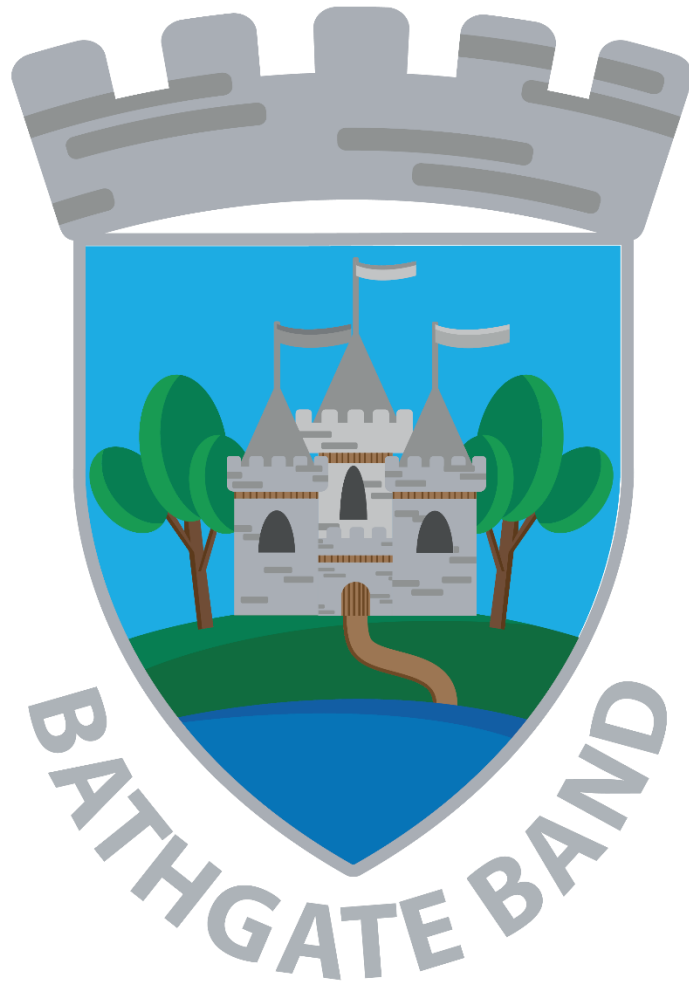




# BATHGATE MUSIC HUB



## BUSINESS PLAN



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## EXECUTIVE SUMMARY

Bathgate Music Hub is a community-led initiative to secure a permanent, purpose-built space in Bathgate, delivering measurable benefits in education, wellbeing, inclusion, and civic pride. Rooted in over 180 years of musical heritage, the Hub will provide affordable, high-quality rehearsal and performance facilities for local ensembles, performing arts groups, and voluntary organisations, removing barriers to participation and strengthening Bathgate's identity as a vibrant centre for creativity.

## WHY NOW

For more than a decade, Bathgate Band and partners have relied on short-term leases, often outside Bathgate, creating a disconnect between identity and delivery. Temporary venues lack acoustic quality, safeguarding features, storage, and scheduling flexibility. Every pound spent on short-term accommodation is a pound diverted from youth development and community engagement. A permanent Hub is essential to protect and grow opportunities for local people.

## VISION AND STRATEGIC ALIGNMENT

Our vision aligns with **West Lothian Council priorities** on attainment, health and wellbeing, and strong communities. The Hub will:

- Offer free tuition and instrument access for young participants.
- Deliver performing arts programmes through Stage Skool.
- Provide inclusive outreach to care homes and disadvantaged families.
- Host civic events and concerts, engaging 11,000+ attendees annually.

## COMMUNITY EVIDENCE

Extensive consultation confirms urgent need:

- **200+ responses** highlighting youth opportunities, cultural vibrancy, and mental wellbeing.
- **100+ petition signatures** and positive neighbour feedback.
- Strong commitments from local ensembles and arts groups to use the Hub regularly.

## FINANCIAL SUSTAINABILITY

The Hub's operating model is based on **earned income**, not reliance on grants:

- Anchor tenants guarantee weekly use and **£6,000–£10,000 annual income**, with additional tenants projected to add **£3,000–£5,000**.
- Membership tiers and room hire offer affordable access and predictable revenue.
- External grants targeted only for **capital improvements and time-limited projects**. Current baseline spend by core groups exceeds **£20,000 annually**, reducing early financial risk. Year 1 core income is forecast at **£34,000**, rising to **£56,000 by Year 3**, against operating costs of approximately **£38,000**.



# Bathgate Music Hub

## PROJECTED SOCIAL VALUE

Independent analysis validates at least **£1.5 million in Year 1 community benefits**, calculated using Social Value Engine methodology. Highlights include:

- **Youth Music Programme:** 14 participants with 100% free instrument access.
- **Stage Skool:** 60 enrolments across drama, dance, and musical theatre.
- **Community Outreach:** 50 young people engaged through schools; 12 care home residents reached.
- **Volunteer Engagement:** 20 active volunteers contributing 1,000+ hours annually.

## GOVERNANCE AND SAFEGUARDS

A phased governance model ensures transparency and community ownership:

- **Phase 1 (2026–2027):** Bathgate Band holds initial lease and governs via subcommittee.
- **Phase 2 (2028–2029):** Transition to a **two-tier SCIO** with community membership.
- **Phase 3 (2030 onwards):** Wider SCIO assumes long-term lease or ownership. Safeguards guarantee Bathgate Band's permanent role through constitutional protections, legal agreements, and mission locks.

## CAPITAL AND RISK MANAGEMENT

Essential fit-out costs of **£14,000–£21,000** are achievable with existing reserves, enabling mobilisation without dependency on external funding. Risk management includes contingency reserves, trigger points for corrective action, and formal partner agreements.

Bathgate Music Hub is more than a building, it is a catalyst for creativity, inclusion, and community resilience. By combining robust governance, financial sustainability, and overwhelming community support, this plan sets out a clear, evidence-based strategy to deliver lasting cultural and social value for generations to come.



# Bathgate Music Hub

## 1. INTRODUCTION

**Bathgate Band** proudly leads the vision for **Bathgate Music Hub**, a transformative project rooted in more than 180 years of musical heritage and driven by a commitment to education, inclusion, and community pride. As the primary founder, Bathgate Band has worked tirelessly to secure a permanent home that reflects our cultural legacy and meets the growing demand for accessible music and arts spaces in Bathgate.

For over a decade, we have maintained long-standing engagement with West Lothian Council Property Services, exploring options for a suitable permanent base. This sustained dialogue demonstrates both our determination and the Council's recognition of the need for a dedicated cultural facility. Our experience in leasing property on a Full Repairing and Insuring (FRI) basis gives confidence in our ability to manage and maintain the building responsibly, ensuring compliance and safeguarding its long-term viability.

This vision is strengthened by the support of **Boghall & Bathgate Caledonia Pipe Band**, who join us as an anchor tenant and partner in shaping a hub that celebrates Bathgate's rich musical identity. Together, we aim to create a collaborative environment where music and performance thrive, and where local talent can flourish without the barriers of high commercial rents.

Our engagement with numerous local musical and arts ensembles confirms the urgent need for affordable, high-quality rehearsal and performance spaces. Many of these groups will participate as tenants, renting space while sharing in the Hub's wider mission of community engagement and cultural enrichment.

In recent days, we have welcomed **Stage Skool**, a respected local performing arts theatre school, into this shared vision. Stage Skool brings ambition and creativity, seeking to expand its offering of drama, dance, and musical theatre for children and young people. Like us, they face significant challenges in accessing suitable facilities at sustainable costs. Their inclusion as a tenant will broaden the Hub's reach beyond music, creating a dynamic, multi-disciplinary centre for the arts that serves Bathgate and the wider West Lothian community.

Together, these partnerships position Bathgate Music Hub as a cultural cornerstone, delivering over £1.5 million in projected Year 1 community benefits across education, wellbeing, and inclusion, ensuring Bathgate remains a vibrant centre for creativity for generations to come.



## 2. COMMUNITY ENGAGEMENT AND SOCIAL IMPACT

Bathgate Music Hub is designed as a community-led initiative that responds directly to local demand for accessible, high-quality cultural spaces. Our engagement process has been extensive and transparent, generating strong evidence of need:

- **Over 200 consultation responses** highlighted recurring themes: urgent need for youth opportunities, cultural vibrancy, and mental wellbeing support.
- **More than 100 petition signatures** reflect grassroots mobilisation and widespread local enthusiasm.
- **Neighbour feedback** from door-to-door engagement was overwhelmingly positive, with residents welcoming the Hub's potential to enrich community life and strengthen Bathgate's identity.

### THE RISK WE FACE

Despite this overwhelming support, outreach and workshop programmes are at risk of not happening, or being scaled back, because there is no permanent, affordable space in Bathgate. Current delivery relies on short-term leased venues, most of which are located outside Bathgate and lack the facilities required for inclusive programming. This situation creates barriers for low-income families, disrupts continuity for youth development, and limits our capacity to deliver wellbeing-focused activities for older adults and vulnerable groups.

Bathgate Music Hub changes everything. By securing a permanent, purpose-made facility in the heart of Bathgate, we will eliminate these barriers, stabilise delivery, and unlock the full potential of our outreach and workshop programmes, ensuring that cultural participation is not a privilege but a shared right for all members of our community.

### REMOVING BARRIERS AND PROMOTING EQUALITY

A cornerstone of our approach is the removal of financial and practical barriers that prevent participation:

- **Free tuition and instrument access** for all young participants in Bathgate Band's Youth Development Programme.
- **Instrument loans and structured ensemble opportunities**, creating consistent and enriching outlets for young people.
- **Volunteer-led mentoring and outreach**, reducing reliance on paid tuition and widening access to those who need it most.
- **Inclusive programming**, including sensory-friendly performance slots and accessible viewing areas at community events.



# Bathgate Music Hub

## EXPANDED IMPACT WITH STAGE SKOOL

The inclusion of Stage Skool as a tenant significantly broadens the Hub's reach beyond music. Their performing arts programmes, covering drama, dance, and musical theatre, will:

- Build confidence, communication, and teamwork skills for children and young people.
- Offer structured pathways from beginner to advanced levels, complementing music education.
- Deliver holiday intensives and showcase events, creating vibrant cultural experiences for families and the wider community.

## STRATEGIC ALIGNMENT WITH WEST LOTHIAN COUNCIL PRIORITIES

- **Raising Educational Attainment:** Free tuition and structured rehearsals build confidence and aspiration, improving school engagement and progression to higher education.
- **Strengthening Care and Support:** Outreach to care homes and inclusive programming reduce isolation and support mental wellbeing for older adults.
- **Investing in Skills and Jobs:** Participation develops transferable skills, teamwork, leadership, time management, that employers value. The Hub creates pathways into music teaching, stagecraft, sound engineering, and event management.
- **Helping to Create Strong and Sustainable Communities:** Civic events and showcases foster pride and belonging, while adaptive reuse of existing infrastructure promotes sustainability.
- **Tackling Inequality and Promoting Equity:** Free access to instruments and tuition ensures cultural participation regardless of income. Targeted outreach engages disadvantaged groups, creating protective spaces for youth development and social reintegration.

## BUILDING A SUSTAINABLE FUTURE

Bathgate Music Hub is not just a solution to current challenges; it is a long-term investment in cultural resilience. By creating a permanent, purpose-made space, we will enable programmes that strengthen education, wellbeing, and inclusion for generations to come. This foundation ensures that Bathgate remains a vibrant centre for creativity, delivering benefits that extend far beyond music into community cohesion and economic regeneration.



## IMPACT AND SOCIAL VALUE

In Year 1 (first 12 months of operation), Bathgate Music Hub is projected to deliver:

- **Youth Music Programme**
  - 14 participants completing structured tuition and ensemble work, improving confidence, discipline, and educational attainment.
  - 100% free instrument access for new entrants, removing financial barriers and enabling inclusive participation.
- **Stage Skool Performing Arts Programme**
  - 60 enrolments across drama, dance, and musical theatre, building communication skills, creativity, and self-esteem.
  - 3 showcase performances, providing real-world stage experience and fostering family and community engagement.
- **Community Outreach**
  - 50 young people engaged through schools and partner organisations, increasing access to cultural opportunities and reducing isolation.
  - 12 care home residents reached through intergenerational music sessions, enhancing wellbeing and social connection for older adults.
- **Audience Engagement**
  - 11,000+ attendees across concerts, showcases, and civic events, strengthening civic pride and cultural identity in Bathgate.
- **Volunteer Engagement**
  - 20 active volunteers contributing 1,000+ hours annually, supporting community ownership and skills development.
- **Social Value**
  - £1.5 million in projected community benefits, delivering measurable outcomes in education, wellbeing, inclusion, and civic pride.





## 3. OUR DEVELOPMENT PROGRAMME – LIFELONG MUSICAL GROWTH

Bathgate Music Hub is more than a building, it is a catalyst for personal development, creativity, and community connection across all ages. Our Development Programme reflects a simple but powerful belief; music is a lifelong journey. From the first notes played by a child to the enduring passion of adults and older generations, we create pathways that enable everyone to learn, perform, and thrive.

This programme is built on three pillars:

- **Youth Development**, providing free tuition, instrument access, and structured ensemble opportunities that build confidence and aspiration.
- **Adult and Intergenerational Engagement**, offering inclusive spaces for learning, wellbeing, and social connection, while fostering collaboration between generations.
- **Future Skills and Community Learning**, embedding digital tools, volunteering, and governance opportunities to strengthen resilience and empower local people.

By combining these elements, Bathgate Music Hub delivers more than music, it delivers measurable outcomes in education, mental wellbeing, and social inclusion, aligned with West Lothian Council priorities. Our Development Programme ensures that creativity is not limited by age, income, or circumstance, but becomes a shared experience that enriches the whole community.

### A. YOUTH DEVELOPMENT PROGRAMME

#### OUR COMMITMENT TO YOUNG PEOPLE

Bathgate Music Hub's Youth Development Programme is not an afterthought; it is the beating heart of our mission. For generations, Bathgate Band has believed that music is more than performance, it is a catalyst for confidence, aspiration, and community belonging. Our programme exists to remove barriers that prevent young people from accessing these opportunities, ensuring that every child, regardless of income or circumstance, can experience the transformative power of music.

At its core, the programme offers **free tuition and instrument access for all new entrants**. This simple but powerful principle means that no family faces the impossible choice between cultural participation and financial hardship. Alongside tuition, we provide structured ensemble opportunities that teach discipline, teamwork, and resilience, skills that extend far beyond the rehearsal room and into education, employment, and life.

#### A PROVEN TRACK RECORD

Our commitment is not new. For more than a decade, Bathgate Band has delivered a thriving youth programme, nurturing talent and fostering inclusion. Weekly rehearsals and tuition sessions have introduced more than **50 young people** to music, many of whom have progressed to national youth ensembles, higher education, and leadership roles within the band itself. These successes are not isolated, they reflect a sustained, evidence-based approach to youth development that combines musical excellence with pastoral care.



# Bathgate Music Hub

Partnerships with community organisations have amplified our reach, enabling us to identify and support young people who might otherwise be excluded from cultural participation. Through these collaborations, we have created pathways that build confidence, improve educational attainment, and strengthen social cohesion.

## RESILIENCE THROUGH ADVERSITY

The COVID-19 pandemic tested every aspect of our programme, and we rose to the challenge. When physical rehearsals became impossible, we pivoted rapidly to an online delivery model, using **Microsoft Teams** to maintain continuity. While full virtual rehearsals were not feasible, we successfully preserved our weekly schedule by delivering structured learning resources, recorded tutorials, and interactive sessions. These measures ensured that young musicians stayed connected, motivated, and supported during one of the most isolating periods in living memory.

As restrictions eased, we transitioned back to in-person rehearsals, enabling ensemble-based learning to recommence and restoring the collaborative experience that is central to musical development. This phased approach taught us invaluable lessons about adaptability and innovation. Today, we retain elements of our digital strategy, blending online resources with face-to-face tuition, to create a flexible, resilient model that meets the needs of modern families.

## CHALLENGES THAT SHAPE OUR VISION

Despite these achievements, growth has been constrained by structural challenges. For more than 10 years, Bathgate Band has operated without a permanent home, relying on a patchwork of **short-term leased spaces**, the majority of which are located in Livingston rather than Bathgate. This arrangement has created a fundamental disconnect between our identity and our physical presence. We proudly carry the Bathgate name, a name that represents heritage, community, and civic pride, yet we rehearse miles away, sending mixed messages about who we are and where we belong.

These short leases have not only made recruitment difficult and disrupted continuity, but they have also imposed significant limitations on our ability to adapt spaces to meet the specific needs of a youth music programme. Venues have often lacked the acoustic quality, storage capacity, and safeguarding features essential for high-quality delivery. Every pound spent on temporary accommodation is a pound diverted from youth development, a reality that underscores the urgency of securing a dedicated cultural space in Bathgate itself.

Bathgate Music Hub changes everything. By providing a permanent, purpose-made facility in the heart of Bathgate, we will eliminate these barriers, stabilise delivery, and unlock the full potential of our youth programme while reaffirming our identity as a Bathgate-based organisation.

## OUR FUTURE AMBITION

Bathgate Music Hub will enable us to scale impact dramatically by creating the conditions for a thriving youth programme. Our aim is to build on our current base of **14 young members** and develop a strong, cohesive youth ensemble capable of competing at a **national level**. This ambition goes beyond numbers, it is about nurturing talent, fostering confidence, and providing structured pathways that inspire young people to achieve their full potential.



# Bathgate Music Hub

Alongside musical excellence, we will deliver measurable outcomes in **educational attainment, mental wellbeing, and skills development**, directly aligned with West Lothian Council priorities. Outreach will be embedded in our community, with targeted engagement for disadvantaged families, ensuring that every young person has access to inclusive spaces where they feel valued, supported, and empowered to succeed.

## WHY THIS MATTERS

Music is not just an art form, it is a social leveller, a wellbeing intervention, and a bridge to opportunity. By investing in the Youth Development Programme, Bathgate Music Hub invests in the future of Bathgate itself: a future where creativity thrives, barriers fall, and young people lead with confidence and pride.

## B. ADULT AND INTERGENERATIONAL ENGAGEMENT

### OUR COMMITMENT TO LIFELONG LEARNING

Music is not confined to childhood, it is a lifelong pursuit that enriches mental health, combats isolation, and fosters community belonging. For adults, and especially those approaching or in their later years, participation in music offers cognitive stimulation, emotional resilience, and social connection. Bathgate Music Hub will create inclusive opportunities for adults to learn, perform, and share experiences, ensuring that cultural engagement remains accessible at every stage of life.

### WHY ADULTS MATTER

Engaging adults in music is about more than recreation, it is about wellbeing, identity, and purpose. Research consistently shows that musical activity improves memory, reduces stress, and strengthens social networks. For older adults, these benefits are profound, music combats loneliness, supports mental health, and provides a sense of belonging in a rapidly changing world.

### OUR APPROACH

Bathgate Music Hub will deliver a programme designed to meet the needs of adults and older generations through:

- **Inclusive Ensembles:** Affordable access for community bands, choirs, and orchestras, enabling older adults to remain active and socially connected.
- **Skills Development:** Structured learning opportunities for adults returning to music or starting for the first time, including beginner workshops and sectional coaching.
- **Wellbeing Focus:** Music as a therapeutic intervention, reducing isolation, improving mental health, and supporting recovery from life transitions such as retirement or bereavement.
- **Intergenerational Programmes:** Joint rehearsals and performances with youth ensembles, fostering mutual learning and breaking down generational barriers.

### HISTORIC ENGAGEMENT

Bathgate Band has a proud tradition of welcoming members of all ages, with many adults sustaining decades-long involvement. Our outreach to care homes and community groups has demonstrated the profound impact of music on older adults, enhancing mood, memory, and



social interaction. These experiences confirm that music is a powerful tool for wellbeing and inclusion.

## CHALLENGES AND OPPORTUNITIES

As with youth engagement, adult participation has been constrained by the lack of a permanent base. Short-term leased spaces have limited our ability to offer daytime sessions, specialist workshops, and intergenerational activities. Bathgate Music Hub will remove these barriers, providing a dedicated, accessible environment where adults can learn, rehearse, and connect without compromise.

## OUR FUTURE AMBITION

Our vision is to establish Bathgate Music Hub as a centre for lifelong learning and wellbeing. We will:

- Host **daytime sessions** tailored for retirees and those with flexible schedules.
- Deliver **community concerts and workshops** in partnership with local health and wellbeing initiatives.
- Create **volunteer pathways** for adults to mentor young musicians, share skills, and contribute to governance, embedding community ownership.

## WHY THIS MATTERS

For older adults, music is more than a hobby, it is a lifeline. It combats isolation, strengthens cognitive health, and provides a sense of purpose. By investing in adult engagement, Bathgate Music Hub invests in a healthier, more connected community where creativity and wellbeing flourish across generations.

## C. FUTURE SKILLS AND COMMUNITY LEARNING

### BUILDING CAPACITY FOR CULTURAL SUSTAINABILITY

Bathgate Music Hub is more than a venue, it is a platform for strengthening the skills that sustain artistic and cultural activity. Our vision extends beyond performance to include the knowledge and capabilities that enable individuals and organisations to participate fully in the arts and preserve Bathgate's musical heritage.

### DIGITAL SKILLS FOR CREATIVE PRACTICE

Modern music-making increasingly relies on technology. The Hub will aim to provide access to tools and training that support artistic expression and cultural outreach, including audio recording, live streaming of performances, and digital platforms for collaboration. These skills will allow ensembles and individuals to share their work widely, engage new audiences, and document Bathgate's cultural legacy for future generations.

### VOLUNTEERING AND LEADERSHIP

Community ownership is central to our ethos. The Hub will aim to create structured volunteering pathways that allow individuals to contribute to artistic events, rehearsal support, and cultural programming. For those seeking deeper involvement, governance training will prepare



# Bathgate Music Hub

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volunteers to take on roles that safeguard the Hub's mission and heritage, embedding democratic principles and continuity in the stewardship of a cultural asset.

## **PATHWAYS TO CREATIVE CAREERS**

By combining music education with practical skills in event management, sound engineering, and arts administration, Bathgate Music Hub will open doors to careers within the creative industries. These pathways will be developed in partnership with local arts organisations and training providers, ensuring that opportunities remain rooted in cultural practice and aligned with our charitable purpose.

## **WHY THIS MATTERS**

Future skills are essential for sustaining the arts and heritage. By embedding digital literacy, volunteering, and cultural leadership into our development programme, Bathgate Music Hub ensures that music and performance remain accessible, relevant, and resilient for generations to come.



## 4. PARTNERS AND TENANTS

### ANCHOR TENANTS

Bathgate Music Hub will launch with two anchor tenants who are not simply renters but strategic partners shaping the Hub's identity, programming, and community impact:

- **Bathgate Band** – The founding organisation and cultural cornerstone, with over 180 years of heritage and a proven track record in youth development.
- **Boghall & Bathgate Caledonia Pipe Band** – An internationally recognised ensemble, bringing excellence in piping and drumming and reinforcing Bathgate's global cultural reputation.

Anchor tenants provide stability, guaranteed occupancy, and predictable income, reducing financial risk and ensuring the Hub is lively and well-used from day one. Their rehearsals, tuition, and performances will create a consistent programme of activity, while collaboration on outreach and inclusion programmes aligns directly with West Lothian Council priorities around attainment, wellbeing, and strong communities.

### Strategic Benefits

- **Financial Assurance:** Each anchor tenant commits to regular weekly use (6–10 hours) and an annual fee of £3,000–£5,000, generating £6,000–£10,000 annually as a baseline for sustainability.
- **Community Impact:** Anchors collaborate on outreach, inclusion programmes, and showcase events, creating pathways for young people to develop confidence, creativity, and transferable skills.
- **Alignment with Council Priorities:** This model supports West Lothian Council objectives around attainment, health and wellbeing, and strong communities.

Together, these partnerships ensure Bathgate Music Hub is not just a building but a strategic driver of cultural enrichment, social cohesion, and economic regeneration.

### REGULAR TENANTS AND COMMUNITY USERS

Beyond anchors, Bathgate Music Hub will welcome a diverse range of local ensembles and arts groups as regular users, including Bathgate Concert Orchestra, Bathgate Sings (community choir), Munday Club (folk group), Stage Skool (performing arts), and SBBA/EoSBBa. These groups will rent space for rehearsals and tuition, contributing to cultural diversity and financial sustainability.



# Bathgate Music Hub

## INDICATIVE INCOME FROM PARTNERS

	Expected Hours/Week	Basis	Annual Income (£)
Bathgate Band (Anchor)	6-8 hrs	Anchor tenant fee	£3,000–£5,000
Boghall & Bathgate Caledonia Pipe Band (Anchor)	6-8 hrs	Anchor tenant fee	£3,000–£5,000
Stage Skool	8–10 hrs	Negotiated tenant fee	£3,000–£5,000
Bathgate Concert Orchestra	3 hrs	Large Group Membership, plus Hourly hire	£2,000
Bathgate Sings	2 hrs	Large Group Membership, plus Hourly hire	£1,500
Munday Club	2 hrs	Small Group Membership	£2,500
SBBA/EoSBBA	3 hrs/month	Hourly hire	£500
<b>Total (Indicative)</b>	—	—	<b>£15,500–£21,500+</b>

*Figures assume 46 weeks/year for hourly hires and exclude ad-hoc hires/events, which will increase income.*

## COMMUNITY BENEFITS

- **Expanded Access:** Affordable space for music and performing arts groups, reducing reliance on costly commercial venues.
- **Youth Development:** Structured pathways in music and theatre, fostering confidence, discipline, and aspiration.
- **Social Inclusion:** Outreach programmes for disadvantaged families and intergenerational activities for older adults.
- **Civic Pride:** Regular concerts and showcases reinforcing Bathgate’s cultural identity.

This collaborative model ensures Bathgate Music Hub is not just a building, it is a strategic driver of cultural enrichment, social cohesion, and economic regeneration.

## EVIDENCE OF COMMITMENT

To strengthen confidence in occupancy and financial sustainability, Bathgate Music Hub has secured written commitments from anchor tenants and regular users confirming their intention to use the facility and contribute to its operating model. Highlights include:

- **Bathgate Band (Anchor Tenant):** Weekly use and anchor role confirmed through this Business Plan, with indicative annual fee of £3,000–£5,000.
- **Boghall & Bathgate Caledonia Pipe Band (Anchor Tenant):** Weekly use confirmed via email dated 18/12/2025, with indicative quarterly fee of circa £1,400.
- **Stage Skool (Potential Anchor Tenant):** Commitment to deliver performing arts programmes and rehearsals, confirmed via email dated 18/12/2025, with indicative annual fee of £3,000–£5,000.
- **Munday Club:** Weekly rehearsals confirmed via email dated 16/12/2025, with indicative hourly rate of £15–£20, meaning an annual contribution of circa £2,760–£3,680.

***Full copies of these emails are available on request***



## 5. GOVERNANCE MODEL AND SAFEGUARDS

### OVERVIEW

Bathgate Music Hub will adopt a phased governance approach to ensure stability, transparency, and community ownership. This model begins with Bathgate Band as the anchor organisation and evolves into a democratic structure that embeds resilience and shared responsibility.

### PHASE 1: ANCHOR GOVERNANCE (2026–2027)

Bathgate Band will hold the initial lease and govern the Hub through a dedicated subcommittee, chaired by a Bathgate Band trustee accountable to the BB Management Committee. This subcommittee will include representatives from other delivery partners, ensuring the Hub operates as a **shared community asset from day one**, even while Bathgate Band retains formal responsibility.

### PHASE 2: TRANSITION TO TWO-TIER SCIO (2028–2029)

To embed democratic governance and resilience, we will establish a **two-tier SCIO**:

- **Tier 1:** A Board of Trustees responsible for compliance and strategic oversight.
- **Tier 2:** A membership base drawn from partner organisations, regular users, and the wider Bathgate community.

### Membership Structure:

Organisational membership will be offered to partner groups such as Bathgate Band, Boghall & Bathgate Pipe Band, Stage Skool, Bathgate Concert Orchestra, and other regular users. These organisations will nominate representatives to participate in governance and strategic decision-making. Alongside this, individual membership will be open to residents of Bathgate and the surrounding area, ensuring that local voices shape the Hub's development.

### PHASE 3: COMMUNITY OWNERSHIP (2030 ONWARDS)

The wider SCIO will assume the long-term lease or ownership of the building, embedding it as a community-owned asset aligned with regeneration and skills development goals. Bathgate Band will remain a core tenant, ensuring continuity of musical excellence.

### INDICATIVE TIMELINE

Phase	Description	Timescale
Phase 1	Bathgate Band holds lease and governs via subcommittee	2026 & 2027
Phase 2	Establish two-tier SCIO with community membership	2028 & 2029
Phase 3	Wider SCIO assumes long-term lease or ownership	2030 onwards





## SAFEGUARDS TO PROTECT BATHGATE BAND'S PERMANENT ROLE

- **Constitutional Protection:** Bathgate Band will have a reserved seat on the SCIO Board and permanent membership rights. The SCIO constitution will include a mission lock stating the Hub's purpose includes providing a permanent home for Bathgate Band.
- **Legal Agreements:** A long-term lease or title agreement will include restrictive covenants ensuring the property remains a music hub and Bathgate Band retains guaranteed access. A Service Level Agreement (SLA) will formalise Bathgate Band's anchor tenant status, guaranteeing priority access to rehearsal space and storage.
- **Governance Safeguards:** Any decision that would materially affect Bathgate Band's anchor status or access to the Hub will require an 80% supermajority vote of SCIO members, ensuring broad consensus. A community asset lock will prevent sale or repurposing without Bathgate Band's consent.

## SAFEGUARDS FOR ANCHOR TENANTS

To protect the long-term involvement of our anchor tenants, Bathgate Band and Boghall & Bathgate Caledonia Pipe Band, we will implement the following measures:

- **Formal Agreements:** Anchor Tenant Licence Agreements will provide protected access to rehearsal and tuition spaces, storage, and branding rights, with minimum term commitments (e.g., 3–5 years).
- **Priority Access:** Anchor tenants will have priority booking rights for core spaces during agreed times.
- **Governance Representation:** Each anchor tenant will have reserved seats on the SCIO membership tier and representation on the Hub's governance subcommittee.
- **Mission Lock:** The SCIO constitution will include a mission lock stating the Hub's purpose includes providing protected access for anchor tenants.
- **Financial Stability:** Anchor tenant fees will be fixed annually, providing predictable income for the Hub and cost certainty for tenants.
- **Annual Review:** Formal review meetings with anchor tenants will assess satisfaction, usage, and future needs. Trigger points will prompt joint action plans if occupancy or income falls below agreed thresholds.

*These measures apply to all anchor tenants, including Bathgate Band, which also benefits from additional constitutional and legal protections outlined above.*

## BENEFITS OF THIS MODEL

- **Transparency:** Clear governance structure with phased development.
- **Resilience:** Diversified governance and income streams reduce reliance on any single organisation.
- **Community Ownership:** Embeds democratic principles and local representation.
- **Anchor Security:** Guarantees long-term involvement of strategic partners.
- **Alignment with Council Priorities:** Supports regeneration, skills development, and inclusive growth.
- **Continuity:** Guarantees Bathgate Band's permanent role as cultural cornerstone.



## 6. FUNDING MODEL AND STRATEGY

### EXTERNAL FUNDING PARTNERSHIPS AND STRATEGIC ENGAGEMENT

Bathgate Music Hub benefits from dedicated funding officers assigned by both the **National Lottery Community Fund** [REDACTED] and the **Scottish Land Fund** [REDACTED], providing expert guidance on eligibility, compliance, and bid development. These relationships strengthen our capacity to secure targeted grants for capital improvements and time-limited programmes without compromising our core operating model.

In addition, we have established direct engagement with [REDACTED] [REDACTED] exploring opportunities to align Bathgate Music Hub with their Social & Community Impact deliverables [REDACTED]

This dialogue positions the Hub as a potential beneficiary of corporate social responsibility initiatives, unlocking sponsorship, in-kind support, and skills-sharing opportunities that reinforce our charitable purpose and West Lothian Council priorities.

Further concepts to strengthen financial resilience and amplify social impact, such as hybrid cultural programming, digital engagement, and community wealth-building, are outlined in Appendix 1: Financial Stability and Social Impact Concepts.

### CORE FUNDING MODEL AND STRATEGY

Bathgate Music Hub's funding model ensures long-term sustainability without dependency on external grants for core operations. The Hub operates on a principle of financial resilience, where day-to-day running costs are met primarily through earned income and memberships, supported by predictable contributions from anchor tenants. External funding will be sought only for time-limited projects and capital improvements that enhance artistic quality and community impact.

This approach aligns with our charitable purpose of advancing the arts, heritage, and culture and with West Lothian Council priorities around attainment, wellbeing, and strong communities.

### VALUATION AND LEASE TERMS

A joint valuation has been completed and agreed with West Lothian Council. In line with our CAT application, we seek either a transfer of ownership or a community benefits lease at a peppercorn level, justified by the significant non-financial benefits outlined in this plan. These include projected Year-1 social value of £1.5 million, delivering measurable outcomes in education, wellbeing, inclusion, and civic pride.

### BEST VALUE JUSTIFICATION

Our request for a peppercorn lease or transfer of ownership represents the most effective way to deliver Best Value for West Lothian Council and the community. While the market valuation reflects the property's financial worth, the Hub's projected **£1.5 million Year 1 social value (validated at £1,507,494.35 by Community Enterprise using Social Value Engine methodology)** far exceeds any potential capital receipt. This robust, evidence-based analysis combines direct benefits from Bathgate Band and indirect benefits through our anchor partner, Boghall & Bathgate Caledonia Pipe Band, delivering measurable outcomes in education, health and wellbeing, social inclusion, and civic pride, fully aligned with statutory priorities.



## CORE OPERATING MODEL

Day-to-day running costs will be met through a diversified mix of income streams:

- **Anchor tenant contributions** from Bathgate Band and Boghall & Bathgate Caledonia Pipe Band providing guaranteed occupancy and predictable income.
- **Tenant contributions** from Stage Skool, Bathgate Concert Orchestra, Munday Club, etc providing predictable occupancy and income.
- **Membership tiers** offering bundled hours for tutors, small groups, and large ensembles at rates benchmarked against community venues and regional studios.
- **Room hire and tuition**, generating additional earned income from ad hoc bookings and lessons.
- **Community events and showcases**, creating modest revenue while reinforcing civic pride and cultural engagement.

This model ensures affordability for voluntary groups and individuals while delivering predictable income to sustain operations.

## EVIDENCE AND BASELINE

Current anchor tenant spend exceeds **£18,000 annually** (Bathgate Band £8,500; Boghall & Bathgate Caledonia Pipe Band £10,000) with established tenants currently spending a further £5,000 or more annually (Bathgate Concert Orchestra £2,000; Stage Skool £3,000). This baseline reduces early financial risk but is not relied upon long-term. Our strategy prioritises diversification and growth beyond this foundation.

## CHARITABLE GOVERNANCE AND FINANCIAL ASSURANCE

Bathgate Band and Boghall & Bathgate Caledonia Pipe Band are both long-standing Scottish Charitable Incorporated Organisations (SCIOs), registered with OSCR and operating under robust governance frameworks. Each publishes annual accounts and maintains designated reserves, providing transparency and traceability for stakeholders. Bathgate Band currently holds **£25,000 earmarked for a future hall** and maintains a **£10,000 winding-up reserve** to ensure compliance and orderly closure if ever required. Boghall & Bathgate Caledonia Pipe Band's published accounts confirm a policy of maintaining a minimum of **£35,000 in its current account** to safeguard operations and charitable purposes should income levels fall. These measures demonstrate disciplined financial management and resilience, significantly reducing risk for Bathgate Music Hub and ensuring that anchor tenant commitments are underpinned by well-governed, financially stable organisations.



# Bathgate Music Hub

## CURRENT FINANCIAL POSITION OF ANCHOR ORGANISATIONS

The following table summarises the most recent OSCR-reported, independently examined, accounts for Bathgate Band and Boghall & Bathgate Caledonia Pipe Band, demonstrating robust financial governance and liquidity.

Organisation	Period	Receipts	Payments	Surplus/Deficit	Closing Cash	Reserves Policy / Designated Funds
Bathgate Band (SC035364)	Year ended 31 Dec 2024	£41,103	£39,113	+£1,990	£44,366	£10,000 winding-up reserve; £25,000 designated for permanent hall
Boghall & Bathgate Caledonia Pipe Band (SC033034)	Year ended 30 Sep 2024	£103,250	£102,152	+£1,098	£47,489	Policy to maintain ≥£35,000 in current account; sponsorship from People's Ford in 2024.

## COMMUNITY WEALTH BUILDING AND LOCAL ECONOMIC IMPACT

Bathgate Music Hub will actively support West Lothian Council's Community Wealth Building principles by retaining spend locally and creating pathways into employment. Key commitments include:

- **Local Procurement:** At least **70% of fit-out and maintenance spend** will be directed to suppliers and contractors based in West Lothian, supporting the regional economy and reducing leakage of community wealth.
- **Volunteer Pathways:** Our volunteer programme will provide **1,000+ hours annually**, creating opportunities for skills development in administration, event management, and technical roles. These pathways will include structured induction and training, with clear progression routes into paid positions as the Hub grows.
- **Partnerships with Local Businesses:** We will prioritise partnerships with local catering, printing, and equipment suppliers for events and operations, ensuring that community investment circulates within West Lothian.
- **Job Creation:** The Hub's phased growth model includes introducing a **part-time Building Coordinator role in Year 2**, funded through earned income, and exploring future roles such as Artistic Director as activity scales.
- **Economic Impact:** Based on projected activity, we estimate **£15,000–£20,000 annual spend retained locally** through procurement and services, alongside the creation of **two paid roles by Year 3**.

These measures will embed economic resilience, strengthen local supply chains, and align with West Lothian Council's inclusive growth objectives.



## MEMBERSHIP STRUCTURE AND BENCHMARKING

Our funding model combines external grant support with a robust membership structure designed to ensure long-term sustainability. Membership tiers offer bundled weekly hours, delivering exceptional value compared to pay-as-you-go rates:

Tier	Annual Fee	Included Hours	Equivalent Value Pay-as-you-go	Effective Rate
Individual Membership	£50/year	Access benefits only	—	—
Tutor Membership	£400/year	1 hr/week (≈46 hrs/year)	£690/year	~£8.70/hr
Small Group (≤10)	£500/year	1 hr/week (≈46 hrs/year)	£690/year	~£10.90/hr
Large Group (>10)	£1,000/year	2 hrs/week (≈92 hrs/year)	£1,380/year	~£10.90/hr
Anchor Tenants	£3,000–£5,000/year	Priority blocks (8–10 hrs/week)	£5,520–£6,900/year	~£8.15–£10.00/hr

### Why Bundled Hours?

Bundling hours ensures predictability for groups and demonstrates value compared to pay-as-you-go rates. For example:

- **Tutor:** 46 hrs at £15/hr = £690 value for £400 membership.
- **Small Group:** 46 hrs at £15/hr = £690 value for £500 membership.
- **Large Group:** 92 hrs at £15/hr = £1,380 value for £1,000 membership.
- **Anchor Tenants:** 368 hrs at £15/hr = £5,520 value for £3,000–£5,000 membership.

This pricing structure clearly demonstrates **exceptional value** and strengthens the Hub’s social inclusion mission.

## INDICATIVE ROOM HIRE AND STORAGE RATES

In addition to membership packages, Bathgate Music Hub will offer flexible, pay-as-you-go options for rehearsal spaces, tuition rooms, and storage. These rates are designed to remain affordable for community groups while supporting the Hub’s sustainability.

Space Name	Capacity	Members Hourly Rate	Non-Members Hourly Rate
Rehearsal Space 1	40	£20	£25
Rehearsal Space 2	20	£15	£18.75
Tutor Space 1	3	£9	£10
Tutor Space 2	8	£12	£15
Storage	Per m <sup>3</sup>	£0.25	£0.35

### Members vs Non-Members

- **Members** benefit from bundled hours included in their annual fee and discounted rates for any additional bookings beyond their allowance.
- **Non-Members** pay standard hourly rates shown in the table, which are typically **25% higher than member rates** (varies by space).



# Bathgate Music Hub

## Booking Policy

Bathgate Music Hub will prioritise bookings for music, performing arts, and community cultural activities. Occasional non-arts bookings (e.g., private functions) may be considered **only for members**, provided they do not conflict with our charitable purpose, safeguarding policies, or scheduled cultural programming. All such bookings will be subject to governance approval and compliance with licensing and insurance requirements.

These indicative rates have been **benchmarked** to ensure they are realistic and sustainable. They sit **significantly below commercial studio prices (£20–£44/hr)** and remain **competitive with West Lothian Council community venue tariffs (£11–£19/hr)**, reinforcing affordability and inclusion while generating predictable income.

## EXTERNAL GRANTS – TARGETED FOR IMPACT, NOT SURVIVAL

External funding will be sought only for **time-limited projects and capital improvements** that enhance artistic quality and community benefit. Examples include:

- **Youth Music Programme** (Creative Scotland/YMI) – improving attainment and inclusion.
- **Wellbeing Workshops** (Lottery) – supporting mental health and reducing isolation.
- **Specialist equipment and digital infrastructure** – enabling recording, broadcast, and accessibility.

All external funding will be treated as restricted income tied to specific deliverables, ensuring transparency and compliance.

## COMMUNITY FUNDRAISING AND SPONSORSHIP

Local appeals, corporate partnerships, and in-kind contributions will complement grant income, demonstrating community ownership and reducing reliance on reserves.

## WHY THIS MODEL GIVES CONFIDENCE

Bathgate Music Hub's core operations are viable without grants, supported by anchor tenant commitments and a membership structure that offers strong value. External funding accelerates impact and enhances quality but is not required for basic functionality. This approach provides confidence to funders and stakeholders that Bathgate Music Hub is financially resilient and strategically aligned with its charitable purpose.



## 7. CAPITAL REQUIREMENTS AND PHASED INVESTMENT

Bathgate Music Hub's capital plan is structured to ensure the building can open safely and sustainably with a lean, achievable fit-out, while creating a clear pathway for future enhancements as occupancy and revenue streams grow. This phased approach reduces risk, avoids over-investment at the outset, and ensures every pound spent advances our charitable purpose of promoting arts, heritage, and culture.

### PHASE A – MOBILISATION ESSENTIALS

To commence operations and deliver rehearsals and tuition from day one, the Hub requires a modest fit-out focused on functionality and compliance. These works are practical, low risk, and achievable within existing capacity.

#### Environmental Sustainability

Bathgate Music Hub is committed to minimising environmental impact and supporting West Lothian Council's climate and sustainability objectives. Our adaptive reuse approach avoids the carbon footprint of new construction, while planned fit-out works could incorporate energy-efficient measures **should we successfully secure appropriate funding through fundraising or grant allocation**, including:

- **LED lighting and smart controls** to reduce electricity consumption.
- **Improved insulation and draught-proofing** to enhance thermal efficiency.
- **Recycling and waste reduction policies**, including reuse of existing materials during fit-out.
- **Active travel promotion**, with secure cycle storage and engagement with local walking/cycling networks.
- **Future-proofing for renewables**, ensuring the building layout can accommodate solar panels or other

These measures will reduce operating costs, lower carbon emissions, and align the Hub with best practice in sustainable community asset management.

#### Essential items for mobilisation include:

- Structural wall reconfiguration to create an open-plan rehearsal space.
- Retractable partition wall for flexible layouts.
- Minor stud partitions to define tuition areas.
- Soundproofing, prioritising reuse of existing materials with minimal new purchases.
- Decorating and floor coverings for safe, welcoming spaces.
- Basic digital readiness, including secure cloud document storage, online booking, and cashless payments.
- Professional fees for architect and structural engineer input where required.
- Contingency of 15% applied to core fit-out items.



# Bathgate Music Hub

## Indicative budget for essential fit-out

Item	Estimate (£)	Notes
Structural wall reconfiguration	5,000–7,000	Includes structural engineer input
Retractable partition wall	3,000–4,000	Mid-range product, professional installation
Minor stud partitions	1,500–2,000	Lightweight materials, volunteer support possible
Soundproofing (reuse + minimal new)	1,000–2,000	Reuse existing panels where possible
Decorating and floor coverings	2,000–3,000	Basic finishes, volunteer labour for painting
Subtotal	12,500–18,000	Core works only
Contingency (15%)	1,875–2,700	Applied to subtotal
Total essential fit-out	≈ <b>14,375–20,700</b>	Lean start-up approach

*These figures have been validated through consultation with professionals in the construction industry to ensure accuracy and realism.*

## Potential Funding Sources for Mobilisation

- **Scottish Land Fund** for acquisition and legal diligence.
- **Investing in Communities Fund and National Lottery Community Fund** for accessibility and compliance works.
- **Foyle Foundation and Garfield Weston Foundation** for equipment and specialist materials.
- **Community fundraising and local sponsorship** to demonstrate ownership and reduce reliance on reserves.

## Financial Assurance

Bathgate Band's published accounts confirm **£25,000 designated for a future hall**, alongside a **£10,000 winding-up reserve** held to meet statutory obligations should the charity ever close. While the winding-up reserve is restricted and cannot be used for mobilisation, the £25,000 designated fund alone is sufficient to cover the essential fit-out and mobilisation if external funding is delayed or below target. In addition, **Boghall & Bathgate Caledonia Pipe Band maintains a policy of keeping at least £35,000 in its current account** to safeguard operations and charitable purposes should income levels fall. These measures demonstrate disciplined financial management and provide confidence that Bathgate Music Hub's anchor tenants are well-governed and financially resilient, significantly reducing risk and avoiding dependency on grants for basic functionality.





## PHASE B – ENHANCEMENTS ALIGNED TO GROWTH

Once the building is open and core operations are stable, the Hub will phase in enhancements that improve quality and expand capacity. These will be triggered by clear utilisation and income thresholds, for example annual income above **£30,000**.

### Enhancement options include:

- Specialist acoustic treatment for improved isolation and room tuning.
- Recording and broadcast capability, including portable recording kit and live streaming of performances.
- Modular external rehearsal units to unlock additional capacity where demand exceeds internal space, subject to planning and sponsorship.
- Programme expansion, including targeted outreach and inclusive workshops for young people and older adults, delivered with time-limited grant support.

### Funding sources for enhancements:

- Trusts and foundations for arts quality and heritage documentation.
- Corporate sponsorship for modular units and audience development.
- Project grants for youth and wellbeing programmes from Creative Scotland and relevant community funds.
- Earned income reinvestment from memberships, room hire, tuition, and showcase events.

## OPERATING CASHFLOW AND INCOME RAMP

Capital planning is underpinned by a phased income strategy that ensures sustainability:

- **Year 1:** Lower utilisation and introductory hire rates while partnerships embed.
- **Year 2:** Increased occupancy as reputation builds and membership uptake grows.
- **Year 3:** Near steady-state position with diversified income streams.

### Core income sources include:

- Anchor tenant contributions (£3,000–£5,000 each).
- Membership tiers (individual, tutor, small and large groups).
- Room hire and tuition.
- Community events and showcases.

External grants will support **specific projects only**, such as youth music development and wellbeing workshops, and will be treated as restricted income separate from core operations.

### Risk mitigation:

If income falls below **75% of forecast for three consecutive months**, pricing and programme adjustments will trigger. Contingency reserves equivalent to two to three months of operating costs will be maintained at all times.



# Bathgate Music Hub

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## WHY THIS APPROACH GIVES CONFIDENCE

The essential fit-out required to open the building is lean and achievable and can proceed on schedule with existing reserves if external funding falls short. Enhancements will follow only when occupancy and income justify investment, ensuring disciplined growth and alignment with our charitable purpose. This phased approach demonstrates financial resilience and strategic planning, giving confidence to funders, partners, and the community.



## 8. OPERATING CASHFLOW AND INCOME RAMP

Operating cashflow management will be closely monitored throughout, with monthly reviews ensuring early identification of any variances from forecast. Flexible measures, such as adjusting promotional activity or revising membership incentives, will be enacted as needed to keep income on track and expenses controlled. This disciplined oversight supports both short-term stability and long-term sustainability.

### PHASED INCOME GROWTH

Operating income will build progressively as occupancy and reputation grow:

- **Year 1:** Lower utilisation and introductory hire rates while partnerships embed and membership uptake begins.
- **Year 2:** Increased occupancy and activity as the Hub establishes its presence and expands outreach.
- **Year 3:** Near steady-state position with diversified income streams and strong community engagement.

This phased approach avoids unrealistic assumptions and demonstrates prudent financial planning.

### INDICATIVE INCOME FORECAST

Income Source	Year 1	Year 2	Year 3
Individual Membership	£2,000	£2,500	£3,000
Tutor Membership	£4,000	£4,800	£5,000
Small Group Membership	£2,500	£3,000	£3,500
Large Group Membership	£5,000	£6,000	£7,000
Anchor Tenants	£9,000	£12,000	£15,000
Room Hire & Tuition	£10,000	£15,000	£20,000
Community Events	£1,500	£2,000	£2,500
<b>Total Core Income</b>	<b>£34,000</b>	<b>£45,300</b>	<b>£56,000</b>

*External grants for youth music, wellbeing workshops, and outreach will be treated as restricted income and excluded from core operating totals.*



## OPERATING COST ASSUMPTIONS

Bathgate Music Hub's operating cost assumptions combine local evidence with detailed line-by-line estimates to ensure transparency and accuracy. As a SCIO, the Hub will apply for **charity relief on non-domestic rates and water charges**, which are shown as zero in the table below. Electricity and building maintenance costs are based on **West Lothian Council's Financial Impact Statement for Bathgate West Nursery closure**, while other service lines reflect historic benchmarks.

### Operating Cost Breakdown – Year 1 Estimate

Category	Year 1 Estimate (£)	Notes
Non-Domestic Rates	0	Full charity relief assumed
Water & Sewage	0	Relief applied
Electricity	26,000	Based on WLC baseline
Building Repair & Maintenance	3,600	Fabric upkeep based on WLC baseline
Landscape & Ground Maintenance	3,000	External grounds care
Refuse Collection	1,000	Bi-weekly collections
Buildings Insurance Estimate	1,000	Based on SCIO venue benchmarks
Subtotal	34,600	Before contingency
Operating Contingency (10%)	3,460	Applied to subtotal
Total Operating Budget	≈ <b>£38,060</b>	Year 1 estimate

### Why This Matters

- **Evidence-based:** Electricity and maintenance costs benchmarked against WLC data and historic figures.
- **Risk-managed:** 10% contingency applied to absorb price volatility and unplanned repairs.
- **Relief applied:** Water and rates relief reduce exposure.

Operating costs will be reviewed quarterly, with variances reported to trustees and corrective actions triggered if costs exceed thresholds. This approach ensures the Hub remains financially resilient while delivering community benefit.

## RISK MITIGATION AND RESERVES

Bathgate Band's designated reserves of **£25,000** provide a safety net during the first 12–24 months, covering temporary income shortfalls while maintaining a minimum threshold equivalent to two to three months of operating costs. If income falls below **75% of forecast for three consecutive months**, pricing and programme adjustments will trigger, supported by governance oversight.



## YEAR 1 FINANCIAL FORECAST – INCOME & EXPENDITURE SCENARIOS

Scenario	Core Income (£)	Operating Costs (£)	Surplus / (Deficit) (£)	Income Coverage of Costs	Notes
Conservative	25,500	38,060	(12,560)	0.67x	Lower membership uptake and slower tenant onboarding (75% of base).
Base Case	34,000	38,060	(4,060)	0.89x	Figures per Business Plan Year 1 core income.
Stretch	37,400	38,060	(660)	0.98x	Faster occupancy, strong events (110% of base).

### Notes:

- **Operating costs per Business Plan** (≈£38,060) include 10% contingency and assume charity relief on rates/water.
- **Core income excludes restricted grants** (youth, wellbeing, equipment).
- **Shortfall in Base Case is mitigated** by designated reserves, phased scope, anchor SLAs, and pricing levers.
- **Trigger point:** income <75% of forecast for 3 months ⇒ programme & price review; maintain 2–3 months opex in reserves.

### How to Interpret This Forecast

- Year 1 shortfall is typical for community assets during ramp-up.
- Mitigation measures include:
  - £25k designated reserves (Bathgate Band)
  - Anchor tenant SLAs guaranteeing weekly hours and fees
  - Phased scope and pricing levers if trigger points fire
- Restricted project grants are excluded from core ops to maintain viability without dependency.

## WHY THIS APPROACH GIVES CONFIDENCE

This operating cashflow model demonstrates:

- **Realistic phasing** of income growth.
- **Clear linkage** between activity levels and financial sustainability.
- **Robust contingency planning** through reserves and trigger points.
- **Transparency** in separating core income from project-based grants.

Together, these measures provide confidence to funders, partners, and the community that Bathgate Music Hub is financially resilient and strategically aligned with its charitable purpose.



## 9. OPERATIONAL MODEL: VOLUNTEERS, STAFFING, AND BOOKINGS

Bathgate Music Hub will launch as a community-driven, volunteer-led facility in Year 1, ensuring low overheads and strong community ownership from the outset. This lean approach maximises every pound invested in cultural and social impact before overheads increase.

Similar community venues, Howden Park Centre under Reconnect SCIO and Linlithgow Burgh Halls, successfully adopted lean operational models with strong volunteer involvement and partnership support during their early phases. These examples demonstrate that our phased approach is proven, realistic, and aligned with best practice.

### VOLUNTEER-LED RESPONSIBILITIES

From day one, volunteers will manage:

- **Building Access & Security:** Opening and closing the premises.
- **Cleaning & Basic Maintenance:** Ensuring safe and welcoming spaces.
- **Community Engagement:** Supporting events, outreach, and social media.
- **Marketing & Communications:** Promoting activities and managing digital channels.

Volunteers will receive structured induction and training to maintain compliance with health and safety, safeguarding, and operational standards.

### INTRODUCING A PAID ROLE FOR SCALABILITY

While volunteer leadership is central to our ethos, we recognise that long-term sustainability requires dedicated coordination. In Year 2, or earlier if activity accelerates, we will introduce a part-time Building Coordinator (0.5 FTE) to manage:

- **Bookings & Scheduling:** Overseeing room hire and event allocations.
- **Compliance:** Maintaining health and safety checks and safeguarding protocols.
- **Tenant Liaison:** Acting as the primary contact for anchor tenants and regular users.
- **Operational Oversight:** Supporting volunteers and ensuring service consistency.

Trigger Point for Paid Role:

- Annual income exceeds **£20,000**, OR
- Weekly bookings reach **30 hours**.

**Estimated Cost:** £12,000–£15,000 per annum (pro-rata salary plus on-costs). This role will be funded primarily through earned income from room hire and memberships, with grant support explored if required.

### FUTURE STAFFING ENHANCEMENTS

As the Hub scales and core operations stabilise, we will explore introducing a **Musical or Artistic Director**, either part-time or full-time, to lead creative programming, mentor tutors, and develop partnerships. This role would strengthen artistic quality, drive outreach, and enhance funding opportunities.



Indicative cost benchmarks:

- **Part-time:** £18,000–£25,000/year
- **Full-time:** £35,000–£45,000/year

This option will be considered in **Phase 2 or 3**, subject to income growth (e.g., annual core income exceeding £50,000) and programme demand.

## DIGITAL BOOKING SYSTEM FOR EFFICIENCY

To minimise administrative burden and improve user experience, the Hub will implement an **off-the-shelf online booking system** integrated into our existing WordPress website. The preferred solution is **Amelia**, which offers:

- Real-time availability for rehearsal rooms and event spaces.
- Automated confirmations and reminders.
- Integrated payment gateways (Stripe, PayPal).
- Mobile-friendly interface for users and administrators.
- Affordable licensing (~£59/year for a single-site license).

This digital-first approach reduces manual administration, supports financial transparency, and ensures a professional user experience.

## OPERATIONAL ASSURANCE

Bathgate Music Hub's operational model is strengthened by our **Microsoft 365 for Nonprofits grant**, which provides secure, cloud-based collaboration tools to streamline governance and day-to-day management. This includes shared document libraries for compliance, Microsoft Teams for remote meetings and volunteer coordination, and integrated calendars that complement our online booking system. Combined with our chosen platform, **Amelia**, for real-time room scheduling and automated payments, these tools enable a professional, efficient service while keeping overheads low. This digital-first approach ensures transparency, supports GDPR compliance, and allows volunteers and the future part-time Building Coordinator to manage bookings, communications, and reporting seamlessly from any location. By embedding modern technology into our operating model, Bathgate Music Hub demonstrates resilience, scalability, and best practice in charity management.

**Our operating model is designed for financial resilience and scalability:**

- **Lean Start-Up:** Volunteer-led operations in Year 1 keep costs minimal.
- **Phased Growth:** Paid staffing introduced only when activity and income justify the cost.
- **Digital Integration:** Streamlined booking and payment systems reduce overheads and improve customer satisfaction.
- **Benchmarking:** Proven success of similar venues validates our approach.
- **Social Impact:** The paid role will support **Readiness for Work** programmes, creating pathways for local residents to gain experience in administration and customer service.



## 10. SKILLS AUDIT AND ORGANISATIONAL CAPACITY

Bathgate Music Hub's success depends on strong governance, operational resilience, and the ability to deliver measurable community benefits. To ensure readiness, we have completed a comprehensive skills audit of trustees and key volunteers, mapping expertise against critical functional areas and identifying strategies to address gaps. This process confirms significant strengths in governance, finance, project delivery, and community engagement, while highlighting areas for targeted development such as succession planning and specialist compliance. By combining internal expertise with external professional support, we ensure the Hub is equipped to manage the asset responsibly and deliver long-term cultural and social impact.

### CURRENT CAPACITY AND STRENGTHS

Our committee brings significant experience across:

- **Governance & Compliance:** Decades of leadership in charitable governance, safeguarding, and regulatory compliance.
- **Finance & Budgeting:** Professional expertise in financial planning, risk management, and transparent reporting.
- **Project Delivery:** Proven track record in managing property leases, capital works, and large-scale community events.
- **Music & Education:** Extensive experience in youth development programmes, music tuition, and performance management.
- **Digital & IT:** Skills in digital transformation, cybersecurity, and online booking systems.
- **Community Engagement & Marketing:** Strong capability in outreach, social media, and stakeholder communications.

This expertise is complemented by **external professional support** for legal, technical, and specialist roles (e.g. architects, QS, planning consultants), ensuring robust governance and operational assurance.





## SKILLS HEATMAP SUMMARY

Our audit confirms high proficiency in governance, finance, and project management, with advanced capability in IT and marketing. Areas requiring reinforcement, such as specialist legal advice and succession planning, will be addressed through consultancy and targeted recruitment.

	Governance & Compliance	Finance & Budgeting	Community Engagement	Music & Education	Project Management	Marketing & Comms	IT & Digital	Youth Development
Gerry Duggan *	4	5	4	4	4	3	3	4
Derek Brown *	4	4	4	2	5	3	5	4
Lindsay Green *	4	5	4	4	5	3	3	3
Jackie Brown	4	2	4	4	3	3	3	4
James Comerford	4	4	4	4	4	3	3	4
Qaila Sarwar	5	3	3	4	3	2	3	2
Lori Smith	4	3	4	4	4	5	4	3
Emma Brown	2	1	2	4	3	2	3	3
Lauren Downs	2	2	2	4	1	2	3	3
Tracey Dudgeon	2	2	4	4	3	2	2	4
Brian Walker	3	1	2	1	2	1	2	1
Craig Anderson	-	-	-	5	-	-	-	5
Stewart Brynes	-	-	-	5	-	-	-	5

### Proficiency Key:

Level	0	1	2	3	4	5
<b>Definition</b>	No experience or knowledge	Basic awareness understands concepts but no practical application	Limited practical experience; can assist but not lead	Competent: regularly applies skills and can manage tasks independently	Advanced: significant experience, can lead projects and advise others	Expert: professional qualification or extensive leadership experience

## LINK TO DELIVERY PHASES

- **Phase 1 (2026–2027):** Existing trustee and volunteer capacity covers governance, finance, mobilisation, and compliance for initial lease and fit-out.
- **Phase 2 (2028–2029):** Transition to a two-tier SCIO will require enhanced community engagement and governance training; plans include Continuing Professional Development and onboarding for new members.
- **Phase 3 (2030 onwards):** Community ownership phase will embed democratic governance and broaden skills through structured volunteer development and partnerships.

## GAP MITIGATION AND SUCCESSION PLANNING

- **Legal & Compliance:** Supported by external solicitors and governance advisors.
- **Marketing & Growth:** Strengthened through partnerships and volunteer recruitment.
- **Succession:** Annual skills review and trustee development programme to maintain resilience.



## ALIGNMENT WITH STRATEGIC PRIORITIES

Our skills base enables delivery of West Lothian Council priorities:

- **Educational Attainment:** Expertise in youth music and performing arts programmes.
- **Health & Wellbeing:** Capacity to design inclusive outreach and intergenerational activities.
- **Community Wealth Building:** Governance and financial skills underpin sustainable asset management.

Collectively, our team offers **150+ years of combined experience** across governance, finance, education, and project delivery. This depth of expertise, reinforced by external professional support and a clear succession plan, ensures Bathgate Music Hub is equipped to manage the asset responsibly and deliver lasting cultural and social value.

## PERSONAL STATEMENTS

### Gerry Duggan

Occupation: **Director of Duggan Mortgage Solutions**

Charity Role: **Trustee, President & Musician**

As Director of Duggan Mortgage Solutions, I bring over 30 years' expertise in financial services, encompassing financial planning, compliance, and client care, all of which underpin my commitment to robust governance and sustainability within the charity. Alongside my professional experience, I have actively contributed to Bathgate Band as a trombone player and President for the past 12 years, collaborating with the committee and trustees to drive effective decision-making and lead initiatives that enable the band to embrace new challenges, excel in performance, and strengthen its community presence. My dedication ensures Bathgate Band continues to thrive, offering opportunities for musical growth and inclusive engagement for people of all ages.

### Derek Brown

Occupation: **IT Manager**

Charity Role: **Trustee, Vice President & President of Youth Development Programme**

With over 25 years' experience in IT, coupled with a background as an electrician and project manager in construction, I offer a distinctive blend of technical, practical, and leadership skills. My expertise spans digital transformation, data security, compliance, and managing large-scale IT projects and budgets, all underpinned by a hands-on understanding of operational efficiency and risk management. I am passionate about strengthening the charity's governance, supporting youth development through mentoring and digital skills training, and ensuring effective, value-led solutions for the Bathgate community. By collaborating across teams and sharing my knowledge, I am committed to helping the charity achieve its goals and make a lasting impact for people of all ages.



# Bathgate Music Hub

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## **Lindsay Green**

Occupation: **Title**

Charity Role: **Trustee, Treasurer & Musician**

With fourteen years' experience as Trustee and Treasurer of Bathgate Band, I have overseen all aspects of financial management, budgeting, record keeping, compliance, and transparent reporting, ensuring the charity's sound governance and long-term sustainability. My professional background in finance and project management across public, private, and consultancy sectors has enabled me to strengthen internal processes, streamline operations, and enhance financial planning, while my project management expertise supports efficient committee decision-making and the successful delivery of events and initiatives. Actively engaged in strategic discussions, risk management, and funding applications, I remain committed to safeguarding Bathgate Band's future and fostering inclusive musical opportunities for the entire community.

## **Jackie Brown**

Occupation: **Business Owner**

Charity Role: **Child Protection Officer & Musician**

As a small business owner with over 30 years' experience as a Customer Service Advisor for West Lothian Council, I have developed strong communication and organisational skills through direct public service and community initiatives such as Bookbug sessions for toddlers. These experiences underpin my ability to engage families, encourage early learning, and foster inclusive, welcoming environments for young people. In my role as the Band's Child Protection Officer, I work closely with the Scottish Brass Band Association to uphold safeguarding standards and best practice, ensuring the welfare of children and vulnerable adults remains central to Bathgate Music Hub's mission. Over the past decade, I have played a key role in the Band's youth programme, mentoring young musicians and championing a safe, supportive space where they can thrive. My combined expertise in customer service, community engagement, safeguarding, and youth mentoring allows me to make a meaningful contribution to the charity's governance and the ongoing vision of Bathgate Music Hub.

## **James Comerford**

Occupation: **Retired Teacher**

Charity Role: **General Committee, Historian & Musician**

With over 45 years' service on the Bathgate Band committee, including roles as Secretary, President, and Vice-President, I possess extensive experience in governance, compliance, and leadership vital to sustaining a thriving community organisation. My 18-year professional career at ICI Grangemouth encompassed project management, IT infrastructure, and software development, equipping me with expertise in planning, budgeting, and delivering complex projects, further strengthened by accountancy and finance training through the Open University. As a dedicated band member for more than 50 years, I have organised and participated in community events, collaborated with local groups, and performed nationally and internationally, while also supporting young musicians in the Beginners group. My background as a retired secondary teacher and science network leader enhances my ability to plan, problem-solve, and mentor. Now retired, I am deeply committed to helping realise Bathgate Music Hub, believing



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that our united determination can finally secure a permanent home and lasting cultural legacy for the band and community.

## **Qaila Sarwar**

Occupation: **Solicitor & Notary Public**

Charity Role: **General Committee & Musician**

As a Commercial Litigation Lawyer, I bring specialised expertise in financial, statutory, and compliance matters to the committee, ensuring the band operates within its constitution and legal obligations, thereby safeguarding its reputation and future. While I do not serve as the band's legal advisor, my daily work equips me with a meticulous understanding of governance and commercial awareness, allowing me to provide ongoing support in resource management and to identify opportunities that promote the band's growth and sustainability.

## **Lori Smith**

Occupation: **Group Marketing and Communications Manager**

Charity Role: **General Committee & Musician**

I am a Chartered Marketer and Associate member of the Chartered Institute of Marketing, with over ten years' experience in marketing strategy, campaign planning, branding, digital marketing, content management systems, and integrated marketing communications. My expertise spans event management, social media, web design, and marketing strategy, enabling me to effectively support the preparation of funding applications and contribute to the successful organisation of fundraising events.

## **Emma Brown**

Occupation: **NHS Patient Care Advisor**

Charity Role: **General Committee & Musician**

Over the past three years as an NHS Patient Care Advisor, I honed my communication, organisation, and problem-solving skills while supporting patients, coordinating care, maintaining confidentiality, and upholding health and safety—expertise vital for effective governance in the charitable sector. Previously, working as a swimming pool lifeguard strengthened my sense of responsibility and vigilance in ensuring safe environments for people of all ages. As a Youth Ambassador for the National Youth Brass Band of Scotland, I advanced youth engagement in music, facilitated peer learning, and championed inclusive creative opportunities. Collectively, these experiences have enhanced my capacity to mentor and motivate young people, closely aligning with Bathgate Music Hub's ethos of fostering a secure, welcoming, and inspiring environment that supports personal and musical growth.

## **Lauren Downs**

Occupation: **Billing Administrator**

Charity Role: **General Committee & Musician**

I work as a Billing Administrator for a local technology company, where I have developed strong organisational, digital, and financial management skills that benefit Bathgate Band's administrative and operational needs. My lifelong passion for music, bolstered by my experience as a Youth Ambassador for the National Youth Brass Band of Scotland, has equipped me to inspire



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young people, foster peer learning, and nurture a welcoming and inclusive environment. I am committed to using my skills and enthusiasm to help Bathgate Music Hub flourish as a vibrant space where young people feel encouraged, supported, and confident to participate in engaging, accessible programmes.

## **Tracey Dudgeon**

Occupation: **Advanced Pupil Support Worker**

Charity Role: **General Committee Member**

With 19 years' experience in education, I have supported children across all ages and stages, from early years through primary and secondary school. In my current role as an Advanced Pupil Support Worker, I provide enhanced learning support for young people with additional needs, helping them achieve their full potential. Alongside my professional work, I serve on the committees of Bathgate Youth Band and Bathgate Brass Band, where I help nurture confidence and musical skills in children and young people. My organisational abilities enable me to plan events, coordinate activities, and engage effectively with the wider community. Whether supporting individual learners or bringing people together through music, I am committed to creating inclusive, supportive environments where people of all ages can thrive.

## **Brian Walker**

Occupation: **Retired Police Officer**

Charity Role: **Librarian & General Committee**

Currently, I serve as the band's music librarian, overseeing the organisation of the online music database, sourcing new pieces, and replacing missing parts to ensure musicians have access to high-quality materials, while also managing instrument logistics and arranging transport for external events. After retiring from a 30-year career as a police officer, I became Deputy Chief Invigilator for the Scottish Qualifications Authority (now Qualifications Scotland), where I uphold the integrity and security of National 5, Higher, and Advanced Higher exams within a high school environment. Additionally, I contribute as an Election Clerk at parliamentary voting stations, ensuring a smooth and secure voting experience for the public and maintaining the integrity of the election process.

## **Craig Anderson**

Occupation: **Professional Musician**

Charity Role: **Musical Director, Bathgate Band**

I began my musical journey in a local brass band, an experience that shaped my passion for community music-making and opened doors to study at the Royal Conservatoire of Scotland and later across Europe and the USA. For over thirty years, I have worked professionally as a performer, teacher, and conductor in the UK and abroad, and I credit local musicians for the support that made this possible. Today, I dedicate much of my time to grassroots projects and community ensembles, helping the next generation of young musicians thrive. With strong connections to leading educators in Scotland, I am committed to bringing world-class teaching and leadership to Bathgate Music Hub—a fantastic opportunity to inspire and empower everyone involved.



## 11. USE OF EXTERNAL SPACE

Bathgate Music Hub recognises that its external footprint represents a significant opportunity to enhance cultural provision and community engagement. In our original business case, we explored the idea of installing meeting pods as a potential income stream. However, following consultation and governance review, we concluded that this option would deliver limited cultural benefit and could risk breaching our charitable purpose or jeopardising eligibility for charitable relief on non-domestic rates and water charges. For these reasons, meeting pods have been removed from scope.

Our current approach focuses on uses that align fully with our mission to advance arts, heritage, and culture, ensuring that any development of external space strengthens inclusion, wellbeing, and community resilience without compromising compliance or charitable status.

### WHY EXTERNAL SPACE MATTERS

Community feedback confirms that demand for affordable rehearsal and tuition space far exceeds current supply. Local ensembles, performing arts groups, and voluntary organisations consistently report barriers to participation caused by limited facilities and high commercial rents. By transforming the external space into a functional area for cultural and social programmes, Bathgate Music Hub can:

- Provide continuity during internal fit-out through temporary modular solutions.
- Create flexible options for community partners delivering arts and wellbeing programmes.
- Support outdoor cultural events that strengthen civic identity and encourage participation.

### EXPLORING OPPORTUNITIES IN PARTNERSHIP

Our vision for the external area is open and imaginative. We see potential for uses that complement our mission and create inclusive cultural experiences for the community. Ideas under consideration include:

- **Outdoor music workshops and seasonal performances**, offering accessible opportunities for families and local audiences.
- **Wellbeing and intergenerational activities**, such as gentle exercise accompanied by live music or creative arts sessions that promote mental health and social connection.
- **Community-led arts projects**, including murals, sculpture, and heritage displays that celebrate Bathgate's cultural identity.
- **Community gardening or allotment spaces**, delivered in partnership with an established allotment society, providing opportunities for local residents to grow food, share skills, and connect with nature—supporting wellbeing, sustainability, and intergenerational learning.



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- **Outdoor playgroups or nursery sessions**, creating safe, engaging environments for early years development and family interaction, potentially in partnership with local childcare providers or community organisations.

These concepts are exploratory and will evolve through ongoing engagement with local stakeholders. The aim is to ensure the external space becomes a dynamic extension of the Hub's internal facilities, fostering creativity, sustainability, and connection beyond the building's walls.



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## FUTURE OPTIONS UNDER CONSIDERATION

- **Temporary Modular Buildings During Fit-Out:** Installing modular rehearsal and tuition units will allow programmes to commence earlier, minimising disruption and accelerating community benefit. These units will be designed for acoustic performance and safeguarding compliance.
- **Future Expansion of the Hub:** Longer-term, the external footprint could support modular or permanent extensions to increase capacity for music, performing arts, and inclusive cultural activities. This remains an option under review and will only progress following community dialogue and clear evidence of need.
- **Shared Use with Community Partners:** We are actively engaging with local organisations to understand how the space might support complementary activities, such as outdoor workshops, seasonal events, or wellbeing programmes, ensuring any use reflects our mission and strengthens community connections.

## PRINCIPLES GUIDING OUR EXPLORATION

- **Alignment with Charitable Objectives:** All potential uses will advance arts, heritage, and culture, and promote inclusion and wellbeing.
- **Community-Led Thinking:** Decisions will be shaped by consultation and partnership, not imposed top-down.
- **Practicality and Sustainability:** Any temporary or future development will be assessed for feasibility, affordability, and compliance with planning and safeguarding requirements.

By adopting this flexible, partnership-driven approach, Bathgate Music Hub ensures that its external space is not an afterthought but a strategic asset—capable of supporting immediate needs, enabling future growth, and delivering lasting cultural and social value for Bathgate and the wider community.





## 12. RISK ANALYSIS AND MITIGATION

Bathgate Music Hub has adopted a robust, phased risk management framework to safeguard delivery and long-term sustainability. Our top risks, financial shortfalls, planning delays, and low occupancy, are mitigated through contingency reserves, phased scope, and formal partner agreements, supported by clear trigger points for corrective action. Governance oversight is embedded at trustee level, with fortnightly pre-delivery reviews and monthly operational monitoring. This proactive approach ensures that risks are not only identified but actively managed, giving confidence that the Hub can deliver its objectives while maintaining compliance, financial resilience, and community trust.

These tables present the consolidated risk register with explicit impact and likelihood ratings, named owners, specific mitigation actions, and measurable trigger points. Risks are grouped in two phases for clarity: Pre-delivery (CAT diligence, fit-out, mobilisation) and Operational (opening and steady operations).

### GOVERNANCE, OWNERSHIP & REVIEW CADENCE

- Pre-delivery risks reviewed fortnightly by the Project Manager and relevant owners; key decisions escalated to Trustees.
- Operational risks reviewed monthly by owners; quarterly deep-dive with Trustees; change control initiated when triggers fire.
- RAG status maintained in the live register; version-controlled in shared repository.
- All risks identified in this register are assigned to an operational owner for monitoring and mitigation. However, ultimate accountability for risk management lies with the Board of Trustees. Any risk that exceeds its defined trigger point, or any material incident impacting compliance, financial viability, or safeguarding, will be escalated immediately to the Board for review and decision-making.

### RATINGS SCALE

	High	Medium	Low
Impact	Could threaten viability or legal compliance	Material but manageable	Minor disruption
Likelihood	Likely without controls	Possible	Unlikely given controls



## PRE-DELIVERY PHASE

Risk Category	Potential Risk	Impact	Likelihood	Mitigation Actions	Risk Owner	Trigger Points
<b>Financial</b>	Funding shortfalls prior to contract award (grants/sponsorship below plan)	High	Medium	<ul style="list-style-type: none"> <li>➤ Diversify income: grants/trusts/corporate/community fundraising/earned income.</li> <li>➤ Contingency reserve of 10–15% of Year-1 opex.</li> <li>➤ Phased scope to align spend with secured funds.</li> <li>➤ Monthly pipeline tracker and bid schedule.</li> </ul>	Treasurer	Budget secured <70% by Month 6 ⇒ defer costs & lock Phase 1 scope; <90% of fit-out funding pre-award ⇒ retender/value engineer.
<b>Financial</b>	Cost overruns in capital fit-out	High	Medium	<ul style="list-style-type: none"> <li>➤ Classified cost plan with 10% design + 5% construction contingency.</li> <li>➤ Fixed/target-cost contracts; change control.</li> <li>➤ Monthly forecast vs budget; value-engineering options log.</li> </ul>	Treasurer + Project Manager	Variance >10% ⇒ VE + freeze non-essentials; >15% ⇒ re-baseline and Trustee approval.
<b>Regulatory &amp; Compliance</b>	Planning & permitting (pre-app, change of use) delays/conditions	High	Medium	<ul style="list-style-type: none"> <li>➤ Pre-app engagement with Planning/Building Standards; compliance checklist.</li> <li>➤ Programme float for determinations; planning consultant oversight.</li> </ul>	Project Manager + Planning Consultant	Determination beyond statutory +8 weeks or conditions add >10% cost ⇒ scope/appeal review.
<b>Legal/Property</b>	Title/legal defects; asbestos/hidden defects revealed by surveys	High	Medium	<ul style="list-style-type: none"> <li>➤ Independent legal due diligence (title, burdens).</li> <li>➤ Stage-2 building &amp; asbestos surveys; intrusive where needed.</li> <li>➤ Contract conditionality; allowance for remedials.</li> </ul>	Project Manager + Legal Advisor	Survey adds >10% capital or >8 weeks to programme ⇒ re-scope/re-sequence and Trustee approval.



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Risk Category	Potential Risk	Impact	Likelihood	Mitigation Actions	Risk Owner	Trigger Points
<b>Operational</b>	Project delays (construction, fit-out, long-lead items)	High	Medium	<ul style="list-style-type: none"> <li>➤ Integrated programme with critical path; fortnightly reviews.</li> <li>➤ Advance long-lead procurement; documented fallback dates.</li> <li>➤ Phased opening.</li> </ul>	Project Manager	Critical path slip >4 weeks ⇒ resequencing; >8 weeks ⇒ phase reset + external escalation.
<b>Operational</b>	Resource availability (mobilisation: staff/volunteers/suppliers)	Medium	Medium	<ul style="list-style-type: none"> <li>➤ Recruitment plan &amp; onboarding; volunteer rota.</li> <li>➤ Framework/backup suppliers; cross-training.</li> </ul>	Vice President	Essential role vacancy >30 days or volunteer hours <80% of plan (2 months) ⇒ temp cover/agency.
<b>H&amp;S &amp; Safeguarding</b>	Construction H&S (CDM) and safeguarding readiness for opening	High	Low	<ul style="list-style-type: none"> <li>➤ CDM compliance; RAMS reviewed before works; named competent person.</li> <li>➤ Safeguarding policy; PVG checks; training; partner compliance clauses.</li> </ul>	Child Protection Officer + Trustees	Any RIDDOR incident or safeguarding concern ⇒ stop–review–retrain; Trustee notification.
<b>Finance &amp; Liquidity</b>	Cashflow timing (grant drawdowns vs supplier payments)	High	Medium	<ul style="list-style-type: none"> <li>➤ 13-week rolling cashflow; ring-fenced contingency.</li> <li>➤ Align payment terms to receipts; phased spend gates.</li> </ul>	Treasurer	Projected cash <8 weeks' cover or receipts >30 days late ⇒ spend controls + contingency draw.
<b>Insurance</b>	Insurance placement (property, PL, EL, instruments) inadequate	Medium	Low	<ul style="list-style-type: none"> <li>➤ Broker review; confirm limits &amp; conditions precedent.</li> <li>➤ Evidence of partner/user insurance for hires.</li> </ul>	Treasurer	Coverage lapse/exclusion ⇒ halt relevant activity until rectified.



## OPERATIONAL PHASE

Risk Category	Potential Risk	Impact	Likelihood	Mitigation Actions	Risk Owner	Trigger Points
<b>Market &amp; Demand</b>	Low participation/occupancy below forecast	High	Medium	<ul style="list-style-type: none"> <li>➤ Pilot programmes; targeted outreach (schools, bands, groups).</li> <li>➤ Tiered pricing &amp; concessions; flexible timetabling.</li> <li>➤ Marketing plan with monthly campaign reviews.</li> </ul>	Vice President	Average booked hours <50% for 3 months or <70% by Month 12 ⇒ programme redesign + partner drive.
<b>Operational</b>	Maintenance & upkeep (fabric/equipment deterioration)	Medium	Medium	<ul style="list-style-type: none"> <li>➤ PPM schedule; asset register; warranties/service contracts.</li> <li>➤ Monthly building checks; defect SLAs; annual maintenance budget.</li> </ul>	Project Manager	PPM overdue >2 cycles or maintenance spend >120% of plan (2 months) ⇒ contractor review/reprioritisation.
<b>Community &amp; Stakeholder</b>	Neighbour amenity/noise complaints; hours of use constraints	Medium	Medium	<ul style="list-style-type: none"> <li>➤ Acoustic treatment; rehearsal curfews; monitoring.</li> <li>➤ Good neighbour policy; events management plan; publish Q&amp;A.</li> </ul>	Secretary	≥3 upheld complaints in a month ⇒ schedule/mitigation change; stakeholder meeting.
<b>Community &amp; Stakeholder</b>	Community opposition post-opening; stakeholder conflicts	Medium	Low	<ul style="list-style-type: none"> <li>➤ MoUs/SLAs with roles &amp; dispute steps; partner forum.</li> <li>➤ Transparent engagement; benefits showcase.</li> </ul>	President	Conflict unresolved >14 days affecting delivery ⇒ mediation per MoU.
<b>Operational</b>	Staffing & management (shortages, capability, governance)	Medium	Medium	<ul style="list-style-type: none"> <li>➤ Recruitment &amp; training plan; clear org structure.</li> <li>➤ Volunteer management policy; succession planning.</li> </ul>	Vice President	Turnover >20% in a quarter or rota fill <85% (2 months) ⇒ accelerated recruitment + schedule simplification.
<b>Legal &amp; Data</b>	GDPR/data protection breach; cyber incident; IP misuse	Medium	Low	<ul style="list-style-type: none"> <li>➤ GDPR policy; data mapping &amp; retention; MFA; backups.</li> <li>➤ Template licences; staff/volunteer training; breach plan.</li> </ul>	Data Protection Officer	Suspected breach/IP infringement ⇒ incident protocol (ICO-aligned) and takedown before reuse.



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Risk Category	Potential Risk	Impact	Likelihood	Mitigation Actions	Risk Owner	Trigger Points
<b>Market &amp; Demand</b>	Competition (price/offer from similar facilities)	Medium	Medium	<ul style="list-style-type: none"> <li>➤ Differentiate with unique offerings; quality focus; loyalty offers.</li> <li>➤ New partnerships; cross-promotion; periodic repositioning.</li> </ul>	Trustees	Loss of ≥2 anchor groups or >15% revenue loss ⇒ repositioning & partner acquisition drive.
<b>Legal/Contracts</b>	Contractual disputes (contractors/users)	Medium	Medium	<ul style="list-style-type: none"> <li>➤ Clear contracts: milestones, acceptance, dispute mechanisms.</li> <li>➤ Independent legal review; proportionate performance bonds.</li> </ul>	Legal Advisor	Disputed claim >£10k or standstill >14 days on critical workstream ⇒ formal escalation per contract.
<b>Finance</b>	Operating income volatility; liquidity shortfall	High	Medium	<ul style="list-style-type: none"> <li>➤ Monthly FvB (forecast vs budget); pricing review; membership/donor scheme.</li> <li>➤ Contingency reserve maintained; cost flex (phasing, defer non-essentials).</li> </ul>	Treasurer	Income <75% of forecast for 3 months ⇒ price/programme review; if cash <8 weeks ⇒ spend controls.



## 13. EQUALITY, DIVERSITY & INCLUSION

Bathgate Music Hub is committed to creating an inclusive environment where participation in music and performing arts is accessible to all, regardless of age, income, ability, or background. Our Equality, Diversity & Inclusion approach aligns with West Lothian Council's priorities on tackling inequality and promoting equity.

### OUR COMMITMENTS

- **Removing Financial Barriers:** Free tuition and instrument access for all new entrants to the Youth Development Programme.
- **Inclusive Programming:** Sensory-friendly performance slots, accessible viewing areas, and outreach to care homes and disadvantaged families.
- **Targeted Engagement:** Partnerships with other community organisations to reach young people at risk of exclusion and families in low-income households.
- **Volunteer Diversity:** Recruitment and training pathways open to all, with a focus on underrepresented groups.

### MONITORING & REPORTING

- **Participation Data:** Track demographics of programme participants (age, gender, postcode, income band where disclosed).
- **Commitment to Inclusion:** Monitor participation from disadvantaged and underrepresented groups and adjust outreach strategies based on findings.
- **Annual Review:** Report EDI outcomes in the Annual Impact Report and adjust outreach strategies based on findings.

By embedding these commitments into our governance and monitoring framework, Bathgate Music Hub ensures that cultural participation is equitable, inclusive, and reflective of the diverse community we serve.



## APPENDIX 1: FINANCIAL STABILITY AND SOCIAL IMPACT CONCEPTS

This appendix presents a set of innovative and practical initiatives currently being explored to strengthen Bathgate Music Hub's financial resilience while amplifying social impact. These concepts combine cultural programming, digital engagement, and community wealth-building principles and are intended as forward-looking opportunities for development rather than fixed commitments.

### SATURDAY NIGHT AT BATHGATE MUSIC HUB

#### Concept

Launch **Saturday Night at BMH**, a regular concert series offering intimate live music experiences for the Bathgate community. Each event will feature a small ensemble (6–10 musicians) across genres such as brass, pipes, choir, orchestra, and folk, creating a vibrant cultural evening.

#### Pilot Approach

- **Phase 1 (3-month pilot):** Monthly events to test demand and refine logistics.
- **Phase 2:** If pilot achieves  $\geq 80\%$  capacity and positive feedback, increase to **bi-weekly** for the remainder of the year.

#### Format & Pricing

- **Audience:** 60 seats
- **Standard:** £15 | **Hub Members:** £10
- **Revenue Split: 50/50 between Bathgate Music Hub and the performing ensemble,** ensuring financial sustainability for both the venue and local artists.

#### Financial Snapshot

- **Per Event:** ~£800 gross
  - Hub share: £400
  - Ensemble share: £400
- **Annual Projection (bi-weekly post-pilot):** Up to **£9,600 for the Hub** and **£9,600 for ensembles**, creating a balanced model that supports community musicians while strengthening Hub resilience.

#### Benefits

- **Community Engagement:** Affordable, high-quality cultural experiences in Bathgate.
- **Artist Support:** Direct income for local musicians and ensembles, reinforcing their sustainability.
- **Hub Sustainability:** Creates a recurring revenue stream to support operations.
- **Membership Growth:** Incentivises joining the Hub for discounts and perks.
- **Civic Pride:** Positions Bathgate as a cultural destination.



## ADVERTISING OPPORTUNITIES

### Concept

Offer **flexible, affordable advertising packages** across physical and digital platforms, enabling local businesses to support Bathgate Music Hub while gaining visibility.

### Format

- **Physical:** Posters, programme inserts, and small banner placements at events.
- **Digital:** Social media mentions, website sponsor listing, and optional logo on event livestreams.
- **Monthly Packages:**
  - **Community Supporter:** £25/month – Logo on website + social media thank-you post.
  - **Event Partner:** £50/month – Includes Community Supporter benefits + logo on event posters/programmes.
  - **Premium Sponsor:** £100/month – Includes all above + featured social media campaign and on-site banner.

### Financial Snapshot

- If **10 local businesses** take Community Supporter (£25/month):
  - £250/month → **£3,000/year**.
- Upside with Event Partner and Premium tiers could raise **£5,000–£6,000 annually**.

### Benefits

- **Affordable Entry:** Packages start at £25/month, making sponsorship accessible for small businesses.
- **Predictable Income:** Monthly billing creates steady cash flow.
- **Community Alignment:** Sponsors demonstrate social value and support for arts and wellbeing.
- **Digital Reach:** Amplifies sponsor visibility through Hub's social channels and website traffic.

### Goals

- Launch **tiered monthly sponsorship scheme** with clear benefits and social impact metrics.
- Secure **10+ monthly sponsors** during pilot phase.
- Integrate sponsor recognition into Hub's website and event marketing.





## LIVE STREAMING TO LOCAL CARE HOMES

### Concept

Enable real-time cultural experiences for older adults and those unable to attend in person by streaming Bathgate Music Hub activities directly to local care homes and community settings. This includes music rehearsals, youth showcases, workshops, and special cultural moments, ensuring inclusion beyond physical barriers.

### Strategic Partnership

We are exploring collaboration with **The Clarus Network Group** to provide robust internet connectivity, ensuring high-quality streaming and reliability. This partnership would include co-branding opportunities, such as “Live Stream powered by The Clarus Network Group”, reinforcing their commitment to social impact and digital inclusion.

### Benefits

- **Social Impact:** Reduces isolation, supports mental wellbeing, and fosters intergenerational connection.
- **Community Engagement:** Extends Hub’s reach beyond physical walls, reinforcing its role as a cultural anchor.
- **Corporate Alignment:** Enables Clarus Network Group to demonstrate measurable social value and leadership in digital inclusion.

### Goals and Deliverables

- Establish **streaming capability** integrated with Hub’s digital infrastructure.
- Formalise partnership with Clarus Network Group for connectivity and branding.
- Deliver a variety of **live cultural content** (music, arts, and community engagement activities) to care homes and community partners.
- Collect feedback from participants and care providers to measure wellbeing impact and publish outcomes in the Annual Impact Report.



## CORPORATE TEAM-BUILDING WORKSHOPS

### Concept

Offer **music-based team-building experiences** for local businesses, using collaborative music-making to strengthen communication, creativity, and wellbeing in the workplace. These workshops position Bathgate Music Hub as a unique venue for corporate engagement while reinforcing its social mission.

### Format

- **Activities:** Group percussion sessions, ensemble challenges, and creative exercises designed to foster teamwork and problem-solving.
- **Duration:** Half-day or full-day options, tailored to organisational needs.
- **Facilitation:** Led by experienced musicians and facilitators with expertise in group dynamics and leadership development.

### Benefits

- **Social Impact:** Promotes wellbeing and stress reduction for employees while supporting the Hub's cultural mission.
- **Corporate Alignment:** Enables businesses to demonstrate commitment to staff development and community engagement.
- **Community Connection:** Builds partnerships between local enterprises and the Hub, creating pathways for sponsorship and volunteering.

### Goals and Deliverables

- Develop **workshop framework** with clear outcomes (team cohesion, communication skills).
- Create **corporate engagement pack** highlighting benefits and social value impact.
- Pilot **two workshops** with local businesses and gather feedback for refinement.
- Showcase outcomes in the Annual Impact Report to attract future partners.



## DAYTIME COMMUNITY ENSEMBLE

### Concept

Introduce a **weekday ensemble programme** for adults, retirees, and those with flexible schedules, creating opportunities for lifelong learning, wellbeing, and social connection through music. This initiative positions Bathgate Music Hub as a cultural space that serves all generations, not just evenings and weekends.

### Format

- **Sessions:** Regular daytime rehearsals (weekly or fortnightly) in a welcoming, inclusive environment.
- **Participation:** Open to mixed ability levels, with structured support from volunteer mentors and experienced tutors.
- **Repertoire:** Accessible arrangements spanning brass, woodwind, and mixed ensembles, with scope for seasonal performances.

### Benefits

- **Social Impact:** Combats isolation, promotes mental wellbeing, and fosters community belonging.
- **Educational Value:** Offers skill development for adults returning to music or starting for the first time.
- **Intergenerational Links:** Creates pathways for joint performances with youth ensembles, strengthening community cohesion.

### Goals and Deliverables

- Recruit an initial cohort through local networks, social prescribing partners, and Hub membership channels.
- Deliver **at least two showcase performances** annually to celebrate participation and encourage growth.
- Embed **inclusive practices** (e.g., sensory-friendly sessions, accessible seating) to ensure equity.
- Collect feedback and report outcomes in the Annual Impact Report, aligned with wellbeing and inclusion metrics.



## OUTDOOR SUMMER EVENTS

### Concept

Host **seasonal outdoor performances and community gatherings** in the Hub's external space during summer evenings, creating vibrant cultural experiences that celebrate Bathgate's musical heritage in an open, inclusive setting.

### Format

- **Activities:** Brass and pipe band showcases, community choir performances, folk sessions, and family-friendly cultural events.
- **Setting:** Adapt external space for safe, accessible use, with temporary seating and weather contingency plans.
- **Partnerships:** Collaborate with local food vendors and community organisations to enhance the festival atmosphere.

### Neighbour Engagement

We will adopt a **"Good Neighbour Policy"** to ensure outdoor events strengthen community relationships rather than create disruption. This includes:

- **Advance Communication:** Share event dates, times, and contact details with neighbouring residents and businesses.
- **Noise Management:** Implement sound level monitoring and curfews aligned with local guidelines.
- **Feedback Channels:** Provide easy ways for neighbours to share concerns or suggestions, and report outcomes transparently.
- **Inclusive Invitations:** Offer complimentary tickets or reserved seating for immediate neighbours to foster goodwill and participation.

### Benefits

- **Social Impact:** Encourages participation from families and older adults, strengthens civic pride, and promotes wellbeing through outdoor cultural engagement.
- **Community Cohesion:** Builds trust and collaboration with local residents and businesses.
- **Visibility:** Positions Bathgate Music Hub as a cultural destination during peak seasonal periods.

### Goals and Deliverables

- Pilot **outdoor events** during summer months, aligned with local festivals or civic celebrations.
- Secure **local sponsorship and vendor partnerships** to support delivery and enhance community value.
- Implement **risk and safety protocols** for outdoor use, including accessibility and safeguarding measures.
- Collect feedback from attendees and neighbours, and report outcomes in the Annual Impact Report.



## COMMUNITY CAFÉ

### Concept

Create a welcoming café space within or adjacent to Bathgate Music Hub, offering refreshments during events and daytime activities. The café will serve as a **social anchor**, encouraging informal interaction, reducing isolation, and fostering community cohesion.

### Format

- **Initial Phase:** Operate as a **pop-up café** during Saturday Night events and daytime programmes, using volunteers or local partners.
- **Future Development:** Explore **external space adaptation** for a permanent café footprint, aligned with planning, safeguarding, and accessibility requirements.
- **Supply Chain:** Prioritise local suppliers for food and drink to retain spend within West Lothian and support community wealth-building principles.

### Benefits

- **Social Impact:** Provides a safe, inclusive meeting point for families, older adults, and young people, strengthening intergenerational connections.
- **Community Wealth Building:** Keeps procurement local, supporting small businesses and reducing economic leakage.
- **Cultural Value:** Enhances the Hub's role as a vibrant destination for music, arts, and social engagement.

### Goals and Deliverables

- Pilot **pop-up café service** during Saturday Night events and selected daytime sessions.
- Assess demand and feasibility for permanent installation in external space.
- Develop **volunteer training** for food hygiene and customer service.
- Gather feedback and report outcomes in the Annual Impact Report, aligned with wellbeing and inclusion metrics.

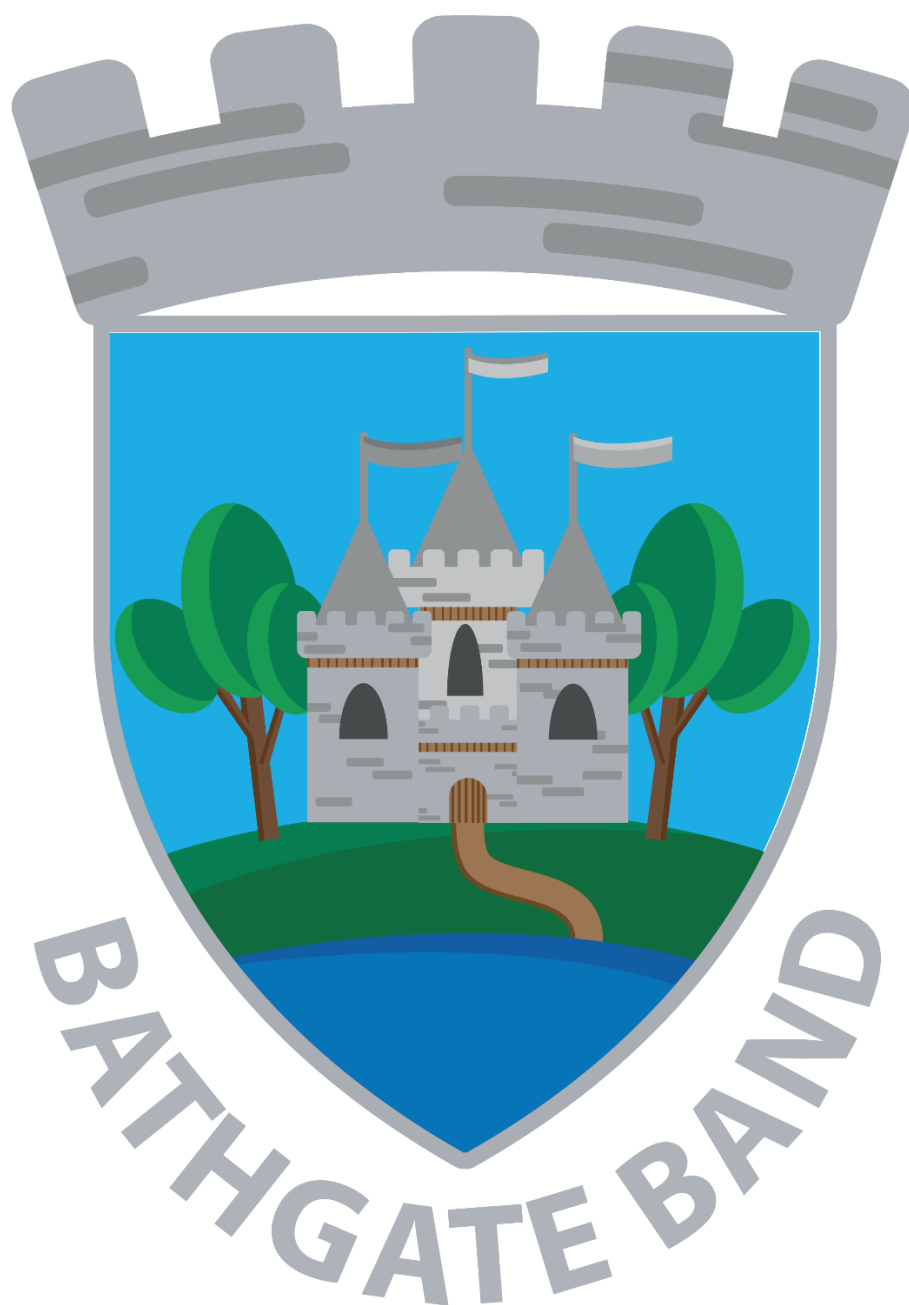


## APPENDIX 2: YEAR 1 FINANCIAL FORECAST – MONTHLY CASHFLOW

The following table models monthly income and costs for each scenario, assuming a ramp-up pattern (Q1 60%, Q2 80%, Q3/Q4 100%) and flat monthly operating costs:

Month	Income (£)	Costs (£)	Net (£)	Cumulative Net (£)	Income (£)	Costs (£)	Net (£)	Cumulative Net (£)	Income (£)	Costs (£)	Net (£)	Cumulative Net (£)
	Conservative Scenario (75% of Base Income)				Base Case Scenario				Stretch Scenario (110% of Base Income)			
Jan 2026	1,500.00	3,171.67	-1,671.67	-1,671.67	2,000.00	3,171.67	-1,171.67	-1,171.67	2,200.00	3,171.67	-971.67	-971.67
Feb 2026	1,500.00	3,171.67	-1,671.67	-3,343.34	2,000.00	3,171.67	-1,171.67	-2,343.34	2,200.00	3,171.67	-971.67	-1,943.34
Mar 2026	1,500.00	3,171.67	-1,671.67	-5,015.01	2,000.00	3,171.67	-1,171.67	-3,515.01	2,200.00	3,171.67	-971.67	-2,915.01
Apr 2026	2,000.00	3,171.67	-1,171.67	-6,186.68	2,666.67	3,171.67	-505.00	-4,020.01	2,933.33	3,171.67	-238.34	-3,153.35
May 2026	2,000.00	3,171.67	-1,171.67	-7,358.35	2,666.67	3,171.67	-505.00	-4,525.01	2,933.33	3,171.67	-238.34	-3,391.69
Jun 2026	2,000.00	3,171.67	-1,171.67	-8,530.02	2,666.67	3,171.67	-505.00	-5,030.01	2,933.33	3,171.67	-238.34	-3,630.03
Jul 2026	2,500.00	3,171.67	-671.67	-9,201.69	3,333.33	3,171.67	161.66	-4,868.35	3,666.67	3,171.67	495.00	-3,135.03
Aug 2026	2,500.00	3,171.67	-671.67	-9,873.36	3,333.33	3,171.67	161.66	-4,706.69	3,666.67	3,171.67	495.00	-2,640.03
Sep 2026	2,500.00	3,171.67	-671.67	-10,545.03	3,333.33	3,171.67	161.66	-4,545.03	3,666.67	3,171.67	495.00	-2,145.03
Oct 2026	2,500.00	3,171.67	-671.67	-11,216.70	3,333.33	3,171.67	161.66	-4,383.37	3,666.67	3,171.67	495.00	-1,650.03
Nov 2026	2,500.00	3,171.67	-671.67	-11,888.37	3,333.33	3,171.67	161.66	-4,221.71	3,666.67	3,171.67	495.00	-1,155.03
Dec 2026	2,500.00	3,171.67	-671.67	-12,560.04	3,333.33	3,171.67	161.66	-4,060.05	3,666.67	3,171.67	495.00	-660.03

*Income scaled to annual totals using ramp weights (3×0.60 + 3×0.80 + 6×1.00 = 10.2). Costs flat at £3,171.67/month. Restricted grants excluded.*



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