

Scottish  
Co-operative  
Discovery  
Centre Ltd

West Calder  
CO-OPERATIVE SOCIETY, LIMITED.

**PROGRAMME**

OF

Opening of New  
Central Bakery

**Business Plan**  
November 2023

*Inspiring Co-operation for a better future*

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<b>1. Executive Summary</b>	



The Co-op Bakery in West Calder, a historic Co-operative village and an iconic Victorian industrial building, will be transformed into the Scottish Co-operative Discovery Centre (SCDC), a national-class heritage attraction capturing the shared histories of our local community and the wider Co-operative movement.

Designed to be inclusive for all abilities, the Discovery Centre will run alongside an accessible Wellbeing Hub with offices, delivery, educational and activity space for partner organisations, integrating with and maximising the potential of the interactive exhibition. The Discovery Centre and Wellbeing hub will be supported by three main enterprise areas: room hire, catering and events and retail. All activities will be underpinned by a skills development and training programme, working with local schools, colleges, businesses, and training providers. Once the centre is open it will generate around 26 jobs in West Lothian, attract an estimated £434k a year in visitor spending to the area, and contribute over £1 million of gross value added to the region.

The Bakery building is owned by West Calder & Harburn Community Development Trust (WCHCDT), a community-led charity, which has also led the project to date. The Scottish Co-operative Discovery Centre Limited (SCDC Ltd), a new Community Benefit Society, will lease and operate the SCDC.

The idea for the SCDC originated in the 2013-18 Community Action Plan for West Calder and Harburn, which identified celebrating local heritage and finding a new use for the Bakery building as priorities. Over time, plans took shape as the level of national and local interest in the co-operative movement became clear, as did the potential to engage with excluded groups through this heritage.

In 2022, the National Lottery Heritage Fund awarded funding to take the project through a Development Phase, conduct range of community and audience engagement and bring in a Design Team and a variety of specialist consultants. The vision, business model and financial projections in this document have been refined as part of the Development Phase. An Activity Plan, Design & Access Statement/Capital Works Plan, Interpretation Plan and Evaluation Plan have all been produced, and can be read alongside this document for further information.

This business plan covers the first five years of operations of the SCDC as a community-owned social enterprise. The cash flow projections included here show that by year five the Discovery Centre, Wellbeing Hub and enterprises will operate sustainably, with some ongoing grant funding to support specific activities.



## **2. Introduction and Background**

### **1.1 Project vision**

The Scottish Co-operative Discovery Centre (referred to here as the SCDC) builds on a proud local history to transform the empty Old Co-op Bakery in West Calder, a key birthplace of the co-operative movement and an iconic Victorian industrial building, to create a national-class experience with deep local roots. Our shared Co-operative heritage will be a catalyst for community wellbeing, inclusion, fun, creativity, learning and opportunity.

### **1.2 The organisations**

The project has been led by West Calder & Harburn Community Development Trust (referred to here as WCHCDT or 'the Development Trust'), which was created in 2013 to deliver on our community's aims, as set out in our Community Action Plan. WCHCDT is fully controlled by the local community, with a majority of local resident members on the board.

The Scottish Co-operative Discovery Centre Ltd (SCDC) has been established as a Community Benefit Society. Like WCHCDT – and the original co-operatives -, the Community Benefit Society will be controlled by its members. Residents of West Calder and Harburn and other supporters will be invited to buy community shares and own part of the project. Each community shareholder will have the same right to vote on key decisions, regardless of the value of their shares. Under the model that we have adopted with support from Community Shares Scotland, local shareholders will always be the majority. West Calder & Harburn Community Development Trust will have an 'anchor share' giving it a deciding vote on certain decisions.

### **1.3 The former Co-op Bakery building**

The former Co-op Bakery is located at the northern end of Society Place, off Main Street in West Calder. Completed in the early 20th century, the building served as a bakery and butchers for The West Calder Co-operative Society (WCCS), a leading organisation in the early Scottish co-operative movement, and was at the time a marvel of modern engineering and a major achievement for a regional co-op. The Midlothian Advertiser, at the time, waxes lyrical about WCCS being "a shining light of the movement" The building housed an electric generating station in its basement - the WCCS was pioneering in its use of electric power and lighting in its premises. West Calder was one of the first villages in Britain to have electric street lighting, and the co-op provided free electricity for the purpose as part of its commitment to community improvement.

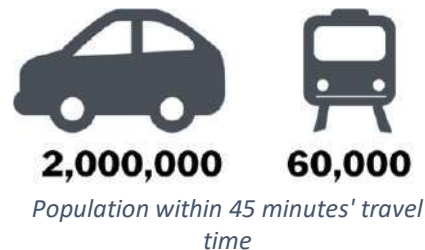
Although the building is not listed, its historic significance has been recognised by Historic Environment Scotland, who have committed funds to the project.

Architectural and industrial historian Professor John Hume has emphasised that, "the bakery is worthy of preservation as an integral part of the history of the co-operative movement both in West Calder and nationally". He also comments that "one of the most cogent reasons for preserving the bakery building is that it is "pleasing"; that it

has an indefinable appeal to local people and visitors, a quality which is independent of the fame of its architect."

The building forms part of a complex also comprising a former stable block to the south, arranged around a central courtyard and dating to around 1885, which is now in private ownership. A boundary wall to the north and northwest encloses the site leaving access via the gate in the southeast corner only. From the old bakery building there are unobstructed views over the landscape to the north to the post-industrial scheduled monument of the Five Sisters Shale Bing.

West Calder was the historic hub of SW West Lothian, a former industrial area now home to communities identified as being among the most deprived in Scotland. Its population has grown rapidly, with over 3,700 residents in West Calder and Harburn. Good transport connections to West Lothian and the rest of the Central Belt mean that over 60,000 live within 45 minutes' travel time by public transport, and over 2 million within 45 minutes' drive.



#### 1.4 Background to the project

The 2013 Community Action Plan for West Calder & Harburn established priorities for the area, including making West Calder a 'destination' – attracting families and visitors from across the local area to boost the local economy, and create something local people can be proud of. A 2014 Urban Realm study had identified the former Co-op Bakery Building as a priority development for the town.

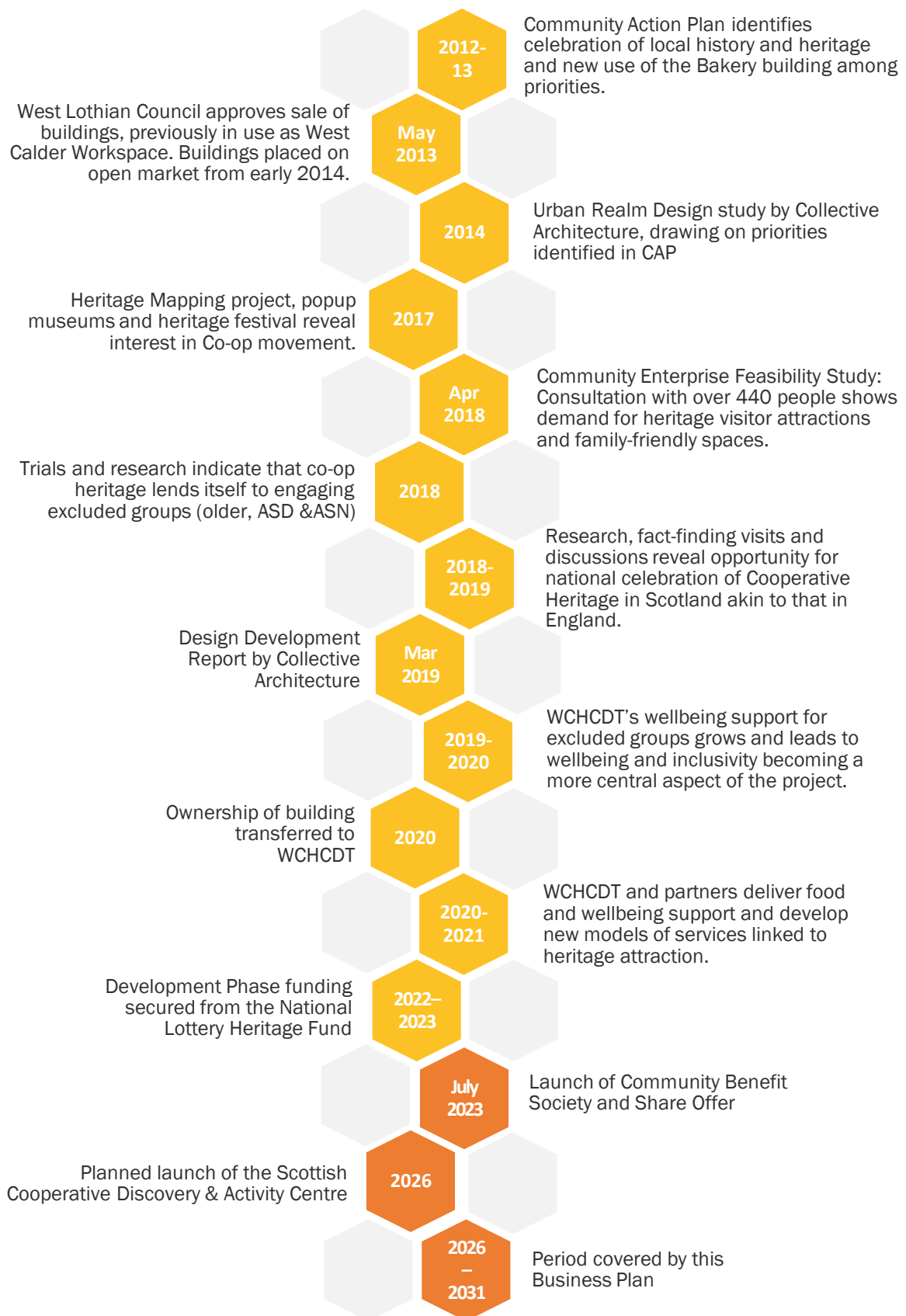
In Autumn 2017, WCHCDT commissioned a feasibility study and options appraisal for the site. Consultation activities to understand local demand and gather ideas for the building included a survey (completed by 446 people) public consultation at events, (reaching 188 people), a focus group with neighbours adjacent to the site and conversations with stakeholders including local community groups, the Council, businesses and schools. This resulted in the 2018 Development Plan for the building, based on which WCHCDT acquired the site.

The model which would become the Scottish Co-operative Discovery & Activity Centre evolved as conditions changed, especially since the Covid-19 pandemic. The vision, business model and financial projections have been refined in 2022-23 with Development Phase funding from the National Lottery Heritage Fund. At this stage, WCHCDT worked with a Design Team consisting of Collective Architecture leading with subconsultants Elliot & Co (structural design), Rybka (M&E design) Brown and Wallace (quantity surveyors), and with exhibition designers Studio Arc. The capital works design process has progressed to a completed RIBA Stage 3 level with planning permission application submitted (July 23) following pre-application discussion with both Head of Planning and Head Engineer for Transportation & Roads. The Design Team are moving ahead with RIBA Stage 4 design with the aim of achieving building warrant for conversion works by Spring 2024. Initial development works will be contracted within the financial year 2023/24.

A Project Development Team consisting of 3 in-house staff members and one member of staff from West Lothian Council has been operating since May 2022 along with the following support consultants: business planning/governance and structural review/funding strategy, VAT, heritage interpretation, activity planning and educational development. A wide range of community and audience engagement has taken place with local residents, schools and interest groups.

This Business Plan focuses on how we will make the SCDC financially sustainable as a community owned social enterprise, and covers the first 5 years of operations.

## 1.5 Development Timeline



### **3. Project strands and services**

This section outlines each of the key strands of the project and how each will contribute to the ongoing sustainability of the Scottish Co-operative Discovery Centre.

In brief, the core strand will be the Discovery Centre, which will build on demonstrable interest (see sections below) in capturing the shared histories of our local community as well as contextualising the shared national history of the Co-operative movement not represented elsewhere in Scotland as it is in England. Alongside this, an accessible Wellbeing Hub will comprise a permanent office base for our partner organisation, Carers of West Lothian, with co-developed delivery, educational and activity space designed to integrate with and maximise the potential of the Discovery Centre. These spaces will be available for use by identified partner organisations, as will a co-working office area and meeting rooms.

These project strands will be supported by three main enterprise areas: room hire, catering and events and retail. All activities will be underpinned by a skills development and training programme. Working with local schools, colleges, Co-operative Education Trust and West Lothian College, private businesses and training providers, as well as the Employability Service, we will offer a range of formal and informal opportunities from volunteering through to curriculum-based sessions and formal apprenticeships and qualifications.

The table on the following page summarises the project strands.



	Heritage Centre	Wellbeing hub	Events and catering	Retail	Room hire
<b>Description</b>	Interactive, inclusive heritage centre (and future accredited museum) with a hands-on approach	Permanent base for partner organisation Carers of West Lothian, with co-developed delivery, educational and activity space	Discovery Centre Café, evening Bistro and catered events	Gift shop and marketplace showcasing local businesses, Opportunity Kitchen products and crafts linked to the museum and co-op movement	Office, activity, exhibition and event space available to hire outside of Heritage Centre opening hours
<b>Projected income</b> <b>See section 6.1 for detail.</b>	Ticketed attraction generating £260,000 per year by year 5 from entrance fees (including general exhibition, temporary exhibitions and events) and annual passes	Rent of around £24,000 per year from core tenant and partners – excluded from projections at present, until funding for fit-out secured	£88,800 per year by year 5 in conference, event and potentially wedding packages	£64,000 by year 5 from gift and local product sales	£64,000 per year by year 5 in community, partner and commercial hire
<b>Partners</b>	<ul style="list-style-type: none"> <li>• Scottish Autism</li> <li>• Calder History Group volunteers</li> <li>• West Lothian Museums and Archives Service</li> <li>• West Calder High School</li> <li>• West Lothian Council Employability Service</li> </ul>	<ul style="list-style-type: none"> <li>• Carers of West Lothian</li> <li>• West Lothian Council Employability Service</li> <li>• New Directions</li> <li>• West Lothian College</li> <li>• West Calder High School</li> </ul>	<ul style="list-style-type: none"> <li>• West Lothian College</li> <li>• Scottish Autism</li> <li>• West Calder High School</li> </ul>	<ul style="list-style-type: none"> <li>• Scottish Autism</li> <li>• West Lothian College</li> <li>• West Calder High School</li> </ul>	
<b>Training &amp; Skills Development</b>	<ul style="list-style-type: none"> <li>• Customer service roles</li> <li>• Tour guiding</li> <li>• Co-production of galleries</li> <li>• Marketing</li> <li>• Business Administration</li> </ul>	<ul style="list-style-type: none"> <li>• Wellbeing and employability programmes</li> <li>• Business Administration</li> <li>• Care skills</li> </ul>	<ul style="list-style-type: none"> <li>• Front-of-house and back-of-house catering roles</li> <li>• Events management</li> <li>• Marketing &amp; Design</li> </ul>	<ul style="list-style-type: none"> <li>• Customer service roles</li> <li>• Marketing and design</li> </ul>	

**Plus, training & skills development across multiple project strands:**

- School visits, tours and activities (including Curriculum Based Modules)
- Evaluation and research roles for undergraduate/postgraduate students, in partnership with academic institutions, particularly Glasgow Caledonian University
- Co-operative history and business skills, in partnership with Co-operative Education Trust, the Co-operative College and West Lothian College
- Vocational opportunities in kitchen, gas and ventilation maintenance in partnership with SW Enviro (private co-purchaser of former Bakery site).

## **2.1 Experiential learning space and heritage centre**

At the heart of the project will be a heritage centre with a 'hands-on' approach, emphasising a Primacy of the Senses approach to discovery and learning. Interactives will form a key element of the interpretation and will be integrated with the object-led displays enhancing the heritage engagement experience for all. The Centre will be inclusive by design: displays and activities will be developed in collaboration with target audiences and partner organisations to cater to a range of abilities and needs.

Initial collecting activity will be undertaken by West Lothian Council Museums and Archives Service under the terms of a collecting partnership agreement, developed with input from Museum Galleries Scotland (who have identified the Centre as a pre-museum). The Scottish Co-operative Discovery Centre will be developed to be fully compliant with Accredited Museum Status and will apply for official accreditation upon opening, with a long-term vision of building a Recognised Collection of National Significance. Along with a permanent collection, rotating temporary exhibitions and special events will encourage repeat visits, particularly among the local community and visitors within the central belt.

Plans for the heritage elements of the Scottish Co-operative Discovery Centre are being developed and progressed with support from WLC Museums and Archive Service, Museums & Galleries Scotland, Paisley Museum and the Co-operative Heritage Trust. The support from WLC Museums and Archives Service will be ongoing; it is part of the core remit of the Council's Heritage Manager to provide support, including curatorial guidance to independent museums and heritage organisations operating in areas with no community museum. We will also continue to work in partnership with the service and the temporary display space within the SCDC will be made available to the Council for travelling temporary exhibition incorporating objects related to West Calder's history.

With the support of MGS and other partners, the SCDC has initiated and is developing working relationships with other national heritage institutions and will provide museums and heritage organisations across Scotland with a vehicle for the promotion and interpretation of co-operative heritage collections.

A Collections and Interpretation Manager will be appointed and will be responsible for collections development and management and driving forward plans for accreditation. They will also be responsible for the development of interpretative script and the ongoing exhibitions programme which will continue to be coproduced with the local community.

## **2.2 Activity and wellbeing centre**

The centre will be home to non-stigmatised, accessible wellbeing delivery spaces co-designed with partners. Including educational and activity space designed to integrate with (and maximise the potential of) the Discovery Centre attraction – including the social spaces – as a vehicle for inclusion and wellbeing support. It will do so in a model that fits with the changes in both the nature of third-sector wellbeing support due to the pandemic period and in the redesign of commissioned

services. This points towards partnership working, integration, sharing spaces and delivering a mix of local and virtual services while emphasising the importance of social support and preventative measures.

Our core partner, Carers of West Lothian, intends to use the centre, once developed, as a main office and service delivery base. A number of other organisations in this sector have expressed interest in using activity and meeting spaces or office facilities. These include: The Yard, New Directions and Scottish Autism.

WCHCDT is in discussion with West Lothian Council Child Disability Service to integrate this offering with existing and redesigned services and to make the best use of the experiential heritage aspect as an inclusive vehicle for support within an accessible attraction that caters for a wide range of abilities and helps to reduce any stigma surrounding support for certain excluded and vulnerable groups.

### **2.3 Events, catering, café and Opportunity Kitchen**

The building will provide flexible multi-use space with an industrial urban retro feel that can be used for conferences, large meetings and other events, including – potentially - weddings in constructive liaison with immediate neighbours and local businesses. We aim to manage bookings by employing an experienced Catering, Events & Customer Service Supervisor, working under the Centre Manager, who will develop links with wedding and event planners to help us to promote the Centre as a unique venue.

Building on the success of the community café at West Calder Community Centre, meal delivery operation and our previous work placements experience (Autism – mainstream), we will develop a café with training kitchen where autistic pupils and others can gain employability skills and experience. This will offer snacks, hot drinks, light lunches and evening bistro food in a family friendly and accessible environment. We will where possible develop a local supply chain using suppliers, farmers and producers from the local West Lothian area. This will include our current project of growing locally at our own community garden with its integrated wellbeing activities.

Once the centre moves into the operating phase, a Head Chef with experience of running a kitchen providing a café and bistro menu will be employed and they will line manage kitchen staff (including part-time back-of-house staff and trainees for events catering), as well as being responsible for ordering, stock control and health and safety.

Opening hours for the cafe will align with the heritage and wellbeing activities. We plan to open for evening bistro service three nights a week initially (e.g. Thursday to Saturday in line with demand), scaling up to four nights a week or more over time.

The Opportunity Kitchen will be developed to be appropriate for people with autism and ASN with Scottish Autism and West Lothian College (for both of whom this is a key strength).

### **2.4 Retail: shop and marketplace**

Alongside the heritage centre, the gift shop and retail space will showcase local businesses, crafts and artwork linked to the museum and the co-operative movement as well as products made by trainees at our Opportunity Kitchen.

As with the events and catering operation, retail within the Scottish Co-operative Discovery Centre will provide training placements for West Lothian College, schools and Scottish Autism.

## **2.5 Training and skills development**

Across all activity strands, opportunities for training and skills development will be offered and interlinked where possible. This will be done with a range of partners to ensure a multi-level offering of formal and informal opportunities. These will be targeted at those most excluded, specifically those with ASN and from the disadvantaged areas that characterise the surrounding ex-mining areas of West Lothian.

Once the centre is operating, training placements and volunteering programmes will be overseen by a staff team with proven experience and robust policies and procedures. More information on this is given in the Delivery Stage Activity Plan.

We have already developed links with West Lothian College to add value to what is offered very successfully at The Terrace training kitchen at the College. This link provides the College with another option for students to train and work from. This allows the College to train and support more students towards qualifications, linking them up with employment opportunities that we can offer at the Scottish Co-operative Discovery and Activity Centre. It gives us access to skilled local students and a workforce for in-house catering.

Additionally, Scottish Autism have successfully run a café targeted at offering opportunity to people with autism and are keen to support development of further work placements and volunteering opportunities for this group that can lead where appropriate to positive destinations.

## **2.6 Key partners**

### *Carers of West Lothian (COWL)*

COWL an established charity helping unpaid carers and disabled people in West Lothian to live their lives the way they choose. COWL offers information, advice, individual and peer group support, training, counselling, signposting and referral, recreational courses and short breaks, supporting 1070 people per year, including 360 young carers, 320 people with disabilities and 390 adult carers. COWL

### *West Lothian College (WL College)*

WCHCDT have worked with WL College for several years offering work experience for Foundation and Modern Apprenticeships in a number of subjects (Business Administration, Events Management, Marketing and Design, IT) and we intend to integrate as much as possible – including for autistic students – across all elements while the partnership with the college allows for access to courses there for those starting out in volunteering opportunities.

WL College students have designed coop heritage merchandise for WCHCDT trials and conducted photographic and art projects with us for heritage exhibitions.

In addition, we are discussing (along with West Calder High School) how we can use the actual capital build and development works as a useful training and work experience opportunity.

#### *West Calder High School*

The SCDC will work closely with WCHS to offer volunteering opportunities in catering and events as well as work experience to local students. We will build on existing good relationships with WCHCDT, who deliver the Good Connections Community Wellbeing project with WCHS Pupil Support service. We are in specific discussion about how WCHS Construction Skills Initiative can work in conjunction with WL College during construction. We already work with this initiative at our Community Garden.

#### *SW Enviro*

SW Enviro are the private owner of the Stables Block area of the wider Bakery site and with whom WCHCDT negotiated purchase of the entire site from West Lothian Council. SW Enviro specialise in commercial kitchen, gas and ventilation install and maintenance, are looking to develop a vocational training programme linked to the local community and have a strong sense of community value. We are in discussion as to how we can work together to make our commercial kitchen a cost-effective ongoing training resource.

### **3. Capacity to deliver**

This section explains the structure, experience and capacity of the two key entities involved in the project: West Calder & Harburn Community Development Trust, which owns the site, has managed the project during the Development Phase and will continue to be a key partner, and SCDC Ltd, the Community Benefit Society which will operate the Scottish Co-operative Discovery & Activity Centre.

#### **3.1 Site tenure**

WCHCDT holds the freehold for the former Bakery building. Due to the separate sale of the adjoining Stables, which were included in the scope of the original 2017 Feasibility Study, WCHCDT is working to develop the bakery building alone. This was one of five options analysed at the time of the Feasibility Study and Architects' Report. In the original study, advantages of this option included the preservation of the Bakery as the more significant heritage building, which itself has ample space to deliver the vision. Most of the disadvantages identified for this option related to the potential demolition of the Stables next door, which has been avoided through an alternative owner coming forward. The Trust maintains a good relationship with the new owner of the adjoining site and has the right of first refusal if the Stables were to come on the market in the future. The new owner will be part of the skills development plan.

Before the start of operations, WCHCDT will lease the entire building on a long-term basis (probably for 25 years plus) to the Scottish Co-operative Discovery Centre Ltd



(SCDC Ltd). Details of this lease will be confirmed prior to the start of operations but as noted below, both organisations will be expected – and a structure has been designed to allow this – to work in concert towards the mutually held aims of the SCDC. The exact nature of the lease will be discussed in detail by the two boards in order to ensure that it appropriately meets legal and tax requirements.

As described in Section 7 below, the exact nature of the works to be completed prior to SCDC Ltd taking on responsibility for the operation of the centre and what SCDC Ltd will spend their share capital on, will be detailed during the next development phase.

### **3.2 The Development Trust**

The Development Trust has been a suitable structure to take ownership of the former Bakery building on behalf of the community and to take the Scottish Co-operative Discovery and Activity Centre to the Delivery Phase.

West Calder and Harburn Community Development Trust is a Company Limited by Guarantee (SC446497) with charitable status. It was formed in the spring of 2013 following a community consultation led by the Community Council. It is a community-owned and led organisation, with a membership of 106. Members are people from the area who have an interest in improving the local community and want a say in how it is done and how the funds we come by are spent.

The Development Trust's structure provides the protection of limited liability and the benefits of charitable status: charitable rates exemption (80% mandatory and 20% discretionary provided the building is wholly used for charitable purposes – the ongoing potential for relief given the new structure is under discussion with the Local Authority); ability to reclaim Gift Aid on donations from eligible individual donors; and access to capital funding from some charitable trusts that will only fund registered charities.

The WCHCDT Board of Trustees has had overall responsibility for the project to date, with the Chair acting as Senior Responsible Project Officer. A Project Steering Group made up of the Chair, Project Manager, Treasurer, 2 x specifically skilled trustees, and a representative from all Specialist Project Development Groups meets monthly with additional issue-specific meetings as required.

### **3.3 Development Trust board and staff capacity**

The Trust is run by a board of 11 Trustees made up of members (with the ability to co-opt two specialist trustees if wished), appointed by members and responsible to members. Elections to the Board take place annually at an AGM of members. The directors are from a number of professions, are local to the area and are well connected in the community.

Key achievements of WCHCDT to date include:

- Negotiating partnerships with 4 windfarms to manage a total of £125,000 per year in community benefit funding currently, with one further in discussion.
- Raising funding for and delivering a series of projects, including a skatepark at a cost of £160,000 and the Aspiring West Lothian community development

project at a cost of £250,000, leveraging a total of around £2m in outside funding into the community.

- Taking on the community café and seniors lunch club at West Calder Community Centre, set for closure in 2019 due to loss of council funding. This was relaunched as The Brunch Club, offering daily set menus using locally grown produce as well as special evening events and a catering service.
- Playing a key role in the community response to the Covid-19 pandemic in both locally and across West Lothian. Leading on cooked meal provision, rapidly adapting the Brunch Club kitchen to provide a county-wide service providing 120,000 delivered portions of pre-cooked food.
- Delivering circa £150,000 worth of village improvement projects
- Being a key member of the Shale Trail Steering Group to deliver a Heritage Lottery funded project
- Delivering a range of community and heritage events including pop-up museums and West Lothian's largest free-entry fireworks event
- Developing a social prescription and community wellbeing project
- Operating our local Community Woods & Garden to further our mutual environmental and climate change aims
- Commissioning and managing feasibility and Development Phase work on the Scottish Co-operative Discovery Centre project to date

## Skills audit

As part of the development of the Co-operative Discovery & Activity Centre, WCHCDT have been through an independent skills audit to understand the strengths and weaknesses of the board and core staff and identify training needs. Overall, the WCHCDT staff and board benefit from having at least one person with high level skills in all but 14 of the 57 specific skills areas included in the survey. When it comes to governance, the board benefit from having at least one person with high level skills in all but one of the six specific skills. No board member self-identified as having high level skills in being a treasurer, although WCHCDT's treasurer is a senior actuary with 5 years' experience in this role for the Development Trust. All trustees and WCHCDT staff are willing to take part in training and development over the next 12 months. Priorities for learning and development have been identified:

- For trustees in general, governance roles and responsibilities; including those of a company secretary and treasurer
- For individuals who will have a continuing role in the project during construction, or during launch and/or operation as representatives on the community benefit society management committee:
  - Skills/Knowledge related to the future operation of the Scottish Co-operative Discovery and Activity Centre, including:
    - Managing a heritage asset
    - Managing a maintenance schedule
    - Experience/knowledge of the tourism sector
    - Managing a museum
    - Skills related to marketing
    - Operating accounting software
    - Knowledge of grant funding and alternative funding mechanisms
    - Increasing digital and IT capacity for trustees and staff

### 3.4 Model for operating

Following an options appraisal, we have established the Scottish Co-operative Discovery Centre Limited (SCDC Ltd), a Community Benefit Society (also known as a BenCom) to operate all trading activity at the Discovery Centre. This structure will be key to embedding co-operative principles in the project.

We have adopted the Development Trusts Association Scotland (DTAS) Hybrid Model Rules, which were designed for Development Trusts seeking to pursue trading activity using a community Co-operative model.

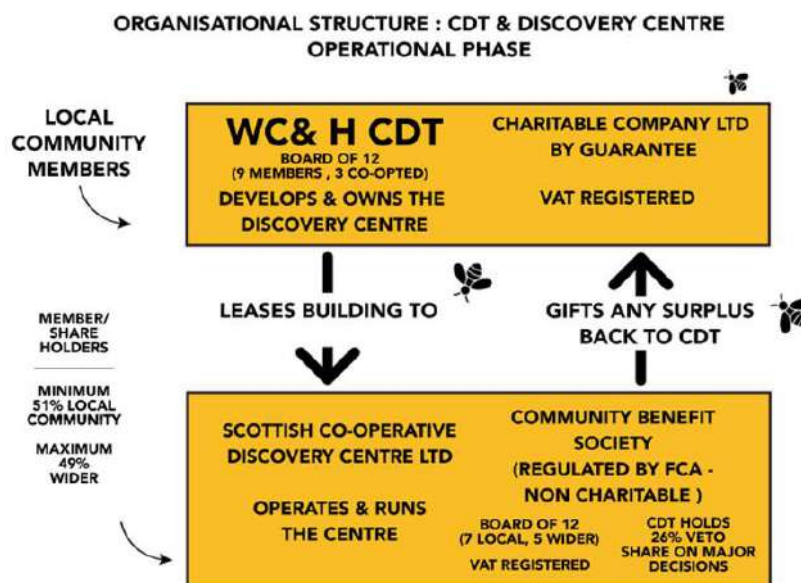
Reasons for choosing this model are:

- Like the original cooperatives, a Community Benefit Society is owned and controlled by its members.
- Community Benefit Societies provide limited liability for both shareholders and board members, affording the same rights and protections as a limited company.

- Because all trading activity at the Co-operative Discovery Centre will be undertaken by a separate entity, the core charitable purpose of WCHCDT will be protected from any resulting risk.
- WCHCDT leasing the building to SCDC Ltd is compatible with the VAT advice we have received (see section 6.4) to reclaim VAT on construction, which is essential to keep to an achievable funding target.
- SCDC will be owned and led by its shareholding members. Membership in the community benefit society will provide an avenue for people with experience and expertise in the co-op movement to be involved in developing and operating the centre.
- The Hybrid Model formalises an ongoing relationship with WCHCDT and gives the Development Trust a degree of control over key decisions. WCHCDT holds an Anchor Share in SCDC Ltd, which provides 26% voting power on resolutions such as decision to change rules or wind up. There will be reserved seats for the Development Trust on the management committee of SCDC Ltd and the Model Rules will include a provision for surpluses from the Discovery Centre to be paid out to the Development Trust.
- This model offers the ability to raise funds through a community share offer as part of our funding strategy.

SCDC Ltd will not have charitable status and is not subject to restrictions on trading, although like all such societies it will have a commitment to serving its community (and not just its shareholding members).

We have received approval of our model rules from the Financial Conduct Authority (FCA) and are running our initial share offer from Summer 2023 as part of our capital funding strategy, with support from Community Shares Scotland. The diagram below summarises the relationship between the Community Benefit Society and WCHCDT.



### **3.5 Governance**

WCHCDT and SCDC Ltd are legally separate organisations with their own Boards. However, given the essential partner role WCHCDT plays in the project, it is important to ensure that both organisations are working to the same agenda. Therefore, the following mechanisms have been implemented:

- WCHCDT has up to 5 reserved seats on the Scottish Co-operative Discovery Centre Limited's board (although it cannot have a majority of board members)
- WCHCDT holds a unique 'Community Anchor Share' and has the ability to block changes that would fundamentally alter the nature of the Society
- WCHCDT will be the recipient of surplus profits from SCDC Ltd and will use these to further its charitable objects to benefit the community.

The success of the Discovery Centre will rely on a positive relationship between the two organisations and they are mutually committed to its aims and objectives. The structure designed allows for a balance of independence and local control while bringing in the new expertise needed to operate the centre.

WCHCDT led on the incorporation of SCDC Ltd and as such its founding directors are also trustees of WCHCDT. Over the next year new members will be invited to join the board and bring skills and experience including from the wider co-operative movement, and the first port of call for recruiting these will be our members. At the first AGM a new board will be elected according to the structures set out above. The SCDC board will have a direct voice in the project development and in managing the transition phase.

The current SCDC board:

#### **Stephanie Gibbs**

A qualified actuary who lives in West Calder with her family. Steph is also treasurer for WCHCDT and active in management of our community garden and the parents association at the local primary school.

#### **Willy Findlay (Chair)**

A retired senior executive in engineering born and brought up in West Calder and living in West Lothian. He is also Vice Chair of WCHCDT, a key member of the SCDC Project Development Group and mentors developing businesses.

#### **Norman Lannigan (Treasurer)**

Retired Chief Pharmacist in NHS Greater Glasgow and Clyde who lives in West Calder. Norman is also a trustee of a local community woodland and the Lyme Resource Centre as well as being a Listening Friend.

#### **Dorry McLaughlin**

Chief Executive of Scottish Autism who lives in West Lothian. Dorry has been a board member of several charities including Age Scotland, was Chief Executive of Viewpoint Housing Association and also sits on the SCDC Project Development Group.



## **Gavin Henderson**

A Deputy Director General with The Scottish Government who lives in West Calder with his young family. Gavin has been Chair of WCHCDT for five years and has extensive experience on charity boards.

## **Sarah Hopper**

Managing Director of a renewable energy business based in South Lanarkshire and a qualified solicitor who lives in West Calder with her family. Sarah practiced commercial law in Edinburgh before moving to the area.

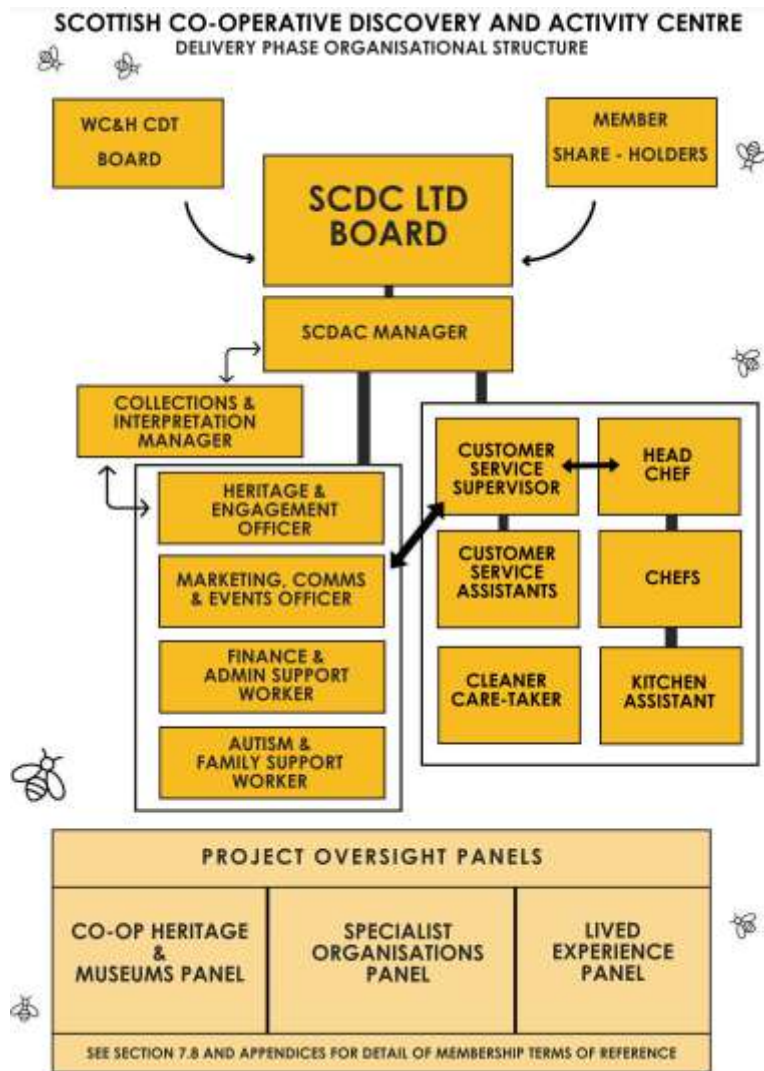
This mix of directors reflects WCHCDT's stake in the project while ensuring that shareholders have overall control. Additionally, the rules specify that at least half of the directors must be members of the West Calder and Harburn community, ensuring local control over the organisation.

Although separate entities, WCHCDT as building owner and SCDC Ltd as tenant and operator will have to work closely together. Both boards are committed to a common vision. We are aware that the presence of WCHCDT board members on the board of SCDC Ltd may give rise to potential conflicts of interest (as identified in risk register), which will be carefully managed.

## **3.6 Staffing**

The WCHCDT Trust Manager has overseen the Development Phase and will be the lead during the Delivery Phase in the role of Project Director for the Scottish Co-operative Discovery Centre. The Project Director is responsible for developing relationships and partnerships with key partners, funders and potential tenants, being the main operational point of contact for the design team including the architect team who will directly oversee the contractor and managing the in-house staff team. The Project Director reports to WCHCDT Chair and is responsible for detailed reports to the Board and Project Steering Group.

Once the Centre begins operating, additional staff will be required. The diagram below details the staffing and organisational structure.



- Discovery Centre Manager – Full Time: will manage Discovery Centre staff and operations, take overall responsibility for facilities management including maintenance plan, manage ongoing evaluation, funder reporting and funding strategy and explore opportunities for Centre development.
- Autism & Families Inclusion Support Worker – Full Time:
- Heritage & Engagement Officer – 0.8 FTE: will deliver heritage engagement-based elements of the Activity Plan, lead on recruitment, training and mentoring of volunteers in related roles, coordinate tours and develop family engagement activities, as well as supporting evaluation and monitoring.
- Marketing, Communications & Events Coordinator - 0.8 FTE: responsible for delivering the marketing and communications strategy, including managing teams and consultants producing branding and digital media; leading on event and activity management, including launch events.
- Administrator – 0.4 FTE: responsible for updating records, invoicing and payments.

- Catering, Events & Customer Service Supervisor - 0.8 FTE: responsible for liaising with clients and contractors to plan large events at the SCDC, supervision of customer service staff.
- Head Chef - Full Time: responsible for menu planning, managing stock and sourcing, budgeting and maintaining high standards of hygiene, health and safety across all catering operations, as well as line management of all kitchen staff.
- Chef – Full Time: responsible for preparing and cooking food for the café, bistro and catered events.
- Kitchen Assistant - Full Time: supporting chefs in food preparation, dish washing, organising stock and keeping the kitchen and all appliances clean and tidy.
- Customer Service Assistants - x 3 Full Time: responsible customer reception duties, ticket, retail and café sales.
- Cleaner / Caretaker: responsible for day-to-day cleaning, events setup, minor maintenance and repairs, ordering cleaning supplies and carrying out routine testing of heating, lighting and security systems.

Hourly staff (including trainees under supervision) will also be employed for catered events and conferences, fulfilling both front-of-house and back-of-house roles, as detailed in our financial projections.

### **3.7 Volunteers**

Volunteers will be a key asset and requirement to help with development and delivery of the project. We work on the principle that volunteering should be “Good for You, Good for Your Community”. WCHCDT already has a team of around 60 volunteers, including Events, Community Woods & Garden and Good Connections, who will support the project. A key element of the project will be to recruit and support volunteers for the SCDC from target groups including young people with autism. We intend to involve around 50 volunteers in specific roles delivering 3000 volunteer hours per year. Examples include:

- Front of House/Retail Volunteer
- Gallery Guide/Tour guide
- Collections Management Volunteer
- Research Volunteer
- Digital Volunteer
- Reminiscence Volunteer
- Banner Project Volunteer
- Oral History Volunteer
- Activities/Events Volunteers

### 3.8 Compliance and risk management

Robust processes and procedures are implemented to ensure compliance and monitor performance. These are reviewed regularly to ensure that they are sufficient to cope with the increased levels of activity and the responsibility that comes with new projects and to allow trustees to recognise and mitigate risks.

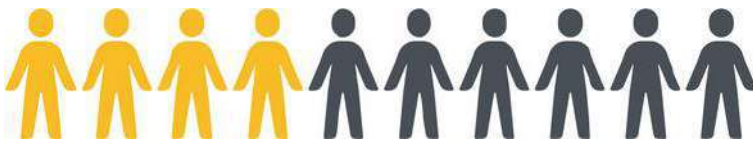
## 4. Impact

### 4.1 The need in our community

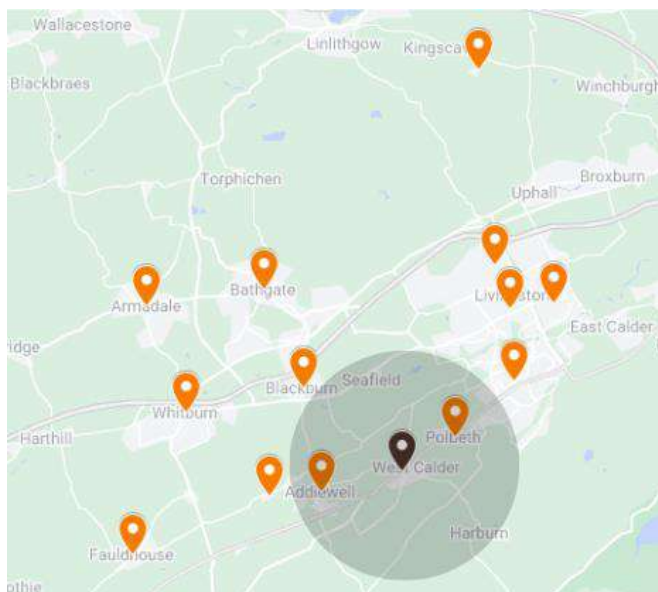
There are 3,747 people living in West Calder and Harburn. Population growth over the past 20 years is set to continue with new housing developments: Livingston and Almond Valley Core Development Area (CDA) proposes that 300 houses will be built at Mossend and Cleuch Brae with a further 1900 homes proposed for Gavieside Farm. With these developments comes a need for facilities.

West Calder has trains running to Glasgow Central and Edinburgh approximately every 30 minutes. There are 6 bus services which connect West Calder and Harburn to West Lothian, Edinburgh, and North Lanarkshire, with services approximately every 30 minutes. With these access links, a population of over two million live within 45 minutes' drive time of the proposed Co-operative Discovery Centre, including much of Glasgow, Edinburgh and the Central Belt, while over 60 thousand are within 45 minutes' travel time by public transport.

West Calder has historically been an economic and cultural hub for the Breich Valley, with bus, rail and walking/cycling connections enabling travel within the 20-minute neighbourhood that is the historic wider West Calder area including Polbeth and Addiewell/Loganlea. This part of West Lothian is now home to some of the communities identified as being the most disadvantaged in the county: overall, almost a quarter of the Breich Valley Ward's population lives in an area within the 20% most deprived (SIMD 2020). It is no coincidence that these are the ex-mining communities where there were WCCS branches, where the co-op was intrinsic to life and where this project aims to focus positive outcomes through a Wider Impact Network.



*Almost a quarter of the population of the Breich Valley live in areas of deprivation (SIMD 2020)*



*West Lothian Council regeneration areas*

Of the 13 areas identified by West Lothian Council as being regeneration priority areas, two are in the immediate vicinity of West Calder: Addiewell/Loganlea and Polbeth, and are in the catchments of West Calder High, a key partner for training provision, and West Calder Medical Centre. Addiewell/Loganlea includes an area within the 20% most deprived nationally (SIMD 2020) with particularly high levels of deprivation in the domains of health, income, employment and education. As of SIMD 2020, Polbeth no longer falls within the 20% most deprived, but remains a priority area for

regeneration with the focus on consolidating progress and addressing pockets of deprivation. A legacy of industrial decline means relatively high rates of unemployment have persisted: the percentage claiming unemployment benefits currently stands at 3.8% in Polbeth and at 4.4% in Addiewell, versus 2.8% across West Lothian. In both areas, unemployment is still higher among young people aged 18-24, at 8.3% in Polbeth and 5.6% in Addiewell. Meanwhile, those in employment are more likely to be affected by low incomes and insecure work, particularly in Polbeth where 7% of the total population claims Universal Credit while working. The proportion of children in low-income families is 22% in Polbeth and 26.9% in Addiewell, again higher than the West Lothian average of 15%.

In consultation and in delivering food insecurity and wellbeing projects, WCHCDT have found pockets of hidden deprivation that is less easy to track using SIMD and other statistics. Issues identified include a lack of services and opportunities for young people and families struggling to make a living, contributing to outward youth migration and population changes towards retired people. Consultation has consistently highlighted high levels of isolation and a need for good jobs and careers rather than low paid seasonal jobs. A key issue raised recently in these areas is that although people perceive there to be opportunity in West Lothian, it is not accessible as it is not local enough.

## **4.2 Community involvement**

In 2017-2018, feasibility-stage consultation was commissioned. This was carried out by Community Enterprise, an independent social enterprise specialising in asset-based community development. Below are key findings from this research:

### *Market Analysis*

- Market research explored ideas for the building in depth. It found that there was a strong market for quality family-friendly places to eat that were not chain restaurants, and local support for this happening in the Bakery.



- There was a strong and growing market for weddings in West Lothian with limited supply of quality venues. Market analysis showed that an events and exhibition space would be viable.
- Local people were interested in creating a heritage space. The only real competition locally was Almond Valley Heritage Group and this project could work well in partnership. At the time, the feasibility study suggested that heritage attractions would be unlikely to generate sufficient income alone and that a mix of income streams should be developed.

While this market research shaped the initial plans for the Discovery Centre, the proposal has evolved over time. A key component of subsequent market research has been benchmarking against comparable ticketed attractions, which has led us to revise projected footfall and income generation from the heritage element of the project, as detailed in the Marketing section of this Business Plan.

#### *Support for this Project*

- There was strong support for something positive to happen with the Bakery building. 85% of people surveyed support the option to take The Bakery into community ownership. Consultation with stakeholders and at public events revealed similar levels of support.
- Local people were keen to make sure that existing assets were not at risk.
- 83% of survey respondents thought that West Lothian needs more quality family friendly attractions as the focus of a day out, and 83% thought that this kind of attraction should be based in West Calder.
- Residents that lived on the surrounding streets are supportive of the project but shared concerns about parking and noise. The Bakery building is the garden wall of several houses – residents were keen to not be overlooked and concerned about the impact of the redevelopment phase.

WCHCDT has maintained close links with neighbours and has consulted with them as the project proposal has evolved with regular letters, three in person events and a series of one-to-one meetings as well as communicating through the local Community Council. These good relations are illustrated by the fact that several immediate neighbours are now members of the new SCDC Ltd Community Benefit Society.

#### *Potential to Create Positive Outcomes*

- The key outcome of this project identified was transforming West Calder into a 'destination' to regenerate the local economy through providing jobs, bringing more people to the area to spend locally, and creating opportunities for apprenticeships and volunteering. Economic Regeneration is still a key focus and the scale of this has now been articulated in the Economic Impact Assessment for the project (see Section XX).
- Social outcomes identified included bringing people together, reducing social isolation, providing volunteering opportunities, and providing engaging activities for local children.
- Local people were keen that there is a focus on the heritage. People valued the local history and wanted to retain heritage elements within the building.
- The potential was identified to bring a significant heritage asset back into meaningful use, record and preserve local history, and improve the community's engagement in its heritage.

Over the past decade, several heritage activities have demonstrated the level of interest in industrial and co-operative history, locally, among visitors within reach of West Calder and at a national level:

- **Co-op Heritage Festival:** 10-day event with pop-up museum, gallery, talks, reminiscence, music and activities for schools. Around 500 people took part. This event showed that co-op heritage is of interest locally and across West Lothian, intergenerationally and across different ability levels.
- **The Calder Witch Hunt project:** a year of activities including exhibition, pop-up travelling museum, research, creation of an online resource, school activities, talks, a weekend of events, a play and a creative writing course. Around 1500 took part, and a key learning point was that heritage projects can link the local and the national, generating interest at a national level.
- **Commemoration of The Burngrange Mining Disaster:** memorial, pop-up museum, creative school project, talks and legacy street furniture. With around 800 total participants, this project revealed that the heritage of the local mining and industrial area is still strong and relevant to people's lives.

During the 2022-23 Development Phase, WCHCDT undertook a comprehensive programme of consultation on the project and trials of planned activities. This included key target audiences, stakeholders and the local community.

This phase of consultation has been fundamental to our overall vision for the project. Our services, pricing structure, marketing strategy and impact model have all been updated in response to its findings.

Key activities during this phase (pictured right) included:

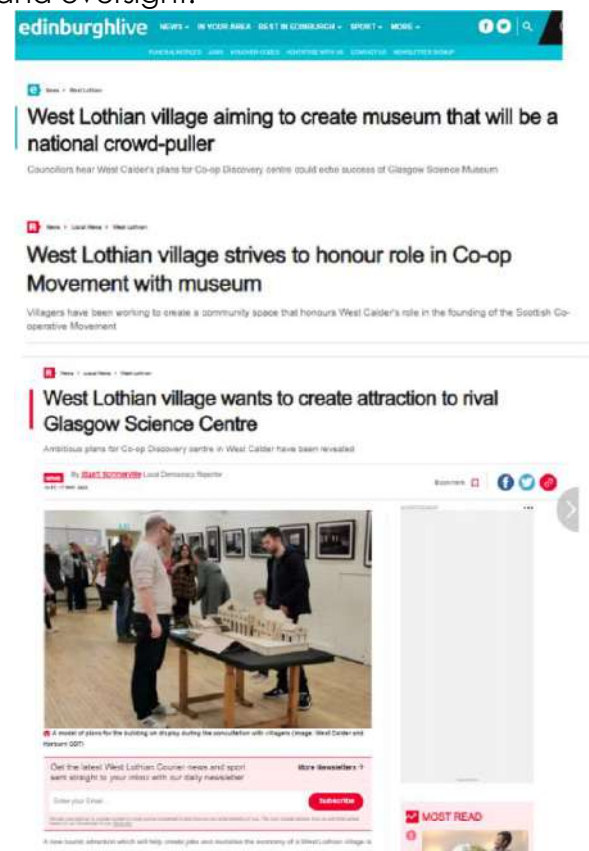
- November and Christmas family activity weekends
- Accompanied visits to heritage attractions with families, including families with ASN/autistic individuals
- Participation in seniors activities at West Calder Community Hub
- Oral history recordings
- Group discussions and activities with people with learning disabilities and their carers.
- Focus groups with school students and teachers
- 1-1 interviews with staff of key partner organisations and sector experts
- Best Practice visits to twelve comparator heritage attractions



- Online survey and pop-up feedback stations with visitors to heritage attractions

Key findings from this phase have been:

- Work with the local community and stakeholder groups has shown that there is continued support for a friendly, accessible attraction in West Calder. The need for the project to be community-led has been highlighted, and built into the business model for operations through the formation of a Community Benefit Society with rules ensuring majority local membership.
- Inaccessibility, cost (especially for individuals with ASN and Autism, who may need to cut a visit short and return) and Changing Places provision were some of the barriers highlighted by individuals, carers and support organisations. Opportunities to boost inclusion were identified: putting physical accessibility at the heart of the design, with continued user input, and including a single-person pass with free carer admission.
- Similarly, work with older people, including people living with dementia, highlighted the importance of suitable lighting, acoustics, signage and seating, informing the design process. Quiet entry times and daytime events including reminiscence tours have been planned as a result.
- Engaging with co-op sector experts has highlighted the importance of good conference and event facilities, and involving other co-ops and ethical businesses in our supply chain, design and oversight.
- Opportunities to engage college students in co-design, work experience and skills development have been scoped out.
- Best-Practice visits and visitor surveys have shown the importance of having the building work hard by making spaces flexible, maximising opportunities to generate revenue and facilitating updates to museum content. The appeal of even lower-tech interactive displays to different age groups has been apparent and has informed designs. The WCHCDT team learned that visitors are willing to travel up to an hour for an attraction that will keep children entertained, often purchasing passes allowing repeat visits. Our approach to accessibility has also been shaped by observing both the strengths and weaknesses of existing venues.



Press coverage of the project

### 4.3 Strategic alignment

The project has been designed to align with regional plans for West Lothian, which themselves link to national strategy:

#### *West Lothian Council Priorities*

Primarily improving the employment position in West Lothian. The joint local and national approach to employability is No One Left Behind, which entails changing employment support to deliver a system that is more tailored and responsive to the needs of people of all ages who want help and support on their journey towards and into work. Collaboration in the community is core to the project and the Co-operative Discovery Centre will be a key conduit for employability within the No One Left Behind structure.

#### *West Lothian's Local Outcomes Improvement Plan*

West Lothian's current LOIP identifies a need to diversify West Lothian's economy and make the region an attractive place to do business, consolidating the growth of service industries. Indicators include the total value of tourism to the economy, with a target of £200m by 2023, which this project will contribute to by establishing a destination in West Calder. This links to Scotland 2030, the national Tourism Strategy which seeks to offer visitors "authentic" experiences in real places with real people. This is also complemented by the emerging concept of place-based Community Led Tourism which has recently published a position statement. As well as strengthening the economy, the current LOIP includes a commitment to skills development and learning which will be at the heart of all activity. A new LOIP is under development, the main pillars of which will be unchanged, although there is a greater focus on the Place Principle and Community Wealth Building approach underpinning each pillar of the plan (both addressed below).

#### *Local Regeneration Plans*

Plans for West Lothian's priority areas of regeneration align with the LOIP (particularly as it is updated) and with the Community Action Plans for local communities. WCHCDT has supported this process particularly in West Calder's sister villages of Addiewell/Loganlea and Polbeth. This project is expressly designed to deliver on these interlinking themes with an emphasis on the themes Jobs & Skills and Health & Wellbeing.

#### *Community Learning & Development Partnership Plan*

This project aligns with the themes Health & Wellbeing, Community Empowerment & Family Learning and WCHCDT feed back into this plan.

#### *West Lothian Anti-Poverty Strategy/Child Poverty*

The project aligns with the Strategy's outcome of improving the opportunities for adults from low-income backgrounds to be in good quality, sustained employment. Indirectly we expect provision of high-quality jobs and opportunity to lessen benefit dependency and help reduce child poverty in the local area.

#### *West Lothian Museum Service Development Plan*

The project offers an opportunity to contribute to West Lothian Council's Museum Service's priorities as identified in the Museum Development plan. It will enable WCHCDT to work with the council to collect and safeguard artefacts relating to life in the local area and will provide access and interpretation for collections that have no associated display space.

In addition, the project aligns with national policy, strategy and approaches to development:

#### *Climate Change Plan and Net Zero*

By retro-fitting a heritage asset to be as near net zero as possible. Retaining the assets maximises the embodied carbon in the building itself.

#### *Place Principle*

By repurposing the vacant and semi-derelict Bakery building into an accessible, welcoming space that is open to members of the local community and visitors. The project will be delivered by a community-led anchor organisation in collaboration with local partners and its approach aligns with Our Place in Time, Historic Environment Scotland's strategy, which emphasises place-based approaches, as reflected in HES funding already committed to the project.

#### *Fair Work*

By creating at least 13 new jobs to run the facility and the businesses within it and 12 across the wider West Lothian area, and insisting all partners and users adhere to the business pledge, living wage and other Fair work parameters.

#### *Community Wealth Building*

West Lothian is currently developing its Community Wealth Building approach which will be embedded through forthcoming LOIP and the new WLC Corporate Plan. The Scottish Co-operative Discovery & Activity Centre project will build its capacity to maximise momentum towards local spend and community control of the local economy, as shown below. This project will lever in £6m in external investment and

create the capacity to respond to the opportunity of anticipated Local Authority spend.





#### 4.4 Outcomes, monitoring and evaluation

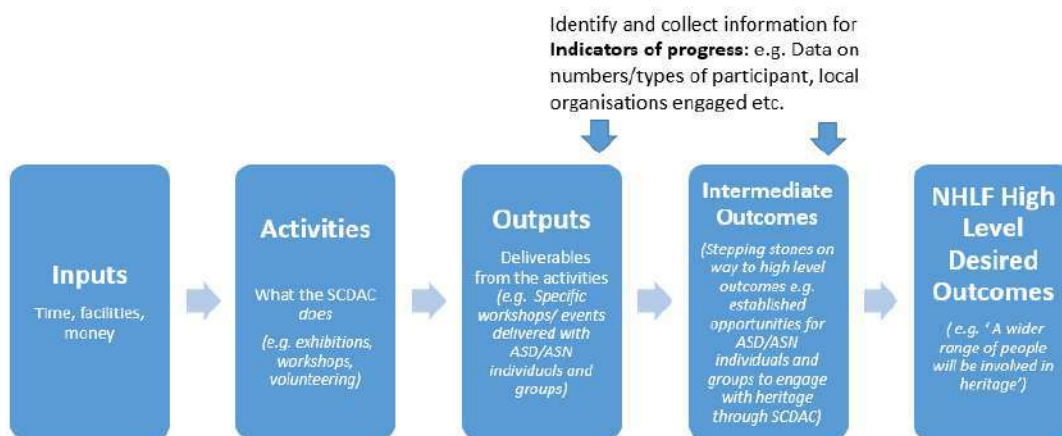
We will monitor and report on the outcomes of our work in order to keep our funders and other stakeholders involved, and to drive continuous improvement. Our board and staff (WCHCDT during development and SCDC Ltd during operation) are committed to monitoring progress towards our outcomes.

##### *Evaluation framework and plan*

We have commissioned Viewforth Consulting to develop and deliver an evaluation framework and plan to support project tracking, monitoring and evidencing the progress of the project towards its overall desired goals. The evaluation framework developed is based around the principles underlying of a 'Theory of Change' or 'logic model'.

The SCDC Theory of Change model provides a path showing the steps through which each element of the project contributes towards the final NHLF desired outcomes. It also provides a framework for the practical tracking of project progress and identifies the necessary data and information required for indicators of change and to capture measures of success.

#### The Evidence Trail: Essential 'shape' of SCDC Theory of Change Model



The Evaluation Plan includes an annual 'light touch' review of the project's development and progress towards delivery of the outputs and outcome. This includes adjusting or revising the working logic model as required, checking the relevant data procedures are in place for collection of indicators of progress, or flagging where additional steps may need to be taken. It also includes updating the economic impact projections if necessary. It will include a workshop supporting skills development for staff and volunteers in appropriate information and data collection and a final evaluation report.

##### *Economic impact*

Viewforth Consulting have analysed the projected economic impact of the development and operations of the SCDC. Their report identifies the measurable economic impact in terms of jobs, household income and contribution to regional Gross Value Added (GVA) during construction and operation.

Overall, the analyses showed that the reconstruction phase of SCDC would generate 131 jobs over the two-year period of development, with 96 of those jobs benefitting West Lothian residents.

Once the SCDC is fully operational it will generate about 26 jobs each year in West Lothian, 13 directly in the centre itself and a further 13 elsewhere in other West Lothian businesses.

Key figures are highlighted here.:

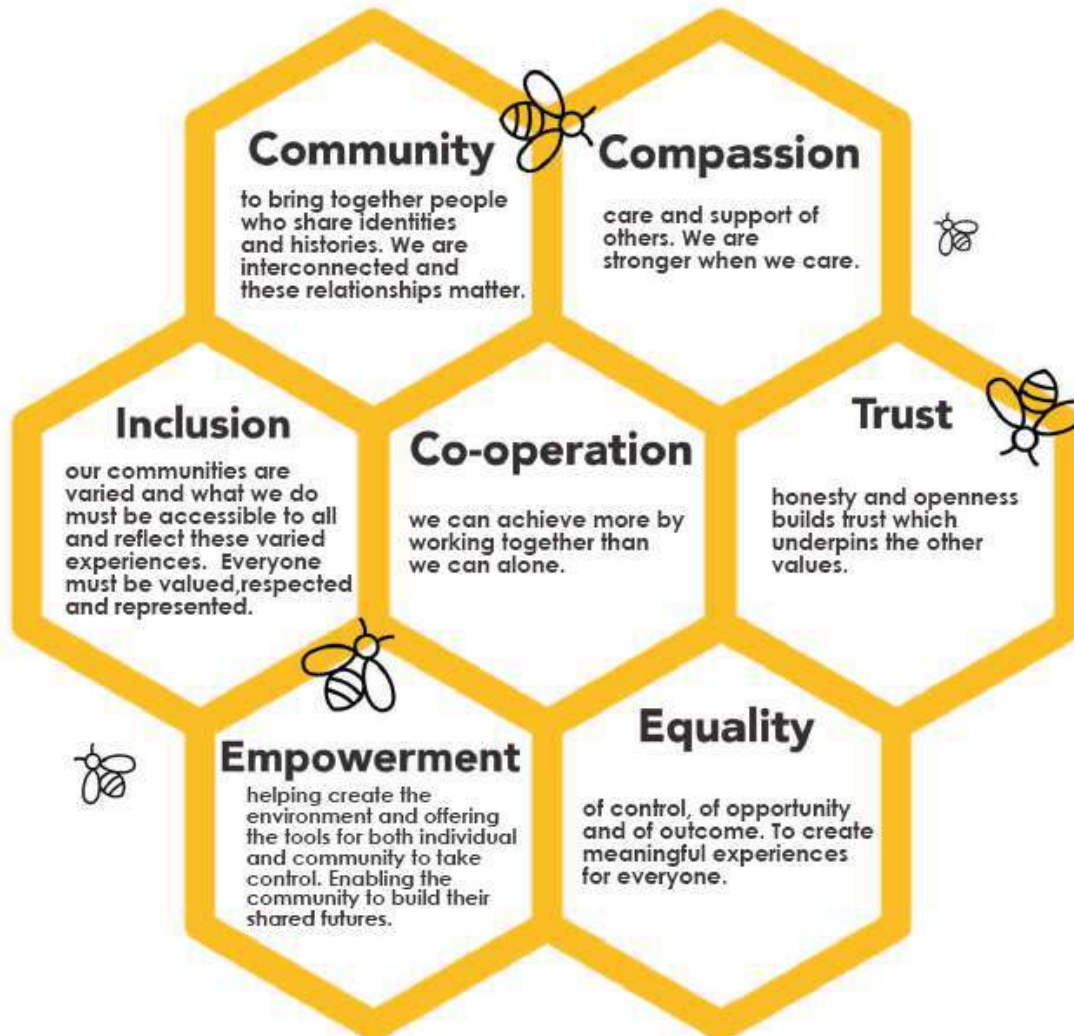
	Construction	Operation
Jobs within the SCDAC		13
Jobs generated within West Lothian (includes jobs within the SCDAC and those in other businesses, through its supply chain)	96	26
Jobs generated throughout Scotland	110	29
Jobs generated throughout the UK	131	32
Non-local visitor spend off-site		£434k/year
Contribution to West Lothian's GVA	£4.4 million	£1.08 million
Contribution to Scotland's GVA	£4.7 million	£1.26 million
Contribution to UK GDP	£5.45 million	£1.39 million

Source: Viewforth Consultancy modelling. Detail of the methodology used can be found in the report: The Scottish Co-Operative Discovery Centre: Projected Economic Impact.

## 5. Marketing strategy

### 5.1 Values

We will create marketing that reflects the projects co-operative values:



Specifically, our marketing will be:

- *Participatory, Co-operative and empowering*: Much like the co-operative movement itself, we welcome all those to participate and build our community, events and facility. We will seek to co-produce content with co-operatives to show that the co-operative movement is alive and well. We will share our visitors' stories to show that the history of the co-operative movement belongs to us all. We are actively gathering input on what our audiences want from the SCDC and seek to meet their needs.
- *Inclusive and equal*: We recognise that history is often told through a narrow lens, and we seek to broaden that lens to share the history of all members of the co-operative movement, whether excluded from the narrative based on gender, ethnic minority, additional needs, sexuality or other underrepresented characteristics. This carries through the values of equality, equity and solidarity from the co-operative movement itself.

- *Accessible for Autism/ASD, their carers, families and friends:* We will ensure our marketing personnel have experience and/or training in accessibility in communications. We will include Autism/ASD individuals as a specific audience group, targeted both with specific marketing activities as well as considered in production of general marketing. We are conducting both desk-based research and direct customer research specifically with Autism/ASD and will seek to meet their needs through our communications, events and facility.

## 5.2 Market research

### *Competitors and Comparison Analysis*

Competitor and comparators have been explored during planning for the SCDC, as outlined in Section 4.2. Desk-based research has also been undertaken to understand their aims and audiences, their communications and their reach. Visits have been undertaken to explore their facilities and identify best practices, discover preferences of the SCDC target audience groups, and learn lessons from weaknesses. Annual reports have been reviewed to gauge visitor numbers, visitor trends and finances. Additionally, the proposed SCDC ticket structure and pricing is informed by competitive analysis.

The competitors and comparators reviewed comprise of

- West Lothian attractions
- Co-operative and workers' rights attractions across the UK
- Family attractions in Edinburgh and Glasgow

These groupings were selected to give a broad view of local competition, specialist competition and nearby city centre competition.

Broadly, attractions within city centres do not have social media audiences proportional to their visitor numbers. Given their city centre location and reputation, visitors are more likely to visit during one-off trips. However, the West Lothian attractions had much larger social media followings relative to their visitor numbers. Their communications are geared towards engaging with their local community, informing them of reasons to visit – whether events, new exhibits, or old favourites. SCDC will seek to use social media as a means of engaging the local community, inviting participation and visits, and showcasing local success stories.

### *Heritage tourism*

Among the competitor and comparator organisations we have studied, visitor numbers are as follows:

- Rochdale Pioneers Museum was reported to have attracted 12,500 visitors in its first year (2013) – 3,500 more than its target of 9,000. Rochdale Pioneers Museum report 20% more local visitors than before the pandemic<sup>1</sup>

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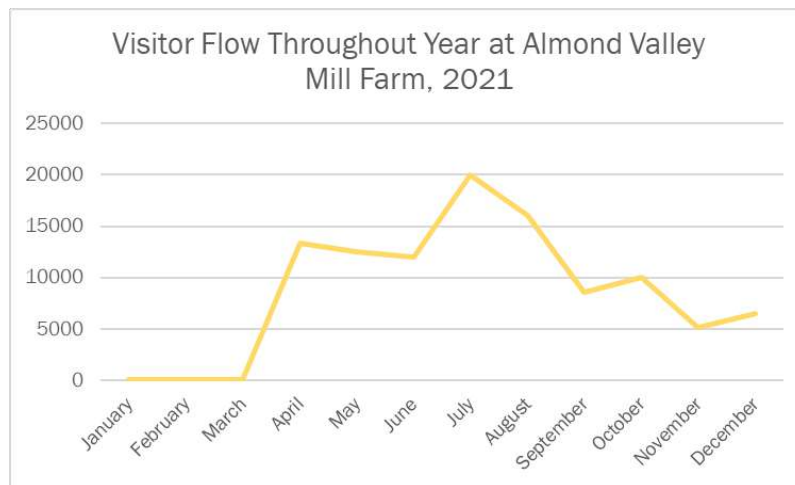
<sup>1</sup> <https://www.co-operativeheritage.coop/>

- People's History Museum attracts over 125,000 visitors a year<sup>2</sup>
- Summerlee attracts approximately 180,000 visitors a year<sup>3</sup>
- New Lanark attracts over 300,000 visitors a year<sup>4</sup>
- Eureka Discovery Centre celebrated its busiest year in 2019 with 313,538 visitors<sup>5</sup>

West Lothian attracted a total of 1.17m visitors (826,000 of whom were day visitors) and 2.16m visitor days in 2017 with paid attractions figuring heavily among the most popular in the region<sup>6</sup>. West Lothian's rich heritage is not reflected in the number of established visitor attractions, however. The region places 6<sup>th</sup> in Scotland in the RSA's Heritage Potential ranking, which highlights areas with a wealth of heritage assets and a low number of existing activities<sup>7</sup>.

Most existing heritage attractions are in the northern part of West Lothian and around Linlithgow. At the time of the 2018 feasibility study, survey respondents (mostly from around West Calder and Harburn) were most likely to access visitor attractions or days out in Livingston, or to travel to Edinburgh or Glasgow.

There is a seasonality to visitor numbers at other attractions, as shown in the chart below for Mill Farm, Almond Valley. Note that the facility, as with all others, was closed January through March 2021 for Covid-19 lockdowns.



There is a notable disparity among ethnic groups in heritage attractions. Across the UK in 2018/2019, 51.1% of White people had visited a museum or gallery, compared

<sup>2</sup> <https://phm.org.uk/phm-story/>

<sup>3</sup> <https://www.culturenlmuseums.co.uk/story/summerlee-museum-the-story-of-the-heritage/>

<sup>4</sup> <https://www.newlanark.org/about-new-lanark>

<sup>5</sup> <https://play.eureka.org.uk/blog/celebrating-our-busiest-year-since-1998>

<sup>6</sup> Visit Scotland. This is the last year for which data for West Lothian alone is available as visitor numbers are now aggregated for the Lothians region.

<sup>7</sup> [The RSA Heritage Index 2020, produced in partnership with the National Lottery Heritage Fund](#)

with 33.5% of Black people and 43.7% of Asian people<sup>8</sup>. During the same timeframe, people from the Black and Asian ethnic groups were less likely to have visited a heritage site (at 42.3% and 56.3%) than White people (at 75.4%)<sup>9</sup>.

### *Inclusive tourism*

Activity for Autism and ASN groups was identified during the pre-development phase as meeting a key and evident need in our community locally, countywide and nationally. Overall rates of autism/ASN are around 1.1% in the adult population. Among children and young people, around 1 in 100 currently have a diagnosis of autism, although some recent studies have suggested that actual prevalence is higher, at around 1 in 57 children<sup>10</sup>. In West Lothian, as of the most recent census 1,109 people were known have autism, including 2% of all children aged 0-15<sup>11</sup>. With population growth and better diagnosis, however, this figure is likely to have grown.

Within West Lothian, 18.5% of people have a life-limiting long-term health problem or disability, and 9.5% of West Lothian's population provides unpaid care. The proportion of the population in West Calder and Harburn specifically who receive disability benefits is higher than average: 10.7% of people under 65 in the community receive Personal Independence Payment due to a disability requiring significant support, compared to 8.4% in Scotland. 3.9% receive the Personal Independence Support specifically for mental health issues locally, compared to 3.1% nationally.

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<sup>8</sup> <https://www.ethnicity-facts-figures.service.gov.uk/culture-and-community/culture-and-heritage/adults-visiting-museums-and-galleries/latest>

<sup>9</sup> <https://www.ethnicity-facts-figures.service.gov.uk/culture-and-community/culture-and-heritage/adults-visiting-heritage-sites/latest>

<sup>10</sup> Newcastle University, Autism Rates Increase, March 2021

<sup>11</sup> Scottish Learning Disabilities Observatory



Against this background, partners in this strand of the project (Carers of West Lothian) and other stakeholders (Scottish Autism, The Yard, NHS and West Lothian Health & Social Care Partnership and Children & Families Unit, St Mary's ASD Unit, West Lothian College and local schools) have all identified a dearth of accessible destinations and activities for families with an Autistic or ASN member, social spaces for peer support, volunteering and job opportunities for these groups and non-stigmatised access to support.

Inclusive design will set the Co-operative Discovery Centre apart as a destination able to welcome visitors with a wide variety of needs, along with their families. In 2018-2019, over 1 in 5 people living in the UK had a disability. Overall, 8% of children in the UK are disabled, alongside 19% of working age adults and 46% of pension age adults<sup>12</sup>. Nationally, the market for accessible and inclusive tourism is growing, with trips in Scotland by UK-based travellers with disabilities valued at £414 million in 2018, accounting for about 15% of total tourism spend in Scotland<sup>13</sup>.

Research points to unmet needs: according to Visit Britain data, 306,000 UK adults with some form of disability did not take a domestic trip during 2018 due to accessibility issues, and the value of additional trips if all these individuals travelled

*"It has been very interesting to hear about The Trust's plans for The Scottish Cooperative Discovery and Activity Centre. You know that at The Yard we have much experience in providing specialist activity spaces targeted at the Autism and ASN community. While there will always be a place for the centres we develop and run, we are very interested and excited by the idea of creating spaces that are integrated with mainstream offerings. We see the value in terms of targeted groups having access to great facilities and opportunities, a heritage attraction that can benefit from the unique input of these groups in co-creating content and activities and in dissolving barriers and therefore stigma. We also understand the need for and importance of social spaces that allow the families and communities of these groups to meet and share experiences and build the network of support that they so often miss out on.*

*We are keen to support The Trust during the development stage with guidance and advice on design, engagement and on funding strategy. The Yard do not have plans to develop a facility in West Lothian and so are keen to explore the potential of using this new facility to deliver services in the area alongside The Trust and their partners and look at possibilities of longer-term partnership if the opportunities arise."*

From the Chief Executive of The Yard

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<sup>12</sup> Department for Work and Pensions - National Statistics – Family Resources Survey: financial year 2019 to 2020

<sup>13</sup> VisitScotland Presentation "Value of the Accessibility Market to Scotland, 2018", shared by staff

would be £83 million across the UK<sup>14</sup>. While a lack of time is the main barrier to museum visits for adults without impairment, people with impairment significantly mentioned issues related to their disability, high cost and difficulty with transport<sup>15</sup>. Across Scotland and locally, an ageing population and the introduction of Self-Directed Support, which can be used for activities and days out, will drive increased demand for businesses that can cater to travellers with accessibility needs.

### *Events and Catering*

West Lothian's dining options are clustered in Livingston, Bathgate and Linlithgow with few options beyond that. Venues in Livingston and Bathgate tend to be franchises such as Nandos, McDonald's and Pizza Express. There are only four other restaurants open for sit-in evening meals in West Calder, Harburn and Polbeth,

Consultation for this project in 2017 and 2018 has shown a demand for family-friendly space to come together, socialise and to make West Calder more of a destination for visitors from outwith the community. 82% of respondents to the 2017 survey said that they would make use of a quality family-friendly restaurant and bistro at the former bakery.

While there are three churches in West Calder and another in Polbeth, there is nowhere locally to host a large reception. The feasibility study identified a high demand for wedding venues in West Lothian more widely: at the time, a prominent wedding planner in the area advised that most upmarket venues in West Lothian were booked at least 2 years in advance.

Among comparable heritage wedding venues in the area, Linlithgow Burgh Halls charges £1,800 for a standard weekend wedding package in low-season and £2,800 in high-season in 2021-2022. It charges up to £4,000 for a deluxe wedding package, excluding catering. Houston House offers wedding packages from £3,900 for 60 guests to £5,200 for 80 guests, including a light meal. For other events, room hire at comparable venues in West Lothian ranges from £200 to £400+ per day.

Outside of weddings, there is scope to cater to business events and other functions. Although there are various other venues across West Lothian, these tend to be limited to small community spaces.

### *Impact of Covid-19 and Cost of Living Crisis*

In 2018, over 5.2 million people visited staffed Scottish heritage attractions, a 5% increase from the previous year. This reflected an increase in both Scottish and international visitors to heritage attractions, and generated £620 million local tourism expenditure<sup>16</sup>. However, 70% of Scottish heritage sites reported a loss of revenue caused by the Covid-19 pandemic in early 2020<sup>17</sup>. By December 2020, over half of

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<sup>14</sup> Visit Britain Report "Accessibility - Non Participation"

<sup>15</sup> Office for Disability Issues – Life Opportunities Survey – 2009/2011

<sup>16</sup> Historic Environment Scotland "Another record-breaking year for Scottish heritage sites"

<sup>17</sup> Historic Environment Scotland "HES unveils latest COVID impact results"

tourism businesses in Scotland were expecting to have to reduce staff in 2021, mostly because of covid<sup>18</sup>.

Catering and hospitality have likewise been severely impacted and, as of summer 2021, revenues across the sector remained lower than 2019<sup>19</sup>. However, the shift to more frequent remote working for many office-based workers is likely to benefit businesses based in residential areas<sup>20</sup>. This is relevant as one challenge identified at the feasibility stage is that West Lothian attracts commuters with busy working lives, who may be less likely to go out locally at weekends or evenings.

Most people in the UK now feel more comfortable going out and getting involved in activities. Levels of comfort doing individual activities in the UK have increased from May 2020 to the latest data collection in late August 2021<sup>21</sup>. 34% of people in the UK reported feeling comfortable visiting indoor attractions (such as museums) in March 2021, which increased to 55% in late August 2021.

The main reasons cited by Scottish residents for not being comfortable taking trips is the fear of catching covid (44%), personal finances (31%) and restrictions on travel from government (31%)<sup>22</sup>. Those intending to travel in 2021 intended to avoid cities and large towns (28%) and stay closer from home (22%), while 23% mention it has not impacted their destination choices<sup>23</sup>.

The Centre aims to support those groups who will perhaps find gaining the confidence to start re-visiting attractions harder, both because the pandemic has affected them more and because they experienced more barriers to “mainstream” attractions in the first instance. A survey by Euan's Guide in 2020 suggests that people with a disability, their family and carers may be more concerned about travelling during the Covid-19 pandemic than the rest of the UK population. 82% report feeling concerned about people not respecting social distancing, 72% about venue toilets and public toilets being shut and 59% about having to queue or wait, especially in bad weather<sup>24</sup>. Specific measures to reduce infection risk and reassure potential visitors will need to be assessed at the time of opening, and clearly communicated.

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<sup>18</sup> Visit Scotland – Covid Impact Tourism Survey – Wave 3 – January 2021

<sup>19</sup> ONS: Coronavirus and its impact on UK hospitality: January 2020 to June 2021

<sup>20</sup> Economics Observatory: How has coronavirus affected pubs, cafes and restaurants?

<sup>21</sup> Visit Scotland – Covid-19 UK Consumer Tracking Report – Scotland level summary – Wave 33 – 36 - 26<sup>th</sup> July to 29<sup>th</sup> August 2021

<sup>22</sup> As above

<sup>23</sup> As above

<sup>24</sup> Euan's Guide – Covid Concerns and Precautions Survey – July 2020

### **5.3 Marketing the share offer**

The first major marketing campaign for the Scottish Co-operative Discovery Centre will be for the share offer. Success at this stage will secure investment and raise the profile of the project. This will take place in two phases:

#### *The local share offer*

Initial share offer launched in summer of 2023 and targeting West Calder and Harburn residents exclusively. For this phase, web content including FAQs, site history and a project summary have been produced.

Key messages have been:

- Ensuring local control
- Local contributions will show support and help us make a strong case for grant funding
- The more local shareholders we have, the more investment we can raise from our wider share offer

Marketing activities for this phase of the offer included:

- Community Meeting and launch in July 2023, with project plans on display (approximately 60 participants).
- Promotion via the WCHCDT Facebook pages (5K + followers)
- Newsletter through every local door
- Leaflet prospectus through every door

To date, over 120 people from West Calder and Harburn have applied to buy community shares via the local offer.

#### *The wider share offer*

A wider share offer will launch in Autumn 2023. A full Share Prospectus will be published for this alongside this business plan, explaining why investment is needed and how it will be used along with details of how to invest.

The Community Shares Scotland (CSS) team have supported SCDC Ltd with a microgrant for marketing costs which will cover expenses for our launch event, share offer prospectus design and print, social media marketing and more. Once the share offer campaign has launched CSS will promote the share offer on their social media accounts, website and e-newsletter. They will also share to their network of 350+ Development Trusts network across Scotland and to the wider third sector network of community development support bodies and partners.

The CSS team can also support with drafting press releases for the media in addition to attending public meetings and launch events that will help to promote the share offer and engage the community. They also have a wide range of examples and tools from previous successful community share offer launches and campaigns to refer to.

Other avenues and activities include:

- A share launch event attended by key stakeholders – local and from the co-operative movement, press and funders
- An online campaign
- Articles in traditional newspapers
- A email marketing campaign
- Blogs (our own and through Co-operative Development Scotland and DTAS)

## **5.4 Audiences**

Building on market and community research, WCHCDT has identified the following audiences as target visitors for the Scottish Co-operative Discovery Centre during construction and after launch:

- Older people
- Young people
- Families
- ASN/ASD
- Schools
- Local community
- Heritage visitors
- Specialist groups
- Member Shareholders (many of whom will be members of other audience groups identified)

Therefore, targeted marketing communications must be created for each group, as well as ensuring their consideration within overall marketing activities.



<b>Audience</b>	<b>Demographics</b>	<b>Messaging</b>
Older people	<ul style="list-style-type: none"> <li>• Aged 65+</li> <li>• Retired</li> </ul>	<ul style="list-style-type: none"> <li>• Immerse yourself in memories</li> <li>• Share stories with family and friends</li> <li>• Feel part of your community</li> <li>• Share your history of the Co-operative movement</li> <li>• Photographs of older people enjoying benches &amp; quiet spaces</li> </ul>
Young people	Aged 8 – 21	<p>All</p> <ul style="list-style-type: none"> <li>• Create something amazing (co-produce content)</li> <li>• Feel part of your community</li> <li>• Take home your own creations from workshops</li> <li>• Learn about role models who tackled the status quo and created something inspiring</li> </ul> <p>8 - 13</p> <ul style="list-style-type: none"> <li>• Changing displays, old favourites and fun for the whole family</li> </ul> <p>14 - 21</p> <ul style="list-style-type: none"> <li>• Access independently with these public transport links</li> <li>• Learn about workers' rights and alternative economic models</li> </ul>
Families	Intergenerational groups from infants to older people	<ul style="list-style-type: none"> <li>• Share stories between the generations</li> <li>• Changing displays, old favourites and fun for the whole family</li> <li>• A whole day activity with café, giving value for money</li> </ul>
ASN/ASD	<ul style="list-style-type: none"> <li>• Children</li> <li>• Adults</li> <li>• Families</li> <li>• Carers</li> </ul>	<ul style="list-style-type: none"> <li>• Visit your old favourites (displays/activities)</li> <li>• An attraction created with you, for you</li> <li>• Welcoming staff trained to support you</li> <li>• Pre-visit information such as virtual tour</li> <li>• Showcase range of spaces available – exciting, quiet, messy, etc</li> </ul>

Schools	<ul style="list-style-type: none"> <li>• Teachers</li> <li>• Administrators</li> </ul>	<ul style="list-style-type: none"> <li>• Access tailored learning experiences, with specialised resources provided for before, during and after visit to support curriculum learning outcomes</li> <li>• Child-led learning experiences</li> <li>• Learn about the role of children and young people within the Co-operative movement, and during relevant periods of history</li> <li>• Co-production of content</li> <li>• Skills and training opportunities</li> </ul>
Local community	<ul style="list-style-type: none"> <li>• Local schools</li> <li>• Adults</li> <li>• Young people</li> </ul>	<ul style="list-style-type: none"> <li>• Community space</li> <li>• Employment opportunities</li> <li>• Information and reassurance surrounding construction and traffic disruption</li> </ul>
Heritage visitors	<ul style="list-style-type: none"> <li>• Adults</li> <li>• Older people</li> <li>• Tourists – national and international</li> </ul>	<ul style="list-style-type: none"> <li>• Everything you need for an entertaining and educational day out</li> <li>• Profile raising</li> <li>• Access with these public transport links</li> <li>• Partnered with other tourism providers such as attractions, accommodation, food and retail for multi-day itineraries</li> </ul>
Specialist groups	<ul style="list-style-type: none"> <li>• Individuals involved with the Co-operative movement</li> <li>• Primarily adults, older people and perhaps teens</li> </ul>	<ul style="list-style-type: none"> <li>• Profile raising</li> <li>• First space to learn about the Scottish Co-operative movement</li> <li>• Space for Co-operative activities &amp; collaborations</li> <li>• Networking – feel a part of the Co-operative community</li> </ul>
Shareholders	<ul style="list-style-type: none"> <li>• Local residents who bought shares through targeted residents' share offer.</li> <li>• Shareholders through wider share offer, including people with interests in heritage and co-ops.</li> </ul>	<ul style="list-style-type: none"> <li>• What to expect as a community shareholder</li> <li>• Get involved to build the centre you want to see – many ways to volunteer, from building tours to co-op history talks</li> <li>• AGM and EGMs</li> <li>• Key financial updates</li> </ul>

The following table considers messaging for additional stakeholder groups. These are not key audiences who we aim to convert to visitors of the attraction, rather they are

stakeholders who support the development, delivery and/or operation of the attraction.

<b>Audience</b>	<b>Demographics</b>	<b>Messaging</b>
Funders	<ul style="list-style-type: none"> <li>• Individuals working within funder organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Experienced, dedicated team</li> <li>• Expertise garnered through engagement with comparator attractions</li> <li>• Direct engagement with audiences</li> <li>• Strong, scrutinised business plan</li> </ul>
Partners	<ul style="list-style-type: none"> <li>• Individuals working within catering, building</li> </ul>	<ul style="list-style-type: none"> <li>• Thank you for your contributions</li> <li>• You have contributed to these successes...</li> <li>• Let's continue our journey of collaboration</li> <li>• Come enjoy the fruits of your labour, bring your friends and family to show them what you've helped build</li> </ul>
Press	<ul style="list-style-type: none"> <li>• Journalists focused on               <ul style="list-style-type: none"> <li>- Local area</li> <li>- Coops</li> <li>- Tourism</li> <li>- Heritage</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• We can provide regular, ongoing content for you on               <ul style="list-style-type: none"> <li>- Local employment, work experience, success story, community building, family fun, activities for Autism/ASN, younger people, older people</li> <li>- Centre for movement, a space to come together, success story of growing the movement</li> <li>- Scottish tourism opportunities</li> </ul> </li> </ul>
Neighbours	<ul style="list-style-type: none"> <li>• Residents within sight/sound of attraction site</li> </ul>	<ul style="list-style-type: none"> <li>• Thank you for your patience</li> <li>• The progress of our building works is...</li> <li>• Let's work together to plan for acceptable event use</li> <li>• Upcoming changes that may impact you are...</li> <li>• Come enjoy the new attraction in your neighbourhood, bring your friends and family</li> </ul>
Meeting & event space bookers	<ul style="list-style-type: none"> <li>• Local and national organisations</li> <li>• Events planners</li> </ul>	<ul style="list-style-type: none"> <li>• Ethical venue with inspiring heritage</li> <li>• Bright, flexible space</li> <li>• Convenient travel links throughout Central Belt.</li> </ul>
Research participants	<ul style="list-style-type: none"> <li>• Individuals who have contributed</li> </ul>	<ul style="list-style-type: none"> <li>• Thank you for your contributions</li> <li>• You have contributed to these successes...</li> </ul>

	their ideas to research	<ul style="list-style-type: none"> <li>• Let's continue our journey of collaboration</li> <li>• Come enjoy the fruits of your labour, bring your friends and family to show them what you've helped build</li> </ul>
Competitor/comparator attractions	<ul style="list-style-type: none"> <li>• Individuals from attractions who have contributed their time, energy &amp; experience to SCDC</li> </ul>	<ul style="list-style-type: none"> <li>• Thank you for your contributions</li> <li>• You have contributed to these successes...</li> <li>• Let's continue our journey of collaboration</li> <li>• Learn from us as we've learned from you – bring your co-workers to visit our attraction</li> </ul>

### 5.5 Communication channels

The following table shows how we will communicate with all audiences. Clearly all channels are available to all audience groups, however some will be specifically targeted to specific audiences most likely to engage with them. Content will be created considering this.

Comms Channel	Families	Older People	Young People	ASN/ ASD	Schools	Local community	Heritage visitors	Specialist groups
Direct								
Meetings				Groups	X			X
Letter				Groups	X			X
Email				Groups	X			X
Phone call				Groups	X			X
PR								
Local newspapers	X	X				X		
Local radio	X	X				X		
Local TV	X	X				X		
Autism/ASN press				X				
Co-op press								X
Community								
Community newsletters	X	X				X		
Noticeboards	X	X		X		X		
School	X		X					
Networks	X	X	X	X	X	X	X	X
Advertising Campaigns								
Train adverts	X	X	X			X		X
Bus shelter adverts	X	X	X			X		X
Billboards	X	X	X			X		X
Digital								
Website	X	X	X	X	X	X	X	X
Tourism websites	X	X					X	
Newsletter	X			X		X		
Facebook	X	X		X		X	X	X
Instagram	X		X	X		X	X	X
Twitter								X

Additional stakeholders will be communicated with directly, via meetings, letter, email and phone call. They should also be considered throughout other marketing communications. For example, local press pieces can be used to acknowledge the

valuable inputs of research participants. Social media posts can be used to thank local partners, thereby engaging with their audiences and improving visibility. School visits can be highlighted through co-produced blogs.

### *Community*

SCDC as a community-based attraction will benefit from community-based modes of communication. These will include posters and fliers in libraries, town halls and community centres; posters on notice boards; articles or even running features in community newsletters.

Word of mouth was identified as the primary source of attraction recommendations<sup>25</sup>. Word of mouth can be encouraged by creating and nourishing relationships that tap into various relevant groups, and keeping them informed, with the aim of this information disseminating through the groups. With a frequency of no more than monthly, information shared will be relevant to the network being tapped into – for example, local parents could be informed of events scheduled for the school holidays, or Co-operative members could be informed of new exhibitions.

This networking could be formalised into a volunteer group of key supporters who agree to undertake this work of dissemination, or it could be informal. Sending these individuals marketing messages for them to simply forward onto their networks could make this a quick, simple task for them and therefore more sustainable.

### *Direct*

Direct engagement via meetings, letters, emails and phone calls are often underestimated as channels for marketing communications. Authentic direct engagement will support SCDC's aim to emulate the participatory, collaborative approach of the Co-operative movement. These will be most relevant with groups such as current and potential partners, groups representing the needs of Autism/ASD individuals, schools and specialist groups such as Co-operatives, heritage enthusiasts and tourism organisations.

Whilst more time-consuming than indirect communication channels, direct engagement to invite participation from key stakeholders will give a personal touch and be more effective with these important groups.

### *Search engine results*

Search engine results were identified as the secondary source of attraction recommendations. This will be addressed with a strong search engine optimisation strategy, comprising a regularly updated website, links to the site, and back-end SEO by the website developer or consultant.

A review of the first page of search engine results for competitors was fairly consistent, including the following websites:

- Wikipedia
- Visit Scotland

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<sup>25</sup> Survey



- TripAdvisor
- Visit West Lothian
- Day Out With The Kids
- BuyAGift

Therefore, SCDC's promotion on these websites will be important to raising awareness of the new attraction. We will create compelling content and imagery for these websites, and keep it up to date with semi-annual reviews.

Two additional results include the Edinburgh Travel Guide and Edinburgh Tourist. Further exploration of these websites should be undertaken to see how wide their geographical range stretches.

#### *Online advertising*

Adverts online were identified as the tertiary source of attraction recommendations. This will be addressed with rolling campaigns of Google Ads. This is fairly specialist knowledge therefore marketing personnel will have experience or training on this.

#### *PR*

Newspapers and magazines were identified as the fourth source of attraction recommendations. Local, national and sector press will be targeted. Dependent upon the press item in mind, outreach will focus on the following potential sector press areas – Co-operative movement, local business, heritage and tourism, Autism/ASD and accessibility, education, and more.

Press will be key in building anticipation, partnerships and community inclusion during the development and construction phases. Press releases will be planned quarterly during this time. This will have the added benefit of building relationships with key journalists ahead of the launch. The SCDC launch plan will heavily feature press, with long-form pieces targeted in key publications.

#### *Advertising campaigns*

Traditional advertising focused on bus shelters, trains, and billboards will be utilised in the run-up to launch to draw early visitors to the attraction. A fuller campaign will be used around launch, with lower key regular campaigns utilised on a running basis post-launch. Advertisement agencies will be able to guide us in where adverts can be best placed to target our chosen demographics, and success metrics from earlier campaigns can be used to iteratively improve subsequent campaigns.

#### *Digital marketing*

The website is envisioned not just to share information in one direction, but as a two-way conduit. Engaging with consultation groups raised the desire for several other functionalities. A schools' portal will provide access to pre-, during and post-visit learning resources, templates and information. A mechanism for the general public to upload their resources will be investigated. Pre-visit resources will be held on the

website for those with autism or ASN, such as tour videos and maps of the facility. And of course, ticket booking will be possible through the website.

Social media presence will be created and built for SCDC on both Facebook and Instagram during both the Development and Delivery phases to begin building audiences prior to launch. Competitor benchmarking gives the following targets for social media audience sizes, presented alongside annual visitor numbers for additional context.

	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Visitors</b>	20,000	22,000	25,000	29,000
<b>Facebook</b>	2,492	3,307	3,785	4,404
<b>Instagram</b>	205	273	312	363

WCHCDT has over 5000 followers for their Facebook pages and has been developing the SCDC specific pages already. SCDC Ltd will tap into this and take over responsibility for marketing albeit with ongoing support from WCHCDT.

Twitter is currently used by many competitors, however audience sizes and engagement are modest for West Lothian attractions. This channel is favoured by visitors to nationally known city centre attractions. Therefore, this channel may be deemed an inefficient use of marketing resource. Exploration will be undertaken to see if it may be useful in engaging with the co-operative community and local business community.

### *Branding*

SCDC will contract a design agency to create a brand for the attraction, including a compelling name and visuals. This branding will give a visual identity to the organisation, pulling together the facility and all marketing communications to help identify it to audiences.

Branding will be key in garnering understanding of the attraction. When the general public hear “co-op”, they tend to think of the shop. Rather, the brand should present a set of values and a sense of community.

### *Co-production*

Co-production of content with co-operatives will be key in living the SCDC's values. There are many examples of successful co-production<sup>26 27</sup>, as well as many different methodologies<sup>28</sup>. Paisley Museum has co-produced content with local community group Kairos to improve the gender diversity of exhibitions within the museum<sup>29</sup>. Content was made available in various forms (booklet, audio, social media posts) to support accessibility.

Several small co-production projects have been defined, including inviting co-operatives and community groups to contribute to an exhibit by making workers' movement-style banners.

Given the SCDC's focus on inclusion, and the low museum visitation rates of Black and Asian people compared to White people in the UK, content co-production with global majority co-operatives and community groups will be sought.

### *Launch events*

We will develop an exciting programme to launch the new Discovery Centre to attract attention and encourage visits from all our target audiences. The launch events will include special preview openings for target groups such as Autism/ASN families, teachers, and partners.

A grand launch event will also be run for the local community and close stakeholders such as partners, co-operatives, funders and press. Intended aims of this event are to preview the space to key stakeholders to encourage future visits from themselves and their network; thank contributors to the attraction to encourage continued support; take professional photographs of a lively event within different spaces across the attraction for use in marketing.

## **5.6 Marketing budgets pre and post launch**

The budget grows steadily over time, with significant resource allocated for launch, to reflect the growth of the project from development through delivery through operation. Note that where monthly costs are shown, these begin from the date entered and are assumed to continue from that point onwards. All costs within this budget are estimates, and are subject to change based on partners selected, increases in cost of living/services, and more.

Costs for marketing personnel are included under our budgets for staffing.

Co-operatives will be invited to tender for all marketing work, including branding, website development and maintenance, printing and advertising.

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<sup>26</sup> <https://journal.sciencemuseum.ac.uk/article/the-co-in-co-production/#introduction>

<sup>27</sup> <https://www.museumsassociation.org/category/co-production/>

<sup>28</sup> <https://happymuseumproject.org/co-production-for-social-change/>

<sup>29</sup> <https://reimagined.paisleymuseum.org/news-stories/reimagining-co-production-with-local-community-groups/>

Date	Item/Activity	One-off Cost	Monthly Cost	Total
<b>Delivery Phase (pre launch) – Spring 2024 to Spring 2026</b>				
2025	Budget for hosting , i.e. catering	£200		
	- six Scottish Co-operatives			
	- six attractions			
Q2 2025	Branding (+VAT)	£4,800	-	
Q3 2025	Attraction photography (in-kind)		-	
Q3 2025	Website design & build (+VAT)	£7,500		
Q3 2025	Booking system within website			
Q4 2025	Social media management tool	-	£25	
Q4 2025	Print costs for leaflets, posters, booklets	-	£35	
Q1 2026	Website launch	-	-	
Q1 2026	Website hosting		£-	
Q1 2026	Search engine optimisation consultancy		£200	
Q1 2026	Creation of radio advert			
Q1 2026	Design of print adverts for	£470	-	
	- bus shelter			
	- trains			
	- billboards			
Total for Delivery Y1 (2024/25)		0	£-	£-
Total for Delivery Y2 (2025/26)		£12,770	£3,120	£15,890
<b>Delivery Phase (post launch) – Spring 2026 onwards</b>				
Q2 2026	Photography on a quarterly basis			
Q2 2026	Week-long local radio campaign on three stations	£1,500	-	
Q2 2026	Two week-long bus shelter ad campaign on 12 bus stops	£3,600	-	
Q2 2026	Two week-long billboard ad campaign on 6 billboards	£2,100	-	
Q2 2026	Google Ads	-	£200	

Q2 2026	Quarterly week-long local radio campaign on three stations	-	£125	
Q2 2026	Quarterly two week-long bus shelter ad campaign on 12 bus stops	-	£300	
Q2 2026	Quarterly two week-long billboard ad campaign on 6 billboards	-	£175	
Q3-4	Additional spend depending on performance metrics	£7,200		
<b>Total for delivery Y3 (2026-27)</b>		<b>£14,400</b>	<b>£8,100</b>	<b>£22,500</b>
<b>Total for delivery Y4 (2027-28)</b>			<b>£8,100</b>	<b>£8,100</b>
<b>Total for delivery Y5 (2028-29)</b>			<b>£8,100</b>	<b>£8,100</b>
<b>End of Budgeted Period – Winter 2029</b>				
<b>Overall total</b>				<b>£54,590</b>

## 5.7 Marketing metrics

This section is focused specifically on marketing metrics to assess the reach of marketing activities.

A matrix of metrics will be designed to cover the customer journey in a general sense, covering all audiences, as well as more specific customer journeys for specific audience groups.



For example, the customer journey of heritage tourists could be monitored via

- Hear about us: number of visitors to the attraction's Visit Scotland webpage

- Seek information: number of visitors to click through from Visit Scotland to the attraction website
- Plan a visit: number of visitors to click through from attraction website to Plan a Visit webpage
- Visit us: number of heritage visitors to buy tickets via website

Note that the Visit us metrics will require additional thought if tickets are also to be sold on the door.

These can be collated alongside more general business statistics to give an overall picture of how marketing successes are feeding into the wider business successes.

Feedback forms, interviews and focus groups will also be utilised to garner feedback on the attraction and its marketing tactics.



## 6. Financial Sustainability

Overall, our projections show that the Discovery Centre will be able to generate a surplus by year 5 of the Operating Phase. The table below gives an overview of our financial projections:

Under the rules of the Community Benefit Society, community shares interest and withdrawals may be paid out at the discretion of the Management Committee from year 5 after the share offer, if the financial position allows. In the long term, we aspire to pay interest and allow share withdrawals if viable to do so, but under FCA guidance, until our retained earnings are positive, we cannot allow withdrawals until and unless we attract more capital (from new and existing investors) which can provide the funds to allow existing investors to exit.

Given our expected rate of profit, we do not imagine our retained earnings being positive for at least a decade. Whilst we have discussed running an open share offer in the future using the growing interest in and support for the Discovery centre as a wellspring to invite new investment, this future share issue will ultimately be a matter for future iterations of the society's board of directors and members to undertake.

	2023/ 24	2024/25	2025/ 26	2026/ 27	2027/ 28	2028/ 29	2029/ 30
Year	Pre-launch	Pre-launch	1	2	3	4	5
<b>Income</b>							
Share Issue	£ 250,000	£ -	£ -	£ -	£ -	£ -	£ 5,000
Grants	£ -	£ -	£ 163,766	£ 145,656	£ 122,240	£ 94,845	£ 108,087
Trading operating profit	£ -	-£ 7,212	£ 323,144	£ 399,454	£ 448,415	£ 548,065	£ 595,976
<b>Total income</b>	<b>£ 250,000</b>	<b>-£ 7,212</b>	<b>£ 486,910</b>	<b>£ 545,110</b>	<b>£ 570,655</b>	<b>£ 642,910</b>	<b>£ 709,063</b>
<b>Total expenditure</b>	<b>£ -</b>	<b>£ -</b>	<b>£ 512,061</b>	<b>£ 563,653</b>	<b>£ 596,791</b>	<b>£ 653,986</b>	<b>£ 692,875</b>
<b>Capital expenditure</b>		<b>£ 100,000</b>					
<b>Net cash surplus (deficit)</b>	£ 250,000	-£ 107,212	-£ 25,151	-£ 18,544	-£ 26,135	-£ 11,076	£ 16,188
<b>Opening bank balance</b>	0	£ 250,000	£ 142,788	£ 117,637	£ 99,093	£ 72,958	£ 61,882
<b>Closing bank balance</b>	£ 250,000	£ 142,788	£ 117,637	£ 99,093	£ 72,958	£ 61,882	£ 78,069

As noted in section 7.1 below, we do not know precisely how much of the capital raised in the share issue will be used for the completion of the fit-out and how much

will be available to provide working capital to underwrite anticipated trading losses. We have assumed £100,000 will be used on fixtures and fittings which will depreciate at 10% per year, and the remainder will be used for working capital.

In the event that the building is provided to us in a greater state of trading readiness, we will have more cash to support trading losses; if more cash is needed to develop the property, the society will have a shorter time period over which trading losses can be sustained, and vice-versa.

## 6.1 Income streams

Income streams for the Scottish Co-operative Discovery Centre will be:

### *Discovery Centre Entrance Fees and annual passes*

The core project strand, running the permanent collection, rotating exhibits and special events at the Discovery Centre, will generate the largest proportion of income. We have based our projected visitor footfall and pricing estimates on the Competitor and Comparator analysis described in the previous section. These are shown below for single-entry pricing:

#### **Single-entry pricing**

Full price single entry	£11.95	35%	of single-entry visitors
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Concession single entry	£8.00	65%	of single-entry visitors
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Children

Unwaged

Pensioners

Community member discount

Annual passes for the Discovery Centre are based on our consultation and are intended to make the Centre more inclusive, particularly for people with ASN, autism, their families, carers and friends, who are more likely to visit multiple times a year. These have been priced to be very cost-effective for multiple visits and will be marketed in a more targeted way than family passes, via referral or request.

## Annual passes

### Family pass

Who is it for?	Unlimited entry for up to 2 adults and up to 3 children over 12 months
How is it promoted?	Via website and onsite. Cost-effective for 2 adults + 2 children visiting 3+ times per year
Price	<b>£95</b> year

### Individual pass

Who is it for?	Unlimited entry for an individual with additional support needs and any one carer entering with them over 12 months.
How is it promoted?	Via partner orgs, by referral or request
Price	<b>£40</b> Cost-effective for 2 adults visiting 3+ times per year

### Organisational pass

Who is it for?	Available to organisations supporting individuals with additional support needs and/or carers. Unlimited entry for their users over 12 months.
How is it promoted?	Via partner orgs, by referral or request
Price	<b>£300</b>

Projected income from visitor admissions is as follows:

Operating phase year	Y1	Y2	Y3	Y4	Y5
Number of family passes sold	60	120	180	220	280
Number of individual passes sold	25	30	40	45	50
Number of organisational passes sold	2	4	6	7	8
Visits by pass holders	2,424	3,888	5,592	6,624	8,016
Visits by single entry	17,576	18,112	19,408	22,376	23,984
Total footfall	20,000	22,000	25,000	29,000	32,000
% of total footfall by pass holders	12%	18%	22%	23%	25%
Income from all annual passes	£7,300	£13,800	£20,500	£24,800	£31,000
Income from single-entry	£164,907	£169,936	£182,096	£214,142	£229,530
Total income from admissions	£172,207	£183,736	£202,596	£238,942	£260,530

We have carried out the following sensitivity analysis on visitor ticket sales. This is based on variation in total footfall and number of family passes sold (other passes will be sold in smaller numbers, so do not have such a noticeable effect on overall financial performance). Figures below do not take into account any measures to reduce operating costs if visitor numbers are below target.

Sensitivity analysis (visitor ticket sales)		Y1	Y2	Y3	Y4	Y5	Notes
1) 10% lower ticket sales	Total footfall	18,000	19,800	22,500	26,100	28,800	If total footfall and family pass sales decrease by 10%, the centre can only just break even by Y5 (with ongoing grant funding for specific activities in all cases). Major cash flow issues. Cost reductions (e.g., staffing) needed.
	Family pass sales	54	108	162	198	252	
	Surplus/Deficit	-£44,989	-£15,532	-£27,196	-£21,824	£117	
	Cumulative cash flow	£5,011	-£10,521	-£44,917	-£73,940	-£81,024	
2) 5% lower ticket sales	Total footfall	19,000	20,900	23,750	27,550	30,400	If total footfall and family pass sales decrease by 5%, the centre can operate sustainably by Y5. However, there are cash flow issues until then. More funding needed to weather initial cash flow difficulties, and more dependency on events & non-visitor catering income.
	Family pass sales	57	114	171	209	266	
	Surplus/Deficit	-£35,176	-£4,750	-£14,975	-£7,789	£16,015	
	Cumulative cash flow	£14,824	£10,074	-£12,101	-£27,090	-£18,274	
3) 2.5% lower ticket sales	Total footfall	19,500	21,450	24,375	28,275	31,200	If total footfall and family pass sales decrease by 2.5%, there is an impact on surplus and a lack of cash flow in Y4, after NLHF funding ends. The centre operates sustainably by Y5. More funding needed to weather initial cash flow difficulties, and more dependency on events & non-visitor catering income.
	Family pass sales	59	117	176	215	273	
	Surplus/Deficit	-£30,270	£641	-£8,864	-£771	£23,965	
	Cumulative cash flow	£19,730	£20,371	£4,307	-£3,665	£13,100	
Base case	Total footfall	20,000	22,000	25,000	29,000	32,000	Our base case based on market research. Centre operates at a surplus by Y4, taking into account some ongoing grant funding for specific elements (e.g. families & inclusion)
	Family pass sales	60	120	180	220	280	
	Surplus/Deficit	-£25,363	£6,032	-£2,754	£6,246	£31,914	
	Cumulative cash flow	£24,637	£30,668	£20,715	£19,761	£44,475	
4) 2.5% higher ticket sales	Total footfall	20,500	22,550	25,625	29,725	32,800	If total footfall and family pass sales increase by 2.5% (or more), the centre operates at a surplus from Y2, avoiding the dip in Y3 as NLHF funding decreases and before events income grows. The centre has a growing cash balance to reinvest as appropriate.
	Family pass sales	62	123	185	226	287	
	Surplus/Deficit	-£20,457	£11,422	£3,357	£13,264	£39,864	
	Cumulative cash flow	£29,543	£40,966	£37,122	£43,186	£75,849	

Our financial model includes:

#### *Catering and events*

- *The Discovery Centre café*, opening at the same time as the Discovery Centre (currently 5 days a week, including Saturday and Sunday) and offering hot drinks, snacks, sandwiches and light lunches, mostly to visitors to the Centre but also to local residents and users of the wellbeing space. We have assumed an average spend of £6 and footfall of 50% that of the Discovery Centre.
- *Evening bistro*, open in the evenings, initially 3 days a week, and mostly marketed to local residents. We have assumed an average spend of £25 a head and 24 covers per day in year 1, rising to 25 in years 2 and 3 and to 26 in years 3 and 4.
- *Conference, event and wedding income (packages with catering)*. For the financial projections, we have set pricing at £5000 for weddings and other large events with sit-down catering, and £1400 for large conferences with a cold buffet lunch. Use of the building for these events will be outside of Discovery Centre opening hours, and we have assumed no weddings or similar events during the peak months for the Centre, July and August. On this basis, we have estimated that we will be able to host four weddings (or similar events) and five conferences in year 1, rising to 10 events including weddings and 14 conferences by year 5, with better promotion of off-peak bookings.

The table below shows income from each of these streams, and the surplus generated for the Centre after subtracting cost of sales and related staffing costs.

Operating phase year	1	2	3	4	5
Cafe income	£60,000	£66,000	£77,250	£89,610	£98,880
Bistro income	£93,600	£131,040	£131,040	£176,748	£176,748
Catering income	£27,000	£51,200	£65,400	£71,610	£71,610
Subtotal	£180,600	£248,240	£273,690	£337,968	£347,238
Cost of sales	£60,510	£81,764	£89,252	£111,128	£114,372
Gross margin	£120,090	£166,476	£184,439	£226,840	£232,866
Catering staffing	£157,113	£167,560	£177,258	£186,067	£194,984
Surplus/Deficit on catering strand	-£37,023	-£1,084	£7,181	£40,773	£37,882

#### *Wellbeing Space Core Tenants*

The wellbeing space on the lower ground floor will be used as a permanent office and delivery space by at least one partner organisation. Based on comparison to the rent they currently pay, we estimate that after fit-out, we could generate at least £24,000 annual income from this space. However, we have left this income out of financial projections until we have confirmed the capital funding for this element of the building.

#### *Room hire*

We have estimated income from room hire based on the space available within the Discovery Centre, pricing of comparable spaces, and occupancy, as shown below:

Description on building plans	m2	Main use	Hours available for additional use	Additional use?	Price per hour
Ground floor Office/meeting room	17	Internal office use	49 - 5 evenings + 2 days closure	Meetings & community	£12.00
Ground floor Exhibition space	66	Discovery Centre activities	49 - 5 evenings + 2 days closure	Meetings & community	£25.00
First floor Main event & exhibition space	272	Discovery Centre	49 - 5 evenings + 2 days closure	Conference & event	£50.00

Description on building plans	Y1	Y2	Y3	Y4	Y5
Ground floor Office/meeting room	10%	20%	25%	35%	40%
Ground floor Exhibition space	15%	25%	30%	40%	50%
First floor Main event & exhibition space	5%	8%	10%	15%	20%

Based on this, we expect to generate the following income from room hire:

Operating phase year	1	2	3	4	5
<b>Room hire income</b>	£19,237	£32,742	£40,131	£56,183	£70,580

#### *Gift Shop Sales*

As with the café, the gift shop will be open with the Discovery Centre (currently 5 days a week, including Saturday and Sunday). Our projections are based on sales of on average £1 per visitor, rising to £2. Some visitors will not buy anything, but some will make larger purchases. This figure is in line with averages published by the Association of Independent Museums. We have assumed a 50% cost of sale for Gift Shop purchases, so the gross margin (sales minus direct cost) of the Gift Shop is as follows:

Operating phase year	1	2	3	4	5
<b>Gift shop sales</b>	£23,220	£33,000	£42,500	£52,200	£64,000
<b>Cost of sales</b>	£11,610	£16,500	£21,250	£26,100	£32,000
<b>Gross margin</b>	£11,610	£16,500	£21,250	£26,100	£32,000

Other potential income not included at this stage in the financial model, but to be explored in future, includes:

#### *Local Authority Commissioned Services*

Developments in the elements of the project that focus on shared co-delivery spaces for services targeting excluded and vulnerable groups, and the partners actively involved, makes this project (and/or its partners) more likely to be able to deliver commissioned services as part of a current redesign of these services. This will hopefully increase both sustainable revenue longer term and offer potential for other funding avenues whilst rolling out more collaborative working opportunities with future partners as projects evolve.

## 6.2 Staffing costs

Based on the staffing model described here, core staffing costs, including pension and Employer's National Insurance, will be as follows:

Core Staffing costs (Operating Phase)	With 5% annual cost of living increase				
	Y1	Y2	Y3	Y4	Y5
Discovery Centre Manager (F/T)	£41,844	£43,936	£46,133	£48,439	£50,861
Autism & Families Inclusion Support worker (F/T)	£30,008	£31,508	£33,084	£34,738	£36,475
Collections & Interpretation Manager (0.4)	N/A – secondment from West Lothian Council				
Heritage & Engagement Officer (0.8)	£26,007	£27,308	£28,673	£30,107	£31,612
Marketing, Communications & Events Coordinator (0.8)	£27,908	£29,303	£30,769	£32,307	£33,922
Administrator (0.4)	£10,499	£11,024	£11,575	£12,154	£12,761
Catering, Events & Customer Service Supervisor (0.8)	£28,916	£30,362	£31,880	£33,474	£35,148
Head Chef (F/T)	£36,020	£37,821	£39,712	£41,698	£43,783
Chef (F/T)	£30,916	£32,462	£34,085	£35,789	£37,579
Kitchen assistant (F/T)	£25,812	£27,103	£28,458	£29,881	£31,375
Customer service assistants (3 * F/T)	£76,436	£80,258	£84,271	£88,484	£92,908
Cleaner/Caretaker (0.8)	£27,633	£29,014	£30,465	£31,988	£33,588



<b>Total</b>	<b>£361,999</b>	<b>£380,099</b>	<b>£399,103</b>	<b>£419,059</b>	<b>£440,012</b>
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Sessional staff will also be needed to help with events, and these costs have been built into our financial projections, increasing with the growing number of events in later years.

### 6.3 Operating costs

During the Development Phase, we have worked with consultants to refine our estimated costs for running the Scottish Discoverey Centre. Our current estimates are below:

Non-Domestic Rates – WCHCDT is currently paying 20% of £9K with mandatory rates relief, and the Community Benefit Society will seek discretionary rates relief	£1,800
Water rates – estimate based on similar properties	£1,200
Electricity - based on projection by Rybka	£44,200
Phone and internet – based on pricing, e.g., BT Ultrafast £72 per month including phone lines & guest network. 7% annual price increase.	£864
Insurance – estimate based on comparable properties	£5,000
Training for core & catering staff; includes food hygiene certificates, first aid training, etc.	£1,200
Contracts including payroll, HR support, IT	£2,400
Expenses and training for 50 volunteers e.g., travel, branded items, training courses, wellbeing days	£1,800
Professional and accountancy fees – estimate based on comparable projects	£3,000
Monthly average figure for repair and maintenance activity	£4800 in year 1, rising to £12,000 in year 5
Payment into maintenance sinking fund for longer-term maintenance requirements	£15,000 a year from year 4
Membership fees e.g., sector networks	£200

## 6.4 VAT

As part of the Development Phase, we have received advice from a VAT consultant. To summarise:

- The SCDC will not be eligible for zero-rating, and therefore project budgets must include VAT.
- The VAT consultant's report provides recommendations by which it is possible for WCHCDT to recover all VAT incurred on the project.
- The simplest way to allow full VAT recovery is for WCHCDT to opt to tax and to lease the property to a trading company (in this case, the Community Benefit Society, as described in section 3 of this Business Plan), whilst charging VAT on the rent. The trading company will also opt to tax, and charge VAT on all income including space rentals; café; shop and cultural activities. If all activities are liable to VAT, this would allow VAT recovery on the capital project and ongoing running costs.
- There is a significant consequence, in that WCHCDT will not be able to occupy more than 2% of the building, when considering space/time measurement. This means that its central administrative function should remain outwith the Discovery Centre.

WCHCDT is now registered for VAT, which will enable the Development Trust to recover VAT paid on feasibility studies and professional fees during the Development Phase. SCDC Ltd will also be VAT registered from the start of operations.

## 7. Funding strategy

### 7.1 Share offer

#### *Local share offer*

An initial share offer launched in July 2023 specifically for local community residents. This share issue was primarily about engagement and building the membership base and did so successfully with over 120 applications. Shares in this offer are priced at £1, with a minimum purchase of 10 shares and a maximum of 50 shares.

#### *Wider share offer*

This will be followed by a wider share issue with an optimum target of £250,000 in Autumn 2023. This share offer will target people resident outside West Calder and Harburn, particularly those with an interest in heritage and the cooperative movement. The minimum share purchase for this offer will be £250 and the maximum will be £25,000.

#### *Targets*

Overall, we hope to raise £250,000 from community share investment- this is our optimum target.

Our minimum community share investment target is £150,000.

The maximum we expect to be able to raise is £350,000.

### *Use of community share investment*

As there is still some time before the main capital works are completed, we have not finalised what the share capital raised by SCDC Ltd in this share offer will be used towards. However, we predict that it is likely to be a mix of final specialist fit-out and working capital. The SCDC Ltd board will make that decision during the next development period. For the purposes of the financial projections, we have assumed that we will use £100,000 for the completion of the fit-out and the remainder of the capital raised to underwrite potential trading losses in our first few years of trading.

### *Investor tax relief*

We have applied for Advance Assurance from HMRC to confirm that investment in this share offer will be eligible for Seed Enterprise Investment Scheme income tax relief and believe we will qualify. If confirmed, people investing more than £1,000 will be able to claim 50% of their investment amount as income tax relief (and if they use a capital gain to make the investment, can get 50% reduction in Capital Gains Tax, too). We are happy to discuss this further with potential investors.

We believe we meet the criteria for SEIS because:

- Operating the Discovery Centre as a tourist attraction will be an eligible activity, and we do not undertake any trading activity which would render us ineligible.
- The society's shares will be eligible investments as evidenced by other societies using the same structure which has achieved SEIS for their investors.
- The society's business plan demonstrates we intend to be a growing business.
- The capital will be at risk, as the society's main assets will be the illiquid lease, we intend to agree to operate the centre at the bakery site.

## **7.2 Capital funding**

The total project cost is anticipated to be **£6.3m**.

This consists of:

- Capital Works including design and professional fees as detailed in the QS Riba Stage 3 Cost plan as Appendix 1 at **£5,193,550**
- Interpretation (Exhibition) design and fitout as per budget table as Appendix 3 at **£628,158**.
- Revenue and Activities funding as per Activity Plan Budget (see full uploaded Activity Plan at p.95 for staff and p. 100 for budget summary) and at Section 8.2 in this document at **£475,262**.

Some of these costs will be met by SCDC Ltd using share capital as appropriate to their role as operating tenant but in order for the SCDC to operate, WCHCDT must first complete refurbishment of the old Bakery building. The exact nature of the condition of the building at handover to SCDC will be agreed between the two

organisations as they work very closely together during the upcoming development phase. A live Funding Strategy Spreadsheet is being continually updated as the building plans develop and discussions with funders progress. Below is a summary of WCHCDT's strategy for raising the capital to develop the building:

Income/funder Description	Notes	Timeline	Target	Secured
Local authority: Place Based Investment Prog (Scot Gov)	Partial funding 23-24 followed by second application 24-25. Discussion/support in advance of application.	2023-24 secured. 2024-25 to follow.	£400,000 (£400,000)	£203,000
National Lottery Heritage Fund	Stage 2 (Delivery Funding) following successful Stage 1 (Development Phase of £250,000) £1.03m secured. Uplift requested following discussion.	Formal decision 7/12/23 inc uplift.	£1,930,000 (£1,930,000)	£1,030,000
Historic Environment Scotland	In HES Arch 3 process. Cost of eligible works being assessed in detail prior to discussion with HES.	Summer 24	£500,000 (£500,000)	£500,000
Private donations and sponsorship - corporate	In discussion with two large retail co-ops at differing stages. Nothing confirmed but formal discussion initiated through board with named staff.	TBC – in discussion with boards. Expect Autum/Winter 2023.	TBC	
WCHCDT Own funds. From earned and confirmed windfarm income	Agreed and budgeted for by board. Over 5 years of Delivery and early Operational Phase with extension possible.	N/A	£450,000 (£450,000)	£450,000
Garfield Weston	Invited to apply for £200,000.	Submission agreed for 5/12/23 for decision 12/1/24 .	£200,000 (£200,000)	

Community Shares	Two initial phases of issue. First for local community (July launch) and second for wider coop community (launched Oct with marketing strategy kicking in). Potential for follow-up issues as visibility increases.	Local July 23 National Oct 23	TBC	£3000
Loan/Finance	Not included here but potential as way of funding specific commercial element or stage such as fitting out basement offices for rental market.		n/a	
Landfill and SEPA Trusts	Levenseat (local) and EB (wider - potentially) Application submitted 2/11/23.	Nov 23	£220,000 (£150,000)	
Other Trusts A range of smaller trusts and funds- refer to funding strategy spreadsheet.	This is a broad group which includes a mix of capital and revenue funders. Some are specifically interested in certain elements (eg autism, museums/heritage, education) and encourage later application. The revenue element will free up more capital funding from the budget and is conservatively estimated here. Includes WLDT (wind farm to be submitted mid Nov 23 following discussion – 75k)	Partial Nov 23 and Spring 24  Additional 24/25/26	£107,000 (£107,000)	£32,000
CARES	Targeted contribution to renewable heating system.	Application during Riba Stage 4 design process (March 2024)	£80,000	
Community Ownership Fund	Bid submitted. £500k Capital and £50k Revenue.	Decision Dec 23/Jan 24	£550,000 (£550,000)	
Crowdsourcing Donations	Digital and social media campaign planned to generate support for specific elements. “Cooperating for the future” campaign as well	2024-25	TBC	

	as specifically for Autism, disabilities and education elements. Plan to target over next 24 months from Spring 24 (to not clash with share issues).			
Scot Gov Regeneration Capital Grant Fund	£1.4m approved. Understanding of cost plan/funding position and clear expectation that we will request uplift and/or make additional application in 24 (pending Aug internal strategic decision). Target uplift of 36% (£500k) shown here.	Expect in-principal uplift agreement Dec 23 with formal request likely spring 24.	£1,900,000 (£1,900,000)	£1,400,000
TOTAL income as per current strategy			£6,305,000	£3,618,000
Total income confirmed (or de-risked) by Jan 24			(£6,187,000)	98%
Project budget			£6,300,000	
Current predicted shortfall			£0	

### 7.3 Revenue funding

Current cash flow projections show the Scottish Co-operative Discovery Centre bringing in 85% of its income from trading activity by year 5.

In addition to revenue funding from the National Lottery Heritage Fund during construction and the first three years of operation, our financial model includes some ongoing funding from key partners towards specific revenue costs into years 4 and 5 after opening:

- Scottish Autism have indicated potential funding to employ an Autism & Families Inclusion Support worker based at the SCDC.
- We intend to seek contributions from corporate sponsors towards salary costs for the Heritage Officer, who will oversee the Scottish Co-operative Collection.
- An ongoing contribution from WCHCDT will support the Co-operative Discovery Centre in delivering work aligned with the Development Trust's objectives (subject to VAT advice as per HMRC regulations).
- We have built in a low level of visitor & activity participant donations once the building is operating - £0.50 per visitor on average (as with gift shop spend, those who donate are likely to spend more, but many visitors will not donate).

The table below shows the revenue funding that we have built into our financial projections:

<b>Operations Phase</b>	<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Y4</b>	<b>Y5</b>	<b>Total</b>
Delivery Phase / Activity Funding (National Lottery Heritage Fund & others)	£80,251	£73,240	£46,133	-	-	£199,624
Funding for Autism Families Inclusion activity	£30,008	£31,508	£33,084	£34,738	£36,475	£165,813
WCHCDT ongoing revenue funding - operating phase support	-	-	-	£30,000	£32,000	£62,000
Corporate sponsorship contribution to heritage officer	£26,000	£26,000	£26,007	£27,308	£28,673	£143,706
<b>Total</b>	<b>£136,266</b>	<b>£132,056</b>	<b>£107,890</b>	<b>£94,845</b>	<b>£100,087</b>	

Outside of the day-to-day operation of the centre, other key areas where we see potential for raising additional activity or revenue funding are in wellbeing support, activities and equipment for additional support needs clients, heritage celebration projects, climate change awareness and training, education and employment projects.

WCHCDT have identified and are in discussion with several funding sources and partners to raise funding to support the Centre in revenue and future development costs following physical completion. These include The Wolfson Trust, SCOTMID, Co-op Group, The Gannochy Trust, Co-operative Development Scotland, West Lothian College and Glasgow Caledonian University.



## Appendix: Cash Flow projection

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Year	Pre-launch	Pre-launch	1	2	3	4	5
Income							
Share Issue	£ 250,000	£ -	£ -	£ -	£ -	£ -	£ 5,000
Grants	£ -	£ -	£ 163,766	£ 145,656	£ 122,240	£ 94,845	£ 108,087
Trading operating profit	£ -	-£ 7,212	£ 323,144	£ 399,454	£ 448,415	£ 548,065	£ 595,976
Total income	£ 250,000	-£ 7,212	£ 486,910	£ 545,110	£ 570,655	£ 642,910	£ 709,063
Expenditure							
Final fit-out, fixtures and exhibits	£ -	£ 100,000	£ -	£ -	£ -	£ -	£ -
Lease	£ -	£ -	£ -	£ 25,000	£ 25,000	£ 25,000	£ 25,000
Web & advertising	£ -	£ -	£ 23,110	£ 8,710	£ 8,710	£ 8,710	£ 8,710
Rates	£ -	£ -	£ 1,800	£ 1,800	£ 1,800	£ 1,800	£ 1,800
Water Rates	£ -	£ -	£ 1,200	£ 1,200	£ 1,200	£ 1,200	£ 1,200
Electricity	£ -	£ -	£ 44,200	£ 46,410	£ 48,731	£ 51,167	£ 53,725
Phone and internet	£ -	£ -	£ 864	£ 924	£ 989	£ 1,058	£ 1,133
Insurance	£ -	£ -	£ 5,000	£ 5,000	£ 5,000	£ 5,000	£ 5,000
Stationery, postage & Printing	£ -	£ -	£ 720	£ 720	£ 720	£ 720	£ 720
Staff costs: Core	£ -	£ -	£ 364,167	£ 382,375	£ 401,494	£ 421,568	£ 442,647
Staff costs: Hourly	£ -	£ -	£ 3,062	£ 5,806	£ 7,417	£ 7,734	£ 7,734
Staff training	£ -	£ -	£ 1,200	£ 1,200	£ 1,200	£ 1,200	£ 1,200
HR and IT contracts	£ -	£ -	£ 2,400	£ 2,400	£ 2,400	£ 2,400	£ 2,400
Volunteer expenses and training	£ -	£ -	£ 1,800	£ 1,800	£ 1,800	£ 1,800	£ 1,800
Professional and accountancy fees	£ -	£ -	£ 3,000	£ 3,000	£ 3,000	£ 3,000	£ 3,000
Repairs & Maintenance	£ -	£ -	£ 4,800	£ 5,400	£ 7,200	£ 24,600	£ 27,000

Security alarm and other contracts	£ -	£ -	£ 600	£ 600	£ 600	£ 600	£ 600
Refuse Collection	£ -	£ -	£ 300	£ 300	£ 300	£ 300	£ 300
Membership fees	£ -	£ -	£ 200	£ 200	£ 200	£ 200	£ 200
Cleaning materials	£ -	£ -	£ 2,400	£ 2,400	£ 2,400	£ 2,400	£ 2,400
Misc	£ -	£ -	£ 1,200	£ 1,200	£ 1,200	£ 1,200	£ 1,200
VAT due to HMRC	£ -	£ -	£ 47,006	£ 66,039	£ 75,005	£ 91,219	£ 99,583
Shareholder interest	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Shares withdrawn	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Total expenditure	£ -	£ -	£ 509,029	£ 562,485	£ 596,365	£ 652,877	£ 687,352
Capital Expenditure		£ 100,000					
Net cash surplus (deficit)	£ 250,000	-£ 107,212	-£ 22,119	-£ 17,376	-£ 25,709	-£ 9,967	£ 21,711
Opening bank balance	0	£ 250,000	£ 142,788	£ 120,669	£ 103,294	£ 77,584	£ 67,618
Closing bank balance	£ 250,000	£ 142,788	£ 120,669	£ 103,294	£ 77,584	£ 67,618	£ 89,328

## Appendix: Profit & Loss projection

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Year	Pre-launch	Pre-launch	1	2	3	4	5
Income							
Grants	£ -	£ -	£ 163,766	£ 145,656	£ 122,240	£ 94,845	£ 108,087
Trading operating profit	£ -	£ -	£ 326,926	£ 404,350	£ 453,301	£ 548,913	£ 595,452
Total income	£ -	£ -	£ 490,692	£ 550,006	£ 575,541	£ 643,758	£ 703,539
Expenditure							
Final fit-out, fixtures and exhibits	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Lease	£ -	£ -	£ -	£ 25,000	£ 25,000	£ 25,000	£ 25,000
Web & advertising	£ -	£ -	£ 23,110	£ 8,710	£ 8,710	£ 8,710	£ 8,710
Rates	£ -	£ -	£ 1,800	£ 1,800	£ 1,800	£ 1,800	£ 1,800
Water Rates	£ -	£ -	£ 1,200	£ 1,200	£ 1,200	£ 1,200	£ 1,200
Electricity	£ -	£ -	£ 44,200	£ 46,410	£ 48,731	£ 51,167	£ 53,725
Phone and internet	£ -	£ -	£ 864	£ 924	£ 989	£ 1,058	£ 1,133
Insurance	£ -	£ -	£ 5,000	£ 5,000	£ 5,000	£ 5,000	£ 5,000
Stationery, postage & Printing	£ -	£ -	£ 720	£ 720	£ 720	£ 720	£ 720
Staff costs: Core	£ -	£ -	£ 364,167	£ 382,375	£ 401,494	£ 421,568	£ 442,647
Staff costs: Hourly	£ -	£ -	£ 3,062	£ 5,806	£ 7,417	£ 7,734	£ 7,734
Staff training	£ -	£ -	£ 1,200	£ 1,200	£ 1,200	£ 1,200	£ 1,200
HR and IT contracts	£ -	£ -	£ 2,400	£ 2,400	£ 2,400	£ 2,400	£ 2,400
Volunteer expenses and training	£ -	£ -	£ 1,800	£ 1,800	£ 1,800	£ 1,800	£ 1,800
Professional and accountancy fees	£ -	£ -	£ 3,000	£ 3,000	£ 3,000	£ 3,000	£ 3,000
Repairs & Maintenance	£ -	£ -	£ 4,800	£ 5,400	£ 7,200	£ 24,600	£ 27,000
Security alarm and other contracts	£ -	£ -	£ 600	£ 600	£ 600	£ 600	£ 600
Refuse Collection	£ -	£ -	£ 300	£ 300	£ 300	£ 300	£ 300
Membership fees	£ -	£ -	£ 200	£ 200	£ 200	£ 200	£ 200

Cleaning materials	£ -	£ -	£ 2,400	£ 2,400	£ 2,400	£ 2,400	£ 2,400
Misc	£ -	£ -	£ 1,200	£ 1,200	£ 1,200	£ 1,200	£ 1,200
VAT due to HMRC	£ -	£ -	£ 47,006	£ 66,039	£ 75,005	£ 91,219	£ 99,583
Shareholder interest	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Depreciation [fixtures, furniture & equipment]	£ -	£ 10,000	£ 10,000	£ 10,000	£ 10,000	£ 10,000	£ 10,000
Total expenditure	£ -	£ 10,000	£ 519,029	£ 572,485	£ 606,365	£ 662,877	£ 697,352
Operating profit after interest & depreciation	£ -	-£ 10,000	-£ 28,337	-£ 22,480	-£ 30,823	-£ 19,119	£ 6,187
Accumulated profit/loss brought fwd		£ -	-£ 10,000	-£ 38,337	-£ 60,816	-£ 91,640	-£ 110,758
Accumulated profit/loss carried fwd		-£ 10,000	-£ 38,337	-£ 60,816	-£ 91,640	-£ 110,758	-£ 104,572

## Appendix: Balance Sheet Projection

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Year	Pre-launch	Pre-launch	1	2	3	4	5
Fixed assets							
Brought forward	£ -	£ -	£ 90,000	£ 80,000	£ 70,000	£ 60,000	£ 50,000
Purchases	£ -	£ 100,000	£ -	£ -	£ -	£ -	£ -
Depreciation	£ -	£ 10,000	£ 10,000	£ 10,000	£ 10,000	£ 10,000	£ 10,000
Disposals	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Total	£ -	£ 90,000	£ 80,000	£ 70,000	£ 60,000	£ 50,000	£ 40,000
Current assets							
Bank	£ 250,000	£ 142,788	£ 120,669	£ 103,294	£ 77,584	£ 67,618	£ 89,328
Debtors	£ -		£ 5,400	£ 10,240	£ 13,080	£ 14,322	£ 14,322
Stock	£ -	£ 7,212	£ 9,826	£ 11,050	£ 13,723	£ 14,637	£ 14,637
Total	£ 250,000	£ 150,000	£ 135,896	£ 124,584	£ 104,387	£ 96,577	£ 118,287
Current liabilities							
Trade creditors	£ -	£ -	£ 1,200	£ 1,200	£ 1,400	£ 1,600	£ 1,600
Short term loans	£ -	£ -	£ -	£ -	£ -	£ -	£ -
VAT	£ -	£ -	£ 3,033	£ 4,199	£ 4,627	£ 5,735	£ 6,260
Total	£ -	£ -	£ 4,233	£ 5,399	£ 6,027	£ 7,335	£ 7,860
Net current assets	£ 250,000	£ 150,000	£ 131,663	£ 119,184	£ 98,360	£ 89,242	£ 110,428
Long term liabilities							
Loans	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Total	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Total asset value	£ 250,000	£ 240,000	£ 211,663	£ 189,184	£ 158,360	£ 139,242	£ 150,428
Capital and reserves							
Share capital	£ 250,000	£ 250,000	£ 250,000	£ 250,000	£ 250,000	£ 250,000	£ 250,000
Retained profit and loss account	£ -	-£ 10,000	-£ 38,337	-£ 60,816	-£ 91,640	- £110,758	-£ 104,572
Capital and reserves	£ 250,000	£ 240,000	£ 211,663	£ 189,184	£ 158,360	£ 139,242	£ 145,428

# Risk Analysis

## The Scottish Cooperative Discovery & Activity Centre Ltd

Risk	Likelihood	Impact	Mitigation/Update
Insufficient management or governance capacity	Low	Medium	In depth management and governance review undertaken and skills audit done prior to set-up. Recruit sensibly and in a targeted manner. Support from specialist consultants on governance structures. Utilise WCHCDT experience. Build in review on a regular basis.
Unable to recruit correct staff and build operational team.	Low	Medium	Have a clear idea of staff requirements and structure. Clear Job Descriptions and allow enough time for Operation Phase recruitment. Benchmark salaries properly. Strong recruitment process taking account of skills and experience of Delivery Phase Team with consideration of new skills and expertise required. Recruit to a common set of values and ensure that SCDC Ltd is a Fair Work employer. Careful management of the transition phase from WCHCDT to SCDC Ltd with clear communication and sharing of aims, objectives and values.
Lack of community or audience engagement	Low	High	Strong engagement and consultation events and activities to date with high level of buy-in. Keep Community Council and local stakeholders informed. Regular neighbour and local communications online, newsletters, letter and with and community events. Detail and deliver a strong marketing plan prior to opening.

Unable to recruit requisite number of volunteers	Low	High	A robust volunteer recruitment strategy will be developed at an early, pre-opening stage. Strong marketing plan will raise profile of the project and volunteer opportunities. Volunteers will be offered mentoring and support.
Adequate numbers of heritage objects not collected	Low	High	Public consultation has indicated a plethora of objects in communities across Scotland. Pro-active approach to collecting, including collecting roadshows. Strong co-operative collections in institutions across Scotland.
WCHCDT unable to secure all capital funding	Med-High	High	Funding strategy being reassessed dynamically and strengthened with consultant support. Strong strategy to full budget amount with some redundancy built in. Good ongoing communications with key funders
Unable to progress key partnerships and support relationships	Low	Medium	High level of reaffirmed commitment to the project by key supportive partners during Development Phase. Have closely involved partners at all stages of development. Having a wide range of supportive bodies forming a series of Oversight Panels. Giving weight to partner opinions and ongoing open discussions with has successfully engendered a high level of support and buy-in. Learn from good collaborative experience. Generate trust and shared objectives. Open and clear communication.
Unable to achieve long-term financial sustainability	Med	High	Development of a detailed and “real world” business plan that gives due consideration to both social outcomes and commercial reality. Engage experienced professionals and base plans on strong research and evidence. Develop a detailed and conservative cash-flow with analysis of multiple strands of the project and how they relate. Review regularly and build in sensitivity analysis. Design in multiple strands of income as part of a robust business plan. Test thoroughly and analyze cash flow scenarios in detail, build grant funding ability, build strong alliances. Develop partnerships with sponsors.
SCDC Ltd Board not ready to take over responsibility/handover problematic	Med	Med	Have SCDC board in place early and invite new and specialist skills. Involve the board in all elements of project development (including on Project Development Group) and keep WCHCDT-SCDC communications positive. Seek additional skill sets and advice where required and undertake skills audit.



Demand lower than expected (as per sensitivity models)	Low	Medium	Good design from the outset based on solid research, multiple strands of income, investment in good communications and marketing. As above, gather regular feedback and conduct ongoing market research. Have an Operational Team capable and able to adapt and be entrepreneurial with the board regularly considering potential adaptations and alternative strategies. See additional professional support where required.
Unable to manage heritage or building	Low	Medium	Create detailed MMP based on Delivery Phase detailed planning and construction phases information. Review regularly. Ensure responsibility for each area is clear. Allow adequate QS approved budget
Slippage of Capital Project programme	Med	Medium	Regular Reviews of progress to ensure that project is on track