

Midlothian Arts Centre Newtongrange Business Plan

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1 Executive Summary

- 1.1 Midlothian Council together with its partners, Newtongrange Mining Museum and the many different arts and performance groups in the County are proposing a new arts centre located in the semi vacant 1950's workshops at Newtongrange Mining Museum.
- 1.2. The business plan describes the proposals, setting out the background with the assessment of possible sites for the project ,the social, environmental and potential context, the need for the facility providing evidence of demand and outlining the activities that will be included together with an assessment of the risks, projected capital and revenue costs including income and expenditure.
- 1.3 Midlothian has a strong sense of identity and culture and as part of the Newbattle area regeneration strategy; proposals have been sought for investment opportunities that could have a beneficial economic, social and environmental impact. There is overwhelming support for an arts centre that would provide a performance space for theatre and dance.

Midlothian is currently one of the very few Councils in Scotland which does not have any kind of theatre or centre for artistic performance.

- 1.4. There is demand across Midlothian from a number of artist/performance groups for a venue which could provide an outlet for their talent and which could also draw in performers and audience not only locally but from elsewhere in the region.
- 1.5. The Midlothian Tourism Action Plan promotes the aspiration to develop new products and experiences that will draw people to the area and there is the need to assist with the regeneration of town centres.
- 1.6. Midlothian's population is increasing and the Development Plan envisages the construction of 2,450 homes over the next 10 years. Newtongrange is adjacent to a growth area and local communities would greatly benefit from this new facility. The chosen locations for the new facility, the 1950's former workshops at Newtongrange Mining Museum are within a Grade A listed historic site. These buildings are partly vacant and underused at present. The business plan will illustrate how these can be converted to a new arts centre thereby regenerating the listed buildings, the museum site and also assisting with the regeneration of Newtongrange town centre.
- 1.7. The partnership through the creation of the new arts centre will seek to:
 - Kick start the social and economic regeneration of some of Midlothian's most disadvantaged communities;
 - Create inspiring creative opportunities for young people and others who have had little creative outlet previously and

- Make a positive contribution to the arts at a national level by creating a high quality venue that will be easily accessible by public transport, being located a few years from the new Newtongrange rail station. The links to the heritage village character of Newtongrange and the visitor attraction of the national mining museum mean that the centre has potential to function not just as a community arts venue, but also as a commercial performance space.
- 1.8 The proposed organisational structure of the facility is set out in the plan together with the proposed day to day operation of the centre.
- 1.9. The proposals require the establishment of an arms length Trust involving arts organisations and the National Mining Museum Scotland operating the building to a service level agreement with the Council.

2 Introduction

This business plan provides an overview of the first three years of operation for the new Midlothian Arts Centre, to be located in the village of Newtongrange. The purpose of the business plan is to set out the context, activities and operational arrangements for the Arts & Heritage Centre, as well as the social and economic benefits it will bring to the local community and the area of Midlothian more widely.

The Midlothian Tourism Action Plan 'suggests that Tourism is a growth sector in Midlothian. In order to meet the growth target it will be essential also to enhance and improve our (Midlothian) current assets'. Business Tourism has been identified as a National Tourism Strategy target.

The Midlothian Tourist Action Plan also states 'It will be necessary for Midlothian to develop new products and experiences that appeal to visitors all year round and that are less weather dependent. New attractions, events and entertainment using talent hosted indoors should be developed and encouraged'. Clearly the new Arts Centre will fulfill such aspirations.

It is now widely recognised that there are significant challenges facing Scottish town centres. These have been created by both the economic downturn and a fundamental structural change in the retail sector, these challenges have had a negative effect on the footfall visiting town centres. The Arts Centre will encourage more people to come to Newtongrange to attend the various events, this will have the positive effect of increasing the town centre footfall in Newtongrange through event attendance at cultural/arts/heritage events and business tourism events and opportunities etc.

This Business Plan will make the case for investment from Creative Scotland, the Scottish Government and other funders in the project. It will provide details of the changing socio-economic context, the needs identified through consultation and engagement both with the local community and the broader community of artists, performers, arts practitioners and local history societies within Midlothian.

The development of an Arts represents a significant step forward for the arts and heritage in Midlothian. The local authority is currently one of the very few councils in Scotland which does not have any kind of theatre or centre for artistic performance. Our communities are rich with artists representing a wide variety of traditional and contemporary forms of expression, but there is little or no physical outlet for them. Likewise, the lack of suitable venues means that Midlothian currently has little opportunity to draw in performers from elsewhere or benefit from fringe events surrounding Edinburgh's major festivals.

The Arts Centre seeks to reach across three sets of stakeholders: Community, Cultural and Commercial.

Community

The community engagement and voluntary principle on which The Arts Centre will be founded will be one of its greatest strengths. The Arts Centre will be at the heart of community life in Newtongrange and surrounding area, and the facilities will be available to community, social and other charitable groups as a backdrop for celebration, for participation and for people to gain new experiences and perspectives. There will also be many new opportunities for local communities to find creative outlet and to build skills, confidence and knowledge through the Centre.

Cultural

Newtongrange is proud of its heritage as a cultural /social landmark in Midlothian. The artistic and cultural programme will be led by a strong ethos around working with local people and engaging with local communities. The new Centre will enable Midlothian to attract high quality artists and artistic productions from throughout the UK and globally, to open up a broad spectrum of cultural influences for the local audience. It will also attract audiences from further afield into Midlothian in a way that does not currently happen due to the lack of venues. This in itself will be a powerful tool for audience development with the potential to create links with other venues and National arts organisations.

Commercial

The redevelopment of the former workshops at the National Mining Museum will contribute to the wider regeneration in Midlothian. The centre will develop a strong commercial offer, with facilities and services which support and promote business development, tourism and the evening economy in the town. This will help sustain the operations of the charity and ensure that the building is financially and environmentally sustainable for future generations.

3. Aims and Outcomes

The primary aim of this project is to create a nationally regarded centre for the arts and heritage in Midlothian, which is the only local authority in Scotland which does not currently have a dedicated arts or performance facility. The Arts Centre will be located within the grounds of the Scottish Mining Museum, re-using and converting a former workshop, in Newtongrange. The Arts Centre will include:

- Performance Space
- Dressing Rooms
- Exhibition Space
- Lounge Area (not sure how restaurant/cafe area would link in with Mining Museum cafe)
- Conference Facilities
- Cinema Projection Facilities
- Studio/workshop space to encourage the development of new works across all art forms.

Through the creation of the Midlothian Arts Centre, we seek to achieve the following outcomes:

- a. Kick start the social and economic regeneration of some of Midlothian's most disadvantaged communities:

Indicators of success for this outcome will include:

- Numbers of people from local communities, particularly those from Mayfield/Easthouses, Dalkeith and Gorebridge who benefit from activities in the Centre (attendance of workshops, performances, classes, volunteering opportunities)
- Number of learning opportunities created: workshops, classes, outreach, school visits
- Number of volunteering opportunities created
- Number of jobs created
- Number of creative enterprises established or located in/around the centre
- Level of spin-off tourism revenue generated for local businesses (shops, catering establishments, accommodation).
- Number of creative entrepreneurs/practitioners identifying Midlothian as a good place to base themselves.

- b. Create inspiring creative opportunities for young people and others who have had little creative outlet previously.

Indicators of success for this outcome will include:

- Numbers of exhibitions/performances involving local young people or other target groups, number of opportunities to feature 'new talent'.
- Number of collaborations with schools, libraries and community groups
- Number of opportunities for volunteers, work placements and training in creative industries
- Number of opportunities developed in partnership with National arts organisations

- c. Make a positive contribution to the arts at a national level by creating a high quality venue that will be easily accessible by public transport from the centre of Edinburgh.

Indicators of success for this outcome will include:

- Number of visitors from Edinburgh and further afield who attend arts/creative activities
- Number of nationally/internationally recognised artists performing at the Centre on an annual basis
- Number of artistic/creative collaborations fostered by the Centre
- Level of use of the Centre as an Edinburgh Fringe venue, and as venue.
- Venue used as the central focal point for Midfest

4. Background

4.1 Assessment of Possible Locations

The proposed location for the Arts Centre is in the centre of the village of Newtongrange, which is located roughly 2.5 miles south of Dalkeith on the A7. Newtongrange is a historic former mining village, characterised by red brick miners' cottages. The village is culturally active, with a nationally successful Silver Band, a Gala Day that has been running for a century, an active Folk Club, and one of Scotland's last remaining Gothenburg pubs. It is also home to the Scottish Mining Museum, a significant tourist attraction which has close links with Newtongrange and other nearby communities.

Newtongrange is centrally located between Dalkeith, Mayfield, Easthouses and Gorebridge, which are collectively the most disadvantaged communities within Midlothian. However, its proximity to the A7 and to the Borders Railway, which is estimated to be running by the summer of 2015, means that it is an attractive and accessible location for people travelling from all parts of both Midlothian and from further afield.

Consideration of the benefits of various possible communities within Midlothian has revealed Newtongrange to be by far the most preferable location.

	Bonnyrigg	Dalkeith	Gorebridge	Loanhead	Mayfield	Newtongrange	Penicuik
Direct Transport links to Edinburgh by Car	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Direct regular Transport links to Edinburgh by Bus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Direct regular Transport links to Edinburgh by Rail (within 4 years)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Town/Village site available and within Local Authority control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Travel time from Edinburgh city centre less than 24 minutes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Positive physical regeneration impact of redevelopment of identified sites on village or town centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other attractions of national or regional importance within in existing town or village	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Historic and or Architecturally important/unique environment which development might enhance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Score (%)	37.5	50.0	62.5	37.5	37.5	100	62.5

Within Newtongrange, consideration has been given to three possible sites. These include the old industrial sheds next to the Scottish Mining Museum, the site of the current Newbattle Swimming Pool and Newtongrange Leisure Centre, and the site across the road currently occupied by Newtongrange Parish Church and the Newtongrange Library.

Consideration of the benefits of the three sites has indicated a clear preference for the former workshops on the site of the National Mining Museum of Scotland. This site would allow ample space for the proposed building, along with parking, and would create a significant cultural and heritage attraction as well as an aesthetic improvement to an existing Grade A Listed site.

	Mining Museum	Library & Church of Scotland Site	Vacant Site, Leisure Centre & Newbattle Pool site
Site* in control of the Local Authority and/or supportive partner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Potential for physical regeneration of the village centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No known public opposition to change of use on the site	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Potential to provide a central location to focus community cultural activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunity to enhance quality of existing surrounding environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Potential to increase footfall and patronage to existing businesses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Potential for location to attract new business opportunities in the village centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Developing existing cultural & heritage venue	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Potential to reuse unused/underused building	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No Known Site potential ground/physical issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Total Score (%)	90%	50%	60%

***Site assumption** – that the required site should be capable of accommodating a 2500sqm building footprint. All the identified sites meet this criteria.

5. Context

5.1 PEST Analysis

Political Context	Economic Context
<p>Potential to contribute toward National Priorities, with emphasis on:</p> <ul style="list-style-type: none">• Economic recovery and growth• Employment• Early years• Safer and stronger communities and reducing offending• Health inequalities and physical activity and• Outcomes for older people• Single Midlothian Plan and Midlothian Council's Future Models of Service Delivery: emphasis on co-production and capacity building, preventative spend and local access to services.• Contribution to Economic Development and Tourism agendas;• Major contribution to Widening Access to the Arts and Culture• Contribution toward effective delivery of Curriculum for Excellence and raising attainment levels through partnership with schools.	<p>Business and leisure tourism are priority growth areas for the Midlothian economy.</p> <p>Borders Rail Link will widen economic potential of the Midlothian area, particularly the A7 corridor.</p> <p>Ongoing financial pressures, including reduction in disposable wealth among families, possibly leading to increased need for affordable local cultural and leisure activities; more families taking 'staycations' instead of holidays abroad.</p> <p>Population growth leading to wider economic potential</p> <p>Availability of grant funding for capital developments</p> <p>Need for economically sustainable business model.</p> <p>Long term under-investment in the arts and cultural activity in Midlothian</p>

Socio-cultural Context	Technological
<p>Scottish Mining Museum already a significant cultural and heritage centre, well loved by local people and popular with tourists- potential for major enhancement.</p> <p>Midlothian communities have many accomplished artists and cultural traditions but lack of suitable venues;</p> <p>Record of low educational attainment and highest rates of school leavers entering 'negative destinations' of any local authority in Scotland. Potential to provide work placements/voluntary activity, inspiration, collaboration with schools and lifelong learning.</p> <p>Location proximity to Midlothian's most deprived communities (Dalkeith, Mayfield/Easthouses and Gorebridge), with potential to create jobs, creative/cultural outreach, economic stimulation.</p> <p>Opportunity for enhanced community engagement and empowerment through volunteering, involvement in arts, governance.</p>	<p>State of the art, IT in terms of performance space/artists facilities. All wireless, links to other facilities. Good graphics/design of the building and interior spaces.</p> <p>Design of the building to incorporate environmental controls, sustainability: i.e. renewable energy opportunities. Breeam assessment. Design excellence.</p>

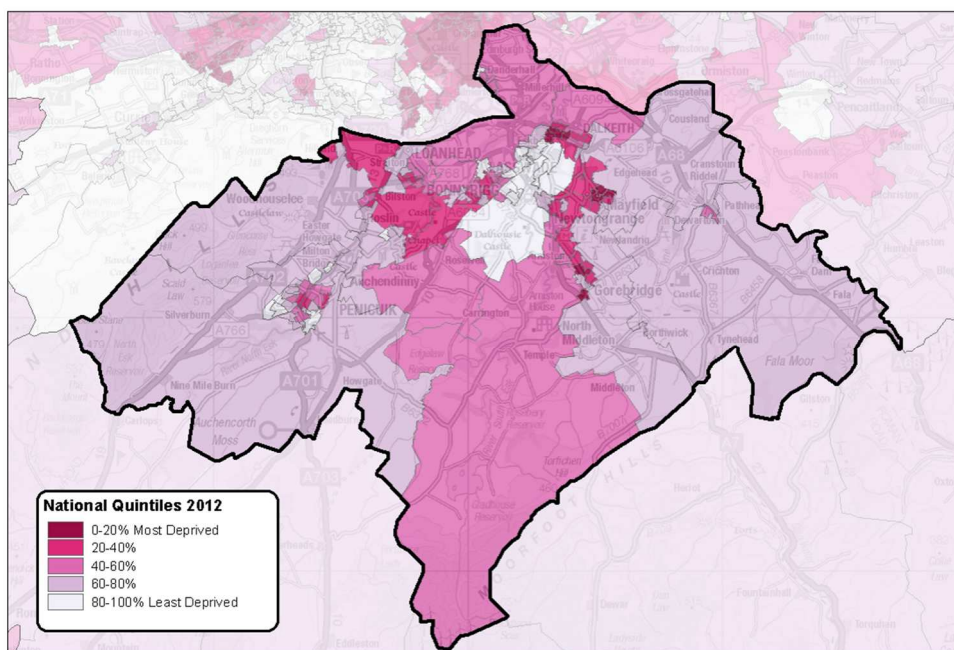
6. Community need and demand

6. 1 Evidence of Need

Scottish Index of Multiple Deprivation

Newtongrange and the surrounding communities in the eastern half of Midlothian, including Dalkeith/Woodburn, Mayfield and Easthouses and Gorebridge have some of the highest rates of multiple disadvantage in Midlothian.

The map below, from the Scottish Index of Multiple Deprivation 2012, shows that the areas of most significant deprivation in Midlothian are clustered in the communities surrounding Newtongrange, most particularly including central Dalkeith and Woodburn, Mayfield and Easthouses and Gorebridge.



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In SIMD 2012, Midlothian had 8 data zones in the most deprived 20% datazones in Scotland, as follows:

- 0 data zones in the most deprived 5% datazones;
- 2 data zones in the most deprived 5-10% datazones, in central Dalkeith and Woodburn, The most deprived data zone in Midlothian is in central Dalkeith (a rank of 585);
- 1 data zone in the most deprived 10-15% (in Mayfield); and
- 5 data zones in the most deprived 15-20% (one each in Dalkeith, Mayfield and Easthouses and two in Gorebridge)¹

However, the overall levels of multiple deprivation as shown in the SIMD do not reveal the full picture of need in the community. Midlothian faces some particular issues, primarily to do with academic attainment and ensuing patterns of low-waged employment.

Educational Attainment

Midlothian overall struggles to meet the Scottish average in terms of school leavers entering Higher Education. There are also significantly more Midlothian pupils becoming unemployed on leaving school than the Scottish average: 14% at the end of the 11/12 academic year compared with 9% nationally. Newbattle High School, which is the catchment school for the Newtongrange area, saw 21% of its leavers become unemployed in 11/12.

This makes Midlothian one of the poorest performing local authorities for school leaver destinations in Scotland, with the Newbattle catchment of particular concern, although Newbattle High School itself has in recent years received positive

¹ From Profile of Midlothian 2012, Community Planning Research and Information Group.

inspection reports. It is felt that this problem arises from a broader culture of academic under-attainment within local communities. Likewise, there are considerably fewer Midlothian residents with NVQ Level 4, or degree level qualifications than in Scotland more generally.

Low Income Levels

Likely owing to the issues identified above, Midlothian residents, both male and female, earn roughly £38 per week less than the Scottish average. Individuals working in Midlothian but resident elsewhere earn on or above the Scottish average, indicating that the higher paid jobs within the area tend not to be occupied by local residents.

Combined with higher than average housing costs, it is likely that there are significant levels of in-work poverty and hardship—the bulk of which will be experienced by families living outside of areas of multiple deprivation.

- There is significant need to invest in the creation of new cultural opportunities which will inspire whole communities—and young people in particular—to learn and achieve.

Economic Development and Recovery

The business tourism sector is particularly important as the spend per head is 80% higher than the leisure tourist.

Business Tourism includes visitors participating in:

- Meetings and conferences;
- Businesses providing incentive travel packages for staff;
- Corporate hospitality including events: dinners, product launches, conferences, awards; and
- Exhibitions and trade shows.

Given that Newtongrange is strategically placed on the Waverley Line route it means it is easily accessible from Edinburgh.

The need for this kind of investment clearly indicates that such a development can help with the regeneration of the Midlothian economic recovery.

The investment will not only have the ability to secure phase 1 construction/engineering jobs, but will help create training opportunities and longer term jobs across a wide range of sectors including the tourism/retail sectors.

6.2 Demand

There is significant demand within Midlothian's communities for new outlets and venues for artistic expression.

Musical and other creative events held in the Dalkeith Arts Centre(a small hall forming part of Dalkeith library) frequently sell out, with demand far exceeding available space. Large musical events co-ordinated by the schools music programme are held annually at various venues in Edinburgh because there is no

suitable space within Midlothian. Likewise, most of the dance companies that operate and teach children within Midlothian are forced to make use of theatres in Edinburgh or East Lothian.

A partnership Drama project run by the Councils Arts & Creativity Team and Lyceum Youth Theatre has been successfully building momentum and performances have been created for outdoor and non arts spaces so far very successfully, however having a bespoke space to create and perform work would be a real advantage - as with many other arts groups(including music ensembles, dance schools etc access to space is at a premium with most of our community buildings being closed and replaced with school campus facilities - booked space is often cancelled at the last minute to accommodate schools events - which makes planning and consistent provision a real issue.

The upcoming Midfest arts festival, being organised by Midlothian Council, will showcase a wide variety of Midlothian-based artists and performers. It is expected that demand for these events will again exceed space. Further information about Midfest can be found on Midlothian Council's website here:

http://www.midlothian.gov.uk/events/event/1365/midfest_2013_events_and_tickets
Direct support work over many years for a variety of creative and artistic groups in the county has generated significant frustration due to the lack of physical outlets to showcase the considerable talents of many locally based individuals. Because the arts have no dedicated physical locations or hubs, they tend to remain invisible within Midlothian. It is hoped that the creation of the Arts Centre will enable arts to become more visible throughout our communities.

Letters of support for this project give evidence of this demand. For example, as stated by the MacTaggart Scott Loanhead Band:

Last year we celebrated the 10th Anniversary of Loanhead Brass Roots with a concert involving the three bands we were running at that time – MacTaggart Scott Loanhead Band, Loanhead Brass Roots and Loanhead Brass Youth. There was no suitable venue in our area so we were required to hire the Church Hill Theatre in Edinburgh. Band members expressed their feelings that it was a pity that our bands which involve nearly seventy people on a regular basis and make much-valued contributions to the life of the community could not actually celebrate at a location within that community.

6.3 Market

The Arts Centre will reach several target market groups, including:

- Local communities
Midlothian's population is growing, with the planned construction of up to 2450 housing units before the year 2024. Housing development combined with natural demographic changes mean that Midlothian's population has a larger percentage of children and young families than the Scottish average.

Newtongrange is centrally located between the towns of Dalkeith and Gorebridge, and adjacent to the large housing estates of Mayfield and Easthouses. Bonnyrigg, which is one of Midlothian's most rapidly expanding towns, is just to the west on the other side of the A7. There are several smaller rural communities within easy driving distance, and Penicuik is only a twenty minute drive away. Although housing development has been and continues to be expansive throughout these communities, the regeneration and revitalisation of town centres has not kept pace.

Through consultation as part of Midlothian's Neighbourhood Planning process, local people continuously express the desire for better quality town centres, significantly including cultural and leisure facilities, places for people to meet and socialise, and a better quality environment. The lack of vibrant town centres has been one of the most significant complaints from residents taking part in Neighbourhood Planning in Gorebridge, Newtongrange, Mayfield/Easthouses, Dalkeith and Penicuik.

There is significant need to invest in local amenities and infrastructure which will create cohesion between existing communities and new housing estates and ensure that the economic benefits of housing development are felt within existing communities.

- **Artists/performers**

Midlothian's communities are home to numerous recognised and accomplished artists, musicians and performers across many genres. There is a rich community of folk and traditional music, as well as more contemporary styles. For example, the village of Pathhead has recently won a prestigious Creative Scotland Creative Places award, recognising the work of the Pathhead Music Collective: a group of folk, jazz and contemporary musicians living and working in the local area. The county has a long standing tradition of brass bands and pipe bands, the former previously connected with the mines and other industries. Likewise, Midlothian's secondary schools have a strong record in musical education and attainment.

Connections with artists and performers in Edinburgh and throughout the country are very strong. However, there are no good quality venues within the county. Dalkeith has a multi-purpose building called the Dalkeith Arts Centre, but it consists of two rooms, without a stage, no dedicated staff, changing facilities, or professional lighting and sound equipment. There are some small stages within village halls, church halls and schools, but these do not have significant seating capacity, are of variable quality, are not always disabled accessible and often lack adequate toilet and catering facilities. They do not provide attractive or comfortable audiences for either performers or audiences, and cannot accommodate larger, more ambitious staged productions.

- **The tourist market**

Tourism represents a growth sector in Midlothian. The tourism industry showed an 11% increase to the Midlothian economy between 2008 and 2011. Visitor numbers have increased by 11.8% in the same period. Between 2009 and 2011 the tourism economy grew by £10.04m. It is the objective of the partners to continue with this rate of growth in Midlothian and contribute to the ambition of the new strategy to deliver an additional £1bn or more spend by 2020 for Scotland. Within the plan period achieving an additional spend of £10m would be considered successful in the

current economic climate. Given the ambitious target set above, the new arts centre has the potential to help deliver a proportion of any such target.

Securing an all year round seasonal offering in the visitor economy of Midlothian is important and the promotion of festivals, events and entertainment aimed at international, national and regional markets is essential to stimulate the market demand. Events generate economic growth, both through a positive impact and subsequent legacy. In the years ahead the partners will utilise and develop the assets of Midlothian to make it “The Perfect Stage” for sporting and cultural events and we will work with EventScotland to promote such events.

The Midlothian Tourism Action plan states ‘It is a strategy for sustainable growth not for growth at any cost. A market driven approach, with collaboration at its heart, ensuring long term economic sustainability. The strategy recognizes the need to build a local network consisting of partners equally committed to quality and customer service combining products and services to offer visitors an easier, more enjoyable experience. The need to collaborate across assets to offer a diverse range of authentic experiences unique to Scotland is emphasized.’

6.4 Key Stakeholders:

National Mining Museum of Scotland.

Midlothian Council

Local arts/musical groups, including

- Bonnyrigg and Lasswade Band
- Penicuik Silver Band
- McTaggart Scott Loanhead Band
- St David’s Dalkeith Band
- Dalkeith and Monktonhall Band
- Esk Valley Swing Band
- Kevoch Choir
- Newtongrange Pipe Band
- Penicuik Pipe Band
- Loanhead Guitar Club
- Pathhead Music Collective
- Borthwick Pipe Band
- Glencorse Pipe Band
- Dalkeith Pipe Band
- Dalkeith Arts and Musical Events
- Penicuik Community Arts Association
- Moorflix
- Pathhead Players
- Various dance schools: Kic Dance, Dance Point Academy, Alpha Dance, Morag Alexander, Southside School of Dance, Black Diamond Majorettes
- ESKape - Midlothian Lyceum Youth Theatre

Voluntary sector partners

- Gorebridge, Mayfield, Penicuik, Rosewell, and Loanhead Community Development Trusts

Other public sector partners including

- Edinburgh College
- Newbattle Abbey College
- Queen Margaret University
- Edinburgh Napier University

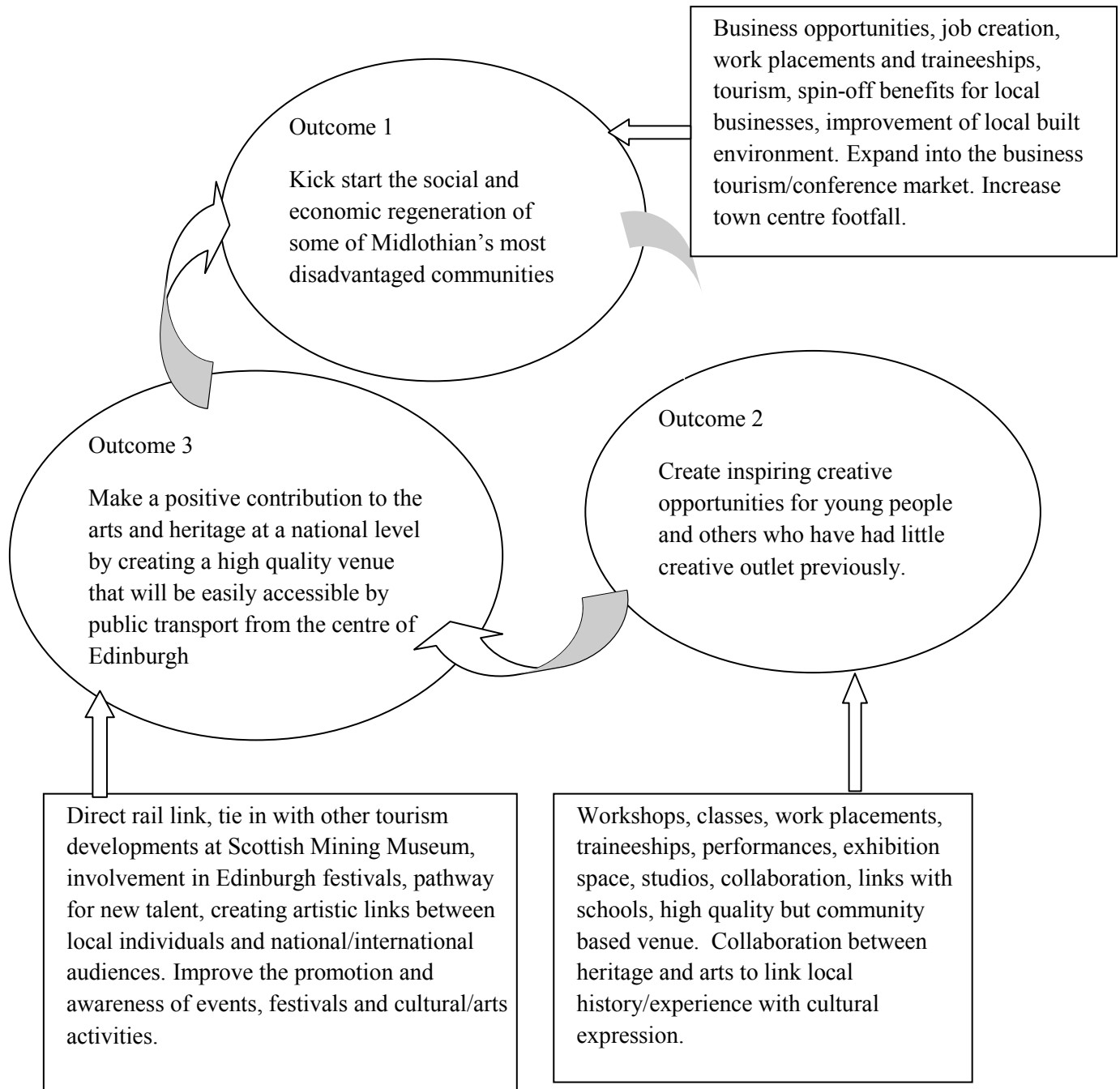
(All the above offer elements of creative industry curriculum delivery)

- Castle Rock Housing Association- social landlord in Newtongrange committed to village economic development

Private sector partners

6.5 Community Benefits and Regeneration

The Arts & Centre will aim to achieve a cycle of community benefits and regeneration outcomes, as detailed below.



7. Facilities and Activities

7.1 Facilities

The Midlothian Arts Centre will include the following facilities:

- Theatre/auditorium with seating for roughly 400
- Multi-use studio/performance/exhibition space
- Cafe/bistro which will be open to the public and which can also function as a gallery/shop/meeting space
- Artists' studios
- Business Tourism Meetings and conferences venue;

7.2 Activities

It is essential that the activities taking place within the Arts Centre draw in both local residents of all ages, and people from Edinburgh and further afield. This will require a diverse set of programmes and significant capacity to reach out into the community to draw in people who have not previously engaged with the arts.

Music

Midlothian's communities are already musically rich, particularly with folk and traditional music and with brass bands associated with the area's former industrial and mining heritage. There are also numerous pipe bands, songwriters, pop and rock bands, jazz and classical performers living locally. The area has several small recording studios and a strong schools music programme. The Pathhead Music Collective, a group of accomplished folk and jazz musicians resident in or around the village of Pathhead, has recently won a prestigious Creative Places award and seeks to build further musical strength through festivals, concerts and workshops.

The creation of a 400 seat auditorium would enable concerts of a larger scale than can be currently held anywhere in the county. This would both attract performers from further afield and provide a platform for local performers to launch their careers.

Theatre

Midlothian has numerous community theatre groups, but professional theatre is largely absent from the county due to the lack of performance venues. Although Edinburgh is only a short distance away, Edinburgh's rich theatre offerings are out of reach of many individuals within Midlothian, due to cost, lack of transport, and what still remains a significant cultural/social divide. The creation of a theatre would attract touring companies, but also enable the live screening of National Theatre Company and other high calibre productions. It would allow many more people living in Midlothian to be introduced to theatre and drama in creative ways: through outreach, schools workshops, or matinee showings which are more accessible to a diverse audience.

Dance

Dance is highly popular among local young people, with several dance companies running classes for hundreds of children each year and a growing provision within schools for young people to take accredited dance qualifications. Yet, similarly, there is no suitable venue and many are forced to hold their performances in Edinburgh or East Lothian. A local venue would enable many more children to take part. It would also attract professional dance productions which cannot currently perform in the area.

A local professional standard venue would create the potential to develop venue based companies (Drama and Dance) that would offer an opportunity for talented individuals to further develop their skills and work to a professional standard with the potential to tour Midlothian companies to other arts venues.

Visual arts/crafts: exhibition

The cafe/exhibition space will be used to showcase and sell painting, sculpture and other visual arts and crafts. Rotating exhibitions may feature local artists and those from throughout the country.

Midlothian has successfully hosted a number of artist in residence programmes and the addition of an exhibition space would be a real asset - again this is something sadly lacking as part of the council estate.

Arts education and workshops

A workshop/teaching space will be created to host groups, workshops, master classes and taster sessions. A full programme of activities can be developed in partnership with arts educators and practitioners, and this will be a crucial way of engaging with the local community and introducing arts and performance to many people who do not currently have the opportunity to get involved.

Through recent artist residencies and projects run by our Arts & Creativity Team, Midlothian residents have shown a real appetite for engaging with both traditional and more contemporary art practices with many of the projects and workshops adding to a communities sense of identity and contributing to a sense of well being and presenting a positive image of themselves and their community.

Business Tourism meetings and conferences/ corporate hospitality including events:

Dinners, product launches, conferences, awards/exhibitions and trade shows

Private functions

Various spaces within the building may also be available for hire for private functions including weddings, wedding anniversaries or birthday parties.

8. Operational Arrangements

8.1 Organisational Structure

The most likely arrangement will be to run the Arts Centre as a social enterprise, formed as a Company Limited by Guarantee with Charitable Status. However, further legal input will determine the most appropriate corporate structure for the new Trust. The board of directors will comprise of directors of the National Mining Museum of Scotland, with representation from Midlothian Council and members of the arts and heritage community in Midlothian including:

- Bonnyrigg and Lasswade Band
- Penicuik Silver Band
- McTaggart Scott Band
- St David's Band
- Dalkeith and Monktonhall Band
- Newtongrange Pipe Band
- Penicuik Pipe Band
- Loanhead Guitar Club
- Pathhead Music Collective
- Borthwick Pipe Band
- Dalkeith Pipe Band
- Dalkeith Arts and Musical Events
- Penicuik Arts Association
- Moorflax
- Pathhead Players
- Various dance schools: Kic Dance, Dance Point Academy, Alpha Dance, Morag Alexander, Southside School of Dance
- Various local history societies and associations

8.2 Day to Day Operation

The Arts & Heritage Centre will require the following staffing structure. It is planned that the current staff of the Arts and Creativity Team within Midlothian Council will be relocated to the Arts Centre into the first three of these positions:

Facilities Manager

Artistic programme manager

Education programme Officer + freelance arts staff to deliver bespoke in-house and outreach programmes

2 x admin staff preferably with arts administration experience

Caretaker

Cleaner x 2

Technical team (sound/lighting engineer)

Cafe/bar staff

Volunteers: the use of volunteers to undertake particular roles and to support the staff will be encouraged.

Work placements/training: the possibility of creating training or work placement schemes for young people interested in the creative industries will be explored and developed in partnership with local schools, further & higher education establishments - Creative Apprenticeships to be explored.

9. Strengths, Weaknesses, Opportunities and Threats

9.1 SWOT Analysis

Strengths	Weaknesses
<p>Location on Waverley Line and A7</p> <p>Attached to popular existing tourist and cultural attraction</p> <p>Location near growing population base</p> <p>Strength of the partnership between Scottish Mining Museum, Midlothian Council and others</p> <p>Near enough to draw market from Edinburgh and benefit from Festival/Fringe audiences</p> <p>Many active artists/performers resident locally without existing local venues.</p>	<p>Lack of focus for the arts community currently in Midlothian</p> <p>Low aspirations among many individuals within local communities</p> <p>Surrounding town centres are not currently vibrant places which attract visitors or encourage use by local people</p> <p>Low rate of business start up in nearby towns, due to lack of opportunities and premises</p> <p>Poor quality local and family history facilities available for visitors</p>
Opportunities	Threats
<p>To establish highly regarded new venue in area where there is not currently a venue for the arts.</p> <p>To kick start social/economic regeneration through the arts, heritage and tourist revenue</p> <p>To regenerate historic buildings which are currently under used and in poor condition.</p> <p>To utilize the heritage of the National Mining Museum of Scotland site to create unique artistic collaborations between arts and heritage.</p> <p>To draw in more visitors to the local area, benefitting other businesses</p> <p>To work with schools and other agencies to encourage achievement and aspiration</p> <p>To strengthen partnerships between local and national artists and arts groups</p> <p>To turn the Arts Centre into a thriving, viable business which creates employment and opportunities for local people</p>	<p>Financial sustainability of the Arts Centre due to insufficient revenue</p> <p>Lack of ongoing revenue funding from external sources</p> <p>Breakdown of relationship between key stakeholders involved in the governance and management of the arts centre</p>

9.2 Risk Register

Risk	Management of risk
Financial sustainability of the Arts Centre	<p>Development of promotion and marketing strategy, linked to transport options</p> <p>Competitive pricing</p> <p>Engaging with key stakeholders locally and nationally</p> <p>Sustainable design and energy use</p> <p>Effective financial management and oversight</p> <p>Diverse range of products and services</p> <p>Relationship with range of other local businesses</p>
Capacity of the organisation to deliver the project and sustain the operation over the long term	<p>Selecting directors with appropriate range of skills and expertise</p> <p>Careful selection of management and operational staff</p> <p>Ongoing partnership support from Midlothian Council, Creative Scotland and other agencies</p> <p>Effective training and engagement of volunteers</p> <p>Appropriate systems, processes and procedures in place to address difficulties in HR, finance and the mediation of conflict</p> <p>Training needs of directors and staff regularly assessed</p> <p>Monitoring and evaluation systems in place</p>

Risk	Management of risk
Lack of use or engagement from the local community	<p>Regular engagement and consultation with residents through community councils, schools and other groups</p> <p>Arts Centre users group providing feedback on events/facilities</p> <p>Outreach into local communities through schools, other groups</p> <p>Affordable/free events to encourage people who may not otherwise attend arts events</p> <p>Friendly/accessible cafe/public space which appeals to local people</p> <p>Active web and social media presence (Facebook, Twitter, etc)</p>
Changes in demand for use and needs for the space	Flexible design which can be organised to suit a wide range of uses
Increasing economic hardships leading to falling audiences for cultural/artistic events	<p>Diversity of programme, including larger and smaller events for varying prices</p> <p>Ongoing engagement with users and stakeholders to ensure programmes are still appealing to audiences</p> <p>Marketing and promotion nationally and internationally as well as locally to maintain high profile.</p> <p>Linking in with tourism agencies</p>

10. Financial projections

The capital cost for this project is at this stage estimated to be roughly £6.5 million.

10.1 Capital Costs of the Building - Funding

Funders	Contribution
Midlothian Council	£1 million
Creative Scotland	£1.8 million
Heritage Lottery Fund	£1 million
Scottish Government Capital Regeneration Grant	£2 million
Total	£5.8

For a breakdown of capital costs, please see **Appendix 1**.

10.2 Projected Annual Budgets/Operating Costs

Expenditure	Year 1	Year 2	Year 3
Staff costs (see *note)	£124,622	£125,868	£127,127
Property costs (inc Rent/Rates/Utilities, M&E, Waste, Cleaning External Maintenance and café cleaning staff (for breakdown, see Appendix 2).	£196,522	£202,418	£208,490
Supplies and services.	£20,000	£20,600	£21,218
Marketing spend	£15,000	£15,450	£15,914
Programme costs	£150,000	£154,500	£159,135
Launch costs	£10,000	£0	£0
Total expenditure	£516,144	£518,836	£531,884

Income	Year 1	Year 2	Year 3
Midlothian Council start-up support	£20,000	0	0
External Grants	£80,000	£100,000	£100,000
Memberships/sponsors hips	£150,000	£170,000	£180,000
Generated income	£200,000	£206,000	£212,180
Café income	£50,000	£51,500	£53,045
Total Income	£500,000	527500	545225

For further detail please see **Appendix 2**.

***Staffing costs**

The figure provided for staffing represents existing staff within the Arts and Creativity Team within Midlothian Council. Midlothian Council will provide an in-kind contribution to the operation of the Arts Centre by relocating its Arts and Creativity Team into the Centre. This will both contribute to the annual operational costs and enable the Arts and Creativity Team greater scope and freedom to develop innovative creative activity and work in partnership with other groups and organisations. This partnership approach will enable ongoing collaboration with the National Mining Museum of Scotland.

11 Appendices

Appendix 1 Capital cost breakdown

Appendix 2 Annual estimated property cost breakdown

Appendix 3 Feasibility Study