



Langside Halls Partnership

Business plan written by Inhouse with contributions from Langside Halls Trust and Glasgow Buildings Preservation Society on behalf of the collective - Langside Halls Partnership

V4

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Executive Summary

Langside Halls, an A-listed historic landmark in Glasgow's Southside, is set to be transformed into a dynamic cultural, commercial and community events venue by Langside Halls Partnership, a new and innovative partnership of Langside Halls Trust, Glasgow Building Preservation Trust, Inhouse CIC and Inhouse Events Production ('the Partnership'/LHP).

Langside Halls Partnership brings together a powerful blend of skills and experience that will make Langside Halls a commercial and community success. The Partnership brings together the community voice and fundraising record of Langside Halls Trust, the community programming (and fundraising) track record of Inhouse CIC – operator of Queens' Park Arena – the unrivalled experience and knowledge of Glasgow Building Preservation Trust in fundraising for heritage buildings and the practical management and delivery of heritage building capital projects and the commercial nous and experience of Inhouse Events Production in the planning, programming and delivery of a wide range of commercial events (refer Figure One).

The aim of **Langside Halls Partnership** is to create a sustainable financial model for the long-term operation of Langside Halls as a programmed venue, one that balances a drive to generate commercial revenue with the staging of a vibrant and varied community programme.

The Partnership's mission is to establish Langside Halls as a self-sustaining, inclusive, and accessible venue that celebrates culture, community, and creativity. By leveraging the Hall's historic charm, scale (c. 500-person capacity) and flexibility (initially the Main Hall and Gallery and a reconfigured basement) and strategic location, Langside Halls will cater to a wide range of audiences, from local residents to community hires and commercial and cultural clients.

Langside Halls benefits from a well-connected and prominent central location in Glasgow's Southside. The four immediately adjacent Council wards of South Central (where the Halls are located), Pollokshields, Langside and Newlands have a combined population of over 110,000 (larger than Paisely, East Kilbride or Livingstone) with a large target working-age population. Langside Halls will serve as a much-needed mid-sized events space, addressing a gap in the market for live music, comedy, and cultural performances and a gap in provision in Glasgow Southside. Langside Halls Partnership proposals are that Langside Halls will host a diverse range of commercial, cultural and community events, including:

- Cultural & Live Events: Music, comedy, dance and art exhibitions.
- Private Hires: Weddings, corporate events, and exclusive functions.
- Community Events: Weekly community events, cinema, plus three annual community festivals (Spring, Autumn and Winter).

Executive Summary

Langside Halls Partnership proposes a phased approach to financial growth, with a focus on gradually increasing event frequency and revenue. Its 'base case' assumes a cautious 50% venue capacity, with year-on increased profitability based on an expansion of private hires and commercial bookings. [updated financial projections will use a 60% and 70% to assess viability]

Langside Halls Partnership has, in Inhouse, a partner which has commercial experience of the market and access to talent to operate Langside Halls. Langside Halls Partnership proposes a small, dedicated team to operate the Halls, including an experienced events General Venue Manager, Events Coordinator and Marketing Officer. Inhouse has the industry contacts and experience to appoint experienced professionals. In order to ensure no unnecessary financial overhead, additional staffing will be engaged flexibly as required, utilising freelance talent to support larger events. Inhouse Events CIC in consultation with Langside Halls Trust will oversee the fundraising and development of the Halls' community programming, with Inhouse Event Productions managing all technical and commercial operations.

The redevelopment of Langside Halls presents a unique opportunity to create a financially sustainable cultural hub for Glasgow's Southside. By combining commercial revenue generation with community events and engagement, Langside Halls Partnership's proposal will ensure the long-term viability of this A-listed building whilst enriching the local cultural scene.

Langside Halls Partnership is committed to develop a carefully curated events calendar and to widening and strengthening strategic partnerships to enable a relaunched and newly- programmed Langside Halls to become a landmark destination in Glasgow for arts, entertainment, and community connection.

About Langside Halls Partnership

Langside Halls Partnership brings together four organisations: two charitable Trusts (Langside Halls Trust and Glasgow Building Preservation Trust), one Community Interest Company (Inhouse CIC) and an experienced, commercial events and production company (Inhouse Events Production). In addition, three of the partners are locally based in the Southside (LHT, Inhouse CIC and Inhouse Events Production), with the fourth (GPBT) is based in the East End and operates city region-wide. Each partner brings real value and experience to make a success of Langside Halls as a new, programmed commercial, cultural and community venue.

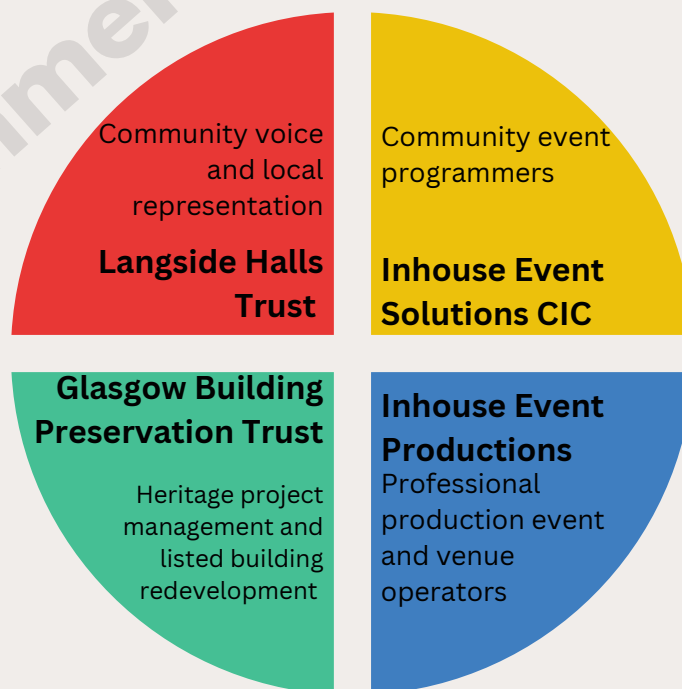


Figure One – Langside Halls Partnership

About Langside Halls Partnership

Langside Halls Trust is a community-based Charitable Trust established in 2013 to develop plans to refurbish Langside Halls as an active, focal point for the local community. Through its community efforts, Shawlands TACP (Town Centre Action Plan) in 2017 revised its plans and funded the creation of Shawlands Civic Square, increasing the Halls' setting, prominence and visibility. In 2020, the Trust raised c. £19,000 from Architectural Heritage Fund Scotland (AHFS), Glasgow City Heritage Trust and Pollokshields, South Central and Langside Area Partnerships to commission a RIBA Stage 2 Feasibility and Business Plan, that was completed in June 2021. This led directly in 2022 to the City Council approving LHT as the sole designated community organisation with an interest in Langside Halls under the new People Make Glasgow Communities (PMGC) initiative. Since 2022, LHT has worked with PMGC to scope the reopening of the Halls on 'meanwhile use' basis (uneconomic at £5.1m) and subsequently with GBPT to re-phase the project to make it more attractive to external, heritage-based funders.

Inhouse Events CIC is a non-profit social enterprise established in 2017 to facilitate the management and creation of community focused events programmes. It has a proven track record delivering over 500+ free or donation-based events in Queens Park Arena. Inhouse Events CIC is uniquely well-positioned to develop, curate and deliver an accessible community programme at Langside Halls. This will align with its mission at Queens Park Arena to create a vibrant annual calendar of cultural and community events programming for Glasgow's Southside and beyond.

Glasgow Building Preservation Trust ('GBPT') is one of the UK's most established heritage building developers. Founded in 1982, it has successfully led the management and full refurbishment/ redevelopment of over 30 listed buildings with a combined nominal value of over £54m. GBPT estimates it has brought over £100m into the city economy over the last 4 decades. GBPT was commissioned by Glasgow City Council to survey and advise on the city's backlog of vacant listed buildings and how they might be tackled, and it is currently leading on an innovative approach to the refurbishment of heritage properties that uses its experience as a heritage building developer of last resort. GBPT has an exceptional knowledge of the funding environment and close working relationships with the city and Scottish heritage building regulators – City Council Heritage officers and Historic Environment Scotland (HES) – which will be essential in the successful refurbishment of Langside Halls which as an A-listed building is of national and international significance.

Inhouse Event Productions is a leading provider of event, venue, and technical production services, delivering comprehensive solutions across the professional, corporate, and community event sectors in Scotland and beyond. With decades of expertise spanning every aspect of the events industry, Inhouse Event Production has built and financed a portfolio of venues from the ground up (e.g. The Savings Bank, Bridge Street, The Briggait – 1873 Hall, Queens Park Arena), while also supplying cutting-edge technical equipment and professional services for commercial and community partners ranging from world renowned artists to local neighbourhood events in Queen's Park Arena and beyond. Inhouse Events Production will be the operator of Langside Halls and bring this industry experience to ensure the commercial success of Langside Halls and the events that are staged and programmed.

Our vision for Langside Halls

Langside Halls, a historic Glasgow landmark, has exciting potential to become a dynamic centre for cultural, commercial, and community events. This business plan presents a strategy for managing Langside Halls, with an emphasis on creating a sustainable model that ensures the building's long-term viability. The approach seeks to balance commercial revenue generation with vibrant community programming. By aligning these goals, Langside Halls will not only flourish as a cultural hub to the benefit of local residents but also attract visitors from across Glasgow to the city's vibrant Southside.

Langside Halls Partnership's vision is to establish Langside Halls as a dynamic, self-sustaining venue that celebrates culture, community, and creativity and **the mission of Langside Halls Partnership** is to ensure the future and long-term sustainability of Langside Halls as the cultural centre of the Southside of Glasgow (refer Figure Two). We have developed a draft set of values that we will refine further to help guide our action in pursuit of the reopening, programming and full refurbishment of Langside Halls as a focal venue for Glasgow's Southside.

Immediate Local Market

Langside Hall is strategically located south of Glasgow City Centre, surrounded by the four key wards of Southside Central, Pollokshields, Newlands, and Langside. Together, these areas form a strong and diverse customer base, with a combined population of 110,387 residents, a significant proportion of whom are within the economically active age group of 18 to 65 years. Given that Glasgow's total population stands at 635,130, this represents a substantial segment of the city's workforce, and families.

Demographic Insights

- **Southside Central** (27,935 residents) – With 69.3% of its population in the working-age bracket, this area is known for its vibrant mix of cultures, and a thriving independent retail and hospitality sector.
- **Pollokshields** (28,508 residents) – A diverse and well-established neighborhood where 68.7% of residents are working-age, supporting a strong local business community and an increasing demand for services and venues that foster social and cultural engagement.
- **Langside** (30,528 residents) – The largest of the four wards, with 71.6% of its population aged 18 to 65, making it a hub for young professionals, with a flourishing café culture, and a thriving independent business scene.
- **Newlands** (23,416 residents) – A primarily residential area where 63.2% of residents are working-age. With a strong family demographic and high disposable income levels, this community values high-quality local amenities and cultural offerings.

Business and Community Opportunity

The strong working-age demographic in these wards presents an excellent opportunity for **Langside Halls** to establish itself as a dynamic cultural venue, celebrating community, creativity, and local enterprise. The Southside has a deep-rooted sense of community, with residents actively supporting local businesses and cultural initiatives that contribute to the area's economy and social fabric.

By aligning Langside Hall's offerings with the needs and interests of the surrounding neighborhoods, we can create a commercially sustainable venue that not only enhances the local economy but also serves as a hub for cultural and community programming—supporting cultural & community events and activities that bring people together and enrich the Southside's growing creative and social landscape.

Events Market

Glasgow's cultural scene is renowned for its diversity, with a strong presence of live music, comedy, cultural events, and club nights.

The city is home to a vibrant live music circuit, with iconic venues like Barrowland Ballroom and King Tut's Wah Wah Hut hosting both emerging and internationally recognized acts.

Live comedy thrives in Glasgow, with spots like The Stand and Comedy Underground offering regular performances from local and touring comedians.

Glasgow's cultural and art scene is equally dynamic, with Tramway, Glasgow International Comedy Festival, and The Glasgow Film Theatre presenting a wide range of performances, exhibitions, and screenings. The city's club scene is also highly regarded, with places like Sub Club and SWG3 offering eclectic, high-energy spaces for everything from electronic music to indie nights.

However, while Glasgow's event scene is thriving, there is a notable lack of large, versatile event spaces in the southside of the city that cater to these types of events. Venues in the area are often smaller or more limited in their offerings, creating a gap in the market for a venue like **Langside Halls**.

The hall's flexible, spacious design makes it ideal for live music events, comedy nights, and club events that can accommodate 400-500+ people, positioning it as the potential cultural hub for the southside. With its historic charm and versatile layout, Langside Hall could fill the void left by larger, more centrally located venues, offering a unique space for both local talent and larger touring acts.

Additionally, its location could serve to attract attendees from the southside who may currently have to travel into the city center for similar events. Langside Hall has the potential to become a vital part of Glasgow's creative ecosystem, offering an accessible venue for music, arts, and performance that meets the needs of both local artists and the community.

Wedding Market

Scotland's wedding industry remains a lucrative and resilient sector, with 26,753 marriages recorded in 2023. Couples continue to prioritize unique and flexible venues that align with their vision, and Langside Halls has the potential to establish itself as a sought-after wedding venue in Glasgow's Southside.

The financial scope of the market is significant, with the average wedding cost in the UK in 2023 reaching £20,275. A substantial portion of this budget—£9,877 on average—is allocated to the venue and catering, highlighting the importance of offering an attractive, competitive wedding packages.

Additionally, according to the Bridebook Wedding Report, key seasonal and venue trends include:

- 45% of 2023 weddings take place between August and October, making this a peak period for venue bookings and marketing efforts.
- 77% of weddings are held indoors, reinforcing the need for a well-equipped, weatherproof, and stylish venue that can accommodate ceremonies and receptions seamlessly.

Langside Halls, with its historic charm, spacious interiors, and central location, is well-positioned to cater to this demand by offering a versatile and elegant setting for weddings throughout the year.

Community Events

Langside Halls, under the management of **Inhouse Events CIC**, aims to serve as a key venue for community engagement, cultural enrichment, and social cohesion. Drawing on the data collected from managing Queen's Park Arena, we have a comprehensive understanding of community event attendance patterns, demographics, and demand.

Audience Insights

A snapshot from our data from Queen's Park Arena events in 2023 indicate a strong local engagement, with significant ticket sales across the Southside of Glasgow: Total Tickets sold: 27 748

- Newlands Ward: 1,886 tickets booked
- Pollokshields: 4,049 tickets booked
- Southside Central: 4,201 tickets booked
- Langside Ward: 6,888 tickets booked

Demographically, our core audience spans young professionals, families, and middle-aged community members:

- 20-29 years old: 5,646 tickets booked
- 30-39 years old: 12,163 tickets booked
- 40-49 years old: 8,115 tickets booked

These insights highlight a substantial demand for community-driven events, particularly among the 30-39 age group, who make up the largest share of attendees.

Competitor Analysis

Due to the versatile usage of Langside Hall, our competitors can be grouped into two main categories:

Cultural and Commercial Events and Spaces **Exclusive Hire Event Spaces**

Competitor Name
Cultural and Commercial Events and Spaces
The Ferry
St Lukes
Baad
Oran Mor
King tuts Wah Wah Hut
Mono
Exclusive Hire Event Spaces
BAad
Old Fruitmarket
Oran Mor

Annual Programme

Cultural Events

Weekly Live Music with external promoters

Live Comedy with GICF

Cultural Dance & Art Programme - club events

International Art Exhibitions/Galleries

Private Events

Corporate Hire clients & Award Ceremonies

Private dining - pop up restaurants

Weddings

Commercial Markets

Live Sports - Martial Arts Sports

Community Programme & Annual Community festivals

Bi weekly to weekly - Cinema

Large Sport Screenings

Markets, Exhibitions & Bingo

Dance Events (inc monthly family ceilidh)

Wellbeing and young family programmes

Seasonal Festival Spring/ Easter Festival

Autumn/ Halloween Festival

Winter/ Christmas festival

Core Programme

This page offers a detailed month-by-month schedule of events for **Year 2** at Langside Halls, featuring a variety of activities throughout the year. We have based **year 1** one half of these events.

January	Closed for Maintenance and major phased works
February	Closed for Maintenance and major phased works
March	(Thu/Sun) 4 community events 8 Cultural/Commercial events accross (Fri/Sat/Sun) - 2 private events accross (Fri/Sat/Sun)
April	(Thu/Sun) 4 community events 8 Cultural/Commercial events accross (Fri/Sat/Sun) - 2 private events accross (Fri/Sat/Sun) + Spring/ Easter community Festival *
May	(Thu/Sun) 4 community events 8 Cultural/Commercial events accross (Fri/Sat/Sun) - 2 private events accross (Fri/Sat/Sun)
June	(Thu/Sun) 4 community events 8 Cultural/Commercial events accross (Fri/Sat/Sun) - 2 private events accross (Fri/Sat/Sun)
July	Closed or commercial service – Private Functions only or Closed for Maintenance and major phased works
August	Closed or commercial service – Private Functions only or Closed for Maintenance and major phased works
September	(Thu/Sun) 4 community events 8 Cultural/Commercial events accross (Fri/Sat/Sun) - 2 private events accross (Fri/Sat/Sun)
October	(Thu/Sun) 4 community events 8 Cultural/Commercial events accross (Fri/Sat/Sun) - 2 private events accross (Fri/Sat/Sun) & Autumn/ Halloween Festival *
November	(Thu/Sun) 4 community events 8 Cultural/Commercial events accross (Fri/Sat/Sun) - 2 private events accross (Fri/Sat/Sun)
December	(Thu/Sun) 4 community events 8 Cultural/Commercial events accross (Fri/Sat/Sun) - 2 private events accross (Fri/Sat/Sun) & Winter/ Christmas Festival *

Year 2

January – Feb

January and February will be dedicated to maintenance, with the possibility of hosting special events like Celtic Connections during this period if feasible.

March – April – May – June

min 4 – max 8 community events 32 commercials events, 8 private events

From March to June, Langside Halls will aim to program two commercial events and one private event each week. To maximize revenue and ensure high attendance, most events will be scheduled on Thursdays, Fridays, Saturdays, and Sundays.

July – August

In July and August, the Inhouse Team will shift focus to inviting the locals to community events at QPA, allowing for Langside Halls to be dedicated primarily to private functions and events that compliment and don't compete with other community programmes in the park. Also, any urgent maintenance can be scheduled during this period to fit into the calendar without disrupting key events.

Sep – Oct – Nov – Dec

min 4 – max 8 community events 32 commercials events, 8 private events

From September to December, Langside Halls will host another round of commercial events, maintaining a regular schedule of three events per week.

Year 3 – 6

From Year 2 to Year 6, the number of cultural events will remain consistent at 64 per year.

However, private events will gradually increase over time. In Year 3, there will be 20 private events, followed by 26 in Year 4, averaging one event every two weeks. By Year 5, the number will rise to 36, equating to one event per week, excluding January and February as well as July and August in the summer, when the venue may be closed for maintenance. In Year 6, private events will further increase to 44, maintaining a rate of one per week while accounting for closures in January and February.

Community Programme Model

Inhouse is committed to revitalizing the Southside area by enhancing community engagement through a vibrant calendar of events at Langside Halls. Subject to available funding, we propose hosting one community event per week alongside three major annual festivals, designed to bring people together and celebrate key moments throughout the year:

Spring / Easter Festival

Autumn / Halloween Festival

Winter / Christmas Festival

Inhouse is prepared to match fund any amount that LHT secures through public funding initiatives, effectively doubling the financial resources available to ensure high-quality events. Additionally, we will provide essential equipment and logistical support in kind, ensuring that each event is well-equipped and professionally managed.

These initiatives will not only enrich the cultural and social fabric of the Southside area but will also create opportunities for local businesses, artists, and organizations to engage with the community. Through regular events and seasonal festivals, we aim to foster a stronger sense of belonging, increased foot traffic to local enterprises, and a thriving community spirit.

Total tickets - 12800 tickets to free community programming and 3x large scale community events for anotehr 14400 attendees

Inhouse's Commitment to Guaranteed Community Programme

Inhouse Event Productions is committed to covering and guaranteeing at least 25% (8 events) of the community programming (32 events), totaling 3,200 fully subsidized tickets, regardless of external funding. Additionally, IEP will ensure that the community festivals will proceed without funding, though on a smaller scale and held exclusively indoors, with an estimated additional 7200 tickets for these events.

Management & Staffing

Langside Halls will primarily operate as a programmed events space, offering a dynamic range of events throughout the year.

The venue will host a mix of curated cultural events, as well as providing a limited number of dates available for exclusive hire by external clients. This dual approach will ensure that the venue remains accessible and relevant to the local community, while also generating revenue through private hires and cultural commercial events.

Staffing Structure:

To ensure the efficient operation of Langside Halls and the seamless delivery of its varied programming, Inhouse will employ a dedicated team in key roles.

By Year 2, we will be bringing an extra event manager to accommodate the increase of the events.

The permanent staffing complement will be supplemented with freelance staff, ensuring flexibility and scalability in meeting the demands of the venue's diverse events calendar.

- **General Venue Manager (42h contract)**

The General Venue Manager will oversee the overall management of Langside Halls, ensuring the smooth operation of all events and activities. Their responsibilities will include venue maintenance, budget oversight, health and safety compliance, and coordinating with both in-house and external event teams. Additionally, they will handle operations management, overseeing logistical needs such as equipment, vendor contracts, and staffing schedules to ensure seamless event execution.

- **Events Coordinator (20h contract – requirement from Year 2)**

The Events Coordinator will be responsible for the planning and delivery of events, acting as the main point of contact for clients and partners. They will manage event logistics, liaise with performers, speakers, and vendors, and ensure that all technical and operational requirements are met. Their role will also include coordinating freelance event staff, maintaining event schedules, and assisting with post-event evaluations to improve future programming.

- **Marketing Officer (16h contract)**

The Marketing Officer will drive audience engagement and awareness for Langside Halls through strategic marketing and promotional efforts. Their responsibilities will include managing social media channels, creating content for digital and print marketing, coordinating public relations activities, and developing partnerships to expand the venue's reach. They will also oversee ticketing strategies, audience development initiatives, and data analysis to measure the effectiveness of marketing campaigns.

Organisational Structure

The first stage of the Langside Halls redevelopment focuses on the handover phase, where critical building work and logistical groundwork will be laid to ensure a smooth transition into a fully operational venue. During this phase, we will begin with structural repairs and upgrades to the Basement, Ground Floor, and Gallery spaces, followed by technical fit-outs to prepare the venue for diverse events.

A key part of this stage will also include establishing a comprehensive marketing and sales strategy, while simultaneously developing strong community engagement through programming.

The combined expertise of the Glasgow Building Preservation Trust (GBPT), Inhouse CIC, Inhouse Event Productions, and the Langside Halls Trust (LHT) will ensure that Langside Halls not only becomes a well-preserved, sustainable venue but also a vibrant community hub that offers a variety of events year-round.

Project Details:

1. Building Work:

- Begin essential repairs and structural work in the Basement, Ground Floor, and Gallery areas. This includes restoring and upgrading key areas of the building to create a functional and versatile space that accommodates both community programmes and private hires.
- The focus will be on maintaining the venue's historic character while ensuring modern functionality, including compliance with safety standards and accessibility requirements.

2. Technical Fit-Out:

- Following the structural upgrades, proceed with the technical fit-out of the venue. This will include installing necessary audiovisual equipment, lighting systems, stage setups, and bar facilities to ensure the venue is fully prepared for a range of events.
- The fit-out will also cover accessibility enhancements, including sound and lighting that meet the needs of diverse users, from performances to community gatherings.

Organisational Structure

3. Marketing Strategy:

- Develop a targeted marketing strategy to create awareness of Langside Halls and promote its re-opening. This will involve crafting the venue's brand identity and producing marketing assets (digital and print) to showcase the venue's features, upcoming events, and community engagement.
- The strategy will include a strong digital presence, incorporating social media, email marketing, and an updated website to engage the local community and attract external clients.

4. Sales Strategy:

- Implement a new sales strategy designed to attract clients for both internal programming and external hires. The sales strategy will focus on building a strong client base by promoting Langside Halls as an adaptable, high-quality venue for events, conferences, and community activities.

5. Licenses and Permissions:

- Obtain all necessary licenses and permissions, including event permits, alcohol licenses, and safety certifications to ensure that Langside Halls can legally host a range of events, from community festivals to private hires.

Role of Key Partners:

Inhouse Event Productions:

- **Technical & Bar Fit-Out:** Inhouse Event Productions will complete the technical and bar fit-out, ensuring that Langside Halls meets the requirements for hosting both intimate community events and larger-scale private bookings.
- **Brand Development & Marketing Assets:** This team will also play a key role in developing the venue's brand and creating promotional assets to help market Langside Halls effectively.
- **Sales Strategy & Client Relationships:** Inhouse Event Productions will implement the sales strategy, building strong relationships with external clients, and expanding Langside Halls' presence in the local event space market.
- **Generate revenue and pay ongoing operational costs of the building**
- **Match funding and subsidising community events lead by Inhouse CIC**

Organisational Structure

Role of Key Partners:

Glasgow Building Preservation Trust (GBPT):

- Building development, Project Management & Fundraising lead: GBPT will oversee and project-manage the essential building work in the Basement, Ground Floor, and Gallery. Their expertise in heritage building restoration will ensure that the venue is preserved while adapting to modern needs.
- Fundraising: GBPT will work on raising funds specifically for the capital works required during this first stage.

Langside Halls Trust (LHT):

- Support in PMGC process and overall project management support offering the continuity from build phase, to ongoing development and support to the management organisation ensuring the communities involvement at each point of the process
- Community representative organisation, regularly liaising with community councils, ensuring community representation, input and access are in place
- Advisory board to Inhouse as operators and ensuring community input is considered and implemented
- Fundraising Support: LHT will provide essential fundraising support to cover the costs associated with community events, staffing, and utilities.

Inhouse Events CIC:

- Community Programme Development: Inhouse Event CIC will design and implement the community programme, ensuring that Langside Halls delivers regular, inclusive events that support local social and cultural needs.
- Annual Festivals: This team will plan and develop three annual community festivals that align with the cultural calendar of the Queen's Park Area, ensuring that Langside Halls is recognized as a key player in the local community.

Income and Expenditure

This section outlines the projected income generation and operating expenditure for Langside Halls following its comprehensive refurbishment and alterations, which are aimed at optimizing the venue to accommodate a wide range of events in the most cost-effective manner.

Inhouse has based the income projections on the **50% ,60% and 70%** attendance of the venue, to test out our figures. Main Hall and Basement will serve as the primary event spaces, ensuring flexibility for a range of events, including cultural programmes, & private hires. The capacity estimates are aligned with the anticipated size of events and the functional requirements of the spaces, while acknowledging that demand may fluctuate over time.

Inhouse has also identifies the costs of technincal and kitchen fit outs. Please refer to Appedix 1.

50% Capacity

	2026	2027	2028	2029	2030	2031
Income	£217,500.00	£383,000.00	£430,237.50	£493,853.25	£592,130.00	£681,716.83
Expenditure	£294,234.43	£421,196.01	£455,250.60	£497,538.20	£556,499.64	£612,316.62
Surplus/Loss	-£76,734.43	-£38,196.01	-£25,013.10	-£3,684.95	£35,630.36	£69,400.21

60% Capacity

	2026	2027	2028	2029	2030	2031
Income	£234,600.00	£417,200.00	£468,390.00	£539,418.62	£650,217.96	£752,934.79
Expenditure	£308,237.18	£449,201.51	£486,172.70	£533,119.44	£599,533.46	£662,862.46
Surplus/Loss	-£73,637.18	-£32,001.51	-£17,782.70	£6,299.18	£50,684.50	£90,072.32

70% Capacity

	2026	2027	2028	2029	2030	2031
Income	£251,700.00	£451,400.00	£506,555.60	£583,014.34	£702,253.08	£812,794.37
Expenditure	£322,239.93	£477,207.01	£517,099.40	£567,978.08	£640,342.38	£709,233.73
Surplus/Loss	-£70,539.93	-£25,807.01	-£10,543.80	£15,036.26	£61,910.70	£103,560.63

Full calculations are provided in Appendix 2.

Next Steps

The Langside Halls Partnership believes that this Business Plan shows a way forward to get Langside Halls back into use.

In order to confirm that this is viable, some further work is required:

- Testing the implications of the revised 'phase 1' layout in terms of technical and financial viability (fire evacuation, construction costs etc)
- Business plan testing, to look at key questions:
 - how will the business plan work in terms of growing the community programme sustainably after the initial commercial and community activity has been established?
 - How will future maintenance of the building fabric and cyclical maintenance be funded?
- Developing a robust governance model for Langside Halls Partnership and between the partners
- Review legal options including tenure with GCC/Glasgow Life, leasing / licence to occupy etc.
- A tax-efficient route (for VAT) to completing building works (beyond Phase One), which in turn might influence the governance and legal structures

Developing the building into the long-term

Getting Langside Halls back into use is a hugely important first step.

It will breathe life back into a vacant space, counter the recent vandalism and reduce the risk of further decline and damage to the building.

It will re-establish Langside Halls at the heart of the Southside, back into public consciousness and back into their lives ... as a place to visit, enjoy and gather.

And it will also defray the Council and Glasgow Life's significant vacant building occupation costs.

However, use and management of listed buildings is a long-term game.

As the April 2021 feasibility study led by Langside Halls Trust demonstrated considerable investment will be needed to restore the building fully into the long term.

In tandem with developing proposals for Phase One use, later phases need to be carefully considered and taken forward. This will have implications for legals and governance as well as significant architectural and engineering input to clearly identify future capital costs to fully refurbish the Halls.

Langside Halls Partnership has the right blends of skills and experience to make a success not only of reopening, programming and animating Langside Halls in Phase One (Y1- Y5) by utilising the Main Hall & Gallery and new basement multi-use events space) but also during Phase One developing further the business cases to successfully attract external heritage and other external funding to Glasgow to fully refurbish what is one of Glasgow's most cherished Grade A listed buildings putting the Halls back at the heart of the Southside's community.

Appendix 1 - Technical Investment

Item	Quantity	Total ex VAT
Mojo Barrier	10	£5,000.00
Video Wall Panel	24	£24,000.00
VDWALL LVP605 with MSD600 Sending Card	2	£440.00
Cat. 5e Ethercon Jumper Cable	24	£432.00
Cat. 5e Ethercon to RJ45 Cable	2	£56.00
16 Amp to Powercon Cable	3	£66.00
4x4 HDMI Matrix	1	£150.00
Midas M32	1	£2,620.00
Midas DL32	1	£1,200.00
EV TX2152	4	£6,516.00
EV ELX200-18S	4	£2,596.00
EV ELX112	4	£2,996.00
Crown XLi3500	4	£2,872.00
Pioneer CDJ-900 Nexus	2	£1,214.00
Pioneer DJM-900 Nexus	1	£700.00
Drum Kit	1	£1,000.00
Cymbals	1	£800.00
Peavey Max 250 1x15 Bass Combo	1	£500.00
SM58	3	£300.00
SM57	3	£300.00
Wireless Mic	2	£2,400.00
Drum Kit Mic	1	£300.00
Guitar Amp	1	£500.00
Equinox Quad Fusion 260ZR	16	£7,216.00
Equinox Fusion 200 Zoom Spot	12	£7,440.00
elumen8 MP 120 LED Fresnel WW	4	£1,230.52
6m Polls	4	£400.00
Pioneer XDJ AZ	1	£2,999.00
Disco Ball	1	£239.00
Disco Ball Motor	1	£80.00
Smoke Machine	2	£300.00
Chamsys DMX Controller	1	£2,000.00
LED Header Bars	12	£600.00
Shackles	12	£60.00
1m Slings	12	£60.00
1m Truss	2	£270.00
2m Truss	14	£3,906.00
3.5m Truss	4	£2,116.00
Two-Way Corner Truss	4	£756.00
800 Baseplate	2	£100.00
6m x 4.5m Drape	2	£600.00
Stage Weights	8	£560.00
2.4 x 1.2m Aluminum Deck	5	£2,000.00
Stage Legs	20	£40.00
Mechanical Chain Hoist	4	£217.80
Cable Package	1	£950.00
TOTAL Ex VAT		£91,098.32

Appendix 1 -Kitchen and Bar Investment

Basement		Amount	Price ex VAT
Main Bar	High Balls	500	950
	Wine Glasses	300	500
	Flutes	300	360
	Pint Glasses	200	540
	Shot Glasses	100	50
	Coupes	100	250
	Gin Goblets	50	160
	Water glasses	250	215
	water jugs	25	125.85
	Speed Pourers	100	115
	25ml Measures	25	70
	50ml Measures	25	90
	125ml Measures	10	50
	175ml Measures	10	55
	Bar Menu		100
	Bottle Openers	10	15
	Corkscrews	5	15
	Ice Scoops	10	40
	Wine Buckets	20	210
	Bar mats (long)	20	135
	Bar mats (wide)	20	245
	Trays	10	55
	Freezer		1500
	Bins/recycling vessels	10	1000
	Waste Buckets	10	100
	Ice Machine	2	2500
	Fridges	10	4500
	Glasswash	1	2000
	Tills	5	£3,000
	Bar Furniture (tables/chairs bar area)		5000
	Sinks, handwashes and plumbing, waste	5	2000
	Bar Top /back bar top (2.4m/0.6m) + Cut		3500
	15 sheets 18mm ply		600
96 lengths of 2.4m cls		284	
Bar lighting and underlighting	100 per meter	1200	
Signwriters for bar paint/sign brand	3 days	1200	
Paint + Varnish + Primer	25ltr + 25ltr	800	
Bar design and 3D model		2000	
Decorator + assistant	5	1500	
Bar fit & Labour	5 days x 3 joiners	4500	
Bar electrical fittings, design, install	7	2100	
Washing Machine and dryer		600	

		Amount	Price Ex Vat
Storage	Storage boxes/crates		500
	Storage racks	20	2000
Office	Desks		500
	Office Chairs		350
	Printer		300
	Monitors		500
	Laminator		50
	Whiteboards		100
Prep/Service kitchen	Dinner Plates	300	630
	Bowls	150	395
	Side Plates/Saucers	150	300
	Serving Platters (large)	25	750
	Serving Platters (medium)	25	625
	Serving Platetrs (small)	25	500
	Serving Bowls	25	500
	Cups tea and coffee		300
	Knives	600	700
	Forks	600	385
	Spoons	300	190
	Tea Spoons	150	65
	Sinks and Counter tops		2000
	Fridge		2000
	Serving Tongs	25	50
	Serving Spoons	25	50
	Oven		4000
	Extractor		2000
	Dishwasher?		2000
	Fryers		600
Cloakroom	Rails	6ft x 10	£1,000
	Hangers	500 hangers	£200
	reception		500
furniture & Service	Tables	6ft round tables x 25	3750
	Chairs - chivary chairs	250 x £30	7500
	Tablecloths - 132" x £20 x 25	132" x £20 x 25	600
	Candlelabras - 25		1750
	Napkins		200
	TOTAL		82069.85

Appendix 2 -50% Capacity

		2026	2027	2028	2029	2030	2031
	Income	Year 1 50%	year 2	year 3 plus 5%	year 4 plus 5%	year 5 plus 5%	year 6 plus 5%
Community Programme Income							
	Bar Income (based on 12200 attendeed over the course of all community events)	£ 26,000.00	£ 26,000.00	£ 27,300.00	£ 28,665.00	£ 30,098.25	£ 31,603.16
	Funding for community events raised by LHT (based on 8 community events and 3x weekend community festivals)	£ 26,000.00	£ 26,000.00	£ 27,300.00	£ 28,665.00	£ 30,098.25	£ 31,603.16
Cultural Commercial Programme							
Based on 200 capacity	Venue hire for Cultural events (64 events)	£ 48,000.00	£ 96,000.00	£ 100,800.00	£ 105,840.00	£ 111,132.00	£ 116,688.00
	Bar Spend for Cultural Events (average spend £12 pp - 64 events)	£ 64,000.00	£ 128,000.00	£ 134,400.00	£ 141,120.00	£ 148,176.00	£ 155,584.00
Private Events							
	Venue hire for private events (16 events -y1/ 20 -y2/ 26 y3/ 36 y4/ 44 y5)	£ 32,000.00	£ 64,000.00	£ 84,000.00	£ 114,660.00	£ 166,680.00	£ 213,884.00
Based on 125 capacity	Bar Spend on Private Events (£15 inc VAT pp 16 events -y1/ 20 -y2/ 26 y3/ 36 y4/ 44 y5)	£ 12,500.00	£ 25,000.00	£ 32,812.50	£ 42,636.25	£ 59,062.50	£ 72,187.50
	Catering Comission 50% banquet events £625 + VAT 50% sit down events x £1625 +VAT 16 events -y1/ 20 -y2/ 26 y3/ 36 y4/ 44 y5)	£ 9,000.00	£ 18,000.00	£ 23,625.00	£ 32,247.00	£ 46,883.00	£ 60,167.00
Expenditure							
	Salaried Staff	£ 46,648.00	£ 64,580.40	£ 67,809.42	£ 71,199.89	£ 74,759.89	£ 78,497.88
	Employers Contribution (13% af 9.1k) and pension (3%)	£ 5,097.68	£ 7,082.11	£ 7,624.28	£ 8,194.00	£ 8,791.99	£ 9,419.94
	Utilities 5 % increase	£ 45,000.00	£ 47,250.00	£ 49,612.50	£ 52,093.13	£ 54,697.78	£ 57,432.67
	Insurance	£ 5,500.00	£ 5,775.00	£ 6,063.75	£ 6,366.94	£ 6,685.28	£ 7,019.55
	Waste Disposal 5% increase	£ 2,500.00	£ 5,000.00	£ 5,250.00	£ 5,462.50	£ 5,735.62	£ 6,022.00
	Compliance	£ 1,000.00	£ 1,050.00	£ 1,102.50	£ 1,157.63	£ 1,215.51	£ 1,276.28
	PRS	£ 2,000.00	£ 2,100.00	£ 2,205.00	£ 2,315.25	£ 2,431.01	£ 2,552.56
	Accounting	£ 1,800.00	£ 1,890.00	£ 1,984.50	£ 2,083.73	£ 2,187.91	£ 2,297.31
	office costs	£ 520.00	£ 546.00	£ 573.30	£ 601.97	£ 632.06	£ 663.67
	Broadband / Telephone	£ 1,800.00	£ 1,890.00	£ 1,984.50	£ 2,083.73	£ 2,187.91	£ 2,297.31
	Equipment Hire	-	£ -	£ -	£ -	£ -	£ -
	Marketing materials & ads	£ 10,000.00	£ 2,000.00	£ 2,100.00	£ 2,205.00	£ 2,315.25	£ 2,431.01
	Emergency repairs contingency	£ 3,000.00	£ 3,150.00	£ 3,307.50	£ 3,472.88	£ 3,646.52	£ 3,828.84
	Cost of stock Comercial Events	£ 22,400.00	£ 44,800.00	£ 47,040.00	£ 49,392.00	£ 51,861.00	£ 54,454.00
	Private Events stock Costs	£ 4,375.00	£ 8,750.00	£ 11,484.38	£ 14,929.69	£ 20,671.88	£ 25,265.63
	Staff Comercial Events	£ 64,000.00	£ 128,000.00	£ 134,400.00	£ 141,120.00	£ 148,176.00	£ 155,584.00
	Staff Private Events	£ 19,800.00	£ 39,600.00	£ 51,975.00	£ 70,945.68	£ 103,144.32	£ 132,368.28
	Venue Licence + acoustic report	£ 5,000.00	£ -	£ -	£ -	£ -	£ -
	Card Machine Transactions - 1.75% of bar sales	£ 1,793.75	£ 3,132.50	£ 3,403.97	£ 3,717.72	£ 4,153.39	£ 4,539.06
	Community Events - 8 events 3 indoor festivals	£ 52,000.00	£ 54,600.00	£ 57,330.00	£ 60,196.50	£ 63,206.33	£ 66,366.64
	Income	£217,500.00	£383,000.00	£430,237.50	£493,853.25	£592,130.00	£681,716.83
	Expediture	£294,234.43	£421,196.01	£455,250.60	£497,538.20	£556,499.64	£612,316.62
	Surplus/Loss	-£76,734.43	-£38,196.01	-£25,013.10	-£3,684.95	£35,630.36	£69,400.21

Appendix 2 -60% Capacity

		2026	2027	2028	2029	2030	2031
	Income	Year 1 50%	year 2	year 3 plus 5%	year 4 plus 5%	year 5 plus 5 %	year 6 plus 5 %
Community Programme Income							
	Bar Income (based on 12200 attendeed over the course of all community events)	£ 26,000.00	£ 26,000.00	£ 27,300.00	£ 28,665.00	£ 30,098.25	£ 31,603.16
	Funding for community events raised by LHT (based on 8 community events and 3x weekend community festivals)	£ 26,000.00	£ 26,000.00	£ 27,300.00	£ 28,665.00	£ 30,098.25	£ 31,603.16
Cultural Commercial Programme							
Based on 240 capacity	Venue hire for Cultural events (64 events)	£48,000.00	£96,000.00	£100,800.00	£105,840.00	£111,132.00	£116,688.00
	Bar Spend for Cultural Events (average spend £12 pp - 64 events)	£76,800.00	£153,600.00	£161,280.00	£169,344.00	£177,811.20	£186,701.76
Private Events							
	Venue hire for private events (16 events - y1/ 20 -y2/ 26 y3/ 36 y4/ 44 y5)	£32,000.00	£64,000.00	£84,000.00	£114,660.00	£166,680.00	£213,884.00
Based on 150 capacity	Bar Spend on Private Events (£15 inc VAT pp 16 events - y1/ 20 -y2/ 26 y3/ 36 y4/ 44 y5)	£15,000.00	£30,000.00	£39,360.00	£53,547.00	£78,138.00	£100,254.00
	Catering Commission 60% banquet events £750 + VAT 60% sit down events x £1950 +VAT 16 events -y1/ 20 -y2/ 26 y3/ 36 y4/ 44 y5)	£10,800.00	£21,600.00	£28,350.00	£38,697.62	£56,260.26	£72,200.70
Expenditure							
	Salaried Staff	£46,648.00	£64,580.40	£67,809.42	£71,199.89	£74,759.89	£78,497.88
	Employers Contribution (13% af 9.1k) and pension (3%)	£5,097.68	£7,082.11	£7,624.28	£8,194.00	£8,791.99	£9,419.94
	Utilities 5 % increase	£45,000.00	£47,250.00	£49,612.50	£52,093.13	£54,697.78	£57,432.67
	Insurance	£5,500.00	£5,775.00	£6,063.75	£6,366.94	£6,685.28	£7,019.55
	Waste Disposal 5% increase	£2,500.00	£5,000.00	£5,250.00	£5,462.50	£5,735.62	£6,022.00
	Compliance	£1,000.00	£1,050.00	£1,102.50	£1,157.63	£1,215.51	£1,276.28
	PRS	£2,000.00	£2,100.00	£2,205.00	£2,315.25	£2,431.01	£2,552.56
	Accounting	£1,800.00	£1,890.00	£1,984.50	£2,083.73	£2,187.91	£2,297.31
	office costs	£520.00	£546.00	£573.30	£601.97	£632.06	£663.67
	Broadband / Telephone	£1,800.00	£1,890.00	£1,984.50	£2,083.73	£2,187.91	£2,297.31
	Equipment Hire		£0.00	£0.00	£0.00	£0.00	£0.00
	Marketing materials & ads	£10,000.00	£2,000.00	£2,100.00	£2,205.00	£2,315.25	£2,431.01
	Emergency repairs contingency	£3,000.00	£3,150.00	£3,307.50	£3,472.88	£3,646.52	£3,828.84
	Cost of stock Comercial Events	£26,880.00	£53,760.00	£56,448.00	£59,270.40	£62,233.92	£65,345.62
	Private Events stock Costs	£5,250.00	£10,500.00	£13,776.00	£18,741.45	£27,348.30	£35,088.90
	Staff Comercial Events	£70,400.00	£140,800.00	£147,840.00	£155,232.00	£162,993.60	£171,142.40
	Staff Private Events	£21,780.00	£43,560.00	£57,172.50	£78,040.25	£113,458.75	£145,605.11
	Venue Licence - acoustic report	£5,000.00	£0.00	£0.00	£0.00	£0.00	£0.00
	Card Machine Transactions	£2,061.50	£3,668.00	£3,988.95	£4,402.23	£5,005.83	£5,574.78
	Community Programme Costing	£ 52,000.00	£ 54,600.00	£ 57,330.00	£ 60,196.50	£ 63,206.33	£ 66,366.64
	Income	£234,600.00	£417,200.00	£468,390.00	£539,418.62	£650,217.96	£752,934.79
	Expenditure	£308,237.18	£449,201.51	£486,172.70	£533,119.44	£599,533.46	£662,862.46
	Surplus/Loss	-£73,637.18	-£32,001.51	-£17,782.70	£6,299.18	£50,684.50	£90,072.32

Appendix 2 -70% Capacity

		2026	2027	2028	2029	2030	2031
	Income	Year 1 50%	year 2	year 3 plus 5%	year 4 plus 5%	year 5 plus 5 %	year 6 plus 5 %
Community Programme Income							
	Bar Income (based on 12200 attendeed over the course of all community events)	£ 26,000.00	£ 26,000.00	£ 27,300.00	£ 28,665.00	£ 30,098.25	£ 31,603.16
	Funding for community events raised by LHT (based on 8 community events and 3x weekend community festivals)	£ 26,000.00	£ 26,000.00	£ 27,300.00	£ 28,665.00	£ 30,098.25	£ 31,603.16
Cultural Commercial Programme							
Based on 280 capacity	Venue hire for Cultural events (64 events)	£48,000.00	£96,000.00	£100,800.00	£105,840.00	£111,132.00	£116,688.00
	Bar Spend for Cultural Events (average spend £12 pp - 64 events)	£89,600.00	£179,200.00	£188,160.00	£197,568.00	£207,446.40	£217,818.72
Private Events							
	Venue hire for private events (16 events -y1/ 20 -y2/ 26 y3/ 36 y4/ 44 y5	£32,000.00	£64,000.00	£84,000.00	£114,660.00	£166,680.00	£213,884.00
Based on 175 capacity	Bar Spend on Private Events (£15 inc VAT pp 16 events -y1/ 20 -y2/ 26 y3/ 36 y4/ 44 y5)	£17,500.00	£35,000.00	£45,920.00	£62,471.50	£91,161.00	£116,963.00
	Catering Commission 70% banquet events £875 + VAT 70% sit down events x £2275 -VAT 16 events -y1/ 20 -y2/ 26 y3/ 36 y4/ 44 y5)	£12,600.00	£25,200.00	£33,075.60	£45,144.84	£65,637.18	£84,234.32
Expenditure							
	Salaried Staff	£46,648.00	£64,580.40	£67,809.42	£71,199.89	£74,759.89	£78,497.88
	Employers Contribution (13% af 9.1k) and pension (3%)	£5,097.68	£7,082.11	£7,624.28	£8,194.00	£8,791.99	£9,419.94
	Utilities 5 % increase	£45,000.00	£47,250.00	£49,612.50	£52,093.13	£54,697.78	£57,432.67
?	Insurance	£5,500.00	£5,775.00	£6,063.75	£6,366.94	£6,685.28	£7,019.55
	Waste Disposal 5% increase	£2,500.00	£5,000.00	£5,250.00	£5,462.50	£5,735.62	£6,022.00
	Compliance	£1,000.00	£1,050.00	£1,102.50	£1,157.63	£1,215.51	£1,276.28
	PRS	£2,000.00	£2,100.00	£2,205.00	£2,315.25	£2,431.01	£2,552.56
	Accounting	£1,800.00	£1,890.00	£1,984.50	£2,083.73	£2,187.91	£2,297.31
	office costs	£520.00	£546.00	£573.30	£601.97	£632.06	£663.67
	Broadband / Telephone	£1,800.00	£1,890.00	£1,984.50	£2,083.73	£2,187.91	£2,297.31
	Equipment Hire		£0.00	£0.00	£0.00	£0.00	£0.00
	Marketing materials & ads	£10,000.00	£2,000.00	£2,100.00	£2,205.00	£2,315.25	£2,431.01
	Emergency repairs contingency	£3,000.00	£3,150.00	£3,307.50	£3,472.88	£3,646.52	£3,828.84
	Cost of stock Comercial Events	£31,360.00	£62,720.00	£65,856.00	£69,148.80	£72,606.24	£76,236.55
	Private Events stock Costs	£6,125.00	£12,250.00	£16,072.00	£21,865.03	£31,906.35	£40,937.05
	Staff Comercial Events	£76,800.00	£153,600.00	£161,280.00	£169,344.00	£177,811.20	£186,700.80
	Staff Private Events	£23,760.00	£47,520.00	£62,370.00	£85,134.82	£123,773.18	£158,841.94
	Venue Licence + acoustic report	£5,000.00	£0.00	£0.00	£0.00	£0.00	£0.00
	Card Machine transactions	£2,329.25	£4,203.50	£4,574.15	£5,052.33	£5,752.35	£6,411.74
	Community Programme Costing	£ 52,000.00	£ 54,600.00	£ 57,330.00	£ 60,196.50	£ 63,206.33	£ 66,366.64
	Income	£251,700.00	£451,400.00	£506,555.60	£583,014.34	£702,253.08	£812,794.37
	Expenditure	£322,239.93	£477,207.01	£517,099.40	£567,978.08	£640,342.38	£709,233.73
	Surplus/Loss	£70,539.93	£25,807.01	£10,543.80	£15,036.26	£61,910.70	£103,560.63



Langside Halls Trust
Scottish Charity Number SCO44244
