

ST DAVID'S BRASS BAND SCIO
Scottish Charity No. SC047976

Business Plan for St David's Brass Band SCIO

**Date : 16th December 2021 updated to incorporate
Midlothian Council comments.**

Contents

Section 1: Introduction

- History of the Band
- Brief outline of Plan
- Aims & Objectives

Section 2: Organisation Details

Section 3: Marketing

- What products / services will you provide?
- What will your pricing be?
- Who will be your customers?
- How do you know there is a demand for your product or service?
- Detail your main competition.
- Explain your competitive advantage.

Section 4: Social Impact

- What is the benefit of your organisation to people and communities?
- Who are the beneficiaries & how many people do you think are likely to benefit?

Section 5: Finance Viability

Section 6: Operations

- What are the hours of business?
- Who is responsible for operational tasks?
- Who is responsible for the management tasks?
- How many staff are needed?
- Contingency plans you may have?

Section 7: SWOT Analysis

Section 8: Risk Assessment – Refurbishment Works

Section 1: Introduction

History of the Band

St David's Brass Band SCIO (SDBBS) is a Scottish Charity now based in Gorebridge, a former mining village in Midlothian, Scotland.

Rehearsals are held in Vogrie Hall (also known as Gorebridge Public Hall) at 33 Vogrie Road, Gorebridge, Midlothian, EH23 4HH.

Originally formed in 1981 as St David's High School Brass Band, it was composed of school pupils under the baton of John A Dickson. The band's first contesting appearance came in 1986 at the Scottish Youth Championships, winning at the first attempt. Following this, in 1991 the band broke new ground and entered the Scottish Championships Fourth Section for the first time.

As the years passed, many pupils decided to continue playing after they had left school and so in 1997 the band adopted a formal constitution and registered as a Scottish Charity under the name of St David's Brass Band. In 1998 the band was awarded a Lottery grant which allowed the purchase of a full set of instruments to replace the original ones which were many decades old.

As well as contesting successes since then, the band has played at many high profile events including representing Scotland at the British Brass Band Championships on 3 occasions, playing for the Princess Royal in Holyrood Park, playing the National Anthems at Murrayfield as part of the International Rugby 6 Nations tournament, and in 2015 the band played at the opening of the Borders Railway Line in the presence of Her Majesty the Queen.

Players have come from as far away as Norway, Belgium, Peterhead, Glasgow and even on occasion, Australia to play with band, with players' ages ranging from 8 to 80.

The band undertakes various engagements in and around the Lothians and Fife areas including gala days, birthday parties, Christmas carolling and light ceremonies, arts festivals and memorial services.

SDBBS provides opportunities for playing in the Senior Band, Youth/Beginner Bands, and for tuition on brass and percussion instruments as well as training and conducting experiences.

Brief outline of Plan

To show that SDBBS is an organisation that has the capability to oversee the development of a refurbished Vogrie Hall that will be used by the community.

Aims & Objectives

Aims:

1. To offer recreational facilities and activities with the object of improving conditions of life for the persons for whom the facilities and activities are intended.
2. To develop the band's Youth Programme.

Objectives:

1. A successful Community Asset Transfer application will ensure that Vogrie Hall remains open. SDBBS will monitor the process of redevelopment to ensure a successful outcome.
2. Recruitment is key to increasing the membership, with school visits planned and 'try out' sessions organised. Juniors are encouraged to play with Seniors at public functions.

Section 2: Organisation Details

Organisation: St David's Brass Band SCIO

Contact Name: [REDACTED]

Contact Address: [REDACTED]

Telephone: [REDACTED]

E-Mail address: [REDACTED]

Web Address: www.stdavidsbrass.co.uk

Charity Status: Registered Charity SC047976

General Structure: The organisation is composed of Members, Associate Members, Charity Trustees and co-opted Charity Trustees.

Business Bankers

Name: Bank of Scotland

Branch Address: 47 High Street, Dalkeith, Midlothian.

Post Code: EH22 1JA

Bank Account Name: St David's Brass Band SCIO

Section 3: Marketing

What products/services will you provide?

1. The band can provide instruments, music and uniforms for both Senior and Junior/Youth members. Rehearsals are scheduled weekly for both the Senior and Junior/Youth bands, leading to performances at public events.
Tuition is offered from qualified teachers in brass and percussion disciplines.
2. The band will offer Vogrie Hall for lease to interested community groups. These groups will have the full access to the main hall, kitchen and toilet facilities.

What will your pricing policy be?

1. An annual subscription is required from band members. This is currently set at £240 for playing members and £120 for Junior/Youth members. Associate membership is £1.
2. Community groups leasing the hall will be charged a rate of £17.50 per hour which will include heating & lighting. Rates for long term leases can be negotiated.

Who will be your customers?

1. Any organisation that seeks a musical interlude, parade or accompaniment to enhance their activities will be the band's customers.
2. Any organisation that requires the main hall for their activities will be potential customers. They need not be locally based groups.

How do you know there is a demand for your product or service?

1. The band has been in existence since 1981 and has built up a reliable reputation for levels of performance, punctuality, organisation and professionalism. It has regular requests to perform at various functions and feedback is always positive. Customers frequently re-book for subsequent events in the following years.

2. There have been various groups in the past that have leased Vogrie Hall from the band, including the Scottish Brass Band Association for meetings and auditions, other brass bands for rehearsals, dog training classes, Karate clubs and Exercise classes. We also know that more recently, there have been 9 groups which have expressed an interest in leasing the premises.

Marketing Tactics (How do you alert your potential customers)
Links with local organisations through social media, e.g. Facebook (residents' forums) and Black Diamond Radio.
Flyers with band details to advertise availability of the hall/opportunities to join the bands
Word of mouth
Pop- up concerts to promote the band's profile
"Try-out sessions"

Detail your main competition.

1. There is no competition in the area regarding banding opportunities.
2. There are 2 other facilities in the Gorebridge area that offer similar sized venues. The Beacon is a recent addition to the area and offers a small hall, a cafe and offices/meeting rooms. The Leisure Centre offers space for a variety of sporting and leisure pursuits.

Explain your competitive advantage.

1. SDBBS has a monopoly on brass band activities in Gorebridge and surrounding areas. There are other bands in Midlothian (Newtongrange, Penicuik, Loanhead, McTaggarts) but each tends to have long established connections with groups in their own areas and 'competing bands' do not encroach.
2. Gorebridge is the fastest growing village in Midlothian and it is estimated that there will be a further 1200 houses to be built in the area in the next 10 years. It follows that there will be an increased demand for leisure facilities.
Research shows that both the Beacon and the Leisure Centre are at capacity but Vogrie Hall will be a welcome additional venue offering different amenities.

Section 4: Social Impact

What is the benefit of your origination to people and communities?

1. The band's activities provide the following benefits to its members:
 - Increases social interaction
 - Enriches experience
 - Raises confidence levels, improves self-worth
 - Promotes physical health and mental wellbeing
 - Develops self-discipline and aids study skills
 - Helps those with dementia, strengths memory. Language and reasoning
 - Increases co-ordination, builds teamwork and pride
 - Offers opportunities for a musical career

2. The band can offer Vogrie Hall for use by any groups for their activities or for any individual who requires space for their own work.

Who are the beneficiaries & how many people do you think are likely to benefit?

1. Initially the playing members of the band (about 53) but there is always room for expansion. Other beneficiaries include parents of young players, family members and those that form the audience at events.

2. As stated above, members of other organisations who use Vogrie Hall will be beneficiaries.

Section 5: Finance

Capital Refurbishment Costs

Within the initial submission of the Community Asset Transfer request in December 2020, our total cost for the refurbishment/modernisation costs were detailed as £228,239. We have now updated these costs to current costs, including an error found in our design fees and inclusion of the purchase price which now brings the total cost to £ 250,176.

At the initial submission of the Community Asset Transfer request in December 2020, there was Income of £200,000 set aside against the project with various grant applications being applied for. Over the last year, 2 additional grants were awarded against the project bringing our available income to £ 257,431. St. David's Brass Band SCIO continue to apply for grant awards on this project.

As detailed on Appendix 6. vi within our Community Asset Transfer Request, the refurbishment/modernisation costs are fully detailed. After the full design has been priced by 3 Contractors and fixed costs have been obtained, SDBBS will be in a position to review the final Total cost projection, the Total current income available and make a decision should any item require to be modified or postponed till a later date.

Expenditure	Dec 2020	Dec 2021	Comment
Cost Plan Rev "A"	206,400	221,054	Using RICS Indices 7.01% increased costs to date
Building Warrants	1,545	1,545	
Design Fees	18,294	24,577	Error in initial Fee cost & increased costs to date
Legal Fees	1,000	1,000	
M.C. Legal Fees	1,000	1,000	
Purchase price		1,000	
Total	£228,239	£250,176	
Income	Dec 2020	Dec 2021	Comment
Anonymous Donation	200,000	200,000	
FET - Grant		50,000	Conditional on CAT award
CSET - Grant		7,431	Conditional on CAT award
Total	£200,000	£257,431	

As identified earlier SDBBS continued to apply for various Grants after the submission of the Community Asset Transfer Request. Due to the Covid - 19 Pandemic and the Government Scientists recommendation to increase Ventilation within buildings, SDBBS was fortunate to be awarded grants totalling £18,693 to allow for the Installation of Fresh Air Heat Recovery Systems. This item did not form part of the original refurbishment work.

Ongoing Operational Costs

Within the initial submission of the Community Asset Transfer Request in December 2020, the projected operational costs of Vogrie Hall are detailed on Appendix 6.ii

Figures listed in table below are forecast of operational costs for when Vogrie Hall reopens. SDBBS has also utilised costing figures gained from holding a lease for Vogrie Hall over the last nine years.

Expenditure	Company	Rate
Gas – Utility	GAZPROM	772
Electricity – Utility	EDF	921
Broadband Provider	PLUSNET	227
Cleaner	SDBBS	900
Fire Extinguisher – Yearly	Caledonia	61
Fire Alarm System – Yearly	Atalian Servest	
Emergency Lights – Yearly	Atalian Servest	
Boiler Service – Yearly	Atalian Servest	
Water Hygiene Monitoring – Monthly	Atalian Servest	3,170
Electrical Testing – Yearly	D. Sykes	250
Brown Garden Waste Bins – Yearly Lease	Midlothian Council	52
Brown Garden Waste Bins – 2 weekly empty	Midlothian Council	70
Building Insurance	BBIS	1,680
Maintenance Budget		800
Instrument Insurance	BBIS	1,650
Music/Uniforms		500
Players Registration/Licenses		500
Contests/Transport		1,900
Youth Tuition		500
Consumables		350
Total Expenditure		£14,303
Income		
Hall Leases		2,188
SDBBS Membership subscriptions		5,500
Fundraising		5,600
Grants		1,000
Gift Aid		100
Total Income		£14,388

Increase in Running Costs

The day to day running costs of the Brass Band element will be basically the same as prior to the refurbishment works. There will however be an increase in the operational costs of Vogrie Hall from when SDBBS leased the building to after being fully refurbished. Within the initial submission of the Community Asset Transfer Request in December 2020, the actual cost for SDBBS to operate Vogrie Hall over the last 8 years is detailed on appendix 6.i

With the installation of roof insulation, doubled glazed windows, an A+ ErP Efficient Gas Boiler, Thermostatic Radiator Valves & LED lighting our usage of gas & electricity will be reduced which should help to lower our costs.

Item	Last Year of Operation	After refurbishment
Hall lease to Midlothian Council	4,124	
Gas – Utility	688	722
Electricity – Utility	877	921
Cleaner	882	900
Repairs	13	
FM Contracts		3,603
Building Insurance		1,680
Maintenance Budget		800
Broadband Provider		227
Total	£6,584	£8,853

The Brass Band was previously financial self-supporting and after the Refurbishment of Vogrie Hall will be able to extend the range of fund-raising projects to increase its income.

Income would also be increased from Hall Leases after the refurbishment works as Community Organisations return to using the hall.

Viability

The forecast trading results for the first 2 years of trading are as follows:-

Description	Year 1	Year 2
Membership subscriptions	5,500	6,000
Fundraising	5,600	5,600
Grants	1,000	1,000
Gift Aid	100	100
Hall Leases	2,188	3,600
Total Income	£14,388	£16,300
Vogrie Hall operational costs	8,903	10,050
Instrument Insurance	1,650	1,800
Music/Uniforms	500	550
Players Registration/Licenses	500	500
Contests/Transport	1,900	2,000
Youth tuition	500	550
Consumables	350	500
Total Expenditure	£14,303	£15,950
Net Profit (Loss)	£85	£350

List the equipment you already own that will be used in the business

Description	Value
Brass Instruments	£135,812
Percussion	£32,727
Music	£50,000
Stands/Banners/Mutes	£8,847
Uniforms	£14,544
Filling Cabinets/chairs	£2,400
Laptop/printer/hard drive/headphones	£2,215
Total	£246,545

Section 6: Operations

What are your hours of business?

1. The band meets between 7pm – 9pm on Tuesdays and Fridays but these hours can be supplemented when required, for example in preparation for competitions.
Performances take place out with these times, and dates are published in advance.
2. The hall hours will be 9am - 9pm, 7 days a week, throughout the year.

Who will be responsible for operational tasks? Production, Suppliers, Equipment, Premises, Sales/Marketing, bookkeeping

1. These tasks tend to be shared among volunteers within the band and who have relevant skills in any particular area.
2. Depending on uptake, it may be necessary to recruit support for tasks relating to the premises or administration.

Who will be responsible for management tasks?

Management Accounts, Staff, Regulatory Information

1. The Board of Charity Trustees meets monthly where decisions regarding the direction of the band take place. As well as a Chairperson, a Secretary and Treasurer there are 5 other Board Members. Sub-committees are formed when required, for example a CAT sub-group and a social committee.
2. The Board of Trustees can co-opt members to the Board to advise on matters relating to the liaison between the band and other groups.

How many staff will be needed?

How many, what hours will they work, what will they be paid?

- | | | |
|------------------|--------------|-------------|
| 1. The conductor | 6 hrs / week | unpaid post |
| Librarian | 2hrs / week | volunteer |
| Youth Tutor | 2hrs / week | £30 / hr |
| Cleaner | 2hrs / week | £9.50 / hr |

2. A hall caretaker may be required dependent on number of leases taken out. This is a job that someone may volunteer for. Failing that, a rate of £9.50 per hour would be offered.

Contingency plans you may have?

What happens if you or staff are off sick, if you are too busy, do you have others you can call upon?

1. There is a contact list which can be activated in cases of players being unavailable for performances. These are musicians who have helped in the past and are known to be reliable substitutes.
2. The process of leasing the hall does not require a regular input, so it is unlikely that sickness would interrupt this service.
There are 5 keyholders who can open and close the facility, covering any absence if necessary.

Section 7: SWOT Analysis

Please detail the strengths, weaknesses, opportunities and threats of you and your business.

STRENGTHS

1. The band has long standing foundations, good relationships between members and there is a willingness to work together to achieve.
2. Vogrie Hall will be a welcoming, safe place that is accessible to the general public.

WEAKNESSES

1. Sometimes an over reliance on 'the few' and not enough effort from 'the many' within the band and there can be a reluctance to volunteer for additional roles.
2. There are no perceived weaknesses regarding the use of the hall by others.

OPPORTUNITIES

1. The acquisition of Vogrie Hall will provide flexibility regarding operational hours and usage, for example holding social evenings and fundraising events.
2. Increased use of the hall generates improved social interaction and further opportunities to improve health and wellbeing.

THREATS

1. Poor attendance at rehearsals can lead to a drop in motivation from those who do attend. Banding relies on teamwork and a missing link can upset the "harmony" of the group.
2. The outcome of the Community Asset Transfer request will determine the extent to which the band can improve the building.

Section 8: Risk Assessment – Refurbishment Works

Risk identified	Severity and probability	Rating	Control actions planned	New severity/probability	Rating
Building Warrant application returned with required amendments.	Severe risk, unable to proceed with refurbishment, unlikely risk.	AMBER	Design Team make required amendments to Design.	Not Severe risk, unlikely	GREEN
Building Contractors Tender costs over budget.	Severe risk, increase budget costs or revise scope of work, relatively likely.	AMBER	Contingencies costs have been built into budget costs.	Not Severe risk, unlikely	GREEN
Late receipt of Monthly Grant Funding application payments.	Relatively Severe risk, insufficient funds towards end of project to pay monthly costs, unlikely risk	GREEN	Ensure correct paperwork issued to Grant Funders with Monthly applications	Relatively Severe risk, unlikely	GREEN
Project delays to to weather conditions (Wind, rain, frost etc).	Relatively Severe risk, unable to progress external works, unlikely risk.	GREEN	Majority of external works at front end of programme, delays to be made up during overall programme time.	Relatively Severe risk, unlikely	GREEN
Shortage of building materials.	Relatively Severe risk, area of works unable to continue, relatively likely	AMBER	Material to be sourced from other suppliers. Area of works to be reprogrammed	Relatively Severe risk, unlikely	GREEN
Design Team identify incorrect works during inspections.	Severe risk, possible project delay to rectify, unlikely.	AMBER	Building Contractor to rectify and mitigate project delay	Relatively Severe risk, unlikely	GREEN
Other Social Distancing (Including working-from-home	e.g. One of our team is at risk of falling ill if they are exposed to the	AMBER	We have allowed for rest time within the schedule and have planned	Relatively Severe risk, unlikely	GREEN

measures, school closures, limited access to healthcare and other provision)	virus as they are in a high-risk health category.		for this element of the project to be undertaken by another person on the team should they become unable to work. If required, the timeline would be stretched to accommodate a period of absence.		
Should we return to a total lockdown as previous, all work on the project would be stopped.	Severe risk, unable to proceed with refurbishment, highly likely risk.	RED	At the moment a total lockdown being reimposed is highly unlikely due to Covid – 19 Vaccine Programme.	Relatively Severe risk, relative likely	AMBER