



UPHALL COMMUNITY TRUST WITH KINGS CHURCH WEST LoTHIAN

BUSINESS PLAN

An outline of our proposal for a new project to create an open sustainable space for our local community to share and grow together.

Prepared By:

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in conjunction with

The UCEC Association Management Committee

Users of Uphall Community Centre via working groups

Trustees of Kings Church West Lothian SCIO

and in consultation with residents of West Lothian





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Executive Summary

Uphall Community Trust with Kings Church West Lothian

This initiative proposes forming a new Scottish Charitable Incorporated Organisation (SCIO) in West Lothian, a partnership between Kings Church West Lothian and the local community.

'To establish Uphall Community Centre as a thriving, open and accessible community hub that promotes well-being and growth, the sharing of skills, and contributes to a stronger more resilient community.'

The SCIO, managed collaboratively, will increase community centre utilisation, volunteering, and local connections. Governed by a dedicated board of Trustees, actively involved Members, and various Working Groups, the organisation emphasises transparent, community-led benefits, tackling social inequalities and promoting public health and well-being.

- 01. A new Charity**
A new two-tier SCIO led by church & community together.
- 02. with a strong vision**
for an open sustainable centre where we grow & share
- 03. by and for our community**
Democratically led with and for our communities benefit.

Uphall Community Centre Formed

Uphall Community Centre, originally the site of the old Uphall Primary School, was established in December 1999 as a multipurpose venue to serve the community. It provides a range of services, facilities, and activities for all ages. and is managed by local people.

Kings Church West Lothian Formed

King's Church West Lothian SCIO was established on 22 May 2018, meeting weekly at Uphall Community Centre, and bringing together a diverse congregation—families, retirees, young adults, single parents, and people from various cultural backgrounds who want to grow in knowing Jesus and serving one another and the local community.

Exploring A New Future Together

In October 2024 Kings Church proposed a vision for a new trust, church and community together, and shared this hope with a public meeting, the existing Community Centre users, and the local community. Groups of varying sizes began contributing to this as they worked together on a shared vision, values, and proposal.

Local Consultation

As part of this consultation, we offered all user groups the chance to engage, and helped our local community have their say via facebook, questionnaires, public meetings and more. Over 7,000 people hears of the opportunity.

Development of Name and Vision and Values

Our different 'explore groups' worked together on a shared name, vision and values.

Development of Business Plan

Using this shared sense of purpose, we have now produced this proposal.



We Imagine

A bustling community space, where many of our community meet and find support, shared interest, help and opportunities to grow in skills, abilities and connections with others in their community.

What have we done?

Extensive work with the local community, users of Uphall Community Centre, and other key stakeholders to set up a new charity (SCIO) where the church and community work together to provide a place for people to share space and skills and grow together.

Recruitment of scores of people willing to work together to make the centre work as trustees, work group members, practical volunteers, facilities and grounds volunteers.

Work in partnership to pre-prepare policies, systems, processes and people in advance of a possible transition to maximise readiness and sustainability.

Our Core Strategy is:

- Working with a range of partners
- The formation of a new SCIO with a shared vision and values and high level of community engagement
- The application of Community Asset Transfer
- The management of a Uphall community centre, using the best of our skills, together.

Our Outcomes

Through this plan we will achieve:

- Increased community centre utilisation
- Increased hours of volunteering taking place
- Increased skills and interests shared
- Increased happiness and health
- Increased community connections, resilience and community capacity.



Vision statement

We envision our centre as an open, accessible hub that enhances well-being in West Lothian by fostering sharing and growth, together - creating a stronger, more resilient local community.



Values

1. Sharing:

- We believe that our community has a rich and diverse set of skills and experiences and West Lothian is stronger and better when we demonstrate and enable opportunities for people to serve one another in sharing these.
- We will provide space for our community to share its skills, resources and abilities in an open way, building on and supporting our existing members and partners vision and values and releasing thousands of hours of community volunteering within existing, and new community groups and activities.
- We strive for a future with improved experiences, attainment, outcomes for people of all ages as they share an open and accessible community space and a centre bustling with people giving their time and talents to their local community, leading to a community that serves more and is stronger, more resilient and equipped.

2. Growing:

- We believe everyone is capable of growth when given space and opportunities to connect with their community around shared interests in a shared space.
- We will create spaces for the intellectual, social, spiritual and emotional growth of all ages and abilities. We will enable activities which support local needs, align with our mission, and contribute to the overall benefit of West Lothian.
- We strive for a strengthened community where wellbeing is maximised, and the impact of poverty is reduced and quality of life is improved as opportunities are provided for people to develop their skills, connections and interests.

As part of our consultation process, these values were created and refined by members of our community centre users, church members, trustees and local community, together, and form a firm basis of our work together in the community trust.

Social Wellbeing

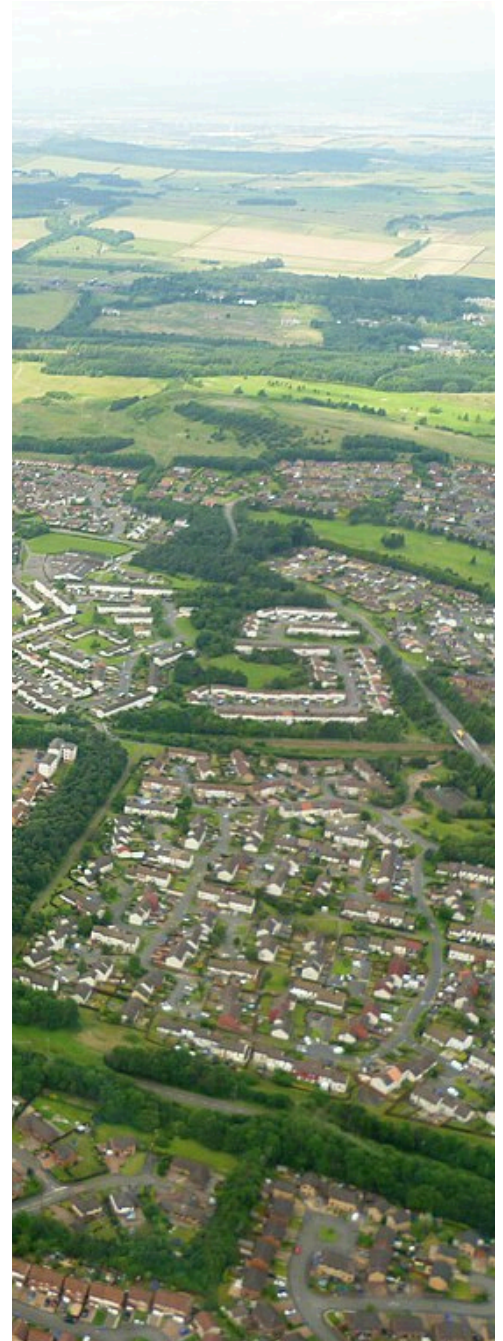
The centre already supports over 10,000 annual volunteering hours and 18,500 visits from all age groups. It's a hub of connection, learning and shared interests. Future use will continue to foster belonging through groups supporting families, youth, older adults, those with health challenges and hobby-based communities.

Promoting Health and Wellbeing

Groups based at the centre will support wellbeing through social connection, exercise, and condition-specific peer support—including Parkinson's, Tourette's, autism and addiction—contributing to a healthier, more connected population.

Tackling Inequality

The centre borders two data zones on the Scottish Index of Multiple Deprivation, with one being in the top quintile (ranked 1,055 of 6,976) and the other being in the third decile (ranked 1,792 of 6,976). There are groups who run within the centre who address many poverty related needs and issues, such as the AA with addiction; the church providing free events with refreshments and support, and other groups provide access to low cost activities to ensure inclusivity. In the future, the SCIO would explore opportunities such as partnership with additional parties to tackle inequality.



Economic Development

We seek to support small businesses by providing a suitable building to carry out their activities within an hourly rental space, as part of a thriving community building. The weekly Zumba class is a good example of this. Low Port Centre have attracted over a dozen small businesses to rent rooms weekly or several times a week in their first 18 months, which has boosted their centre income but has also enabled the expansion of these small businesses in their reach, income and community engagement. We would provide school work placements, volunteering opportunities to test capacity for employment and training/employment opportunities for people looking to access employment.

Regeneration

Local ownership and development of this facility would be a good news story, to instill a greater sense of community achievement and be a place for the community to find connection, better health, improved employment prospects and an opportunity to give back through volunteering.

More positive outcomes

The public consultation for the proposed CAT has had the benefit of bringing a fresh discussion about what this community is, what its needs are and what we can do collectively to improve quality of life now and in the future for our wider community. There is an enhanced sense of 'ownership' from individuals and community groups regarding this community asset, demonstrated through the commitment to investing finances and volunteer time/skills to ensure its success.



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Our Capacity to Deliver



Uphall Community Centre

The users of Uphall Community Centre are at the heart of its identity and long-standing value to the local community. The 43 groups that use the centre represent a wide range of ages, interests, and needs—from social groups and fitness classes to educational programmes and community events—they bring vibrancy, diversity, and local ownership to the building. Many have been part of the centre's life for decades, and their continued use and involvement are essential to any successful future. Their presence ensures that the centre remains a place shaped by and for the people it serves. The existing users have:

- A wide range of users, and engaged members of a management committee
- Experience of the needs of the local community
- A track record of an impressive range of community benefit groups
- Knowledge of the building, its workings and how it can be used effectively
- Dedication to offer hundreds of hours of volunteering
- Engaging people in their local community of many different ages.

While centre users have not historically been responsible for the building's financial or strategic oversight, their consistent engagement offers invaluable insight into how the space can best serve the wider community. This plan involves a transition to a sustainable and community-led governance model, and it remains a core priority to ensure that these users are not only retained but empowered to shape the next chapter. These users will continue to have space for regular input, opportunities for feedback, and a continued sense of belonging—while adding others with more experience of formal governance into the SCIO.



U3a Ukelele Group - not an endorsement of this proposal.
Image from https://westlothian.u3asite.uk/u3a_groups/ukulele/

Our Capacity to Deliver



Kings Church West Lothian

King's Church West Lothian (KCWL) is a Scottish Charitable Incorporated Organisation (SCIO), formally established on 22 May 2018. It's based in West Lothian, meeting weekly at Uphall Community Centre, and brings together a diverse congregation—families, retirees, young adults, single parents, and people from various cultural background. We number around 80 people and KCWL is legally recognised as a charitable organisation, with proper governance, trustee oversight, and the legal capacity to hold and manage assets. KCWL already runs multiple structured initiatives like “The Feast” meals, Messy Church, home groups, social events, and collaborates with agencies like the BUSY Project, West Lothian Food Bank and others.



Kings Church brings:

- Experience of running a successful and effective SCIO
- Systems for managing payroll, employment, finances and expenses
- Experience and staff who can manage websites, communication and media
- A broad range of other skills within their existing leaders and trustees; for example, evaluation, strategy, project and facilities management
- A wide range of community connections beyond their own membership;
- Vision for a centre that is open, accessible, and sustainable for the whole community.





Our Other Partners and Resources

In addition, we have been influenced significantly by our partners and friends who we intend to continue to use to bring strength to our organisation:

U3a	Second largest user of the community centre, and key partners in formation of the business plan.
COSS	Resources used help guide our work, including reference to the COSS Modules on Community Asset Transfer, the use of the Feasibility training to help form our business and financial planning has also used COSS resources, including adapting these for proportionality of the size of the project. In addition, <i>upon request, a COSS Skills Self Assessment is available.</i>
West Lothian Voluntary Sector Gateway.	We have used a range of resources from West Lothian Voluntary Sector Gateway to influence our planning and decision making. Kings West Lothian have scored 'Very Good' on the organisational health check, and intend for the new trust to do similarly as soon as it is formed.
Payroll Company	Kings Church employs a number of staff and has processes, policies and practices in place ready to be adapted for the new trust.
Accountant	We have existing relationships with an accountant who has ensured Kings Church accounts and OSCR reporting is compliant
Lowport St. Johns	Working with Steven Turnbull we have assessed our projected costs, income sources and outcomes, and had access to helpful information to ensure our success.
Kings Church Edinburgh	Kings Edinburgh (SCIO) have helped us with their knowledge of building management.
Just Enterprise	Our key stakeholders have accessed a range of Just Enterprise guides, such as 'Starting your Enterprise' and we intend to further use their resources to train and equip more of our stakeholders.

Our Capacity to Deliver

Our Stakeholders

Uphall Community Trust with Kings Church West Lothian has engagement from a broad range of people who will form the trustees, working groups, membership and users of the centre, giving us significant capacity. The following are indicative examples of some of those stakeholders:

For Example:



Doris, as a long-standing existing user of the building and member of the local community, brings years of life experience and knowledge of the people who make our centre great. She has worked to form this proposal as part of the User Explore Group offering wisdom and representing many users voices.



Darren, as a national manager of facilities for a large car hire company, Darren brings much needed business and facilities experience, serving in our Strategy Explore Group helping bring strategic direction and increasing our capacity to engage businesses.



Lucy is a consultant psychiatrist with extensive experience in addiction and mental health services across Scotland and the UK. She has led clinical teams, developed services, and worked on commissioning and evaluation projects. With an MSc in Positive Healthcare Leadership from Napier and Harvard, she brings insight, clarity, and a collaborative approach to every project.



Gordon brings an ability to engage a diverse range of people and many years experience of community learning and development, fundraising and wide range of connections in our local community. He teaches Secondary Computer Science, leads King's Church West Lothian and is leading this proposal.



Gavin joined the Civil Service after graduating, and worked for the DHSS for ten years, eight of them in London. On returning to Scotland, he worked in a series of management posts in the NHS over the following 30 odd years. In his spare time, he coached and refereed youth rugby and was part of the team that led the planning and fund-raising for a major development at the local rugby club.



Luke brings proven leadership in health, research, and community impact. As a GP and Senior Clinical Research Fellow, he leads national projects improving diagnosis and public health. This experience with data, policy, and ability to engage widely makes him an asset in guiding the projects growth and community benefit.

Our Capacity to Deliver

How will we manage Risk?

We have attached our PESTLE Risk analysis outlines factors relating to our PESTLE analysis, along with the range of mitigations in place, planned or available as needed.

These demonstrate the range of options available to use in response to a range of different influences and factors which we may need to respond to in years to come. Our new SCIO Structure, and level of engagement we have motivated, means that we are in a strong responsive position to access a range of mitigations and resources to see the centre flourish for the benefit of the community.

See Attachments

Uphill Community Trust with Kings Church West Lothian – PESTLE Analysis				
Category	Key Factors	Implications		
Political	<ul style="list-style-type: none"> Community Asset Transfer (CAT) dependency DEED governance requirements Local government engagement and priorities Dependent on local council structure 	<ul style="list-style-type: none"> Future of local CAT application is the primary risk, our outcomes and the impact we have locally. Risk of strong compliance and accountability reflects we have demonstrated experience of. Relationships demonstrate selection & growth. 		
Economic	<ul style="list-style-type: none"> Balance of resources for income Strong long-term financial Overhead costs through business Risk of being operational DEED revenue transfer 			
Social	<ul style="list-style-type: none"> High impact usage and to diverse community groups Inequality linked to DEED Heavy reliance on support Public perception of impact 			
Technological	<ul style="list-style-type: none"> Need for improved system SCIO digital support Potential for data analysis 			
Legal	<ul style="list-style-type: none"> DEED requirements Building compliance issues Policy requirements (DEED) 			
Environmental	<ul style="list-style-type: none"> Uphill building and main Potential for environmental Environmental practices 			

Continued Risk Register – Uphill Community Trust with Kings Church West Lothian				
Category	Risk Description	Likelihood	Impact	Mitigation/Measures (in place, planned, available if needed)
Political	Community Asset Transfer (CAT) status quo required	Medium	High	<ul style="list-style-type: none"> Maintain strong council engagement We have signboard consent of CAT and successful
Economic	Loss of existing user groups (below 10% retention)	Medium	High	<ul style="list-style-type: none"> Transitional activity fund Regular communication Establishing outside trust Relationship management in place
Economic	Dependence on local income streams (see table above)	Medium	High	
Economic	Being operational costs (DEED, maintenance)	Medium	High	
Economic	Dependence on Kings Church contributions	Medium	High	
Social	Demand for support exceeds capacity	Medium	High	
Social	Loss of financial support from	Medium	High	
Technological	Dependence on SCIO system	Medium	High	

Legal	Dependence on DEED compliance	Low	High	<ul style="list-style-type: none"> Regular training Legal consultation External advice as needed
Legal	Building compliance issues	Medium	High	<ul style="list-style-type: none"> Engagement with stakeholders Regular inspection Safety policies Capex/Opex budget
Environmental	Building deterioration	Medium	High	<ul style="list-style-type: none"> Maintenance plan Repairs in place Sustainable approach planned Renovation grants
Environmental	Energy efficiency	Medium	Medium	<ul style="list-style-type: none"> Environmental funding Renewables, energy monitoring

Uphall Community Trust with Kings Church West Lothian will be a new Two-tier SCIO. Through this we will ensure we use the strengths and shared expertise and experience, while ensuring our community is democratically represented.

Anyone from our community is welcome to be use the centre & apply to become a member.

- Become members
- Pay to use spaces
- Participate as members, in working groups and on the board if elected

Members can choose who is on the board annually, and ask for special votes if the centre is not being run as they would like.

- Elect the majority of board
- Ask for decisions at the AGM
- Call a special meeting
- Participate in a regular users group
- Have very limited liability

Working groups made of members, and advised by specialists and stakeholders help us run effectively by informing the board.

- Use their skills
- Inform decision making
- No liability beyond membership

The board is composed of majority elected members and some appointed by KCWL.

- Set the strategy of the SCIO
- Make key decisions and direction
- Call special meetings
- Bring in expertise as needed

The above list is indicative - the SCIO is the standard two tier form from OSCR and a full copy will be on public record. The SCIO Application is currently with OSCR awaiting their completion of the process.

All decisions by the board are bound by OSCR rules (and the trustees act) ensuring that decisions will further the cause of the trust. The board have liability limited by both the SCIO structure, and routine insurance.



Trustees

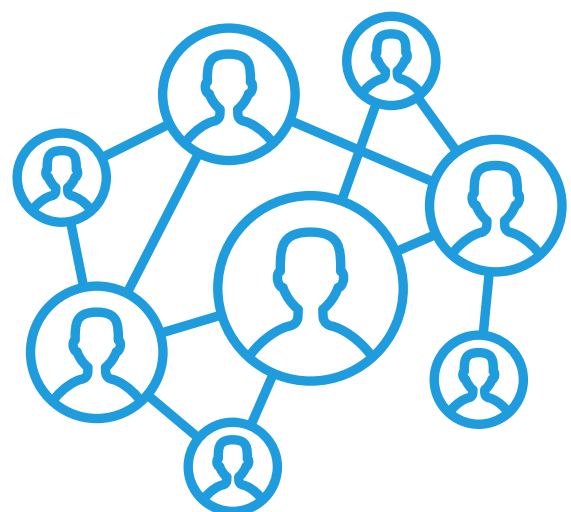
Our trustees will carry out their duties in line with OSCR's guidance—acting in the best interests of the charity, ensuring sound governance, and using the charity's resources responsibly and lawfully.

They will bring extensive hands-on experience with the building, some having led groups that used it weekly, served on the UCEC Management Committee, in significant roles in other organisations and charities, and contributed to the Short Life Working Group for this CAT.

They will continue engaging with the community, applying their leadership experience and public service skills to guide the centre's development, monitor its sustainability, and ensure its activities meet the charity's aims. Their familiarity with managing people, buildings and budgets positions them well to provide accountable, informed oversight of this valued community asset.

Membership

Members of the SCIO play an important governance role. They attend AGMs, vote on key decisions (such as appointing trustees), and help ensure the charity is run in line with its purposes. While not involved in day-to-day operations, members hold trustees accountable and can shape the direction of the organisation through their voting rights. Their involvement supports transparency, community representation, and good governance and members will make up at least 51% of the trustees.



Users

It is anticipated that regular User events will take place to maintain good relationships, and give all users a regular voice and forum in the future of the trust. Users will be able to become members, in line with the SCIO Constitution, and therefore be elected as trustees, and also serve on working groups regardless. Existing groups (at last programme production):

Playgroup (from age 2)	u3a Art	Community Council
Indoor Bowls & Kurling	u3a Photography	Livingston Fiddlers
u3a Committee Meeting	Tourette's Support Group	Yoga
u3a Mah-Jong	Alcoholics Anonymous (Open Meeting)	Access2Employment
u3a Scrabble	Scan & Cut	u3a Quiz
u3a Poetry	u3a Book	u3a Ukulele
Back into Circulation Group	Parkinson's UK	u3a Music
Sewing & Upcycling Group	u3a Open Meeting	Armour Canine Training
Bridge 19-40 Union Canal Management Committee	Prayer Group	Ukulele Unison
ET Scottish Country Dancing	u3a History	u3a Discussion
Baby & Toddler Group	1st Uphall Brownies	Councillor Surgeries
Ability Centre Outreach	1st Uphall Guides	Parkinson's Exercise Class
u3a Craft		Exercise with Siobhan
Fusion Youth Club		Art Group

Anchor Tenant - Kings Church West Lothian

At the heart of this proposal is that Kings Church West Lothian (KCWL) would serve as the centre's anchor tenant—a stable, community-focused organisation providing consistent use of the building for gatherings, events, and outreach activities.

Through a long-term (99-year) lease, KCWL will contribute a fixed monthly payment in return for an agreed number of weekly hours of non-exclusive use, along with three hours of exclusive use on Sundays and some other informal access. KCWL will also hold up to 49% of the trustee positions within the SCIO, ensuring shared governance and accountability alongside other community representatives.

As a volunteer-led organisation with deep local roots, KCWL supports wider community use - welcoming diverse groups, hosting community events, and promoting shared values of service, connection, and wellbeing. Their involvement offers both operational stability and social value, helping to attract other users and partners to the centre.

Our Proposed Usage Priorities

Anticipated Use Mix of Building

We will maximise usage through a range of improvements to communication, systems and local awareness as part of our current development campaign.

The SCIO Structure maximises the projection of the building being used in line with local need and charitable purposes, and this is demonstrated in the long term projections here:

	Now	Y1	Y2	Y3	Y4	Y5
% Building use	15%	28%	43%	45%	50%	55%
% Community use	14%	15%	20%	25%	30%	35%
% Church use	<2%	8%	8%	8%	8%	8%
% Paid classes	<1%	3%	8%	10%	10%	10%
% Business	<1%	2%	5%	5%	5%	5%
Remaining indicative Capacity	85%	72%	57%	55%	50%	45%

	Now	Y1	Y2	Y3	Y4	Y5
Projected footfall	18,500	20,000	35,000	37,500	40,000	42,000
Projected Staffing Hours	N/a	21	35	37	46	50
Projected Volunteering Hours	1000	1050	1200	1250	1300	1400

Notes:

1. Further confidence analysis is available on request, but these projections demonstrate the optimal and aspirational position to demonstrate community focussed use of the resource.
2. Current footfall, and usage as provided by WLC monitoring. Further independent analysis has taken place.
3. Church use is anticipated at 5%.
4. SCIO Board will monitor building mix in line with charitable purposes.

Our Proposed Usage Priorities

Performance Management

Our approach to managing performance will combine strong governance, annual accountability, and regular monitoring to ensure the SCIO remains effective, transparent, and community-focused. The Constitution provides the foundation for this, setting out how trustees are appointed, how decisions are made, and how members exercise oversight.

Each year, trustees will undertake a report on a structured review process. This includes evaluating progress against our charitable purposes, progress towards our three year strategy, reviewing risks, examining financial resilience, and considering feedback from users and partners. Members will elect the majority of trustees annually, ensuring that leadership remains rooted in community priorities and that the board continuously refreshes its skills and perspectives.

Formal accountability to OSCR will sit at the centre of our performance management system. This includes the submission of an annual report, independently examined accounts, and evidence of compliance with charity law. These requirements not only safeguard the organisation but also demonstrate responsible stewardship to funders, partners, and the wider public.

Alongside these annual mechanisms, we will conduct monthly impact reviews to ensure we remain responsive and effective. These reviews will focus on key indicators such as building usage, volunteer activity, financial performance, user satisfaction, and strategic progress. They will draw on data from our new online booking system, financial package and staff and working group input, to minimise workload, while using an evidence based approach.

Bringing these elements together creates a performance management system that is both robust and practical. Annual governance and OSCR reporting provide stability and accountability, while monthly monitoring ensures the organisation remains dynamic, evidence-driven, and aligned with the needs of the Uphall community. This balanced approach supports continuous improvement and reinforces our commitment to delivering meaningful impact.

Our Proposed Usage Priorities

Policies and Procedures

Within our stakeholders we have a range of individuals with experience of organisational development, and a range of up to date policies and procedures which we will implement in the early days of our new organisation.

● In place or Ready to Implement	● Under review or in development	● At Planning Stage
<ul style="list-style-type: none"> • Constitution • Trustee code of Conduct • Financial Controls and Management policy • Data Protection and Privacy Policy • Safeguarding Policy suite • Recruitment and selection policy • Equal Opportunities, Diversity and Inclusion • Health and Safety Policy • Serious Incident Reporting • Risk Assessments • Confidentiality policy 	<ul style="list-style-type: none"> • Staff Management policy • Risk Management Policy and Register • Induction and Training Policy • Reserves Policy • IT Acceptable use policy • Venue safety policies (Asbestos, legionella, Electrical and gas) • Hire and use of premises policy 	<ul style="list-style-type: none"> • Complaints and Whistleblowing Policy • Conflicts of interests • Social Media policy • Internal Communications Policy

Expenditure	Year 1	Year 2	Year 3	Notes
Reactive maintenance	£4,357	£4,531	£4,713	3 year WLC average *x 80%
Planned Maintenance	£1,173	£1,219	£1,269	3 year WLC average *x 80%
Electricity	£3,731	£3,884	£4,044	3 year WLC average *x 80%
Gas	£5,828	£6,067	£6,316	3 year WLC average *x 80%
Water / Sewage	£1,160	£1,208	£1,160	Refunded in full for charities
Garden maint	£200	£208	£217	Reduced from £750pa by community empowerment project
Office Consumables	£500	£550	£600	
Licensing	£440	£458	£477	
Window Cleaning	£400	£416	£433	
PAT Testing	£200	£208	£219	
Accountant	£150	£156	£164	
Building and Employer Insurance	£1,200	£1,200	£1,249	Based on partner costs - but full survey, valuation and quoting required
Digital Upgrades	£3,000			cctv, smart lock changes, some digital equipment - laptop etc for office.
Lighting and adaptation	£2,000			Change to LED, sound boards etc. Grantable by landfill trust
Staffing - 8hpw manager (£16.4ph)	£6,822	£7,102	£7,393	
Staffing - 8hpw Cleaner (14.5ph)	£6,032	£6,279	£6,537	
Staffing - trainee -8hrs (NLW 12.21ph)	£5,079	£5,288	£5,552	
Nat Insuranc	£420	£437	£455	Mostly covered by small employer rebate.
Additional Subsidy of groups	4000	2000	£2,000	Transitional grants to groups
Total Expenses	£46,693	£41,213	£42,797	
Income				
Existing Lets	£20,506	£21,346	£22,222	Assumes increase by CPI and 10% loss of existing bookings.
KCWL Lease	£6,500	£6,767	£7,044	
KCWL Grant	£6,000	£4,000		
Other grants	£5,000			Landfill Trust for improvements - but could be considerably more.
Enterprise / new lets	£3,211	£6,490	£7,500	Assumes some additional lets from enterprise plus increase in regular lets
Sewage etc refund	£1,160	£1,208	£1,160	
NI allowance refund	£420	£420	£420	
UCEC Fund Subsidy	£4,000	£2,000	£1,000	Funded from reserves within reserves policy
Total Income:	£46,797	£42,230	£43,345	
Surplus / Deficit	£104	£1,018	£549	

Notes:

We will seek to retain users as a significant base of income. Income from users is based on a retention rate of 90%, and an initial 'legacy' hourly rate of £7 per hour for all groups initially. Where groups cannot manage this, in the transitional support fund is accounted for, offering a fund each year for the first three years, where groups can apply for further subsidy. Extensive modelling demonstrates that retention of existing users which will keep the centre substantially sustainable alongside other strategic choices.

Further financial stability comes from partnering with Kings Church West Lothian both in the production for this plan, and bringing in up to £85,000 over ten years and a lease of 99 years and offering expertise and experience as some of the trustees on the board. This also includes an indicative grant of £10,000 over the first two years of the lease, subject to conclusion of a lease agreement.

There is substantial scope to seek new users . We are being conservative in our initial forecasting of this to demonstrate viability of sustainability with low initial new lets, but expect this to be a source of income, increasing our current 15% occupancy rate.

We will cease the Uphall Community Education Centre Association as an unincorporated group, and reserve funds of around £40,000 would be placed into the new SCIO in line with OSCR guidance. This, alongside the new hourly rates, new users and partnership with Kings Church leaves us with both significant income, and a reasonable reserves policy which we will seek to maintain in line with a strategic assessment early in the life of the SCIO.

We have worked with a range of partners in understanding of costs involved we have worked with West Lothian Council on the production and assessment of existing costs, alongside work with the Lowport Centre, Kings Church West Lothian and their partner organisations. As part of this process, this has included an analysis of the risks involved in terms of the fabric and use of the building.

We are aware of further funding opportunities. Again we have purposefully taken a conservative approach to funding - replying primarily on local, ongoing and sustainable options. We fully anticipate other funding sources to be available for renovation, renewables. and individual projects which meet the aims of the trust.

The new SCIO will have significant flexibility in its strategy to work in response to community needs and the changing economic and social context of the surrounding area.