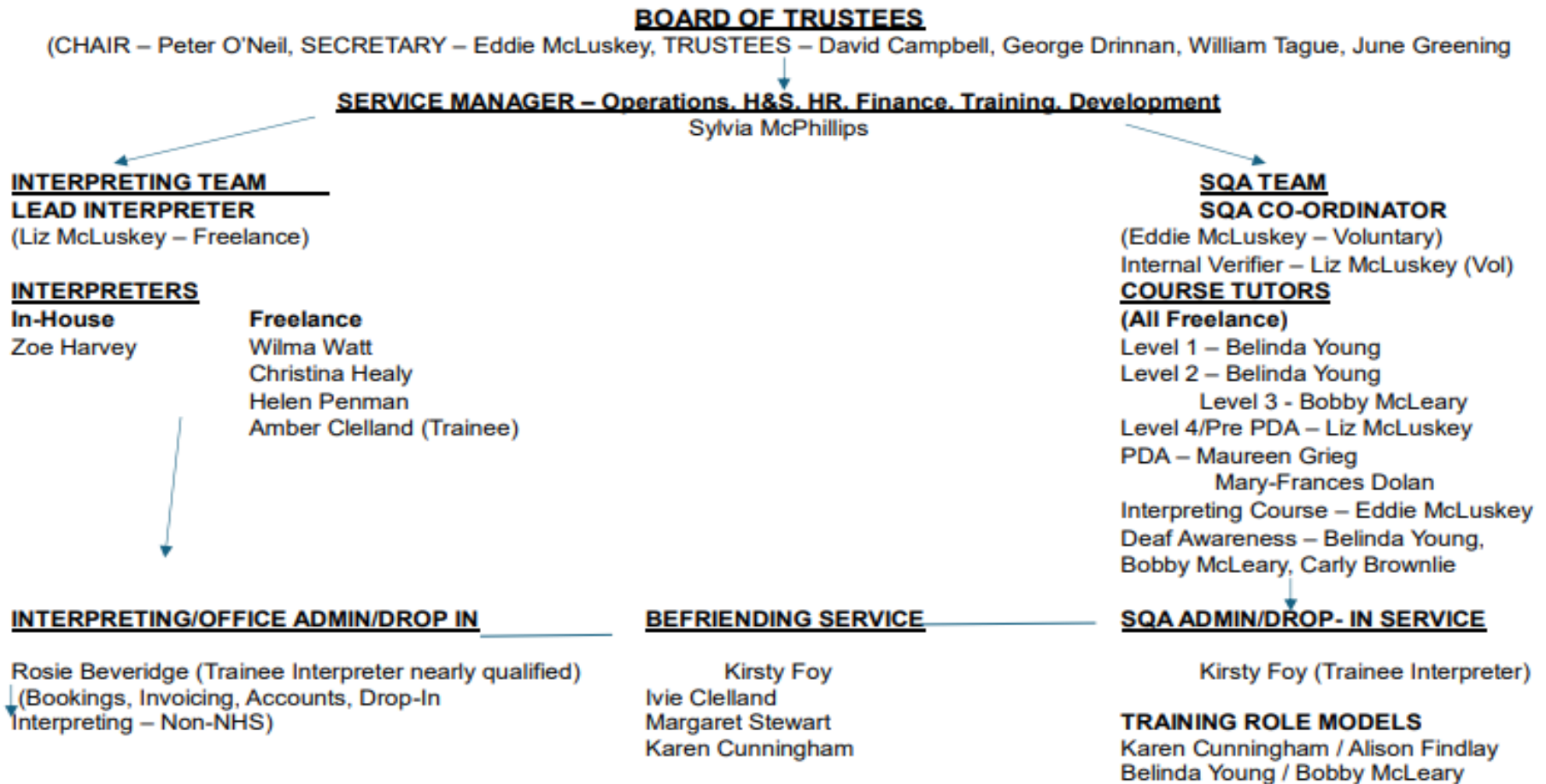
Secretary - Eddie McLuskey,

Other Trustees - David Campbell, George Drinnan, William Tague, June Greening

### Management Oversight and reporting

An organisational chart has been included below which includes the Board, Service Manager, the different services DSL delivers and the individuals involved.





## Information on Individuals

### Liz McLuskey

I am one of four hearing children of Deaf Parents, I started work at the age of 15 in a sewing factory based in Coatbridge, whilst there I was used as a communication support worker for any Deaf employees of which there were 10. After the factory closed in 1983, I took the time out to start my family raising 2 daughters. I commenced work on a part time basis with Strathclyde Social Work for the Deaf based in Glasgow at the end of 1986 2 years later I became full time. I remained as a social work assistant until 1995 when Strathclyde Regional Council was to be disbanded in Local Authority areas. Whilst employed as a social work assistant I also commenced formal Sign Language training leading to my trainee interpreter registration in 1990, followed by Fully Qualified Interpreter Registration in 1994/5

I left the council to take up employment with R.N.I.D in 1995 as a Sign Language Interpreter where I remained for a few months before becoming a freelance Sign Language interpreter mainly covering the Edinburgh area

I remained a freelance Sign Language interpreter until 2003 when I took up post with Deaf Connections as a principal Interpreter. I left Deaf Connections in 2008 and returned to Freelance interpreting.

In 2011 I decided the travel to Edinburgh was getting too much and therefore decided to set up my own Sign Language Interpreting Agency providing work to two local Sign Language Interpreters.

To commence the agency both my husband and I had to invest 20k to cover overall running costs and pay the interpreters their invoices until such times as our cash flow would start to come in. Within a few weeks of starting our own business/office the local Deaf community had requested to use our premises on a short-term basis as the community centre where they were based was of long-term sick. However, since the local Deaf Club joined the service was grown arm and legs, The Deaf Club remain with us to this day. I have been a member of Coatbridge Deaf Club for years.

We moved offices 3 times within 18 months to accommodate the growing numbers within the Deaf Community.

In 2014 both my husband and I agreed it was time to start employing staff and transfer the business in a charity.

We now have 2 Full-time staff members (Service Manager and Sign Language Interpreter) plus one part time trainee interpreter and part time SQA Coordinator.

Throughout my years of working as a Sign Language Interpreter and Social Work assistant I have gained so much in-depth knowledge of our Deaf Community and its needs/barriers which has helped me when dealing and supporting benefit claims. To date I honestly feel we have been a major asset in obtaining PIP/ADP benefits for the Deaf Community.

During my time as a freelance Interpreter, I also gained a lot of knowledge in the running and responsibilities of Board of Trustees. Which I still remind our current board of responsibilities.

### **Eddie Mcluskey.**

I am a retired teacher of technical subjects. I am a co-founder of Deaf Services Lanarkshire [DSL] along with my wife Elizabeth McLuskey. I was involved in teaching for 18 years. Before that I worked as an Electrician for 15 years. I learned by Electrical trade with REME, [Royal Electrical and Mechanical Engineers]. I was with them for 6 years. I had a short spell in retail, working as a trainee manager for a supermarket. It was interesting work, but really, not for me. My first job was as an apprentice engineer with a local company. I had nearly finished my 3 year apprenticeship when we parted company by mutual consent.

This wide range of life experience and the qualifications and knowledge that I have picked up as I proceeded through life, along with my demonstrated dedication to DSL, are what make me an ideal board member.

### **Peter O'Neill**

Parent of a profoundly deaf child who is now aged 38, so I have many years of experience in the Deaf Community and have extensive first-hand knowledge of the difficulties and barriers that the Deaf Community are exposed to in every form every day.

The importance of the accessibility of professional sign language interpreters cannot be understated, nor can the opportunities for the Deaf Community to meet and socialise, discuss everyday life.

Professionally, I have been employed in the engineering supply industry and until 2003, when I started my own business, predominantly at managerial level with responsibility for multi discipline departments employing up to 40 people.

## **William W Tague BVMS MRCVS**

I first came into contact with Deaf Services Lanarkshire when I was looking for a certified course to learn BSL. My son was born profoundly deaf and learning BSL has given me the skill to improve communication with him and make normal conversation much easier. Places to do this are scarce and being able to progress through the various stages of certification to become an interpreter is a much needed service not generally available. I have got to know the excellent work that the group does within the deaf community and was pleased to be asked to join the board of the group. I worked as a Veterinary Surgeon for 40 years and established and ran my own practice for 32 years. I came into contact with numerous deaf people during that time and saw first- hand the difficulties they encountered understanding me and vice versa in what a hearing person would consider a normal situation. As the owner of the practice I was responsible for the day to day running of a business and it is those skills that I learned that will help support the DSL board going forward. Examples being Bookkeeping, Health and Safety, employment legislation and working as a team.

## **Other Board Members**

There are also three deaf members of the Board namely George Drinnan who is a builder and operates on a self- employed basis, June Greening who has a financial background with qualifications in accountancy/ bookkeeping and David Campbell who is a very active trustee and organises lots of social events and fundraising activities for DSL.

## **Sylvia McPhillips (Service Manager)**

### **Background**

- Child of Deaf Adult
- Culturally Deaf
- BA in Educational Studies
- SQA Assessors Qualification
- SVQ 3 in Health and Social Care (additional units in Medication and Nursery aged children to achieve SVQ 3 in Social Care Children and YP)
- SVQ 4 – Social Care Children and Young People
- Currently studying PDA in Deaf Studies
- Future – Seeking to obtain Internal Verifier Qualification to oversee Tutors of our Courses

Potentially will move onto Interpreter Qualification Course in 2026

### **Work Experience**

- Deaf Action – Outreach Support Worker/Part Time Social Work Assistant – Duty Support, and working within ‘Supporting People’ funding to help Deaf People retain their tenancies – Family support where needed

- Donaldsons School – Residential Care Worker/Senior Residential Care Worker – Responsibilities for H&S of Service
- Horizons Residential Care – Senior and Service Manager (Registered Service) – All facilities of this to run a service, H&S, Risk Assessments, P/Cash
- Out of School Manager – Afterschools/Activity School Manager
- CPD Assessor for SRLPDC – Register for Sign Language Interpreters
- Financial Director of Winchburgh Bowling Club – Ordering/Budgeting/VAT/PAYE/Duty and Building Surveys/Reports – Annual etc. Income and Expenditure in line with Club Accountancy Firm.
- Deaf Services Lanarkshire - Service Manager – Operational Manager, Facilities Manager, Health and Safety Manager, HR Manager. Recruitment Manager and Financial Manager

### **Kirsty Foy**

I was brought up in a hearing world, with no ties to the Deaf community.

After my GCSE's, I undertook A Level Psychology, Sociology and English Literature, then an Access to University Course, and then completed 2 years of my Advanced Early Years QTS Course, but did not complete this due to personal reasons. I met a Deaf tutor whilst at college and become friendly with her back in 1999. She encouraged me to start formal learning of the language. I gained my Level one but subsequently moved to Scotland. I attended what is now named New College Lanarkshire and carried out my BSL Level 2 course. I contacted Deaf Services Lanarkshire in 2016 and since then have completed SCQF 4 to SCQF 8, and I am in the process of undertaking SCQF 10, Trainee Interpreter Level. I enjoy the beauty of the language, and the richness of the culture. DSL is a safe space where feedback is given if unsure about anything you may sign, or any areas or events you are unsure about.

I started working at Deaf Services in 2022. I am a SQA admin worker, and provide support with the drop-in service, training support and befriending. The staff have been amazing, helping me with my studies and continue to do so. The culture of DSL is one of high expectation but in a friendly and positive way. Working here has introduced me to a whole different community, where not only the language is different, but also the culture and rich history differs from the hearing world.

My total understanding of Deafness has changed. Previously it was a loss of hearing, something missing from an individual. Now, I know this is totally false. Ideas such as assuming all Deaf people can read/understand English, not ever really thinking about practicality of everyday life such as having personal information having to be shared with

an interpreter. Spoken languages can be learnt/ carried out over the phone, this visual language cannot.

There is so much more to the community than Deafness. The drop-in Centre has allowed me to interact with the community, allowing me to forge relationships that would not have happened out with DSL. This has built my confidence and my signing Vocabulary considerably. The Deaf community has a space where they can be with their peers in a non-judgmental space. They can access information in a way that is taken for granted by the hearing community. We all sign and all on an equal footing.

I work with amazing people, who have been brought up in the Deaf community, many where BSL is their first language, and they have experienced Deafness from a personal level.

My strength is knowing how the hearing individual feels when experiencing Deaf culture for the first time. Walking into an environment that is very quiet more often than not, where you do not know the language, or the culture, is daunting. I can relate to their pre-existing assumptions about Deafness if they have any. I can look from the outside in as it were. This is most evident when we have Deaf Awareness courses, or new students who have never been in this community before, I can empathise and re-assure.

The courses have allowed me to analyse not only the language, History and culture of the Deaf Community, but Deaf Services Lanarkshire have allowed me to see it in action, at grass roots level. It is a valuable service, which I truly believe bridges the gap between the two communities. Also, I have gained, and continue to gain, knowledge on various issues, such as the benefits system, care sector and public services. I assist the office by attending appointments when required to aid communication between service users and the hearing community.

### **Rosie Beveridge**

I was born and brought up in the Deaf Community. Both my parents are Deaf and my mother has Usher Syndrome which means I have experience with hands on signing and Deafblind manual.

Before I started working with Deaf Services Lanarkshire I worked as a CSW in primary, secondary schools and a college. This is where my passion grew for signing. All the skills I learned from these positions I was able to transfer these over.

When the opportunity arose for me to work at Deaf Services Lanarkshire I jumped at it. I knew this was a place where I could learn to become a fully qualified interpreter and also support the Deaf Community. Deaf Services Lanarkshire have fully supported me through my course work and now that I am nearing the completion of it I feel fully confident that I will become a good interpreter.

I thoroughly enjoy working here as I meet so many Deaf people, I am able to support them, I have gained so much experience and knowledge through other interpreters and staff. We are able to break down barriers for the Deaf community, provide letter translation, call Drs etc. these are just a few things that we do.

Here I am mixing with the grass roots of the Deaf community. I am gaining knowledge about the history and culture as we have various groups on throughout the week.

There will always be support for me once I become fully qualified as an interpreter and I think that's what is lacking out there.

Responsibilities include invoicing, receipts and spreadsheets - using QuickBooks and responsible for bookings of the office rooms and the diary. Provides cover for interpreting roles and the drop-in centre plus office support, ordering, facilities management as well as updating social media.

### **Zoe Harvey**

I am a coda (child of deaf adult) my dad is profoundly Deaf I have been in the Deaf community since I can remember going to different Deaf clubs and family groups. I have worked for Deaf services Lanarkshire for 9 years. I joined in August 2015 part time as an admin assistant helping DSL with bookings, phone calls and my favourite part was the drop in. I loved supporting the Deaf making phone calls and translating letters. I then became a trainee interpreter in 2018 and DSL put me through my interpreting course which was every 2nd weekend. I then finished my course in 2020 as a BSL interpreter.

### **Risk Assessment**

As can be seen by the organisational chart and narrative provided by key individuals, the organisation has appointed a diverse range of staff and volunteers covering important roles and responsibilities. The DSL team is strong with individuals with financial, HR and Business backgrounds. DSL would like to build on this further and recruit others that will complement these skillsets to support DSL to achieve the next stage of its growth journey. In terms of risk, individuals stepping down from key roles or exiting the organisation altogether is seen as the biggest risk and one which DSL has dedicated extensive resource addressing.

DSL recognises that it needs a strong Board to safeguard the organisation for future generations. A strong recruitment and induction process has been developed and as DSL grows it is mindful of additional support and training available from VANL and Volunteering Scotland. DSL intends to carry out regular skills audits which will provide

useful information on existing skillsets and will help identify gaps and assist with succession planning. Although organisations can plan for retirements and promotions, sometimes people leave positions unexpectedly, so DSL recognises that it is important to identify a couple of individuals that can step up until a more suitable successor is found. Key roles have been identified and volunteers, members, trustees and staff that can fill these positions highlighted thereby nurturing internal talent either as short-term or long-term solutions, There is also an understanding of the individual's needs and aspirations regards advancing their careers and accepting additional roles and responsibilities often associated with more senior positions.

## 9. Marketing and Communications

Awareness raising activity will continue through different channels: Deaf Services Lanarkshire's website and Facebook page will be used to inform the deaf community of events and services. Other social media channels will be created and utilised to reach more people and promote existing and new services. Word of mouth (and hands) remains one of the most powerful and fast methods of promoting events and information.

Deaf Services Lanarkshire attends many different local, voluntary, community and public meetings, raising awareness of its existence and its services. It also works with many partner organisations in North Lanarkshire and beyond. A small budget has been allocated to advertising and marketing for the next five years. This budget will be utilised for sponsored advertising campaigns, to promote events and activities and to update the website.



## **APPENDICES**



# Deaf Services Lanarkshire

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Shawhead Community Centre

July 2024





Deaf Services Lanarkshire

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## 1. Introduction

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### Summary

Deaf Services Lanarkshire is a SCIO (SC043457) providing services and practical and support to the deaf community in North Lanarkshire, South Lanarkshire and the Glasgow area. The organisation aims to remove the barriers to communication for deaf people.

The current drop-in centre in Coatbridge provides access to mainstream services to the Deaf Community. This consists of making phone calls to Doctors, Hospitals, Social Work Departments, and any other public service provider.

Deaf Services Lanarkshire run deaf awareness seminars for businesses and service providers in and around Lanarkshire and provide bespoke Deaf Awareness sessions on request.

Qualified and registered interpreters have many years experience of working within the Deaf Community. Whilst Deaf Services Lanarkshire charge for the Sign Language Interpreting service the organisation continues to provide a free Interpreting service for Funerals, Weddings and Christenings for the Lanarkshire Deaf Community.

Since becoming a SCIO in 2012 Deaf Services Lanarkshire has experienced high demand for all its services and is currently looking forward to developing and implementing a range of enterprise initiatives.

Deaf Services Lanarkshire currently operate from rented premises at the Fountain Business Centre, Ellis Street, Coatbridge, North Lanarkshire. The organisation has outgrown these premises and new operating space would offer the opportunity for growth and expansion of services. In addition, the configuration and lack of natural day light make the current premises dull and space unflexible which impacts on the activities and wellbeing of deaf community participants.

Deaf Services Lanarkshire has identified the Shawhead Community Centre in Coatbridge as possible operating premises. Currently owned by North Ayrshire Council, Deaf Services Lanarkshire is now considering a community asset transfer application. Ahead of this application this piece of feasibility work was undertaken to gather views and feedback from local people and businesses in the neighbourhood and current users of the community centre.

### Who are we

Deaf Services Lanarkshire has expertise in delivering community-based services and aim to remove the barriers to communication for Deaf People throughout Lanarkshire. Staff consists of a Centre Manager, a SQA Coordinator, apart time SQA admin worker and a part time admin assistant, who is also a trainee interpreter.



There are also 3 qualified British Sign Language Interpreters who have many years experience working with Deaf people.

Deaf Services Lanarkshire work closely with local voluntary organisations and community groups as well as local Deaf community groups including Coatbridge Deaf Club.

Services:

**The Drop In Centre** provides access to mainstream services to the Deaf Community of Lanarkshire. This consists of making phone calls to Doctors, Hospitals, Social Work Departments, and any other public service provider. The Drop in Centre also provides a service which will translate day to day letters into BSL (British Sign Language) for the local Deaf Community.

**The Interpreting Agency** is registered with SRLPDC and will only use SRLPDC registered, Qualified, and Trainee interpreters, for any bookings. Deaf Services Lanarkshire Interpreters have many years experience of working within the Deaf Community.

Deaf Services Lanarkshire recognise the right of choice to a preferred Interpreter and will be happy to book the Deaf person's choice of Interpreter providing they are registered with a national body such as SRLPDC or NRCPD. Whilst Deaf Services Lanarkshire charge for our Sign Language Interpreting service we continue to provide a free Interpreting service for Funerals, Weddings and Christenings for the Lanarkshire Deaf Community.

Deaf Services Lanarkshire support a number of **Deaf Groups**.

- Woman Craft Group - Monday 12pm - 3pm
- Women's Bingo Group - Tuesday 12pm - 3pm
- Men's Domino Group - Wednesday 12pm - 3pm
- Coatbridge Deaf Club - Friday 6pm - 9pm

Deaf Services Lanarkshire regularly run **deaf awareness seminars** for businesses and service providers in and around Lanarkshire and provide bespoke Deaf Awareness sessions on request. The aim of a Deaf Awareness session is to provide a wider understanding of the barriers and issues faced by Deaf people in their daily lives. Deaf Services Lanarkshire recommend that people who wish to learn British Sign Language attend a Deaf Awareness session first.

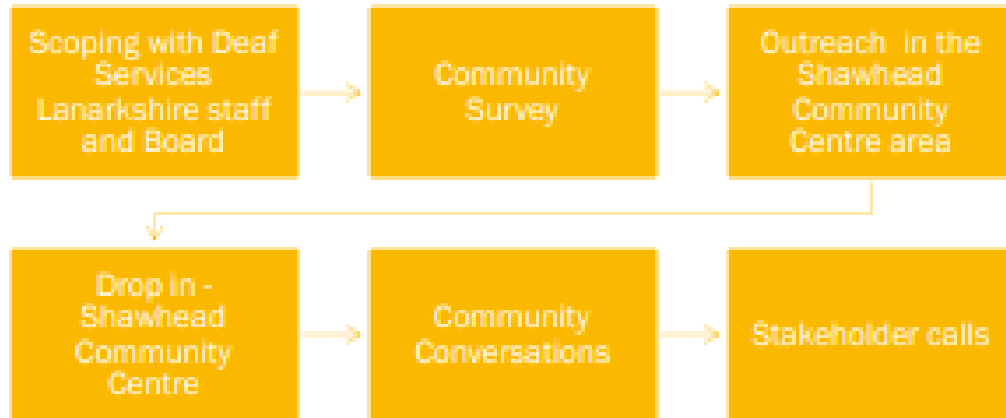
Deaf Services Lanarkshire are an **SQA approved Centre** and all the Sign Language tutors and internal verifiers have recognised qualifications.

Deaf Services Lanarkshire is committed to using only Deaf Sign Language Tutors, which enhances our students learning. The best tuition any candidate can expect to receive is from a native user of Sign Language. Candidates can be assured of a positive and fun experience while learning British Sign Language



## Methodology

This research compiles of a range of methods to engage with the Shawhead Community Centre community: user groups, local people and businesses and interested individuals.



## About Shawhead Community Centre

Shawhead Community Centre was built in 1979 and is owned by North Lanarkshire Council. Events which take place in the centre include mother and toddler groups, keep fit classes, music classes, dance classes and Councillor surgeries. Bannan Fitness Club have the highest number of lets per week and offer a comprehensive programme with a morning class on a Tuesday and up to four classes on a Monday, Tuesday, Thursday and Friday evening including boxercise, clubbercise, glow box and a session for people with additional support needs.

The Stroke Survivors Group also meeting the community centre on a Wednesday afternoon.

Shawhead Community Centre has one main hall, which can be adapted to suit the needs of most lets. For the purpose of a sit down meal following on to a dance night the hall can retain a maximum of 100 persons. This capacity applies for a disco event also. There is a stage set at the rear of the main hall.

The lounge is situated to the back of the building and can retain a maximum of 50 persons for a dinner dance or disco. We would recommend that the lesser hall be used for social activity groups such as craft classes or for the purpose of seminars and meetings.

Directly off the main hall there are kitchen facilities of catering standard. There is also a fridge available if required.



Shawhead Community Centre is accessible by public transportation and a bus stop can be found directly outside the centre. For patrons travelling to the venue by car there are car parking spaces at the centre.

The building is suitable for use by persons requiring wheelchair access. There are disabled access points to the building and all facilities are situated on the ground level. There is also a disabled toilet in the centre.

There is some outdoor space, surrounded by a perimeter fence at the community centre and is laid to grass at the moment but not used by any groups who hire the venue.

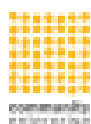




### **Community Asset Transfer**

Involving the community in developing and managing a community asset project is a key part of Deaf Services Lanarkshire's plans. It is vital to have the support of the community in order to ensure long-term success, and to demonstrate to relevant authorities that there is a need and demand for the project.

Effective community involvement is vital to ensure a success and involving the community in plans from the outset and at every stage will bring benefits for the Community Asset Transfer (CAT) application, the organisation and the community.



## 2. Findings

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1. The Shawhead Community Centre offers Deaf Services Lanarkshire flexible accommodation and the opportunity to enhance, develop and expand existing services and develop new services.
2. Deaf Services Lanarkshire would like to purchase the Shawhead Community Centre as their operating venue allowing growth and diversification and will run it as a community resource allowing a programme of activities to fit in with the itinerary of Deaf Services Lanarkshire.
3. The Toddlers Group who presently meet in the community centre on a Friday morning are a well established group who wish to continue meeting in the community centre.
4. Shawhead Tenants and Residents Association has not met in the centre for a number of months (reference Caretaker).
5. Bannan Fitness have the highest number of hires at the community centre and currently offer 16 fitness classes over 4 days. North Lanarkshire Council has not permitted Bannan Fitness to install a boxing ring, a facility/resource which is needed by the club (reference Caretaker).
6. A Bannan Fitness Instructure indicated that the organisation has plans to move to other independent premises, leaving Shawhead Community Centre. A date for this has not been set.
7. The community centre is available for community hire, birthday parties etc. and there is support that it remains accessible to the local community.
8. There has been some low level vandalism around the area of the community centre.
9. Parking in the area can be a challenge and causes disruption as the community centre car park is not big enough to cope with high numbers of cars. This presents a major concern to local residents and businesses
10. Local business and Shawhead Primary School did not express any major issues of concern to Deaf Services Lanarkshire taking ownership of the Community Centre through community asset transfer.
11. There is support for Deaf Services Lanarkshire to take ownership of the building as long as its future use is sensitive to the needs of the community and the building is managed, run and maintained to a good and acceptable standard.



### 3. Research

The scope of this research was to consult with the current users of the Shawhead Community Centre and residents and businesses in the local area as well as key stakeholders. Community Enterprise were not commissioned to consult with the deaf community.

The research was advertised by email, social media, poster and flyer.

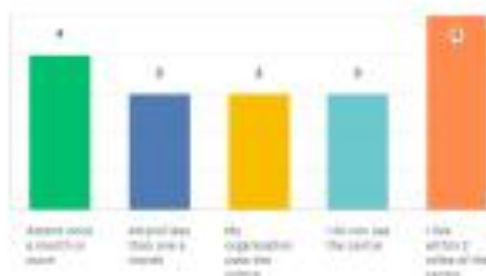
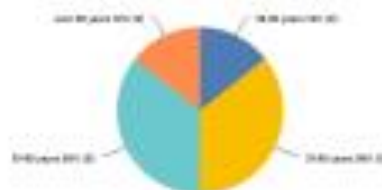


#### Community Survey

Details of the community survey were circulated by email and advertised by poster and flyer distributed to the houses of local people in Berwick Street, Balvenie Street, Blackness Street and parts of Neidpath Avenue (the area adjacent to the Community Centre).

In addition the Post Office in Berwick Street, kindly offered to distribute and collect paper copies of the survey.

There were 14 survey returns representing 37 people, from people aged 18 years and over.

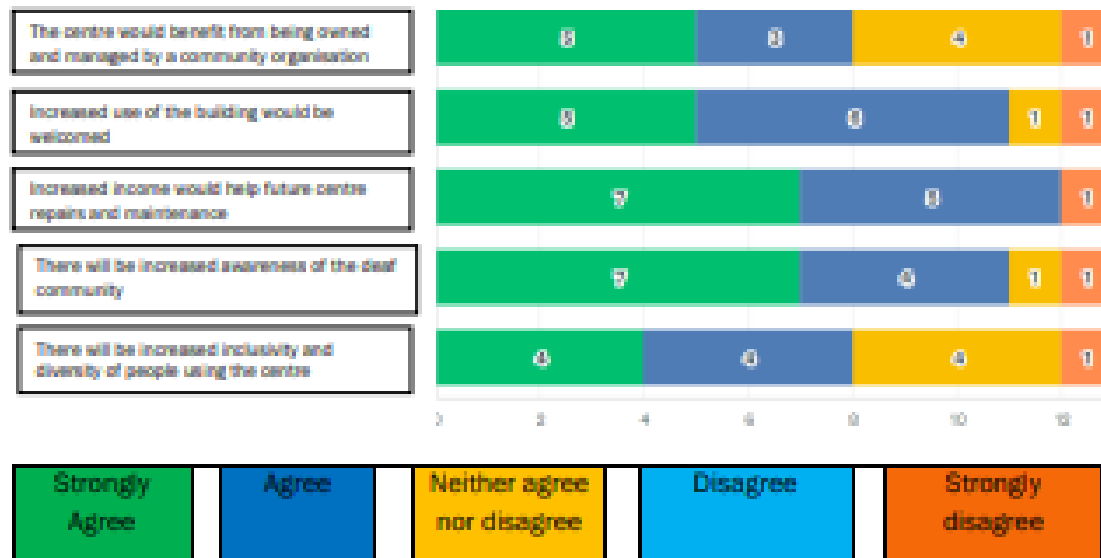


People returning responses either use the centre regularly (one per week), occasionally (once per month), are part of a group or organisation which uses the centre, live within 2 miles of the centre or do not use the centre.



Only 4 of the 14 respondents have heard of Deaf Services Lanarkshire.

The survey asked people what they thought Deaf Services Lanarkshire would offer to the Shawhead Community Centre if successful with a community asset transfer.



Respondents largely agree that Deaf Services would offer benefit to the community centre through ownership specifically in increased use, uncreased income and maintenance and awareness of the deaf community. Only one respondent strongly disagreed with the potential Deaf Services offerings.

Comments include:

*Where will the income come from?*

*Please remember it's a community centre and should be available to everyone*

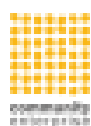
*It needs to be available for its current use to other members of community*

*There is a building that could serve the full community, (it used to) shame its being sold*

*I have always wanted to learn to sign so that I could communicate with deaf people in my place of work*

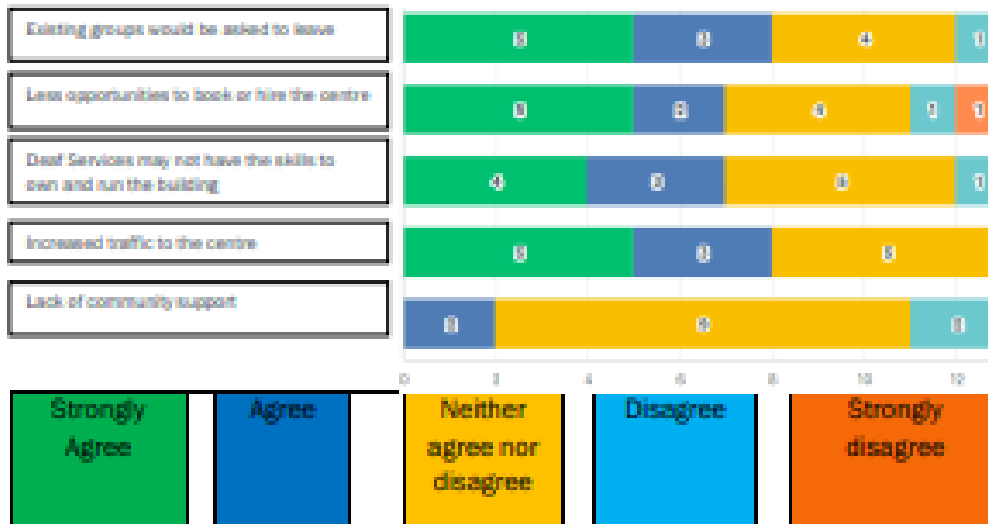
*They obviously have considered what this would mean and would have available funding to run and maintain it?*

*As long as it's a long term plan for the centre and it doesn't go down the tubes after a year or two then I'd welcome it. Consideration should also be given to give it back to council if this venture doesn't work out*



This shows that there are concerns about community use and access and income sustainability.

This was backed up in the next question responses which asked people about their concerns.



The main areas of concern are that existing groups would not be able to continue to hire the building and increased traffic. There was no view about a lack of community support, but comments included:

*My worry is that Deaf Services would take priority slots leaving unwanted times for community use.*

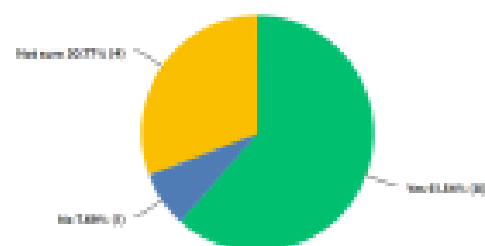
*Could Deaf Services guarantee or protect some prime slots?*

*How can Deaf Services ensure that there will be the income to sustain and run the centre?*

*Community in Shawhead are good on Facebook with opinions but when it comes to putting in time to help community no one wants to help*

*Parking is a big issue for residents of Benwick Street that are forced to park further away from their homes or are blocked in currently*

The surveys asked people to indicate their support to Deaf Services owning the building subject to sufficient funds being secured. Of the 13 people who responded, 8 are in favour, 4 not sure and 1 against.



Deaf Services Lanarkshire

### **Shawhead Community Centre**

Bannan Fitness have the highest number of hires at the community centre and currently offer 18 fitness classes over 4 days. A Bannan Fitness Instructure indicated that the organisation has plans to move to other independent premises, leaving Shawhead Community Centre. A date for this has not been set.

The Toddlers Group meet every Friday morning and are an established and thriving community group.

The Stroke Survivors Group facilitated by Chest, Heart & Stroke Scotland have a regular Wednesday afternoon hire in the small hall. It is a social group for anyone who has had a stroke and their family and/or carers who enjoy arts and crafts, activities, speakers, quizzes, entertainment, outings. The group did not respond to two email requests to hold a meeting to discuss the consultation meeting. Community Enterprise arranged to meet the group on 12<sup>th</sup> June, but the session ended early, and a discussion did not take place.

The Centre Caretaker is a personable and engaging individual. He was able to share valuable information about the centre including:

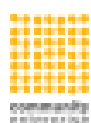
- The tenants and residents' association no longer hold their meetings at the centre
- Bannan Fitness have not received approval from North Lanarkshire Council to install a boxing ring
- Many of the people who attend Bannan Fitness sessions travel from outwith Shawhead to the Community Centre
- In the past there has been low level vandalism, mainly from school children passing the centre after school. The bus stop and underpass is nearby

### **Stakeholder consultations**

The Toddler Group which meets in the community centre supports Deaf Services taking over the ownership on the proviso that there is a guarantee and security that the Friday morning let is protected and kept secure.

Shawhead Tenants and Residents Association is a Registered Tenant Organisation (RTO) which gives the group a recognised role in the decision making process of housing services in North Lanarkshire Council. The group also address community matter in their area of operation. Contact was made to the group to their contact Anne Cully care of the North Lanarkshire Council Tenant Participation Team but there was no response. In addition direct contact was made with the neighbouring Whifflet Tenants and Residents Association and again no response was received.

There is no Community Council listed on the North Lanarkshire Council website for the Coatbridge area.



Shawhead Primary School in Neidpath Avenue is circa 200m from the Community Centre. Community activities including Parent Council and Parent Forum meetings take place in the school. The school representative noted that they do not need to access the Community Centre but hope that the building continues to be used and sustained to benefit the people of Shawhead.

There are a number of businesses in the area including a Post Office and shop, convenience store, fast food chip shop and a hairdresser. The businesses did not express any concern or issues to Deaf Services Lanarkshire taking ownership of the Community Centre through community asset transfer. Business stakeholders did however mention it was important that anti-social behaviour and low level crime and vandalism should be discouraged in the area. In addition traffic management and parking is important to local businesses.

### **Drop in Session**

A publicly advertised drop in session was held on 12<sup>th</sup> June 2024. The session took place between the Stroke Group and a fitness class. Three participants of the latter attended the session and showed particular interest in the work of Deaf Services Lanarkshire. No concern or issues were expressed to Deaf Services Lanarkshire taking ownership of the Community Centre through community asset transfer.

No members of the public attended this session despite poster and leaflet advertising.

## 4. Next Steps

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Deaf Services Lanarkshire consider the findings of this research to inform their decision to progress with a Community Asset Transfer application for the Shawhead Community Centre to North Lanarkshire Council. The main issues to consider include:



The Community Asset Transfer process involved submitting a Business Plan. This community engagement report will inform any future Business Plan written and submitted by Deaf Services Lanarkshire.

Information on the Community Asset Transfer Process can be found at:

Community Ownership Support Service

<https://dtascommunityownership.org.uk/community/community-asset-transfer>

North Lanarkshire Council

<https://www.northlanarkshire.gov.uk/your-community/working-communities/community-asset-transfer-and-participation-requests/community-asset-transfer>

Scottish Government

<https://www.gov.scot/policies/community-empowerment/asset-transfer/>



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# Community Engagement



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# Deaf Services Lanarkshire

## Community Asset Transfer – Winter Engagement Report



Deaf Services Lanarkshire is a registered charity within Coatbridge and has been established since 2012. Currently based at Fountain Business Centre, and providing services and support to the Deaf Community of Lanarkshire, we are outgrowing our premises.

This survey is to gain the views of the Local Community and beyond, to Deaf Services Lanarkshire's plans to purchase the Shawhead Community Centre as part of a Community Asset Transfer, from current owners North Lanarkshire Council.

Deaf Services Lanarkshire (DSL) completed a Survey with the Local Community in the Summer, gaining some feedback from the local community of Shawhead and had spoken with users of the Centre within their Open evening (community consultation), however felt that further feedback and engagement was needed – hence a further Winter Survey carried out in December 2024.

*'It's lying dormant so I would like it to be getting used in the community'  
(Local resident who uses the Centre occasionally)*

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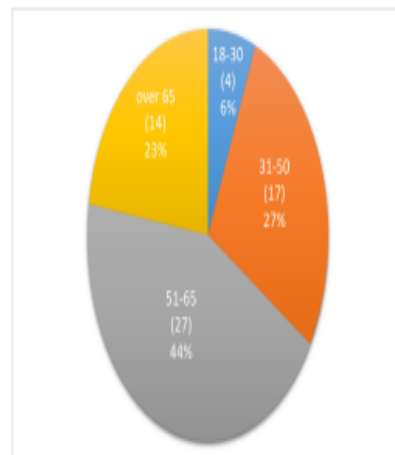
## Community Survey

Details of the community survey were circulated by email and advertised by poster and flyer distributed to the houses of local people in Berwick Street, Balvenie Street, Blackness Street and parts of Neidpath Avenue (the area adjacent to the Community Centre).

Sylvia McPhillips and Edward McLuskey (Board Member) also visited local businesses parallel to the Whifflet Street, such as Domino's Pizza, and Various Car Sales Garages, St Bernards Primary School and the Shawhead Family Learning Centre to canvas the Community Engagement survey and to talk to local people as well as members of Bannan Fitness (Pat and Joe) and a colleague of theirs re their intention to purchase Shawhead Community Centre along with their intend usage of the Centre of DSL purposes and local Community Use.

In addition the Post Office in Berwick Street, kindly offered to distribute and collect paper copies of the survey again.

There were 73 survey returns representing around 230 people, from people aged 18 years and over.

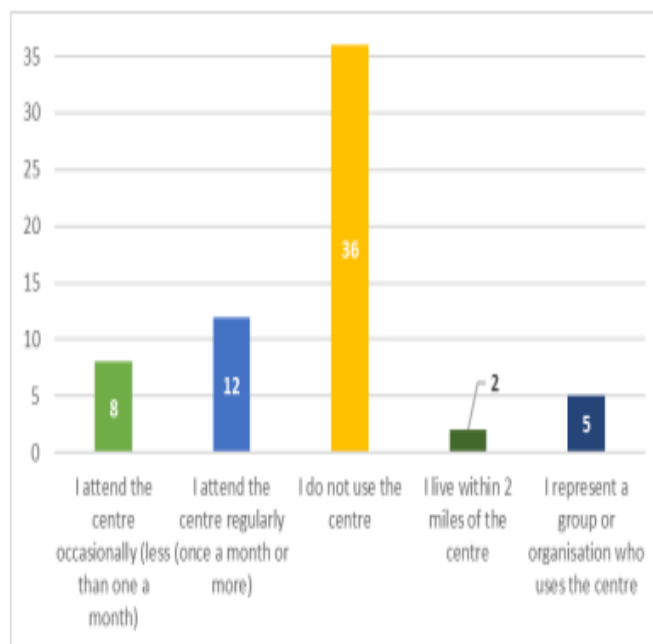


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Although most of the respondents were 51 and over (67%) there were still 1/3 of respondents from a lower age range showing a diverse range of respondents with a number of adults responding on behalf of their full family (including children) or larger groups of people/service users.

People returning responses either use the centre regularly (one per week), occasionally (once per month), are part of a group or organisation which uses the centre, live within 2 miles of the centre or do not use the centre.



Of the 73 respondents only 5 had not heard of Deaf Services Lanarkshire. A vast contrast to the Summer Survey where ONLY 4 had heard of them.

The Shawhead Community Centre is currently open term-time and only used for about 16-19 hrs per week by a small number of community groups. Deaf Services Lanarkshire intends to open the Centre for 50 weeks per year.

The survey asked people what they thought Deaf Services Lanarkshire would offer to the Shawhead Community Centre if successful with a community asset transfer.

	The centre would benefit from being owned and managed by a community organisation	There will be increased inclusivity and diversity of people using the centre	Increased use of the building would be welcomed	There will be increased awareness of the deaf community	Increased income would help future centre repairs and maintenance
Strongly Agree	44	45	41	48	44
Agree	6	8	10	5	8
Neither Agree or Disagree	6	2	3	0	2
Disagree	2	2	2	3	3
Strongly Disagree	8	9	10	10	9
No Response	7	7	7	7	7

Respondents largely agree that Deaf Services would offer benefit to the community centre through ownership specifically in increased use, increased income and maintenance and awareness of the deaf community. A large number of respondents either use DSL's services or have used them in the past for training or as a Service linked to North Lanarkshire Council (NLC) and have signposted deaf people to DSL.

Some comments include:

**'It is a big building and has the opportunity for multiple users, clubs meetings etc'**

**'As a parent of a young adult with special needs, and a resident of Shawhead, I would like the centre to be inclusive - it is not at present.'**

**'I personally think it would be beneficial as there are not enough local access to Deaf Services. I use NDCS online a lot which have been a fantastic resource for myself and my family'**

**'There would be a huge benefit to the community to have Deaf Services Lanarkshire run this building'**

**'A great idea to secure a very important charity in not only supporting North and South Lanarkshire, but a leader across all councils for excellent and needed services for deaf and HoH community'**

The survey then went on to ask the community if they had any concerns:

	Existing groups would be asked to leave	There would be less opportunities to book or hire the centre	Increased traffic to	Lack of community support	Deaf Services may not have the skills to own and run the building
Strongly Agree	7	8	7	9	7
Agree	8	5	3	7	2
Neither Agree or Disagree	6	10	10	20	9
Disagree	18	22	16	12	19
Strongly Disagree	26	20	27	16	27
No Response	0	0	2	1	1

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As you can see from the responses the majority of people disagreed or strongly disagreed that existing groups would be asked to leave or there would be less opportunity to book or hire the Centre, this again was a big change in views from the first survey as the majority of respondents then felt this would be a worry for the community.

**The main areas of concerns that are still surround this are:**

*'I currently run the toddlers class on a Friday am. I feel like it would be great to have the deaf service in the community centre as long as it did not affect am the toddler group. This toddler group is a great way to get children out mixing with their peers with little cost to parents/carers. However I do feel like having deaf services in the community will also be beneficial as long as this is not to the detriment of the local children that currently use it.'*

**Members of the Deaf Community's response:**

Deaf Community will not survive without Deaf Services Lanarkshire as no specialist social work support available

Deaf Community need bigger space have more activities improve mental health

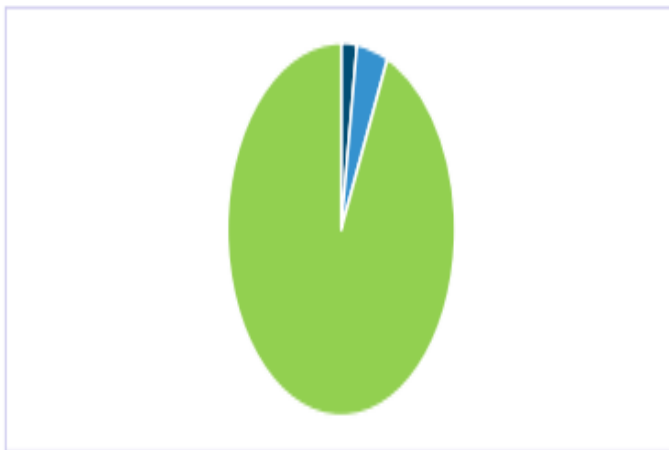
Need keep improve service work together deaf and hearing

Need work together make access good for everyone

Lighting and public transport late at night are also an issue. With one Deaf stating they were 'not sure if the area was safe at night'. Increased parking facilities and lighting surrounding the Centre could alleviate these concerns.

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When asked if they would be happy for DSL to purchase the centre an overwhelming 93% said yes with only 2% stating no.



**Shawhead Community Centre**



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Bannan Fitness continue to have the highest number of hires at the community centre and currently offer 16 fitness classes over 4 days. A Bannan Fitness Instructor indicated that the organisation has plans to move to other independent premises, leaving Shawhead Community Centre. A date for this has not been set.

The Toddlers Group meet every Friday morning and are an established and thriving community group.

The Stroke Survivors Group facilitated by Chest, Heart & Stroke Scotland have a regular Wednesday afternoon hire in the small hall. It is a social group for anyone who has had a stroke and their family and/or carers who enjoy arts and crafts, activities, speakers, quizzes, entertainment, outings.

There is also a Childminding group who now use the Centre - believed to have started in the last 6 months one day a week for a couple of hours.

### **Stakeholder consultations**

The Toddler Group which meets in the community centre supports Deaf Services taking over the ownership on the proviso that there is a guarantee and security that the Friday morning let is protected and kept secure. This continues to be the case from the Summer.

Sylvia McPhillips has contacted local councilors and MSP's in seeking support for their Community Asset Application and has sent the survey to local 3<sup>rd</sup> sector organisations and stakeholders - a small number have responded to the survey and it is hoped that letters of Support will be received in due course. The general consensus from the respondents so far show that the community are positive with the prospects of DSL running the Centre to improve the services to Deaf people and access opportunities to the wider community of Shawhead, to support growth and development of the Centre and its thriving community.

**A further survey and consultation with the local communities is planned for March 2025 next year to update on progress and to respond to any of the initial concerns raised.**

	Year One	Year Two	Year Three	Year Four	Year Five
<b>Trading Income</b>	£360,000	£390,000	£410,000	£435,000	465,000
<b>Grants</b>	£40,000	£35,000	£30,000	£25,000	£20,000
<b>Other</b>	£20,000	£5,000	£5,000	£5,000	£5,000
<b>Total Income</b>	£420,000	£430,000	£445,000	£465,000	£490,000
<b>EXPENDITURE</b>					
Advertising & Marketing	£ 1,000.00	£1,100.00	£1,210.00	£1,331.00	£1,464.10
Audit & Accountancy Fees	£ 1,500.00	£1,650.00	£1,815.00	£1,996.50	£2,196.15
Bank Fees	£ 300.00	£330.00	£363.00	£399.30	£439.23
Cleaning	£ 7,000.00	£4,000.00	£2,000.00	£2,000.00	£2,000.00
Water Rates	£ 1,000.00	£1,100.00	£1,210.00	£1,331.00	£1,464.10
Insurance	£ 2,000.00	£2,200.00	£2,420.00	£2,662.00	£2,928.20
Professional Fees	£ 8,000.00	£ 8,400.00	£ 8,820.00	£ 9,261.00	£ 9,724.05
Light, Power, Heating	£ 40,000.00	£32,000.00	£25,000.00	£25,000.00	£25,000.00
Printing & Stationery	£ 1,500.00	£1,000.00	£500.00	£500.00	£500.00
Software and subscriptions	£ 1,500.00	£1,650.00	£1,815.00	£1,996.50	£2,196.15
Equipment	£ 20,000.00	£15,000.00	£5,000.00	£2,000.00	£2,000.00
Rates	£ 1,000.00	£1,100.00	£1,210.00	£1,331.00	£1,464.10
Rent	£ -	£0.00	£0.00	£0.00	£0.00
Repairs & Maintenance	£ 16,100.00	£ 16,100.00	£ 16,100.00	£ 16,100.00	£ 16,100.00
Servicing & Testing	£ 2,500.00	£ 2,625.00	£ 2,756.25	£ 2,894.06	£ 3,038.77
Volunteer Costs	£ 500.00	£550.00	£605.00	£665.50	£732.05
Salaries	£ 130,000.00	£ 151,500.00	£ 174,075.00	£ 182,778.75	£ 191,917.69
Training	£ 1,000.00	£1,100.00	£1,210.00	£1,331.00	£1,464.10
Telephone & Internet	£ 2,000.00	£2,200.00	£2,420.00	£2,662.00	£2,928.20
Travel	£ 1,000.00	£1,100.00	£1,210.00	£1,331.00	£1,464.10
Legal Fees	£ 4,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00
Interpreter costs	£ 130,000.00	£ 136,500.00	£ 143,325.00	£ 150,491.25	£ 158,015.81
Tutor fees	£ 20,000.00	£ 21,000.00	£ 22,050.00	£ 23,152.50	£ 24,310.13
Befriending costs	£ 15,000.00	£ 15,750.00	£ 16,537.50	£ 17,364.38	£ 18,232.59
Other costs	£ 8,000.00	£ 5,000.00	£ 5,000.00	£ 5,000.00	£ 5,000.00
<b>Total expenditure</b>	£ 414,900.00	£ 423,955.00	£ 437,651.75	£ 454,578.74	£ 475,579.51
<b>Surplus/ Deficit</b>	£ 5,100.00	£ 6,045.00	£ 7,348.25	£ 10,421.26	£ 14,420.49

## **Assumptions**

Expenditure increase of 10 percent assumed for all areas except those lines where noted otherwise

Additional headcount in year 2 and 3 will include cleaning duties within the roles hence decreased costs

Professional fees- a 5 per cent increase is assumed for years 2 to 5

Investment in energy efficiency measures will see utility costs decrease in years 2 and 3 with no further increases in years 4 and 5

It is anticipated that the organisation will adopt technology and become more paperless, printing and stationery costs are therefore expected to decrease

Initial investment in equipment in year one with £15000 allocated in years 2 and £5000 in year 3, this will reduce to £2000 in years 4 and 5

Repairs and maintenance-assumption based on annual average 10 year condition survey costs

Servicing and testing- a 5 per cent increase is assumed for years 2 to 5

Salaries- a 5 percent increase but increase in headcount numbers by 0.5 also for years 2 and 3

Legal representation costs for the acquisition are included in year 1

Interpreter costs- a 5 per cent increase is assumed for years 2 to 5

Tutor costs-a 5 per cent increase is assumed for years 2 to 5

Befriending-a 5 per cent increase is assumed for years 2 to 5

Other cost-£8000 has been allowed in year one, reducing to £5000 for years two to five

## Competitor Analysis

Factor	Your Organisation	Competitor One	Competitor Two	Competitor Three	Competitor Four
<b>Company Name</b>	Deaf Services Lanarkshire	Deaf Action	Lanarkshire Deaf Hub	Just Sign	Sign Language Interaction
<b>Contact details</b>	Coatbridge, North Lanarkshire	Edinburgh	Motherwell, North Lanarkshire	Polmont, Falkirk	Glasgow
<b>Website</b>	<a href="#">Welcome   Deaf Services Lanarkshire</a>	<a href="#">Homepage - Deaf Action</a>	<a href="#">Lanarkshire Deaf Club : Deaf Friendly Magazine</a>	<a href="#">BSL interpreters Scotland   Just Sign</a>	<a href="https://signlanguageinteractions.com/">https://signlanguageinteractions.com/</a>
<b>Price</b>	£100 + VAT 2 hours min	£195 for three hours	No services social gatherings and groups	Private Limited Company	Private Limited Company
<b>Opening Hours</b>	09:00-16:30 Mon-Fri	09:00-17:00 Mon-Fri	Saturday - General Social Evening -- 7pm to 11pm - Youth Room -- 7pm to 9pm	09:00-17:00 Mon-Fri	08:00-17:00 Mon-Fri
<b>Services Offered</b>	Interpreting Drop-in centre Community Support BSL Courses Befriending BSL Café Information Sharing / Signposting Stakeholder Events	Befriending BSL Video production Care in the Community Communication and Interpreting agency Counselling, Wellbeing and Health Support Digital Skills Training Hard of Hearing Residential care Room Hire Specialist equipment	BSL/ Lip Reading Classes Youth Services (Social Skills, Football, Befriending) Social Events Bingo, Quizzes and Raffles Competitions & Quizzes	Just Sign provides BSL interpreters, note takers or other communication professionals across the Scottish public & private sectors including: education, creative arts, health and social care and legal.	Electronic notetaking BSL English/ Deaf-Blind Interpreting Video Remote Interpreting Booking and Communication Support Professional
<b>Booking system-online/ telephone</b>	Telephone/online	Online Enquiry form, telephone and WhatsApp	Contact details available- email and mobile	Online Enquiry form, landline, mobile and email.	Phone, email or online booking form
<b>Any Other Relevant Information</b>	Registered agency with SRLPDC	Option sign up for newsletter for updates	Located at the Daisy Park Community Centre	Living Wage Accredited	Living Wage Accredited
<b>Ratings/ online Reviews-TripAdvisor, Facebook, Google</b>	5 X 5 Star Facebook reviews	1* star home care review	None found	Testimonials on the website	User testimonials on website

**Deaf Services Lanarkshire**  
**December 2024**  
**Community Asset Transfer-Valuation Discount**

## 1. Background Information

Deaf Services Lanarkshire was established as a Scottish Charitable Incorporated Organisation (SCIO) in 2012. The company number is CS000941 and charity number SCO43457. DSL's objects, as per the details held in OSCR, are: " (i) The provision of recreational facilities, or the organisation of recreational activities, with the object of relieving isolation and improving the conditions of life for the Deaf Community in Lanarkshire. (ii) The relief of those Members of the Lanarkshire Deaf Community in need by reason of age, ill-health, disability, financial hardship or other disadvantage."

The organisation operates from commercial premises at the Fountain Business Centre, Ellis Street in Coatbridge, North Lanarkshire and has enjoyed steady growth in income, service users and headcount numbers since its inception. DSL supports the Deaf Community and provides an Interpreting and Translating service as well as a number of free initiatives for Lanarkshire including a drop-in service and an interpreting service for funerals, weddings and other events. Added to this, DSL facilitates Deaf Awareness Seminars, some local groups and a weekly networking session for the Lanarkshire Hearing Loss Network. The organisation is also a SQA approved centre and runs BSL (British Sign Language) courses throughout the year.

DSL has outgrown the premises it currently operates from and hopes to relocate to a larger site. The Shawhead Community Centre has been identified as an ideal location and a valuation and condition survey have been carried out. The current owner is North Lanarkshire Council who have been approached and a Community Asset Transfer is being pursued. DSL hopes to complete the CAT application in December 2024 and hopes the market value of the building will be discounted based on the contribution the organisation makes to the community and their ongoing commitment. Currently there is restricted access to the building which is only opened when activities are taking place. DSL plans to extend the opening hours to between 9am and 4:30pm Monday to Friday plus most alternative weekends (Saturdays and Sundays) between 10am and 4pm meaning that the centre will be open to the local community during these hours. Room hire will also be available in the evenings and weekends. The Business Plan covers detailed information on the best value themes.

## 2.Asset Valuation/ Investment Requirements

A valuation of the Shawhead Community Centre premises was carried out in April 2024 and the market value of the building at that time was £90,000 with an insurance reinstatement value of £1.5M. The Condition Survey was prepared by DM Hall, and estimated costs were provided to put and keep the building in repair over a ten year period. A snapshot of this information is included below:

Within One Year	1-2 Years	3- 5 Years	6-10 Years	Total for 10 years
£11,500	£38,200	£26,100	£85,800	£161,600

## 3.Calculating the annual cost of Shawhead to NLC

The Shawhead Community centre only incurs a small annual deficit in operational costs amounting to £2,007.00. A copy of the income and expenditure breakdown has been included below, and this document is included in the North Lanarkshire Council Report Policy & Strategy Committee date 28/9/2023, page 47.

North Lanarkshire Council  
Active & Creative Communities  
Indicative Savings Per ACC Facility

Appendix 20 (Continued)

Description / Locality	SUBJECTIVE BREAKDOWN (Note: NDR budgets are included in Property Costs)										Net Revenue Budget	
	01 Employee Costs	02 Property Costs	03 Supplies & Services	04 Transport & Plant	05 Admin Costs	06 PTOBs	07 Transfer Payments	08 Other Expenditure	09 Revenue Financing Costs	10 Capital Financing Costs		11 Income
Antonine Sports Hub	10,064	17,483									-7,714	19,833
Burngreen Community Centre	5,279	43,508									-1,810	46,975
Kilayn Pool	384,957	194,657	13,441		1,888	1,512		2,529			-75,325	523,659
<b>Sub-Total: Kilayn</b>	<b>490,300</b>	<b>255,648</b>	<b>13,441</b>	<b>0</b>	<b>1,888</b>	<b>1,512</b>	<b>0</b>	<b>2,529</b>	<b>0</b>	<b>0</b>	<b>-84,849</b>	<b>590,467</b>
Gartloch Community Centre	53,184	20,826									-15,516	58,494
Iain Nicolson Centre	188,252	80,483	4,846		33,573	1,724		968			-21,885	277,921
Moodiesburn Library	50,787	150	1,576								-2,159	50,354
Stepps Library	54,064		3,459								-2,405	55,118
<b>Sub-Total: Northern Corridor</b>	<b>346,287</b>	<b>101,439</b>	<b>9,881</b>	<b>0</b>	<b>33,573</b>	<b>1,724</b>	<b>0</b>	<b>968</b>	<b>0</b>	<b>0</b>	<b>-61,975</b>	<b>441,897</b>
Aberhill Library	53,324	17,491	3,268								-1,931	72,152
Village Community Centre	5,774	29,597									-1,023	34,348
Westfield Community Centre	9,729	23,322									-1,871	31,180
Westray Community Centre		9,727										9,727
Paterson Golf Course	286,222	55,026	57,749	12,962	3,503	467		8,838			-201,584	223,114
<b>Sub-Total: Cumberland</b>	<b>355,049</b>	<b>135,162</b>	<b>61,018</b>	<b>12,962</b>	<b>3,503</b>	<b>467</b>	<b>0</b>	<b>8,838</b>	<b>0</b>	<b>0</b>	<b>-206,419</b>	<b>376,519</b>
Airdrie @ Home Community Facility	1,222	474									-336	1,360
Caldercraig Community Centre	1,527	20,559									-226	21,857
Chapelhall Senior Citizens		6,598									-18	6,580
Glenmaria Community Centre	2,690	18,170									-514	20,346
John Smith Pool	289,955	288,581	17,592	264	4,261	1,513		2,815			-54,685	647,286
Plains Community Centre	7,562	19,370									-2,323	24,609
Rochdale Community Centre	43	41,798									-151	41,688
<b>Sub-Total: Airdrie</b>	<b>299,999</b>	<b>395,548</b>	<b>17,592</b>	<b>264</b>	<b>4,261</b>	<b>1,513</b>	<b>0</b>	<b>2,815</b>	<b>0</b>	<b>0</b>	<b>-58,275</b>	<b>743,717</b>
Calder Community Centre		18,743									-540	18,203
Coatbridge OSC / Janet Hamilton Centre	42,889	15,271		523	716	512					-23,897	36,014
Shawhead Community Centre	11,343	33,145									-2,007	42,481
Townhead Community Centre		1,432										1,432
Lochview Golf Course	321,513	27,947	16,923	11,776	675	1,209		8,898			-229,448	160,453
<b>Sub-Total: Coatbridge</b>	<b>375,745</b>	<b>96,538</b>	<b>16,923</b>	<b>12,299</b>	<b>1,391</b>	<b>1,721</b>	<b>0</b>	<b>8,898</b>	<b>0</b>	<b>0</b>	<b>-254,892</b>	<b>238,623</b>
Birkenshaw Sports Barn	43,438	35,899	1,607								-13,513	66,668
Hattonrigg Community Centre	7,577	20,812									-1,065	27,124
Joe McKay Community Centre	38,649	28,272									-3,463	61,458
Sir Matt Busby Sports Centre	1,084,675	480,508	26,957	484	71,076	2,000		7,500			-298,737	1,376,463
Newpark Library	53,247	15,875	3,057								-2,623	69,554
<b>Sub-Total: Bellshill</b>	<b>1,225,586</b>	<b>580,966</b>	<b>21,621</b>	<b>484</b>	<b>71,447</b>	<b>2,513</b>	<b>0</b>	<b>7,853</b>	<b>0</b>	<b>0</b>	<b>-317,701</b>	<b>1,602,765</b>
Aquatic	662,424	423,189	26,090								-204,854	967,525
Cleland Library	24,575	18,996	1,227								-891	41,807
Daisy Park Community Centre		5,733									-209	5,524
Holytown Community Centre	20,026	38,400									-6,567	52,859
Jarvis Community Centre		9,058										9,058
Keir Hardie Sports Centre	80,019	77,356	2,343		2,335	1,015		523			-87,167	76,424
New Stenison Library	49,557	2,936									-1,452	51,041
Newarthill Library	24,599	11,816	1,803								-1,511	36,703
<b>Sub-Total: Motherwell</b>	<b>861,196</b>	<b>583,548</b>	<b>34,399</b>	<b>378</b>	<b>87,105</b>	<b>2,530</b>	<b>0</b>	<b>4,831</b>	<b>0</b>	<b>0</b>	<b>-302,745</b>	<b>1,240,942</b>
Gowknappe Community Centre	4,857	27,917									-1,048	31,726
Hetherston Community Centre	6,210	22,452									-3,108	25,554
Waterloo Community Centre	364	14,516										14,880
Wishaw Community Centre		9,767										9,767
<b>Sub-Total: Wishaw</b>	<b>11,431</b>	<b>74,652</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-4,156</b>	<b>81,927</b>
Alanton Community Centre	11,067	23,293									-641	33,719
Shotts Leisure Centre	501,641	221,996	13,035	374	21,305	1,016		2,098			-55,822	705,643
<b>Sub-Total: Shotts</b>	<b>512,708</b>	<b>245,289</b>	<b>13,035</b>	<b>374</b>	<b>21,305</b>	<b>1,016</b>	<b>0</b>	<b>2,098</b>	<b>0</b>	<b>0</b>	<b>-56,463</b>	<b>739,362</b>
Mobile Libraries	256,833	56	6,795									263,684
<b>Sub-Total: Mobile Libraries</b>	<b>256,833</b>	<b>56</b>	<b>6,795</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>263,684</b>
<b>TOTAL SAVINGS OPTIONS</b>	<b>4,748,138</b>	<b>2,468,845</b>	<b>204,702</b>	<b>28,781</b>	<b>194,473</b>	<b>12,938</b>	<b>0</b>	<b>38,531</b>	<b>0</b>	<b>0</b>	<b>-1,337,475</b>	<b>6,383,907</b>

As noted earlier, the estimated costs, as per the condition report findings, to put and keep the building in repair over a ten year period amount to £161,600.00 or an average annual cost of £16,100.00.

In short, if the annual operational deficit of £2,007.00 plus the average annual cost to put and keep the building in repair are added together, the annual cost NLC will incur equates to £18,107.00. This assumes income and expenditure levels remain the same.

Over a five year period, utilising the above calculation, the cost to NLC for keeping the building opened would be £90,535.00.

## 4. DSL's contribution to the North Lanarkshire Plan and Coatbridge Local Improvement Plan

The plan for North Lanarkshire sets out a vision to create a place to Live, Learn, Work, Invest and Visit. The plan creates a shared ambition bringing together council services, partner organisations and other agencies to deliver their statutory and mandatory requirements. Five priority areas are identified which include:

6. Improve economic opportunities and outcomes.
7. Support all children and young people to realise their full potential.
8. Improve the health and wellbeing of our communities.
9. Enhance participation, capacity and empowerment across our communities.
10. Improve North Lanarkshire's resource base.

Deaf services Lanarkshire contributes to all five priorities. The organisation provides many social benefits including social connection by offering a supportive environment to the Deaf Community in North Lanarkshire where hearing barriers are removed. DSL also carries out advocacy support thereby defending the rights of deaf people and ensuring their views are taken into consideration. Regarding social care, they improve communication and reduce barriers accessing local services. Added to this, the benefits advice tackles poverty. Although DSL service users are adults, the impact of the support received extends to the deaf person's family and friends including children and young people. Their interpreting and translating service improves standards of healthcare; alleviates poverty and homelessness and supports individuals to upskill and secure employment. This being the case, the provision of local services is enhanced and there is reduced pressure on public services via the 'free' support DSL regularly provides. The deaf community is a marginalised group and DSL improves the health and wellbeing of these individuals by integrating them into society.

Regards regulatory and statutory changes affecting the deaf community, there was a British Sign Language Bill passed in 2012 recognising BSL. Then, in 2015 it was officially made an Act within the Scottish Government. In 2017, all Local Authorities, NHS Boards and Public Services were tasked with preparing a local BSL Plan regards how they would meet the terms of the Act addressing Accessibility and Equality. This is a 5 year rolling plan with over 70 points to be addressed. We are currently within the 2<sup>nd</sup> 5 year plan, completing in 2030. Due to the change in legislation, DSL has experienced an increase in demand for our Services from the public sector as well as supporting this increase in the Deaf Community. Nowadays, the deaf community have an increased awareness of their rights to accessibility and inclusion but we still have a long way to go which will increase demand for deaf services even more. DSL provide most if not all of Deaf Access within NLC.

As regards priorities for the Coatbridge area, these are poverty, mental health and digital inclusion. Deaf Services Lanarkshire works closely with public sector partners to help address these priorities with the deaf community helping them become more deaf aware and raising awareness of how best to communicate, the barriers faced around digital communications and supporting service users with mental health issues and those experiencing poverty. Service users are provided with information on support available and assistance to access this support.

**Quantifying and qualifying social objectives:**

Currently between 50 and 60 service users access the DSL centre on a weekly basis across all services. DSL regularly checks in with the deaf community for updates on service provision and for feedback to help shape future service delivery. The organisation is involved in the Community Solutions programme working with the Health and Social Care partnership to identify gaps in service provision and continually improve the services provided to the deaf community making them more accessible and inclusive. Key Performance Indicators (KPIs) have been noted in the table below:

Indicators	Impact of Activity- Yearly target
Hard Indicators- Outputs (tangible)	200 groups supported 150 individual service users from NL accessing the drop-in service 24 workshops/ seminars



### Soft Indicators- Outcomes (more subjective)

Observed

Heard

Written

People feel empowered  
Improved Health and Wellbeing  
Positive about their experiences,  
opportunities

## 5. Calculating the annual value of DSL Free Services

At present, Deaf Services Lanarkshire operates from serviced office space in Coatbridge. Currently there are six trustees who support the organisation throughout the year, please note this time has not been included in any of the calculations. Added to this, volunteer time is also utilised to provide holiday cover and the opening and the closing of the premises, again this time has not been included below. Some services provided by DSL are free of charge and a breakdown of these including calculations of the annual value these provide has been detailed below:

### Drop-in Service

The drop-in service offers free support to the deaf community around the following areas: advocacy, employment, benefits, housing, health and social care. The service can include interpreting and translating in-person and remote (email and text messaging). It is available for six hours, three days a week and 50 weeks in the year. Information has been gathered on the drop-in service, please see table below:

Number of Hours	Rate	Amount
Appointment time utilised is 16 hours per month.	£100 for 2 hours then £50	£800
12 months@ 16 = 192 per year	£100 for 2 hours then £50	£9,600
Number of appointments per month 43	£100	£4,300
12 months @43= 516 per year	£100	£51,600
Number of clients per month 20	£100 for 2 hours then £50	£2,000
12 months@ 20= 240	£100 for 2 hours then £50	£24,000
Number of days in the week drop-in is available 3	£100 per day	£300
50 weeks@3=150	£100 per day	£15,000
Service available 3 days per week @ £50 per hour for 6 hours	£300 per day- £900 per week	50 weeks@£900 £45,000
Service available 3 days per week @ £50 per hour for 6 hours	£300 per day- £900 per week	50 weeks@£900 £45,000 - £24,000( Cost clients accessing the service)=£21,000*50% - £10,500

The annual value of the drop-in service has been calculated as follows:

Number of Hours	Rate	Amount
Number of clients utilising the drop-in per month 20	£100 for 2 hours then £50	£2,000
12 months@ 20= 240	£100 for 2 hours then £50	<b>£24,000</b>
Service available 3 days per week @ £50 per hour for 6 hours	£300 per day- £900 per week	50 weeks@£900 £45,000
Service available 3 days per week @ £50 per hour for 6 hours	£300 per day- £900 per week	50 weeks@£900 £45,000 - £24,000( Cost clients accessing the service)=£21,000 *50%= <b>£10,500</b>
<b>Total</b>		<b>£34,500.00</b>

### Tackling Poverty Service

Free support to the deaf community to address advocacy, employment, benefits, housing, health and social care matters that require additional time, an appointment is arranged for a lengthier meeting. £150 is allocated each month to cover 3 individuals for up to one hour each.

Number of clients	Rate	Amount
3	Standard Price list £100 per client	£300
3	Agreed price £150 per month	£150
Potential Savings	Rate	Amount
12 x 3 hours per month=£3600	Standard Price list £100 per client	£3600- £1800
<b>Total</b>		<b>£1800 per year</b>

### Interpreting at Funerals, Weddings, other events

Free support available to the deaf community of North Lanarkshire:

Number of events in the year	Rate	Amount
14 @ 2 hours each per year	Standard Price list £100 for 2 hours then £50	£1400
<b>Total</b>		<b>£1400</b>

### Facilitating groups

These include a weekly Craft Group (3 hours), Bingo (3 hours), Dominoes (3 hours) and the Deaf Club (3hours). A copy of the North Lanarkshire council's community facilities

price list can be found by following this link [Price List NLC](#) and Real Living Wage information can be found by following this link [Real Living Wage](#)

Number of hours	Room Hire Rate	Volunteer rate-RLW	Total
12 hours per week	NLC hourly rate Category 4 £10.90=£130.80	£12.60 x 12=£151.20	£282 Per week
50 weeks	NLC hourly rate Category 4 £10.90.Weekly cost £130.80*50= £6,540.00	£12.60 x 12=£151.20 Weekly cost*50=£7,560.00	£14,100.00 Per year
<b>Total</b>			<b>£14,100</b>

### Delivering Workshops and Seminars

Again, a copy of the North Lanarkshire council's community facilities price list can be found by following this link [Price List NLC](#) and Real Living Wage information can be found by following this link [Real Living Wage](#)

Number of hours	Room Hire Rate	Volunteer rate- RLW	Total
2 per month	NLC hourly rate Category 4 £10.90	£12.60	Per month £47.00
12 months@ £47 =	NLC hourly rate Category 4 £10.90	£12.60	Per year £564.00
<b>Total</b>			<b>£564.00</b>

### Educational projects

Number of programmes in the year	Programme Duration	Rate	Total
3	8 weeks @ 1.5 hours	£100 for up to 2 hours	3*8=24 24*£100
<b>Total</b>			<b>£2,400</b>

## Calculating the Value of Free Services

Service Type	Annual Value
Drop-in	£34,500
Tackling Poverty	£1,800
Interpreting at Funerals, Weddings, other events	£1,400
Facilitating groups	£14,100
Delivering Workshops and Seminars	£564
Educational Projects	£2,400
<b>Total</b>	<b>£54,764.00</b>

The value of free services provided by Deaf Services Lanarkshire over a five year period, assuming rates are not increased, amounts to **£273, 820.00**