Business Plan

Phase 2 Growth Plan : The Old Schoolhouse, Wester Loch Ewe

July 2026

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1. Introduction and Background

1.1 Background and original drivers

Background

Phase 1 of the Wester Loch Ewe Trust's redevelopment of the Old Schoolhouse has been a clear success, transforming a closed rural primary school into a functioning, well-used community hub. The Trust, formed in 2015 and achieving ownership of the building in 2018, was established to address the acute lack of local services along the isolated west coast of Loch Ewe, where settlements stretch for nine miles with no public transport and the nearest shop nine miles away from Cove.

Using Scottish Land Fund support, WLET purchased the building and adjacent land for parking, then secured further funding to deliver Phase 1, which focused on renovating one half of the Old Schoolhouse. This phase created a full catering kitchen, a community café/tearoom, a small meeting room, and a flexible community events space. These facilities have become a "thriving hub" for the scattered crofting settlements of Inverasdale, Poolewe, Cove, Naast and Tournaig.

The Old Schoolhouse Tearoom now operates as a community-run café, offering home baking, meals, and a warm welcome to both residents and visitors. Though only open limited hours due to volunteer capacity, it provides one of the few accessible social spaces in this remote area. Every visit directly supports the Trust's charitable work and helps sustain the building as a vital community asset. The tearoom has also earned strong public feedback, including a Travellers' Choice award on Tripadvisor, reflecting its quality and importance to the local visitor economy.

Phase 1 has therefore demonstrated that the Old Schoolhouse can successfully operate as a multi-purpose rural community centre, providing social connection, local services, volunteering opportunities, and a welcoming space for residents who otherwise face isolation and long travel distances for basic amenities.

With the building now open, active, and valued, the Trust is preparing to move into Phase 2. The next phase will build on the momentum of Phase 1, addressing remaining unmet needs, expanding the building's functionality, and strengthening long-term sustainability.

Key Issues and Aspirations

The Trust faces a significant challenge in recruiting and sustaining volunteers. The demographic profile of Wester Loch Ewe is older, and many residents prefer to remain in their homes rather than take on new commitments. This is compounded by the high number of houses used as holiday homes, many of which are occupied for less than half the year. Increasingly, people apply for planning permission specifically to create holiday lets, further reducing the viability of the community and the pool of permanent residents who might volunteer. As a result, the sense of community has weakened over time, and one of the Trust's core tasks is to rebuild trust, connection and shared purpose so that local people feel confident and motivated to get involved again.

The Trust is now considering larger-scale development, but some earlier ideas, such as the feasibility of a bunkhouse, no longer have strong support. The strengths of the organisation clearly lie in the tearoom, space to develop services and in the area's heritage. Any future accommodation proposal must demonstrate a clear benefit to the community and a compelling reason for visitors to come. Heritage, particularly the area's Arctic Convoy history, has the potential to bring people together and create a meaningful identity for the building. The priority is to make the Old Schoolhouse sustainable, and a heritage-led approach could be a stronger and more viable direction. Importantly, the aim is not to create a traditional museum, but a living heritage centre where people are actively engaged, learning, sharing stories and participating in activities.

There is interest in exploring new programmes such as rural entrepreneurship and there is a current active pilot project funded by a community regeneration grant.

Many people are enthusiastic about converting the upstairs flat into residential accommodation, which could either be a home for someone locally, or support retreats, researchers-in-residence, or other forms of longer-stay engagement.

However, capital funding is currently limited, and any major development will need to be carefully justified.

A small retail outlet could provide additional income.

There are also opportunities to enhance the building's cultural and educational role. The former library space could be re-established as a learning space focused on regional books, storytelling and oral history. The middle room could continue to operate as a flexible community space. To support increased use, the building will require further development, including potential roof repairs and additional toilets, especially if the middle room becomes more active.

Architectural plans have been paused for now till there is a clear direction of travel, particularly in relation to the bunkhouse.

This business plan sets out what Phase 2 should look like, how the Old Schoolhouse can evolve from a successful initial refurbishment into a fully developed, future-ready community asset that continues to serve Wester Loch Ewe for decades to come.

1.2 The Asset

The Old Schoolhouse is a former rural primary school that has been successfully repurposed into a community hub. The building sits in Inverasdale on the west shore of Loch Ewe and includes both indoor spaces and surrounding land purchased through the Scottish Land Fund. Phase 1 of the redevelopment has brought part of the building back into active use, creating a warm, welcoming centre for residents and visitors.

The tearoom is the heart of the building. It contains a full commercial catering kitchen and a bright café space.

Adjacent to the tearoom is a small meeting room, used for community groups, local services, and small events. This room offers flexible space for workshops, gatherings, and activities, and is one of the building's most versatile assets. It is also used informally by visitors and residents who need a quiet space for conversation or small meetings.

The building also contains a larger middle room, which remains underused but has significant potential. If brought into fuller operation, this space could host larger events, heritage interpretation, educational activities, or community programmes. Increased use of this room would require additional toilets and some internal upgrades, but it represents one of the most important opportunities for Phase 2.

Upstairs, the building includes a self-contained flat, currently unused but widely supported by the community for future development. Many residents have expressed enthusiasm for converting the flat into accommodation for visiting researchers, artists-in-residence, rural entrepreneurs, or retreat participants. This space could become a valuable asset for generating income and attracting longer-stay visitors who contribute to the local economy.

The former library room is another area with strong potential. It could be re-established as a local library focused on regional books, storytelling, oral history, and heritage interpretation. This would align with the Trust's emerging heritage direction and help create a "living heritage centre" rather than a traditional museum.

Externally, the site includes parking areas and surrounding land, which were part of the original Scottish Land Fund purchase. These areas support visitor access and could be further developed to improve circulation, signage, outdoor seating, or heritage trails. The building may also require roof repairs and upgrades to ensure long-term sustainability.

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1.3 Methodology

Inception Meeting	A session took place with the Trust and to identify the baseline for the work, agree the core intention and discuss the methodology.
Demographics and policy	An analysis of the area in relation to statistics and demographics was undertaken. An analysis of policy and strategy took place to indicate the impact on a direction of travel. Fitting with national and regional policy will support funding where it dovetails with the vision. Since this may become a co-working hub, a summary of Scotland's eco-system of support was set out as there may be links regionally and nationally.
Key Stakeholder Contribution	Five key stakeholders contributed thoughts and discussed possible solutions
Open community event	An open community event took place with 24 people from across the area
Heritage modelling	To encourage thinking beyond a "community museum" thinking was done into more authentic local and visitor experiences at a local community level.
Business plan	This business plan emerged as the road map for this project following that research.

2. Impact of Phase 1

Old Schoolhouse Redevelopment 2015 to present day (14.7.26)

Impact Measurement and Legacy Report

Background

The redevelopment of the Old Schoolhouse was one of the Wester Loch Ewe Trust's most significant capital projects, transforming a former school building into a welcoming, flexible community hub with a fully equipped commercial-standard kitchen, tearoom, meeting space and exhibition area.

The original vision was to create a sustainable community asset that would strengthen social connections, support local enterprise, encourage tourism, preserve local heritage and provide a welcoming space for residents and visitors throughout the year.

Since completion, the project has exceeded expectations and continues to demonstrate significant social, cultural and economic impact across the Wester Loch Ewe community.

Community Impact

The Old Schoolhouse has become the social heart of the community.

The community tearoom provides far more than refreshments. It offers an important place where local people meet, reconnect and support one another. In a remote rural community where opportunities for informal social interaction are limited, the tearoom provides a warm, welcoming and inclusive environment that helps reduce isolation and strengthen community relationships.

Although the tearoom currently operates for only one day each week due to volunteer availability, demand consistently exceeds our capacity. Prior to the COVID-19 pandemic, the tearoom was open two to three days per week. Changes in volunteer availability following the pandemic have reduced opening hours rather than demand, demonstrating the continuing popularity and value of the service.

The success of the tearoom is widely recognised through consistently positive visitor feedback. Visitors frequently comment on the quality of the home baking, the warm welcome they receive and the genuine Scottish hospitality offered by volunteers. This reputation has resulted in a high level of repeat custom from both local residents and returning visitors.

Alongside the weekly tearoom, the building has become a vibrant community venue hosting:

- Community lunches
- Creative workshops
- Scientific talks
- Art classes
- Wellbeing activities
- Craft drop-in sessions
- Community meetings
- Heritage exhibitions
- Informal social gatherings

- Annual New Year community celebration.
- Five private parties and celebratory events over the past 2 - 3 years.
- Regular classes or activities delivered annually by different organisations (as listed above), with average attendance of around six participants per session.
- Hot-desking facilities are increasingly being used, with 4 – 5 individuals making use of the workspace over the past two years.

The flexibility of the building means it can respond to changing community needs throughout the year.

Partnership Working

The Old Schoolhouse has become a trusted venue for collaborative working between community organisations and regional partners. The Trust currently works in partnership with:

- Wester Loch Ewe Community Council, who hold their monthly meetings within the building.
- Wester Ross Biosphere, who deliver annual events at the Old Schoolhouse, regularly reaching full capacity.
- Red Chair Highland, who deliver digital learning workshops twice each year through weekly programmes.
- Arctic Convoy Museum, with whom the Trust hosts annual commemorative lunches each November and for VE Day in May, celebrating the service and legacy of Arctic Convoy veterans.

Economic Impact

The redevelopment has created an important economic asset for the area.

Situated just off the North Coast 500 route, the tearoom has become a popular destination for visitors travelling through Wester Ross. Many tourists stop specifically to visit the Old Schoolhouse, bringing additional spending into the local economy and increasing the profile of the community.

Visitor numbers continue to demonstrate the importance of the facility. During the winter season the tearoom welcomes approximately **350 – 500 visitors**, over **90% of whom are local residents**. During the summer season (approximately 30 weeks), visitor numbers increase to around **1,500**, with approximately **40% local visitors** and the remainder predominantly tourists travelling the North Coast 500.

In 2025, the Old Schoolhouse welcomed **1,636 visitors**. Although this represented an 11% reduction compared with 2024, visitor numbers recovered strongly, with the first quarter of 2026 showing a **9% increase** compared with the same period the previous year.

- Average spend per visitor: **£7–£8**
- Estimated annual tearoom turnover (2025/26): **£12,066**

The commercial-standard kitchen has enabled activities that were previously impossible within the area. The facilities have been hired for a range of food-related events including:

- Pizza evenings

- Tex-Mex nights
- Private dining experiences
- Community lunches
- Pop-up food events

These events support local enterprise, encourage collaboration and demonstrate the flexibility of the facilities.

The Trust has also expanded its community enterprise activities by successfully assuming responsibility for the management of the public toilets in Poolewe. Initially operated entirely by volunteers, the service has now developed to support a self-employed contractor responsible for the day-to-day management and maintenance of this essential visitor facility, ensuring its long-term sustainability while contributing to the local economy.

More broadly, the growth of the Trust's activities has enabled the creation of local employment opportunities. The Trust has employed a **full-time Development Manager for a two-year period**, providing dedicated capacity to develop projects, secure funding and strengthen community services. In addition, the Trust employs a **part-time cleaner (approximately 3 hours per week, equivalent to around 0.08 FTE)** to support the ongoing operation of the Old Schoolhouse. While modest in scale, these roles demonstrate how investment in community assets has translated into local employment, strengthened organisational capacity and improved the long-term sustainability of the Trust's activities.

Financial Contribution

During the 2025/26 financial year the facilities generated income through a range of activities, including:

- Tearoom income: **£12,066**
- Drop-in sessions: **£592**
- Room hire: **£3,166**
  - Kitchen hire: approximately **£730**
  - Event space hire: approximately **£1,044**
- Average monthly retail and book sales: **£77**
- Average monthly charity shop income: **£231**

Enterprise and Business Development

The redevelopment has created opportunities for enterprise that extend beyond the tearoom itself.

The building now offers:

- Commercial kitchen hire
- Co-working facilities
- Hot-desking space
- Meeting rooms
- Flexible event space

These facilities enable local businesses, freelancers and community groups to work professionally within Wester Loch Ewe without needing to travel elsewhere.

The building will also become the base for the Rural Young Entrepreneurs Project, providing training, mentoring and practical support to local residents wishing to develop businesses and create sustainable employment opportunities within their own community.

Cultural and Heritage Impact

The Old Schoolhouse has become an important cultural venue for the area.

Soon after opening, the building hosted exhibitions as part of the Arctic Convoy Project, bringing new visitors into the Schoolhouse while sharing important wartime history connected with the local area.

It currently hosts *Portrait of a Small Community*, a photographic exhibition celebrating local residents, their heritage and their connections to Wester Loch Ewe.

Further exhibitions are planned, including:

- A showcase of artwork produced by local art class participants.
- *Reflections*, an exhibition exploring photography, wellbeing and mental health through community stories.

These exhibitions encourage community participation while preserving and celebrating local heritage.

Health and Wellbeing

The redevelopment has delivered significant wellbeing benefits.

By providing an attractive, accessible and welcoming place for people to meet, the building helps reduce rural isolation and encourages stronger social connections.

Creative workshops, community lunches, exhibitions, volunteering opportunities and informal drop-in sessions all contribute positively to residents' wellbeing while fostering a stronger sense of belonging and community resilience.

The flexibility of the building enables activities to evolve according to local needs and interests, ensuring continued relevance for people of all ages.

Recognition and Reputation

The success of the Old Schoolhouse has been recognised beyond the local community.

The Trust was honoured to welcome Her Royal Highness The Princess Royal, whose visit recognised the positive contribution the Trust has made to community life and rural regeneration.

The tearoom continues to receive outstanding reviews from both local residents and visitors, with consistent praise for:

- Exceptional home baking
- Friendly volunteers
- Warm Scottish hospitality
- Welcoming atmosphere
- High-quality visitor experience

This positive reputation has become one of the area's strengths, encouraging repeat visits and recommendations to others.

Reviews can be read at https://www.tripadvisor.com/Restaurant_Review-g551963-d14903057-Reviews-Old_Schoolhouse_Tearoom-Achnasheen_Ross_and_Cromarty_Scottish_Highlands_Scotland.html and on Google Reviews for 'The Old Inverasdale Schoolhouse Tearoom'.

Donations and fundraising income increased by **427% in 2025** compared with the previous year, demonstrating growing community support and confidence in the Trust's work.

The Trust's wider work has also gained regional recognition through participation in a Charity Fashion Show in Inverness, showcasing the achievements of the Trust, promoting the pre-loved shop and raising awareness of the wider work taking place at the Old Schoolhouse.

A Flexible Community Asset

One of the greatest successes of the redevelopment has been the adaptability of the building.

Rather than serving a single purpose, the Old Schoolhouse has become a truly multi-functional community asset.

It now successfully operates as:

- Community tearoom
- Commercial kitchen
- Exhibition venue
- Heritage centre
- Creative arts space
- Community meeting venue
- Learning centre
- Co-working hub
- Enterprise support venue
- Wellbeing space
- Event venue

This flexibility allows the building to maximise its use throughout the year while responding to changing community priorities. It has also enabled events ranging from small weekly workshops to larger regional gatherings, including hosting the **Scottish Community Land Festival in October 2025**, attended by **29 delegates**.

Continuing Development

The Trust continues to build upon the success of the redevelopment.

Alongside the Rural Young Entrepreneurs Project, a new programme of autumn and winter activities will further increase year-round use of the building and expand opportunities for learning, creativity, social connection and enterprise.

Each new initiative builds upon the original capital investment, ensuring that the facilities continue to deliver increasing value for the community.

Measuring Success

The redevelopment has delivered measurable benefits across multiple areas. Supporting evidence available includes:

- Visitor numbers
- Community event attendance
- Kitchen and venue hire records
- Volunteer participation
- Visitor reviews and testimonials
- Repeat visitor feedback
- Social media engagement
- New partnerships established
- Employment created
- Enterprise activity supported

There are 35 active volunteers.

Conclusion

The redevelopment of the Old Schoolhouse has exceeded its original aspirations.

What began as a capital investment in community infrastructure has evolved into a thriving social, cultural and economic hub serving residents and visitors alike.

Despite operating the tearoom for only one day each week due to volunteer capacity, demand consistently exceeds availability, clearly demonstrating the continuing need for the facilities and the strength of community support.

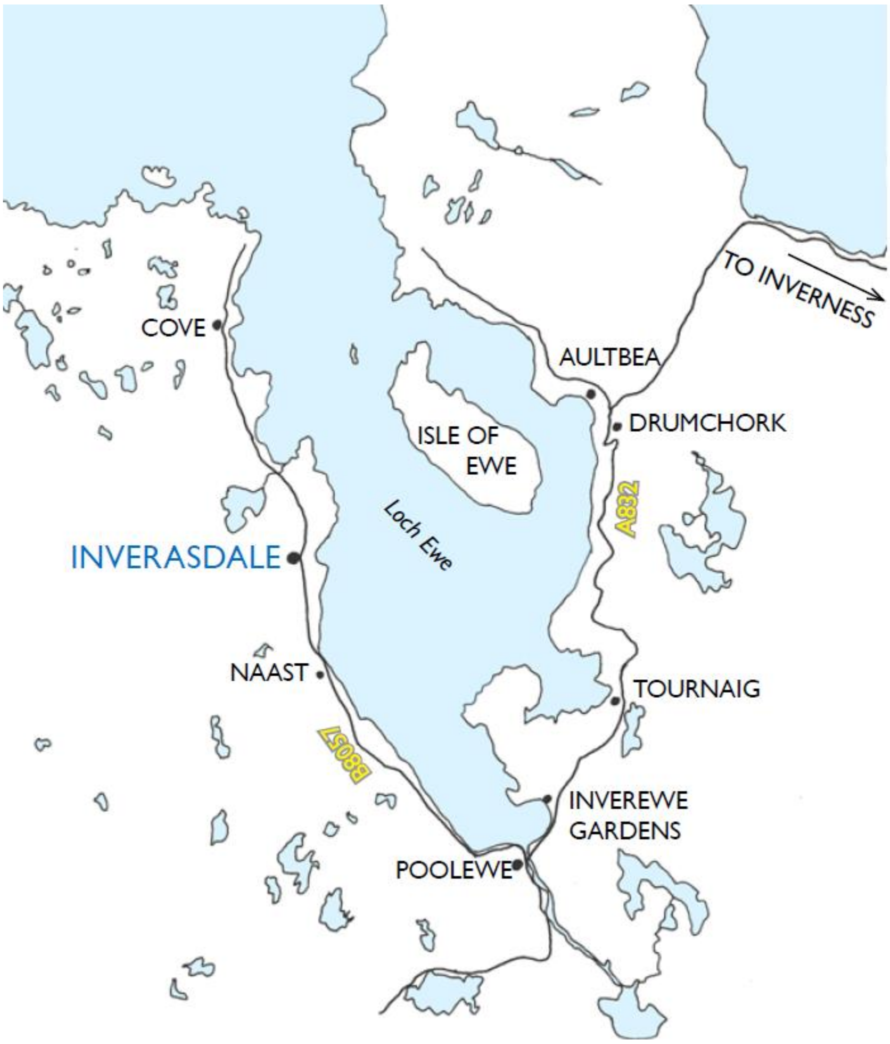
The redevelopment has enabled enterprise, strengthened tourism, celebrated local heritage, improved wellbeing, encouraged volunteering and created opportunities for lifelong learning and community participation.

Importantly, the project has also provided the platform from which the Trust continues to develop new initiatives, including business support, creative programmes and skills development.

The Old Schoolhouse is no longer simply a refurbished building; it is an essential community asset that continues to generate lasting social, cultural and economic benefit for Wester Loch Ewe. Its success provides strong evidence of the Trust's ability to deliver ambitious projects that create meaningful and sustainable impact for the community.

3. Research Summary

3.1 The Nature of the Community



The Community

Wester Loch Ewe Community Council Area

Geography

The Wester Loch Ewe area sits on the west coast of Wester Ross, centred on Loch Ewe, a north-facing sea loch in the Northwest Highlands of Scotland . The coastline is characterised by:

- Rocky shores and sandy bays, especially north of Inverasdale

- A chain of crofting townships along the B8057, including Naast, Brae, Midtown, Mellangaun and Cove
- The River Ewe, flowing from Loch Maree into Loch Ewe at Poolewe, forming a natural hub for settlement and historic industry

The landscape is typical of Wester Ross: rugged, sparsely populated, and shaped by crofting, with dramatic views across the loch and surrounding hills.

The area supports:

- Traditional crofting and fishing activities, which remain central to local identity and land use
- Rich wildlife habitats, including coastal ecosystems, rivers, and upland moorland
- Proximity to Inverewe Gardens, one of Scotland's most famous horticultural sites

The combination of sea loch, river, and crofting land creates a diverse natural environment with strong cultural ties to land and sea.

Our Diverse Settlements

Poolewe

A historic settlement at the head of Loch Ewe, urbanised around 1610 due to an iron furnace using charcoal from local woodlands . It remains the main service centre in the community council area.

Inverasdale

A cluster of crofting townships (Brae, Midtown, Mellangaun, Cove) forming a linear settlement along the west shore of Loch Ewe. The coastline here mixes rocky stretches with sandy bays and feels less remote than neighbouring coasts due to its orientation and settlement pattern .

Tournaig

A remote farmstead and scattered settlement near Poolewe, historically significant for its World War II military installations, including:

- A heavy anti-aircraft battery with four 3.7-inch guns
- A GL Mk II radar set
- A barrage balloon station with surviving hut bases and water tower

These installations formed part of the wider Loch Ewe coastal defence system during WWII .

Cove and Naast

Crofting settlements forming part of the Inverasdale chain, with strong ties to fishing and small-scale agriculture. No additional historical sources were found beyond their inclusion in the crofting township list.

History (important for the heritage enterprise)

The wider Loch Ewe area contains:

- Bronze Age remains, including hut circles and burnt mounds
- A Pictish carved stone (crescent and V symbol) found in Poolewe Burial Ground, used since around 900 AD

- The Red Smiddy, one of Scotland’s earliest known iron blast furnaces, operating between 1610–1670

These features show long-term human settlement and industrial activity.

Crofting Heritage

Crofting has shaped settlement patterns for centuries, sustaining small communities and maintaining cultural continuity. The shores of Loch Ewe have historically been inhabited by Gaelic-speaking crofting communities .

World War II Significance

Loch Ewe was a major strategic site during WWII:

- Served as a convoy assembly point for Arctic convoys to Russia
- Hosted light and heavy anti-aircraft guns, boom nets, and mine defences
- 481 merchant ships and 100+ naval vessels departed from Loch Ewe in 19 Arctic convoys
- Numerous wartime structures remain around the loch, including at Tournaig and Rubha nan Sasan

This wartime role is one of the most defining historical features of the area.

The Demographics

By merging Census 2022 and SIMD 2020 we can reliably conclude:

The area is ageing rapidly

- Fewer children and young adults
- More older residents
- Long-term demographic imbalance

Housing pressure is severe

- High proportion of second homes
- Limited affordable housing
- Planning applications for holiday lets
- Permanent population suppressed by seasonal occupancy

Employment is fragile and seasonal

- Tourism dominates
- Crofting is culturally important but economically limited
- Self-employment is common
- Income vulnerability is high

Access to services is the main deprivation factor

- Long travel times
- Limited public transport
- High fuel costs
- Essential services concentrated in Gairloch and Aultbea

Community capacity is constrained

- Older demographic
- Fewer working-age volunteers
- Social isolation in dispersed settlements

4.2 Policy Fit

This section tests the alignment of this concept proposal with public policy and strategy:

National policy

Scottish Government National Performance Framework

Scotland's National Performance Framework provides a vision for Scotland with broad measures of national wellbeing covering a range of economic, health, social and environmental indicators and targets (under review). The Framework is intended to inform discussion, collaboration and planning of policy and services across Scotland, encompassing the public sector, businesses, civil society and communities. There are 11 national outcomes, of which the most relevant are:

- Economy: We have a globally competitive, entrepreneurial, inclusive and sustainable economy.
- Environment: We value, enjoy, protect and enhance our environment.
- Communities: We live in communities that are inclusive, empowered, resilient and safe. Investment is to be focussed on deprived communities and disadvantaged rural areas.

Place Principle, 2019

Adopted by the Scottish Government in 2019 and intended to provide a collective focus to support inclusive economic growth and create places which are both successful and sustainable. It recognises that:

- Place is where people, location and resources combine to create a sense of identity and purpose and is at the heart of addressing the needs and realising the full potential of communities.
- A more joined-up, collaborative, and participative approach to services, land and buildings enables better outcomes for everyone and increased opportunities for people and communities.

Community Empowerment (Scotland) Act 2015 / Land Reform Act (2016)

Helps to empower community bodies through the ownership or control of land and buildings and by strengthening their voices in decision making around public services.

There is a policy move to shift control of assets from the public and private sector to the people.

Scotland's Social Enterprise Strategy, 2016-2026

The vision is that "Over the next decade social enterprise will be at the forefront of a new wave of ethical and socially responsible business in Scotland. It will become a far reaching and valued alternative and a key part of the Scottish way of doing business." A second action plan under the Strategy was due to be published (prior to the coronavirus pandemic).

The strategy has come to an end, and a new vision is being put together for post 2026.

Community Wealth Building

CWB is a model whereby locally based anchor institutions (such as local authorities, NHS, etc.) focus spend locally to encourage the development of local economies and to limit procurement spend leaking out of the area.

The Scottish Government has bought into this concept, and it is rolling out across local authorities. There are 5 key principles:

- Plural ownership of the economy.
- Making financial power work for local places.
- Fair employment and just labour markets.
- Progressive procurement of goods and services.
- Socially productive use of land and property.

Climate Emergency and Net Zero

Recognition of the climate emergency and a need for “transformative change.” With an increasing focus on this as a cross cutting theme in Government is resulting in new policy areas and funding streams from Government and other bodies such as the Lottery distributors.

Scotland's National Strategy for Economic Transformation

This maps out how Scotland will recover from covid in a way that is more than just getting into growth again.

“The ambition of this strategy is not just to grow our economy but, in doing so, to transform our country’s economic model so that we build an economy that celebrates success in terms of economic growth, environmental sustainability, quality of life and equality of opportunity and reward.”

Key objectives are to:

1. establish Scotland as a world-class entrepreneurial nation founded on a culture that encourages, promotes and celebrates entrepreneurial activity in every sector of our economy;
2. strengthen Scotland’s position in new markets and industries, generating new, well-paid jobs from a just transition to net zero;
3. make Scotland’s businesses, industries, regions, communities and public services more productive and innovative;
4. ensure that people have the skills they need at every stage of life to have rewarding careers and meet the demands of an ever-changing economy and society, and that employers invest in the skilled employees they need to grow their businesses;
5. reorient our economy towards wellbeing and fair work, to deliver higher rates of employment and wage growth, to significantly reduce structural poverty, particularly child poverty, and improve health, cultural and social outcomes for disadvantaged families and communities.

Fair Work First

Fair Work First - Scottish Government

Fair Work First is the Scottish Government's flagship policy for driving high quality and fair work across the labour market in Scotland. This is through applying fair work criteria to grants, other funding and contracts being awarded by and across the public sector, where it is relevant to do so.

Through this approach the Scottish Government is asking employers to adopt fair working practices, specifically:

- appropriate channels for effective voice, such as trade union recognition;
- investment in workforce development;
- no inappropriate use of zero hours contracts;
- action to tackle the gender pay gap and create a more diverse and inclusive workplace;
- payment of the real Living Wage;
- offering flexible and family friendly working practices for all workers from day one of employment; and
- opposing the use of fire and rehire practices.

Inclusive and Democratic Business Models

The "Inclusive and Democratic Business Models (IDBM)" report by the Scottish Government, published in September 2024, aims to significantly increase the number of social enterprises, employee-owned businesses, and co-operatives in Scotland. This initiative is part of the National Strategy for Economic Transformation, focusing on creating a fairer, greener, and more resilient economy.

IDBMs are seen as vital for economic success, contributing to community wealth building and supporting regional regeneration. They promote economic democracy, environmental responsibility, fair work, and inclusion. Globally, IDBMs employ over 280 million people and generate substantial economic activity.

The report outlines 17 recommendations to mainstream IDBMs across Scotland's economic strategies. These models are expected to enhance productivity, innovation, and resilience, while ensuring fair distribution of wealth and power. The goal is to build a dynamic economy that benefits all communities and supports sustainable development.

Scotland Outlook 2030: responsible tourism for a sustainable future

Lays out a vision for tourism that benefits 'every person who lives in Scotland, visits Scotland and works in Scotland.' It identifies four priority areas:

1. Our passionate people
2. Our thriving places
3. Our diverse businesses
4. Our memorable experiences

Heritage and Conservation

Heritage Strategy: Our Past, Our Future: The Strategy for Scotland's Historic Environment

This report adopts a 'mission-oriented approach', identifying key actions required to 'sustain and enhance the benefits that our nation's heritage creates, and ensure the historic environment is at the centre of national life'. Key priority areas are:

1. Delivering the transition to net zero (ensuring that historic environment contributes to Scotland's plans for net-zero by 2045)
2. Empowering resilient and inclusive communities and places (ensuring that the historic environment 'brings colour and variety' and shapes and inspires communities and places)
3. Building a wellbeing economy (ensuring that the historic environment contributes to societal wellbeing within environmental limits)

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Heritage for all: Corporate Plan 2025-28

This plan lays out HES's vision of 'heritage for all'. This plan intends to guide HES' work and demonstrates the key outcomes they are focused on, namely increasing investment, providing inspiring and memorable visitor experiences, inspiring a new generation of learners, and enabling good decision making for Scotland's protected places.

The priority areas outlined are:

- Scotland's heritage (increasing investment, supporting good decision making, providing memorable visitor experiences)
- Skills and learning (inspiring new generation of learners)
- People and places (sustaining grant funding, increasing economic and community benefits)
- Climate action (contributing to net zero and climate impact reduction)
- Our organisation (increasing income, providing safe, secure and inclusive environment)

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Highland Council Policy Fit

Highland Council's current policy framework strongly aligns with the aims of the Wester Loch Ewe Trust business plan. Across housing, enterprise, community development, tourism and the environment, the Council's strategies emphasise local empowerment, sustainable rural development, heritage-led regeneration, affordable homes, climate action, and community-owned assets. These priorities directly support Phase 2 of the Old Schoolhouse project.

Housing – "Accessible and Sustainable Highland Homes"

Highland Council's Our Future Highland 2022–2027 programme identifies affordable, energy-efficient rural housing as a core strategic priority. It commits to:

- Delivering accessible and sustainable homes across rural areas
- Supporting community-led housing
- Tackling fuel poverty and improving energy efficiency
- Ensuring housing supports local economic resilience

Relevance to Wester Loch Ewe Trust

This directly supports the Trust's Phase 2 ambitions:

- The upstairs flat conversion aligns with Council priorities for local housing solutions.
- The Trust's concerns about second homes and holiday-let pressure reflect Council priorities around sustainable rural communities.
- Any future accommodation (researchers-in-residence, retreats) fits the Council's aim to anchor population and economic activity locally.

Enterprise and Local Economy – "Resilient and Sustainable Communities"

Highland Council emphasises:

- Supporting local enterprise, rural entrepreneurship and small businesses
- Strengthening community-owned assets
- Improving visitor management and local economic opportunities
- Backing place-based economic development

Relevance to Wester Loch Ewe Trust

- The tearoom is a successful community enterprise, fully aligned with Council priorities.
- A heritage-led centre supports local business growth, including retail, events, and learning programmes.
- Rural entrepreneurship programmes fit directly within the Council's enterprise agenda.
- A retail outlet or heritage-based economic activity aligns with the Council's focus on local wealth building.

Community Development – Wester Ross, Strathpeffer and Lochalsh Area Place Plan

The Wester Ross Area Place Plan consolidates community priorities and sets a shared vision for local development. It emphasises:

- Community empowerment
- Local decision-making
- Strengthening community cohesion
- Supporting community-owned buildings and services
- Delivering local priorities through partnership

Relevance to Wester Loch Ewe Trust

- The Old Schoolhouse is exactly the type of community anchor asset the Place Plan seeks to support.
- The Trust's aim to rebuild community participation aligns with the Plan's emphasis on local engagement and shared vision.
- A living heritage centre fits the Plan's goal of strengthening identity and community connection.
- The Trust's Phase 2 development can be explicitly framed as delivering Place Plan priorities.

Tourism – West Highland and Islands Local Development Plan (WestPlan)

WestPlan guides development across Wester Ross and identifies:

- Tourism as a major economic driver
- The need for sustainable tourism infrastructure
- Support for heritage-based tourism
- Protection of landscape and cultural assets
- Encouragement of community-led visitor facilities

Relevance to Wester Loch Ewe Trust

- A heritage centre (e.g., Arctic Convoy interpretation) fits WestPlan's emphasis on cultural tourism.
- The tearoom already contributes to sustainable visitor infrastructure.
- Accommodation for researchers or retreats aligns with low-impact, knowledge-based tourism.
- The Trust's focus on heritage as a community connector aligns with WestPlan's cultural priorities.

Environment and Climate – "A Sustainable Highland Environment"

Highland Council's strategic programme commits to:

- Accelerating climate action
- Supporting renewable energy
- Encouraging sustainable development
- Protecting natural landscapes
- Embedding Net Zero principles in community projects

Relevance to Wester Loch Ewe Trust

- Any building upgrades (roof, insulation, heating) align with Council climate priorities.
- A heritage centre can incorporate environmental education and sustainable design.
- The Trust's rural location makes energy efficiency and sustainable operations essential.
- Outdoor heritage trails or interpretation support low-impact environmental tourism.

3.2 Stakeholder Interviews

Stakeholders were interviewing regarding the challenges and opportunities for phase two of the project. These comments are consolidated and brought together so that comments are not attributable.

Though more agencies were reached out to, the following were the key interviews;

- Wester Loch Ewe Community Council
- Highland TSI
- Highlands and Islands Enterprise

- Highland Council
- Museum and Heritage Highland

Nature of the Community

Stakeholders described the area as geographically sparse, with widely dispersed crofting communities and significant distances between settlements.

Stakeholders consistently identified several major social challenges affecting the area. Fuel poverty was repeatedly mentioned, with some interviewees linking rising energy costs to global instability, including conflict in the Middle East. Access to services was described as a persistent difficulty due to low population density and the wide geographical spread of households, meaning essential services are often distant and not easily reached. Interviewees also observed that local businesses experience strong tourism seasons but face substantial downturns in winter, despite efforts to use social media to attract visitors.

A shortage of funding for charities and small businesses was also highlighted as a structural constraint.

The general character of Wester Ross was described as rural, sparsely populated and dominated by an older demographic. Stakeholders noted that people are "spread thin," both geographically and in terms of available capacity.

Housing was described as a complex issue involving availability, affordability, policy constraints and the wider funding environment.

Views about the Old School Project

Stakeholders expressed mixed views regarding the progress of the Wester Loch Ewe Trust's Old Schoolhouse project. Some interviewees were keen to see evidence of impact from that phase (see section 3). A number of stakeholders felt that a strong foundation is required to ensure long-term viability into phase 2.

The weekly drop-in session at the Old Schoolhouse, supported by volunteers and donations, was mentioned as an example of an activity that was a vital lifeline services but may not yet be fully financially viable.

Several interviewees suggested that funders are not always fully aware of the challenging operating conditions in remote rural areas.

Although some stakeholders were familiar with the Wester Loch Ewe area and the location of the Old Schoolhouse, several noted that they had not visited the site personally. Interviewees suggested that the Trust is likely experiencing the same pressures affecting the wider region: the seasonal nature of tourism, with crowded summers and very quiet winters, and ongoing housing shortages affecting both existing residents and people wishing to move into the area.

Potential Uses for the School

Stakeholders consistently stated that the Wester Loch Ewe Trust has done an excellent job with the Old Schoolhouse and Tearoom. Interviewees described the operation as "done very well" and noted that it enjoys "really good support from the local area." The tearoom's success was repeatedly highlighted as a strong foundation for future development.

Across discussions, stakeholders emphasised that accommodation is the single biggest issue affecting the wider area. They pointed to two distinct but related pressures: the need for tourist accommodation, which brings essential income into the local economy, and the need for accommodation for local staff, as even residents with jobs in the area struggle to secure housing. Several interviewees noted that there are ten derelict cottages locally that could have been salvaged, illustrating the scale of unmet need. Stakeholders described accommodation as a contentious issue, with strong views and competing priorities.

Stakeholders suggested that medium-term let accommodation, such as the proposed small flat within the Old Schoolhouse, would be particularly valuable. They argued that this type of housing could support incoming key workers while they establish themselves and secure longer-term accommodation.

Additional opportunities were identified to develop facilities that could be offered to users of the Firemore campsite, allowing the campsite itself to remain undeveloped while still improving visitor infrastructure.

Many interviewees felt that the Trust should continue to build on the tearoom's success. They suggested that better utilisation of the kitchen might be achieved through hosting functions, such as weddings, birthday parties, or pop-up food events, rather than attempting to operate a full-scale restaurant on a long-term basis. Some stakeholders also noted that the former school playground may represent a potential source of income.

Stakeholders stressed that decisions about the optimal use of the Old Schoolhouse must be informed directly by community needs. Several stakeholders pointed to a documented decline in volunteering in the area, suggesting that future business models should be based on paid staff rather than relying on volunteer labour.

Heritage specialists focused on the heritage dimension of the project. They cautioned against simply opening a heritage centre, noting that such centres are difficult to run and sustain, particularly in rural areas with limited funding. They emphasised that heritage centres ideally require paid staff, yet the sector faces ongoing funding shortages. Stakeholders also noted demographic changes: fewer people are expected to retire with sufficient pensions, meaning they will need to continue working, reducing the pool of future volunteers. As a result, heritage centres must have a strong location, compelling assets, a clear and engaging story, and a reliable base of ongoing volunteer or staff support in order to succeed.

Stakeholders noted that parking is a recognised problem at the Old Schoolhouse site and within the wider Wester Loch Ewe area. Despite this challenge, interviewees repeatedly emphasised that the Wester Loch Ewe Trust "do really, really well" and that they had no additional operational options to suggest beyond what the Trust is already doing. This reinforces the perception that the Trust is performing strongly within the constraints of its rural context.

Heritage-related ideas were also described as popular among stakeholders, although interviewees cautioned that heritage projects often struggle to secure sufficient funding. Stakeholders acknowledged that they did not always know the detailed circumstances of the Wester Loch Ewe area well enough to comment on specific proposals. However, they consistently stated that any initiative that brings people together is likely to be beneficial, and that heritage centres can often fulfil this role by providing shared identity, social connection and a focal point for community engagement.

Collaboration

Stakeholders expressed confidence that the Wester Loch Ewe Trust is progressing well. Interviewees stated that the Trust appears to be "covering all aspects," "talking to the right people," and "heading down the right route." Several stakeholders viewed the Trust's existing collaboration with other groups as a positive sign, noting that early partnership working is often an indicator of long-term project strength.

At the same time, stakeholders emphasised that additional local fieldwork and deeper engagement with community organisations across Wester Ross will be essential. Interviewees recommended that the Trust continue to consult widely with residents and strengthen relationships with other active groups in the area.

Stakeholders noted that Wester Ross contains multiple community bodies working on overlapping issues, and that greater alignment and joined-up thinking across organisations would benefit the area as a whole.

Here is the revised, consolidated summary written in impersonal, report-ready language,

Stakeholders noted that the Wester Loch Ewe Trust has established positive working relationships with Highland Third Sector Interface (HTSI) and other partner organisations. HTSI expressed continued willingness to collaborate, particularly around joint events, community initiatives and organisational development. Stakeholders reported that they actively monitor the Trust's activities on social media and expressed admiration for the group's progress, stating that the Trust has "done so well" over the years and has "worked hard for what they're achieving." The Trust was described as a "stable group of people" and recognised as providing a "great place for the elderly and for locals."

Stakeholders also highlighted the potential role of Highlands and Islands Enterprise (HIE). Stakeholders further noted that the Trust would be welcome to join Museum and Heritage Highland, which offers entry-level membership packages suitable for small heritage centres. Membership would provide access to shared services, training, peer support and sector-specific guidance, potentially strengthening the heritage dimension of the Old Schoolhouse project.

3.3 Historical Society Research

Ancestral tourism (defined as visitors who feel some sense of emotional connection to Scotland and show a strong desire to find out more about Scottish history and connect with it on a personal level) has been identified as an important tourist market. In VisitScotland's 2023 Scotland Visitor Survey an average of 41% of respondents from USA, Canada and Australia cited their Scottish ancestry as a major motivation for their trip.[1] These visitors tend to stay longer and are more likely to visit outside the peak summer months of July and August than the average visitor. They are also likely to become repeat visitors to areas related to their own clan or family history.

For groups looking to encourage ancestral tourism, VisitScotland recommends:

- Having staff / volunteers that can speak knowledgeably about local history
- Finding out about any clans or families associated with popular names in the area, and any relevant associated monuments, castles and burial places.
- Offering insights into what life was like for their ancestors in the past.
- Promoting events where visitors can meet and mingle with the community. E.g. ceilidhs, music or storytelling events

- Assist visitors wanting to do genealogical research as part of their visit

Potential relevance for Wester Loch Ewe Trust

- Tapping into ancestral tourism might align with aims of a heritage museum / historical society
- Applecross Historical Society listed alongside Gairloch and Ullapool Museums on Wester Ross Tourist website.
- NC500 website offers a guided 9-day heritage and history itinerary that features visits to various heritage centres, and also a stop at Russian Arctic Convoy Museum.
- Local attractions (e.g. Inverewe Gardens, Gairloch History museum) reported increase in visitor numbers since NC500[2]

Overview

Communn Eachdraidh are groups set up to research, preserve and promote interest in local heritage and history. Through these groups, local people come together to investigate local history, gather items of cultural interest, and compile archives of relevant materials that they then share with other local people and visitors.

Group activities might include:

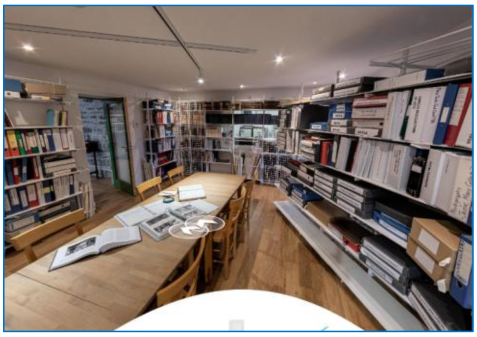
- Copying and identifying old photos, audio and video recordings
- Recording and transcribing interviews with local people
- Collecting local songs and compiling words
- Mapping previous shieling sites, crofting communities
- Family trees / genealogy
- Gathering information and knowledge of local crafts and trades or historical periods e.g. tweed, the church, fishing and agriculture, the world wars, the clearances
- Creation of community archives, which inform exhibitions in heritage centre / museum
- Organise lectures and events
- Co-operate with local schools to encourage and facilitate heritage projects
- Publication of regular newsletters / journals with updates, and examples from the archives
- Maintain and update websites and Facebook pages for sharing examples from archives

Income generating activities might include:

- Heritage centre / museum with entry fee or suggested donation
- Shop / cafe on site
- Membership fee (that enables access to archives)
- Sale of publications e.g. newsletter / journal
- Entry fee for special events e.g. lectures

Examples of Commun Eachdraidh

Commun Eachdraidh Nis[1]



Located in the north of the Isle of Lewis.

Stated aims:

- Advance citizenship and learning and development of local people
- Promote local heritage, culture, arts and the Gaelic language
- Collect, document and maintain items of historical and local interest and importance
- Facilitate development and training opportunities
- Develop community hub

Primary activities:

- Maintains a museum, gift shop, cafe and garden (see photos below)
- Updates and maintains community archives (see photos below))
- Publishes regular newsletter
- Hosts events e.g. local authors, historians, ethnomusicologist, storytelling, Gaelic coffee mornings
- Maintains Facebook page with regular updates from archive (3.400 followers)
- They are looking to expand their facilities as the cafe gets very busy (and is sometimes closed for local events e.g. funeral lunches) and they also host a Friday after school club, and a weekly community group who use the space for lunch and activities

Income generation:

- Newsletter (£6) available in various shops / cafes on Lewis
- £3 charge for visit to archive (or free for members)
- £15 membership fee (which enables access to archives for the year)
- Donations encouraged for museum visits

[1] https://www.nesshistorical.co.uk/

- Cafe
- Gift shop selling relevant publications and other gift shop items (e.g. biscuits, local crafts)
- '50/50 club': a monthly prize draw / lottery to help support their work (total from the tickets is split, 50% to winner and 50% to CEN)

Finances for year ending 31 October 2024:

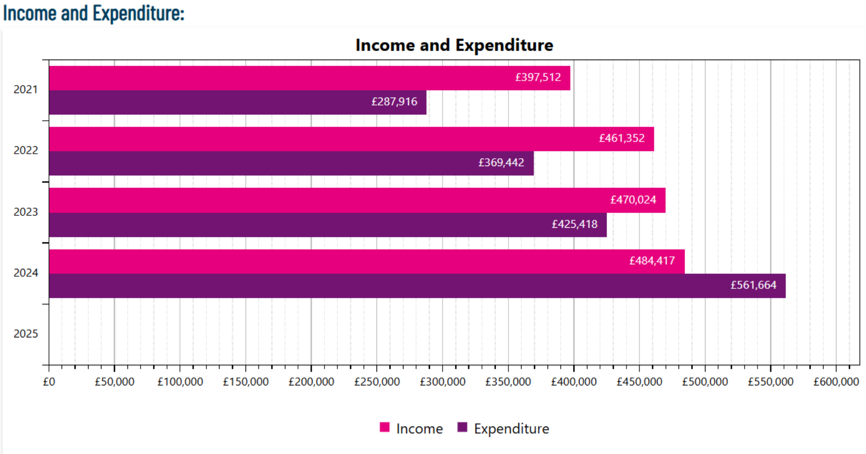
Grants from:

Urras Oighreachd Ghabhsainn; Motability Foundation; Bòrd na Gàidhlig; Comhairle nan Eilean Siar; Prince's Countryside Fund; Robertson Trust; Hugh Fraser Foundation; Western Isles Development Trust; Outer Hebrides Community Led Local Development Fund; Western Isles Lifestyle Lottery; WIIC heritage fund; Association of Independent Museums; Communities Mental Health and Wellbeing Fund; Scottish Land Fund; Western Isles Development Trust; Maoin nan Ealan Gàidhlig.

Income:

- Donations and legacies: £31,169
- Cafe: £134,030
- Shop: £68,312
- Grants: £225,685
- Membership fees: £2,045
- In-house publications: £3,731
- Facility hire: £492

Income and Expenditure:



Comann Eachdraidh an Taobh Siar[2]

Established in 1981, covers westside of the Isle of Lewis. The archives are based in The Old School Centre in Shawbost (a community centre run by the Shawbost Old School Trust). There is a large display of photographs and other illustrative material

Main aims:

a) to preserve and protect the heritage and traditions of the west side of the Isle of Lewis with a view to advancing public education and appreciation of said heritage and traditions by means of research, study, recreation

b) To bring together all individuals and organisations which share such interests.

c) To raise funds towards the furtherance of the foregoing aims, retaining such as are sufficient for the expenses of the society.

d) To organise and arrange exhibitions, displays, lectures and other events relating to the work of the society.

e) To co-operate with universities, colleges, schools and other reputable agencies which have an interest in the work and aims of the society.

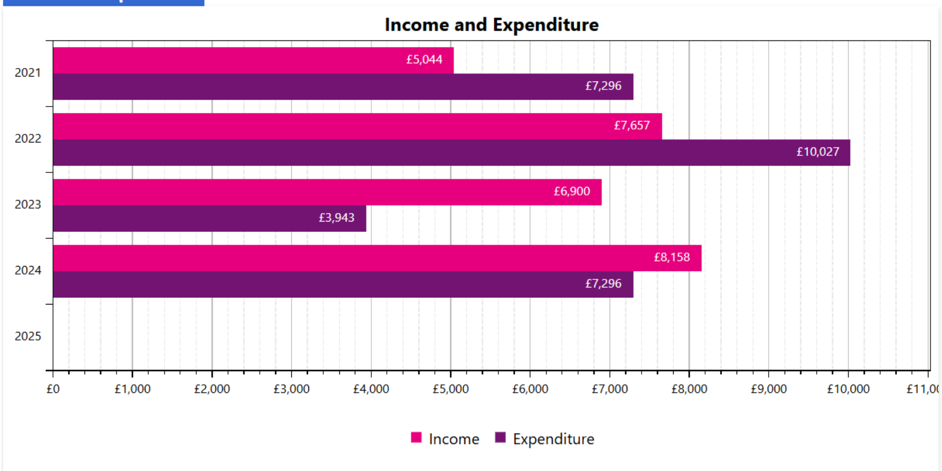
Activities:

- Initiate historical research projects e.g. Croft History Project, which mapped and details 100 years of local croft history.
- Volunteers carry out research by going through back-dated copies of the Stornoway Gazette, researching rent rolls, checking census figures, photography, planning and organizing exhibitions.
- Raise appeals for any old recordings, reel to reel or tapes, cine film or video of the Westside area with a view to holding copies in the Comann Eachdraidh archives and perserving them for future generations.
- Publishes a quarterly magazine and has published two books of croft history.
- Maintain a Facebook group where they share parts of archive and publicise relevant events

Finances:

[2] https://www.ceats.org.uk/

Income and Expenditure:



Comann Eachdraidh Sgìre a' Bhac[3]

SCIO is a voluntary, non-profit organisation set up to preserve and share all aspects of the history, culture and traditions of the Back area, in the Isle of Lewis.

Primary activities:

- Monthly meetings to discuss projects and organise local lectures and events in Gaelic and English
- Events e.g. Gaelic psalm classes, lecture series (e.g. talks with geneaologists on how to construct village history)
- Maintain Facebook page with examples from archives
- Projects include archaeological records, cemetery records, and
- Work with students on summer projects to document poetry and songs etc.
- Attend heritage forums and other island / area-wide events
- Published book following archaeological project
- Digitise archival material and share online

Finances (for year ending 28 Feb 2025):

Grants received from:

Stornoway Trust Community Fund Comhairle nan Eilean Siar Comhairle nan Eilean Siar - Crown Estate Funding Outer Hebrides Community-Led Local Development Western Isles Development Trust Bord na Gaidhlig

Income:

[3] https://www.cebac.org/

- Donations: £2,100
- Book and magazine salles: £1033
- Grants: £38,346

Grants allowed them to employ a full-time development officer, buy archive and preservation equipment e.g. fire proof cabinet and portacabin, expand weekly social gatherings.

***Applecross Historical Society*[4]**

Established in 1998, the Applecross Heritage Centre is a local museum and research centre run by volunteers from the Applecross Historical Society

Main activities:

- Manage and maintain a heritage centre (open April – October, 12-4) which serves as a museum and research centre
- Maintain Facebook group where they share photos, stories and promote events
- Published book (available in museum gift shop)
- Museum houses reading room where people can access archive records, photographs, audio oral history presentations, digitised census records, a searchable genealogical database, and a small collection of books of local interest.
- Have undertaken various projects including archaeological excavations, place names, graveyard mapping
- In 2024/ 2025, worked with Gairloch Museum, Museum of Childhood in Strathpeffer and West Highland Museum in Fort William and National Museums Scotland Gaelic Development Officer to encourage and support Gaelic history / speaking in the area
- Working with Applecross Community Company to help install Gaelic interpretative features on site at Torgarve woodland

Successes:

- Active, well-used website
- Regular numbers of genealogy enquiries
- Ensuring that items found during excavation have remained in the community for benefit of local knowledge rather than at National Museums of Scotland

Challenges:

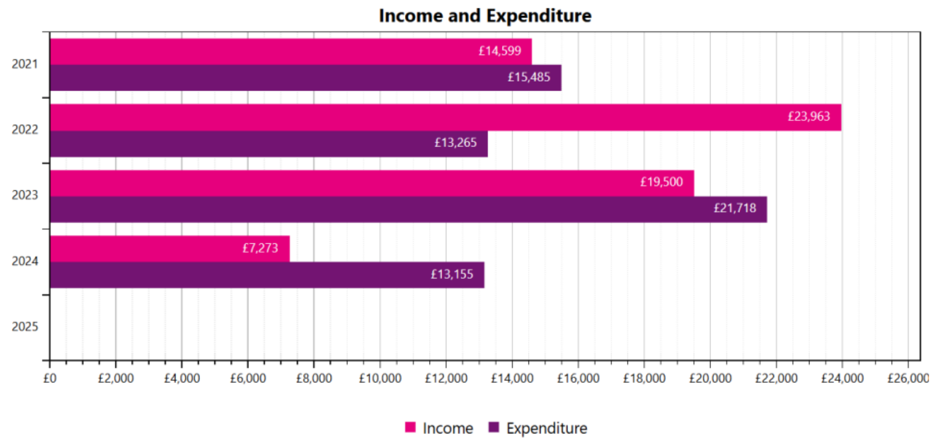
- Visitor numbers and income down on previous years

Income generation:

- £3 entry fee (and additional donation encouraged) for heritage museum, £10 membership fee (which gives early access to annual newsletter and free access to museum)

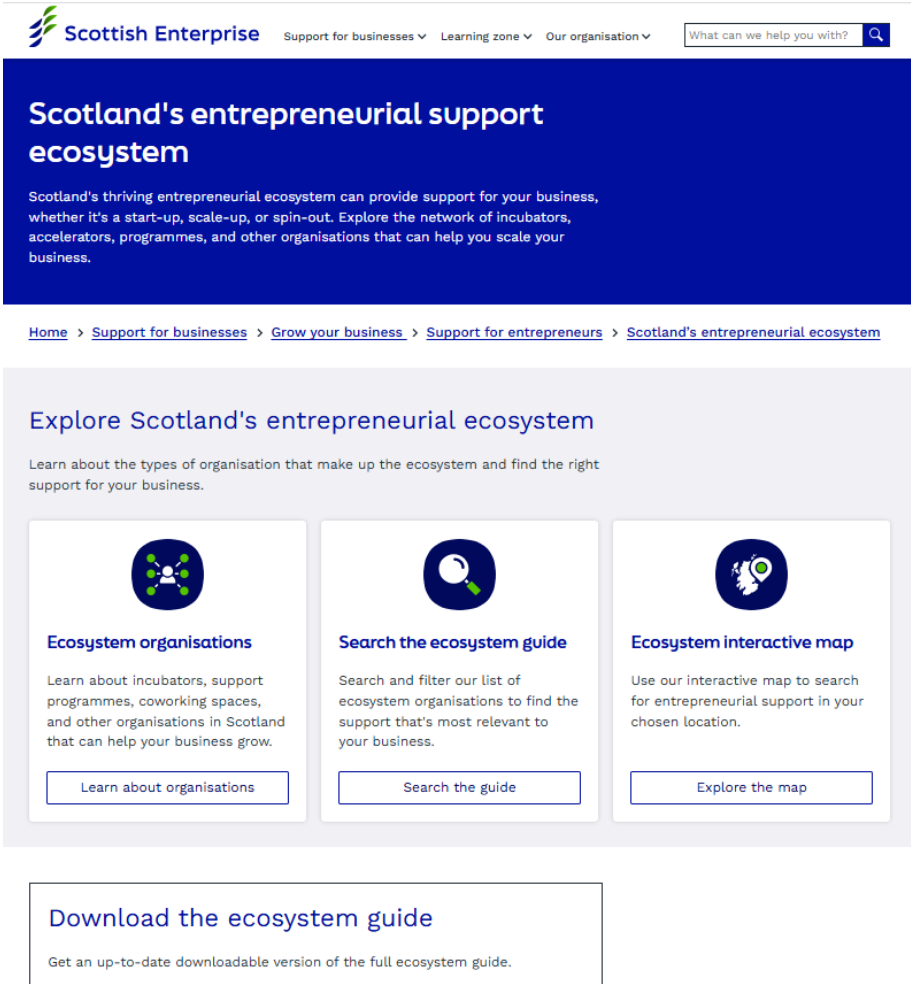
[4] https://www.applecrossheritage.org.uk/

- Finances year ending October 2024:
    - Income from donations and legacies: £73
    - Income from membership fees: £265
    - Income from heritage centre takings: £6935
    - Income from grant funds: 13,492
- Grants from: Bòrd na Gåidhlig, and Museums and Galleries Scotland



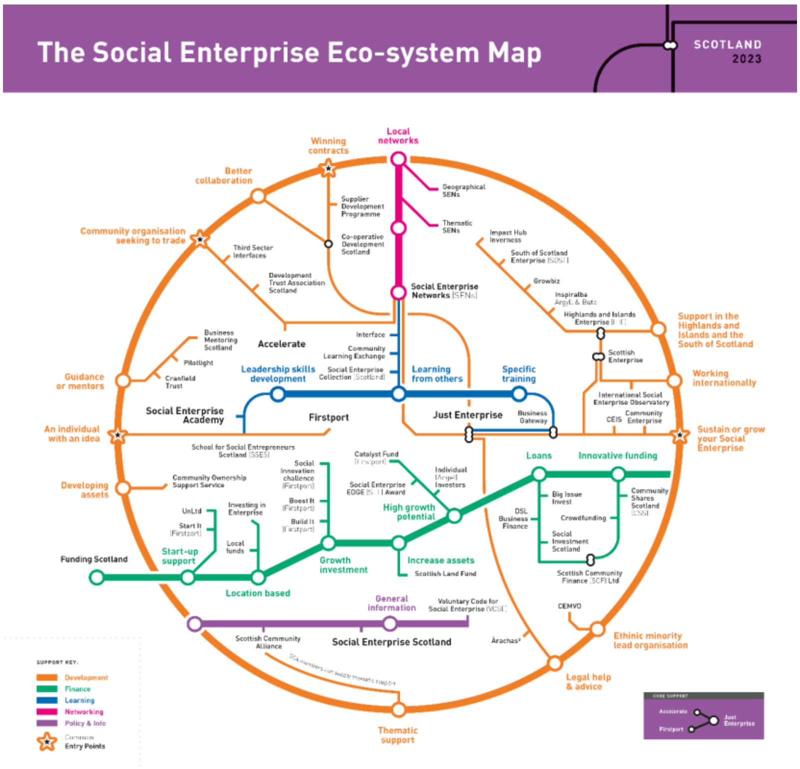
3.4 Enterprise Research

The link and image below identify the existing business support eco-system in Scotland, which is available at a regional and national level[5];



[5] https://www.scottish-enterprise.com/support-for-businesses/grow-your-business/support-for-entrepreneurs/scotland-s-entrepreneurial-ecosystem

The map below sets out the support eco-system for social enterprises, which is available in a newly launched interactive map[6].



Scotland’s Entrepreneurial Ecosystem

The approach is set out in Scotland's National Strategy for Economic Transformation[7] (NSET) set out in detail in the policy section.

Scotland has been taking steps towards creation of a network of ‘tech-scalers’ – i.e. a national network of institutions dedicated to the intensive schooling of tech entrepreneurs in leadership, commercial and scaling techniques.

NSET expands the scope of this programme, moving away specific focus on software-based technology businesses, to support for all high growth start-ups irrespective of their sectoral domain or ownership model.

The ‘pipeline’ of entrepreneurial support is set out in the table below. On the basis of the Initial Sketch Concept document, this concept is closest to a ‘pre-scaler’, although it includes some elements within the other support categories.

[6] www.sesuppormap.scot

[7] See p17: https://www.gov.scot/binaries/content/documents/govscot/publications/strategy-plan/2022/03/scotlands-national-strategy-economic-transformation/documents/delivering-economic-prosperity/delivering-economic-prosperity/govscot%3Adocument/delivering-economic-prosperity.pdf

Support provider category:	**Definition:**
Pre-scaler	Highly supportive entry pathways into starting and scaling new businesses. Pre-scalers will provide new environments in local communities where prospective entrepreneurs and very early stage businesses can receive first-rate support and advice to develop products, access funding and adopt sound commercial strategies. This will widen access to entrepreneurship by providing a clear entry point for very early stage founders and will provide the expanding scaler network with a steady supply of promising new businesses.
Start-up scaler	These are an extension of the current 'tech-scaler' concept, and will support all high-growth start-ups, irrespective of sector. Start-up scalers will provide a mix of commercial education, physical co-location, peer learning, networking for high-growth internet economy start-ups.
Incubators	Incubators provide start-ups and early stage businesses with resources young companies find difficult to access. They are generally medium to large in size, offering entrepreneurial training, mentoring and business support, alongside co-location working facilities and technical facilities. Admission to an incubator is usually selective and on a rolling basis. A company's stay within an incubator is normally fee based but with open ended duration. Companies typically spend an average of two years in a business incubator being offered peer support, advice and expertise in developing business and marketing plans and often early financial support before moving on to an accelerator or to their own company premises.
Accelerators	Accelerators provide entrepreneurial training, mentoring and business support through a time bound, cohort based learning programme with an emphasis on rapid growth and successful seed funding. Accelerator programmes can offer use of office space, training, access to networks, experienced mentors, initial investment and often exposure and introductions to angel investor networks or potential funders. They are typically small in size, and offer co-location working spaces, market square activities and businesses education. A business accelerator programme will be of fixed duration and typically lasts between 3-6 months. Selection onto accelerator programmes is often highly competitive. Typically, fees (if there are any) are growth based with payment via equity, but this varies between individual accelerator programmes.

NSET includes references to development and alignment of private sector incubators and accelerators. The action to establish a national system of "pre-scaler hubs" however, is to be led by the Scottish Government and Public Sector.

Scottish Government has produced the Scottish Entrepreneurial Ecosystem Guide 2023-24 which lists different categories of support to business. Incubators and accelerators are covered in detail. Pre-scalers are not included, although Business Gateway is referred to, as Scotland's national business advice service. Relevant other providers are considered in the 'Competitive Analysis' section of this report.

Support to female entrepreneurs

The Scottish Government's Pathways programme is a strategic initiative aimed at tackling the underrepresentation of women in entrepreneurship. It was launched following the publication of *Pathways: A New Approach for Women in Entrepreneurship*, an independent report by Ana Stewart and Mark Logan in 2023. The report identified deep-rooted barriers to female participation in business creation and proposed a portfolio of recommendations to address both visible and systemic causes of inequality

Key Elements of the Pathways Approach

- Root Cause Focus: Unlike previous efforts that targeted surface-level issues, Pathways seeks to address structural and cultural barriers, including unconscious bias and systemic sexism within the entrepreneurial ecosystem
- Pathways Pledge: Organisations across Scotland, including Entrepreneurial Scotland, Ooni, Par Equity and the University of Glasgow, have committed to measurable actions that support women entrepreneurs. These include mentorship, inclusive programme design, and targeted outreach
- Pathways Fund: Administered by Inspirent, this fund offers grants of up to £150,000 to organisations that expand access to entrepreneurship for women and underrepresented groups. Eligible projects include skills development, mentorship, networking and enterprise education

Strategic Goals

- Increase women's participation in entrepreneurship
- Promote inclusive business support and funding access
- Build a more diverse and resilient entrepreneurial ecosystem
- Reduce economic inactivity through targeted interventions

The Pathways programme reflects a shift in policy from passive support to proactive structural change, aiming to create a fairer and more inclusive business environment across Scotland.

Support to Ethnic Minority Enterprise

The "Access Report: Investigating Access to Finance for Ethnic Minority Social Entrepreneurs in Scotland[8]," published in May 2024, identifies key barriers faced by ethnic minority social entrepreneurs. These include low awareness of social investment, insufficient support during the application process, and low trust in financial institutions. The report, produced by Dechomai with support from Social Investment Scotland and Firstport, offers recommendations to enhance awareness and access to social

[8] https://www.firstport.org.uk/wp-content/uploads/2024/05/ACCESS-Report-Full-Version-Final.pdf

investment, aiming to help these entrepreneurs scale their social impact. The findings highlight the need for targeted interventions to support this group effectively

Gaps

In considering the eco-system for enterprise, the following were viewed as gaps or places where further investment was required.

- Facilitating collaborative procurement, thematically and locally.
- Linking support in local areas with national provision
- Robustness in financial management
- The opportunity to facilitate shared services
- A strategic approach to Regional Economic Development
- More effective involvement in region deals
- Access to smart investment (eg equity) rather than simple grants or loans
- Long term mentoring

3.5 Housing Need

Introduction

The Community Action Plan identifies a clear, multi-layered housing need across Gairloch, Loch Ewe, Aultbea, Poolewe, Laide and Kinlochewe: shortage of affordable homes for working-age residents, pressure from second/holiday homes, lack of land for community-led housing, and barriers to young people entering crofting. The document repeatedly frames housing as one of the area's most urgent structural challenges.

Acute shortage of affordable homes for local people

The CAP states that "one of our biggest challenges is to retain young people and attract more people of working age. Seasonal and frequently low paid jobs and an acute lack of housing are all part of the issue that needs to be addressed." This is the core housing need: homes that local workers and families can actually access and afford.

The population has risen slightly, but the increase is concentrated in the 55–75 age bracket, while 0–15s have fallen by 21% and multiple primary schools have been mothballed. This signals a need for family housing to stabilise school rolls and reverse the "brain drain".

High proportion of second homes and holiday lets

The CAP identifies the management of the number of vacant second and holiday homes in communities as a high-priority long-term action. This implies a structural housing need: too much stock is unavailable for permanent residents, reducing supply and inflating prices.

Need for new community-led housing development

The CAP calls for a “strategic plan for new housing” that is affordable for young people and residents, including land identification and best-practice models (eg Applecross and Staffin). This shows a need for new-build affordable homes, ideally community-owned or community-allocated.

Barriers to accessing crofts for local young people

The CAP highlights absentee crofters and the need to prioritise vacant crofts for young and local people wanting to enter crofting. This indicates a specialised rural housing need: access to croft land and croft houses for new entrants.

Seasonal workforce pressures

Tourism provides 35% of employment, but is highly seasonal. The CAP notes seasonal, low-paid jobs and lack of housing as linked issues. This suggests a need for flexible, affordable rental options for workers.

Transport, childcare and employment constraints intensify housing need

The CAP repeatedly notes that transport limitations, childcare shortages, and patchy broadband make it harder for families to settle. Housing need is therefore interdependent with wider infrastructure gaps.

3.6 The Results of Previous Consultation

This is added to complement the 2026 consultation elsewhere in this section because, though three year old, it confirms most of the direction of travel in the business plan

1. A total of 91 people, representing 110 individuals took part in the consultation which took place in August and September 2023
2. In developing the remaining indoor space, attic area and outdoor space, there are a range of features important to people in ensuring the Old School is an attractive and appealing facility. It is clear that future developments should result in a facility which predominately meets the needs of the community all year round, is attractive to visitors and provides an income to WLET, thus creating a sustainable model of operation.
3. People would like to the ground floor being developed into flexible adaptable space which would hold or facilitate a number of activities.
4. The most popular responses focus on the areas being used for the local and wider community use. Flexible, interchangeable space could accommodate exhibitions and museum display, local craft sales, activities for children, well-being services including holistic health, indoor physical activities and digital hub. If organised and marketed well, these offerings would add a secondary offer and be attractive to visitors.
5. As part of a revised business plan exercise, it is anticipated that offering the above activities and services would not generate sustainable income.
6. The attic space provides an opportunity for rental accommodation in the form of one or more flats. This would provide a sustainable income to the organisation. The options include holiday let accommodation or affordable rented accommodation. There is concern that the former option would not realise rental 52 weeks of the year and that the management of a let would be onerous.

7. Therefore, the preferred option would be affordable rented housing. There is a huge shortage of affordable housing for local people who wish to stay in the area and for those people who move to the area for essential services employment eg teaching, healthcare
8. The roof of the building is in a poor state and whilst it is currently wind and water tight, future plans for the building must take account of a roof replacement.
9. Camping, glamping, waste disposal for motor homes were not supported by many of the respondents. It was felt that there would be disruption to the local community, high management and maintenance as well as the structure of the building and services being unable to site these services.
10. Other attractions and services could be considered including electric bike hire, electric vehicle charging point and a fresh food vending machine.
11. The Good for Ewe growing project no longer operates and there is motivation to see new initiative which increase the availability of affordable, locally grown, chemical free produce to the local community.
12. People support the outdoor space being developed into a children's play area or activity area with a green gym for children and adults.
13. People highlighted in their feedback that many are unable to access the current Tea Room and meeting space due to the limited time it is open, work and family commitments but would be motivated to visit if opening times were more flexible and if there were a wider range of activities on offer.
14. The Old School facilities continue to offer a number of opportunities for "Hub" activities and could help to reduce social isolation, provide employment and make the area more attractive making it a desirable place for people to want to stay and visit.
15. The Old School must have a unique selling point (USP) and this should be promoted. Marketing for local people, the wider community and visitors is crucial and should take place on a number of platforms including locally in shops, effective signage, social media locally and nationally and other tourist information.
16. The WLET Board continues to work hard to influence the growth and development of activities and projects. However, they have recognised the need to involve young people in decision making, address the sustainability and growth of the Board and volunteers.
17. Post pandemic challenges exist in the funding landscape creating an increased demand for funding.
18. The review of the business plan and the use of the building must focus on sustainable and affordable options which are aligned with national priorities which may include net zero, community health and wellbeing, economic development and growth and housing.

4. Our Activity and Proposed Benefits

4.1 Our Vision and Approach

Vision for Wester Loch Ewe

Wester Loch Ewe will be a place where community, heritage, landscape and opportunity come together in a single, welcoming centre that serves local people all year round, strengthens the area's identity, and provides a sustainable foundation for future generations.

Positioning Mission

The Old Schoolhouse will be the heart of this vision: a vibrant, future-ready community asset that brings people together, supports local wellbeing, celebrates the area's extraordinary heritage, and generates the income needed to sustain itself in a remote rural environment.

A Community Anchor for a Dispersed Rural Area

The Wester Loch Ewe area is geographically scattered, ageing, and facing long-term pressures from second homes, seasonal employment, and declining volunteer capacity. The Old Schoolhouse has already proven that a community-owned building can counter these trends. Phase 1 demonstrated that even limited opening hours can create a "thriving hub" for residents who otherwise face isolation and long travel distances for basic amenities.

The big vision for Phase 2 builds on this success: a fully developed, multi-purpose centre that meets community needs year-round, attracts visitors, and provides stable income for the Trust.

A Living Heritage Centre – Not a Museum

The area's heritage is exceptional: Bronze Age remains, crofting traditions, the Red Smiddy ironworks, and the globally significant Arctic Convoy story. Stakeholders repeatedly emphasised that heritage is one of the Trust's strongest assets, but that heritage centres must be living, participatory and financially sustainable, not static museums.

A Sustainable Economic Engine for the Area

The tearoom is already a successful community enterprise with strong local support and national recognition. Stakeholders believe it should remain central to the Trust's future, with the kitchen used for:

- Functions and events (weddings, birthdays, pop-up food nights)
- Seasonal visitor offerings
- Community gatherings and celebrations

This approach avoids the risks of running a full restaurant while maximising income and social value.

A Place Built on Community Voice and Collaboration

Stakeholders praised the Trust for "covering all aspects," "talking to the right people," and "heading down the right route." They also emphasised that Phase 2 must continue to be shaped by:

- Local fieldwork
- Community conversations
- Partnerships with GALE, Loch Ewe Community Enterprise and other groups
- Joined-up thinking across Wester Ross

This collaborative approach is essential in a region where volunteer numbers are declining and where sustainable models increasingly rely on paid staff.

A Future-Ready, Resilient Rural Asset

The Old Schoolhouse will be:

A community anchor, a heritage gateway, a social hub, a learning space, a centre for rural enterprise, and a sustainable economic engine for Wester Loch Ewe.

It will:

- Strengthen community cohesion
- Support local wellbeing
- Celebrate and interpret heritage
- Provide flexible space for activities and services
- Generate income through events, retail, accommodation and visitor experiences
- Contribute to sustainable tourism
- Align with national and Highland Council policy
- Deliver long-term resilience in a remote rural area

This is the big vision: a place that serves local people first, welcomes visitors, and stands as a proud, sustainable centre for Wester Loch Ewe for decades to come.

If you want, I can now turn this into a polished "Vision and Strategic Intent" section, a one-page executive summary, or a funding-ready narrative for capital bids.

4.2 What We Will Do

An Enhanced Welcome Hub

The Enhanced Welcome Hub will be the central point of welcome, connection and support for the people of Wester Loch Ewe. Its purpose is to strengthen community cohesion, reduce isolation, and ensure that every resident, regardless of age, background or location, feels that the Old Schoolhouse is *their* space. The hub will operate daily as a warm, reliable and accessible anchor for the scattered settlements of Poolewe, Inverasdale, Cove, Naast and Tournaig.

A Point of Welcome and Social Connection

The hub will provide a consistent, friendly presence for residents who may otherwise experience isolation due to geography, age or limited transport. Activities will include:

- Greeting local people as they arrive
- Providing a safe, warm place to sit, talk and connect
- Offering informal conversation and social contact

- Creating a sense of belonging for older residents and those living alone

Community Information and Support Desk

The hub will act as a practical information point for local people, offering:

- Details of local services, support organisations and community groups
- Information on health, wellbeing, social activities and local events
- Signposting to relevant partners such as GALE, Loch Ewe Community Enterprise and other community bodies
- A community noticeboard for sharing opportunities, updates and local initiatives

This ensures residents have easy access to information that is otherwise dispersed or difficult to find.

Coordination of Community Use of the Building

The hub will manage day-to-day access to the Schoolhouse's rooms and facilities, including:

- Booking the meeting room and middle room for community groups
- Supporting local clubs, wellbeing sessions, children's activities and informal gatherings
- Preparing rooms, providing equipment and ensuring spaces are ready for use
- Facilitating inter-group collaboration and shared use of space

This helps community groups operate smoothly and encourages joined-up working across Wester Loch Ewe.

Support for Wellbeing and Social Inclusion

The hub will play a direct role in reducing social isolation and supporting vulnerable residents by:

- Hosting drop-in café and sessions for conversation, companionship and informal support
- Providing a warm space during colder months
- Offering low-pressure activities such as board games, reading, crafts or shared meals
- Creating opportunities for intergenerational contact and community mixing

These activities help build resilience and strengthen the social fabric of the area.

Volunteer Support and Coordination

Given the area's declining volunteer capacity, the hub will:

- Provide clear information on volunteering roles
- Offer simple, manageable tasks for residents who want to contribute
- Support volunteers with training, guidance and appreciation
- Ensure that volunteering is flexible and accessible for older or time-limited residents

Enterprise and Co-working Space

We will create a small-scale, flexible co-working environment to support freelancers, remote workers, and early-stage enterprises. This space will offer desk facilities, meeting areas, and connectivity, helping to reduce isolation and enable people to work locally.

Alongside workspace, we will provide access to enterprise support through partnerships with organisations such as Business Gateway and social enterprise networks. Regular drop-in advice sessions, workshops, and mentoring will be brokered to encourage entrepreneurship and support business development.

The Hub will operate as a co-working and micro-enterprise centre, offering flexible workspace, practical guidance, and structured support for individuals who want to explore business ideas, develop skills, or grow small enterprises from home or from the Schoolhouse.

he Enterprise Hub will provide a warm, reliable and well-equipped co-working environment for people who need:

- A quiet place to work
- Desk space with Wi-Fi
- Access to printing, scanning and basic office tools
- A professional setting for remote work or small business activity

This will support residents who lack suitable workspace at home, including young people, freelancers, remote workers and those exploring new business ideas.

Support for New Entrepreneurs

The Hub will offer practical, accessible support for people starting or developing small businesses. Daily activities will be provided by partners as well as pilot projects like the one at the moment. Over time these can include:

- One-to-one guidance on business planning
- Help with digital tools, marketing and social media
- Signposting to regional enterprise support bodies

This ensures that new entrepreneurs have the confidence and tools they need to progress their ideas.

Youth Enterprise Development

The Hub will place particular emphasis on youth enterprise, recognising the need to create opportunities for young people to stay, work and build futures in Wester Loch Ewe. Activities will include:

- Dedicated youth co-working sessions
- Workshops on digital skills, creative enterprise and self-employment
- Mentoring from local business owners
- Support for young people to test ideas in a low-risk environment
- Opportunities to showcase youth-led products or services

This helps address demographic decline by creating pathways for young people to participate in the local economy.

Enterprise Workshops and Learning Sessions

The Hub will host regular sessions to build skills and confidence, including:

- “Start Your Business” workshops
- Digital literacy and online selling
- Bookkeeping and financial basics
- Marketing and branding
- Craft enterprise development
- Rural entrepreneurship skills

These sessions will be delivered by staff, volunteers, or external partners such as GALE, Loch Ewe Community Enterprise, or regional enterprise agencies.

Peer Support and Networking

The Enterprise Hub will create a supportive environment where local people can learn from each other. Daily and weekly activities will include:

- Informal networking sessions
- Peer-to-peer problem solving
- Shared learning groups
- Opportunities for collaboration between micro-businesses
- A supportive space for people who are nervous about starting something new

This builds confidence and reduces isolation among rural entrepreneurs.

By providing practical, everyday support, the Enterprise Hub will help Wester Loch Ewe become a place where new ideas can grow, where young people feel supported, and where small businesses can thrive despite rural challenges.

Heritage and Cultural Hub

We will establish the library as a centre for preserving and celebrating Wester Loch Ewe’s heritage, drawing on models such as community-led historical societies. This will include the creation of a local archive, collecting photographs, documents, artefacts, and oral histories that reflect the life of this dispersed rural community.

We will also actively document contemporary life, ensuring that current experiences become part of the historical record. Exhibitions, talks, and social events will provide opportunities for sharing stories and strengthening community identity.

A key focus will be on digitisation, making heritage accessible both locally and online, and connecting with wider platforms and networks. Genealogy support will also be offered, helping visitors and members of the diaspora reconnect with Wester Loch Ewe and its history.

Historical Society Model

A Historical Society for Wester Loch Ewe would operate as a community-rooted organisation dedicated to researching, preserving, interpreting and sharing the area’s heritage, with a particular focus on crofting history, local culture, and the internationally significant Arctic Convoy story. Its purpose would be to create a sustainable, community-led structure that supports heritage activity year-round, strengthens local identity, and provides meaningful opportunities for residents to participate in learning, storytelling and cultural preservation.

The model is designed to be practical, achievable and appropriate for a rural area with limited volunteer capacity, ensuring that heritage activity is manageable, financially viable, and aligned with the Trust's wider vision for a living heritage centre.

Purpose of the Historical Society

The Historical Society would exist to:

- Collect, preserve and interpret local history
- Support community identity and pride
- Provide structured heritage activity within the Old Schoolhouse
- Enable residents to share stories, memories and knowledge
- Create a long-term framework for heritage projects
- Ensure heritage work is sustainable and not dependent on ad-hoc volunteer effort

This model aligns with national heritage priorities and Highland Council's emphasis on heritage-led regeneration and community empowerment.

Core Functions of the Historical Society

Heritage Research and Documentation

The Society would coordinate ongoing research into the area's history, including:

- Crofting heritage and land-use traditions
- Local family histories and oral testimony
- WWII Arctic Convoy activity
- Bronze Age and early settlement archaeology
- Historic buildings, landscapes and industries

Collection and Preservation of Local Materials

The Society would manage the gathering and care of:

- Photographs, documents and letters
- Oral histories and recorded interviews
- Artefacts donated by residents
- Digital archives and scanned materials
- Maps, books and local publications

This ensures that heritage assets are preserved safely and made accessible.

Community Engagement and Storytelling

A key role of the Society would be to create opportunities for residents to participate in heritage activity through:

- Story-sharing sessions
- Intergenerational events

- Local history talks
- Memory-gathering workshops
- School and youth engagement

This strengthens community cohesion and ensures heritage remains relevant and inclusive.

Interpretation and Display

The Society would curate small-scale, flexible heritage interpretation within the Old Schoolhouse, including:

- Rotating exhibitions
- Digital displays
- Themed heritage weeks
- Outdoor interpretation and heritage trails
- Pop-up displays for events

This supports a dynamic, "living" approach rather than a static museum model.

Partnerships and Collaboration

The Society would work closely with:

- Museum and Heritage Highland
- GALE
- Loch Ewe Community Enterprise
- Local historians and researchers
- Regional heritage bodies

Affordable Housing Provision

We will renovate a space to provide a high-quality, affordable rental home for a local resident. This will directly address local housing need while supporting the long-term sustainability of the project through rental income. The housing element will be integrated with the wider aims of the school, contributing to a stable and resilient community.

Retail

A small, carefully curated retail offer would provide an additional income stream for the Wester Loch Ewe Trust while strengthening local identity and supporting micro-enterprise in the area. Stakeholders and community respondents consistently emphasised that any retail activity should remain modest, locally grounded, and closely aligned with the character of the Old Schoolhouse.

The retail section would focus on three core product categories:

Locally Produced Crafts and Goods

The retail space would showcase items created by residents of Wester Loch Ewe and the wider Wester Ross area. This may include:

- Croft-based products (wool, small-batch textiles, natural soaps)
- Handmade crafts, pottery, woodwork and small artisan items

- Locally produced cards, prints and creative work
- Small food items such as preserves, baking mixes or seasonal goods

This approach supports local makers, encourages rural entrepreneurship, and provides a platform for young or emerging creators to test products in a low-risk environment.

Heritage-Linked Items Connected to the Local Area

Retail would also include items that reflect the area's unique heritage, particularly:

Material linked to crofting heritage, local history and oral traditions

- Reproductions of historic photographs or documents
- Locally relevant publications, including regional history and nature writing

These products reinforce the identity of the Old Schoolhouse as a living heritage centre, deepen visitor engagement, and help preserve local stories.

Schoolhouse-Branded Items and Community Products

A small selection of branded or community-specific items could be offered, such as:

- Old Schoolhouse postcards, mugs or small souvenirs
- Items produced through community workshops (crafts, art, youth enterprise projects)
- Seasonal products linked to local events or heritage weeks

This strengthens the building's identity and provides opportunities for community participation.

4.3 Community Benefits

The combined services of the Old Schoolhouse, Welcome Hub, Enterprise Hub, Living Heritage activity, community space, and modest retail, will generate a wide range of benefits for Wester Loch Ewe.

Community Outcomes

Broad Outcomes

- Strengthened community cohesion across dispersed settlements
- Reduced isolation for older residents and people living alone
- Increased access to local services and support
- More joined-up working between community organisations
- A stronger sense of identity rooted in heritage and place

SMART Targets

- Increase community participation in Schoolhouse activities by 20% within 18 months, measured through attendance logs.
- Deliver at least 3 community-led programmes per quarter (e.g., wellbeing sessions, storytelling, intergenerational activities).
- Reduce reported social isolation among regular users by 20% within 2 years, measured through annual surveys.

- Host a minimum of 6 heritage-based community events per year, strengthening local identity and shared history.

Enterprise Outcomes

Broad Outcomes

- Increased local entrepreneurship and micro-business activity
- New opportunities for young people to develop enterprise skills
- Improved digital access and workspace for remote workers
- Stronger local economic resilience in a seasonal economy
- A platform for local makers and producers to test and sell products

SMART Targets

- Support 8 new or early-stage entrepreneurs per year through the Enterprise Hub.
- Provide co-working space access to at least 10 local residents within the first year.
- Deliver 6 enterprise workshops annually, including youth-focused sessions.
- Enable 5 local makers or producers to sell or test products through the retail offer within 12 months.
- Facilitate 3 new youth-led micro-business ideas reaching prototype or pilot stage.

Individual Outcomes

Broad Outcomes

- Improved wellbeing, confidence and social connection
- Increased access to learning, skills development and digital tools
- Greater opportunities for local people to contribute meaningfully
- Reduced barriers to participation for older residents and low-income households
- Enhanced pride in local heritage and personal identity

SMART Targets

- Provide weekly drop-in sessions supporting social connection for older residents, with at least 15 regular attendees by year two.
- Deliver 6 skills-building sessions per year (digital skills, creative skills, enterprise skills).
- Increase volunteer engagement by 15% through flexible, low-commitment roles within 18 months.
- Record 50 new oral histories or heritage contributions from local people within 2 years.
- Achieve a 30% increase in self-reported wellbeing among regular participants, measured through annual surveys.

Environmental Outcomes

Broad Outcomes

- Increased awareness of local environmental heritage

- Reduced travel for services due to local provision
- Sustainable use of the building and land
- Support for low-impact, community-based activity
- Contribution to Highland Council's Net Zero and climate priorities

SMART Targets

- Reduce unnecessary travel for basic services by 15% within 2 years, measured through user surveys.
- Deliver 6 environmental or nature-based learning sessions per year, linked to local heritage and landscape.
- Create at least 1 outdoor heritage or nature trail within two years
- Achieve 50% reduction in single-use materials used in Schoolhouse operations within 12 months.

4.4 Monitoring and Evaluation

This framework is designed to be light touch, easy to use, and realistic for the Trust to use with limited staff time and capacity. It focuses on collecting a small amount of good-quality information, consistently.

Principles. We will

- Keep it simple – collect only what we will actually use
- Use what already exists – booking forms, sign-in sheets, conversations
- Share the load – everyone involved captures small bits of data
- Focus on learning, not just reporting – use information to adapt and improve

What We Will Measure

We will track a small number of core indicators aligned to the project outcomes:

Core Measures (quarterly summary)

- Number of visitors/users
- Number of events and activities delivered
- Number of co-working users / enterprise support interactions
- Number of volunteers involved
- Number of heritage items collected or digitised

Simple Outcome Measures (6–12 monthly)

- % of users reporting increased wellbeing or reduced isolation
- % of users reporting increased skills or confidence
- % of users reporting stronger connection to heritage
- Number of new or supported local enterprises
- Income generated across activities

How We Will Collect Information

Everyday Tracking (very low effort)

- Sign-in sheet or simple tally for each event or open session
- Booking records for space hire and co-working use
- Volunteer log (who helped and when)
- Simple spreadsheet updated monthly (one person responsible)

Light Feedback (routine but quick)

- 3-question feedback cards or QR form:
  - What did you take part in?
  - What difference did it make?
  - Any suggestions?

This can be filled in on paper or phone in under 1 minute

Stories and Case Studies (occasionally)

- Capture 2–3 short stories per quarter
- Focus on real examples:
  - Someone starting a business
  - Someone feeling less isolated
  - Someone engaging with heritage

Roles and Responsibilities

To keep it manageable:

- Project Lead
  - Oversees the process
  - Reviews data quarterly
- Session Leads / Volunteers
  - Collect attendance numbers and basic feedback
- Named "Data Champion" (light role, 2–3 hrs/month)
  - Updates simple spreadsheet
  - Pulls together quarterly summary

Reporting and Review

Quarterly (light touch)

- One-page summary:
  - Key numbers (visits, events, participants)
  - 1–2 key insights
  - 1 short story

Annually

- Short Impact Summary (2–3 pages):
  - What we did

    - Who we reached
    - What difference it made
    - What we will improve next year

Using the Information

The purpose is not just reporting, it is improvement and learning.

We will use findings to:

- Adjust activities based on what people use most
- Identify gaps (e.g. low youth engagement)
- Strengthen funding applications
- Demonstrate value to partners and the community

Tools (Keep It Simple)

- One shared Excel or Google Sheet
- Paper sign-in sheets (later entered monthly)
- Free survey tool (e.g. Microsoft Forms / Google Forms)
- Folder for storing stories and photos

5. Delivering the project

5.1 Legal structure

Wester Loch Ewe Trust (WLET) formed in March 2015, though the individuals on the trust were involved in the operation of the building before that. It is a registered charity (SC045512) and a Company Limited by Guarantee (500698).

The aims of Wester Loch Ewe Trust are:

1. To manage community land and associated assets for the benefit of the community and the public in general.
2. To advance community development, including rural regeneration within the Community.
3. To advance education for all ages in the Community, and the public at large, with the object of improving the conditions of life of the Community.
4. To provide, or assist in providing, facilities and/or activities for those in need in the Community by reason of age, isolation, ill-health, disability, financial hardship or other disadvantage.
5. To provide, or assist in providing, facilities and/or activities, for recreation and for the advancement of the arts, culture, history and heritage to be available to members of the Community and the public at large, with the object of improving the conditions of life of the Community.
6. To advance conservation and preservation of the natural environment, and of buildings and sites of architectural, historic, cultural or other importance to the Community.

Trustees are volunteers drawn from the community and bring a mix of relevant skills and experience. Their responsibilities include:

- Setting the strategic direction of the organisation
- Overseeing financial performance and sustainability
- Managing risk and ensuring good governance

Trustee details are publicly recorded in the OSCR register, ensuring transparency and accountability.

Trading Subsidiary[9]

Charities like WLET can carry out trading and enterprising activity, but there are some restrictions on the type of trading that can be carried out.

[9] (https://www.oscr.org.uk/managing-a-charity/charity-accounting/charities-and-trading-guidance/);

1. Primary Purpose Trading (where the trading activity directly contributes to the charity achieving its purposes as set out above) is allowed – must directly relate to the charitable purpose in the mem and arts.
2. Ancillary trading is allowed (where trading does not directly advance a charitable purpose but contributes to its success – famously cafes in museums that make the argument that they are encouraging people to attend the museum)

There are restrictions relating to trade which do not advance the charity's purposes or provide public benefit (non-primary purpose trading).

3. Non-primary purpose trading (https://www.gov.uk/guidance/charities-and-trading#small-trading-tax-exemption) can only be undertaken as long as there is no 'significant' risk to the resources of the charity. Whether trading is 'significant' depends on factors such as the nature of the business, turnover projections, investment from the charity and likelihood of return etc. Corporation tax will be due on profits from non-primary purpose trading, unless if falls within a specific exemption in tax law, or is below the small trading tax exemption applicable to charities (25% of total annual turnover up to a maximum of £80,000. Profits from non-primary purpose trading must be applied to the charitable purposes.

This table shows how the small trading tax exemption limits are applied:

Charity's gross annual income	Maximum permitted small trading turnover
Under £32,000	£8,000
£32,001 to £320,000	25% of your charity's total annual turnover
Over £320,000	£80,000

5.2 Staffing

Co-ordinator

The intention is to keep core staffing to a minimum but to back that up with grant and contract funded project staff in the longer term.

The operation will be led by one Project Co-ordinator who will support a team of volunteers and a cleaner/caretaker when viable.

Co-ordinator Role

This role is vital but does change in emphasis over time. The follow is a key role descriptor long term but each phase will have a different emphasis.

The Centre Co-ordinator will be responsible for the day-to-day management, development and smooth operation of the Old Schoolhouse. This role ensures that the building functions as a welcoming, well-organised and financially sustainable community asset. The Co-ordinator will oversee service delivery, support the Board, manage finances, lead fundraising activity, measure impact, and ensure effective communication and marketing.

Core Responsibilities

Operational Management and Service Delivery

The Co-ordinator will ensure that all services, Welcome Hub, Enterprise Hub, heritage activity, community spaces and retail, run smoothly and consistently. This includes:

- Daily opening, closing and building oversight
- Scheduling and managing room bookings
- Supporting volunteers and ensuring safe, accessible operations

- Coordinating activities, events and community programmes
- Maintaining a warm, inclusive environment for local residents

Finance and Administration

The Co-ordinator will manage the financial and administrative functions required to keep the centre sustainable. Responsibilities include:

- Managing budgets and day-to-day expenditure
- Recording income from the tearoom, retail and room hire
- Preparing monthly financial updates for the Board
- Ensuring compliance with financial procedures and audit requirements
- Supporting payroll, invoicing and supplier relationships

Service Development and Programme Planning

The Co-ordinator will develop and refine services to meet community needs and strengthen the centre's long-term sustainability. This includes:

- Planning new activities, workshops and community programmes
- Developing enterprise support sessions and co-working opportunities
- Coordinating heritage activities with the Historical Society model
- Ensuring services respond to local needs identified through consultation
- Building partnerships with local organisations to expand provision

Board Support and Governance

The Co-ordinator will provide structured support to the Board of Trustees, enabling effective governance and strategic oversight. Tasks include:

- Preparing reports, updates and performance summaries
- Supporting Board meetings with agendas, papers and follow-up actions
- Ensuring compliance with policies, procedures and regulatory requirements
- Providing operational insight to inform strategic decision-making

Fundraising and Income Development

The Co-ordinator will lead or support fundraising activity to secure the resources needed for Phase 2 and ongoing operations. This includes:

- Identifying relevant grant opportunities
- Preparing funding applications and supporting evidence
- Coordinating fundraising events and campaigns
- Building relationships with funders and partners
- Supporting retail development and earned-income streams

Impact Measurement and Reporting

The Co-ordinator will ensure that the Trust can demonstrate the value of its work through clear, consistent measurement of outcomes. Responsibilities include:

- Collecting data on participation, usage and community impact

- Monitoring progress against SMART targets
- Conducting surveys and gathering feedback
- Preparing quarterly and annual impact reports
- Ensuring evidence is available for funders and stakeholders

Marketing and Communications

The Co-ordinator will manage communication activity to ensure the centre remains visible, accessible and well-used. This includes:

- Maintaining social media channels and website content
- Promoting events, programmes and opportunities
- Producing newsletters and community updates
- Ensuring consistent branding and messaging
- Strengthening the centre's profile across Wester Loch Ewe and Wester Ross

5.4 Volunteering

Volunteer Management and Utilisation

Volunteers will play a central role in the successful running of the Old Schoolhouse, providing the human and community energy that sustains a facility. As the Centre will initially operate with only a cleaner/caretaker, the volunteer team will be essential in delivering day-to-day activity, supporting visitors, maintaining the building, running programmes, and shaping the cultural and social offer.

A structured, supportive volunteer system will be established to ensure that volunteering is meaningful, enjoyable, well-organised and safe. Policies, procedures and training will be developed with support from the local Third Sector Interface (TSI) and relevant national organisations. This will ensure that governance standards, safeguarding responsibilities and volunteer rights are professionally handled from the outset.

Volunteer Recruitment

Volunteers will be recruited from across the community through:

- social media posts and the website
- flyers in the old school
- open volunteer information sessions
- personal invitations and word-of-mouth
- outreach to older people's groups, young volunteers, and local interest groups

Each volunteer will receive a simple induction, including:

- an introduction to the organisation's mission and values
- a tour of the building and its significance
- a copy of a volunteer handbook
- explanation of safeguarding, health and safety and lone working procedures
- clarity on expectations, boundaries and lines of support

Volunteers will also be invited to identify the skills they bring and the roles they are most comfortable undertaking, ensuring they feel valued and appropriately placed.

Volunteer Roles

Duty Volunteer

- Open and close the building
- Welcome visitors and answer basic questions
- Provide a friendly, visible presence
- Keep space tidy and oversee use

Community Engagement Volunteer

- Help run events (book clubs, talks, small activities)
- Encourage local participation
- Support outreach (word of mouth, posters, social media)

Drop in Café support

- Welcome and support people using the drop on
- Help with refreshments preparation
- Help create a productive, collaborative atmosphere

Specialist or Themed Roles

Heritage and Archive Volunteer

- Collect local stories, photos, and materials
- Help catalogue and digitise items
- Support exhibitions and displays

Garden and Outdoor Space Volunteer

- Maintain community garden
- Support growing activities and workshops
- Encourage participation in outdoor space

6 Risk Management

The Trust will take a proactive and structured approach to risk, recognising that Phase 2 introduces new operational, financial and organisational responsibilities. Risk management will focus on early identification, clear mitigation planning, and regular monitoring to ensure the Old Schoolhouse remains safe, sustainable and resilient. The approach will include assessing risks across governance, finance, staffing, volunteering, service delivery, heritage activity and building maintenance, and ensuring that controls are proportionate to the scale of the organisation. The Board will review risks routinely, supported by the Centre Co-ordinator, with actions updated as circumstances change. A full risk assessment and detailed risk register will be provided separately.

A detailed risk register and mitigation plan will be provided in the appendix.

7. Marketing

7.1 Target Audiences (Market Segmentation)

The primary audience for Wester Loch Ewe can be divided into local residents and visitors. Each group has distinct characteristics, motivations, and needs that the facility will respond to.

Local Residents

What they are like	What they would want
Rural population with limited access to local services and facilities	A local, accessible space to meet, learn, and connect without needing to travel
Mix of older residents, families, and home/remote workers	Opportunities for social interaction to reduce isolation
Strong attachment to place but mixed awareness of the building	Activities that build community identity and pride, including heritage and storytelling
Increasing number of people working from home in a rural setting	Reliable workspace, Wi-Fi, and informal co-working opportunities
Limited local employment and enterprise opportunities	Access to enterprise support, training, and skills development
Demand for flexible, small-scale community spaces	A welcoming, informal venue for groups, clubs, and small events
Interest in outdoor space and wellbeing activities	Access to a community garden, nature-based activities, and wellbeing opportunities
Lack of affordable housing and community infrastructure	Practical support for sustainable rural living and local resilience

Visitors (Including Diaspora and Day Visitors)

What they are like	What they would want
Visitors to the area exploring rural Wester Ross	A welcoming stopping point that reflects the character of the area
People with family or historical connections to the area	Access to genealogy resources and local heritage information
Visitors interested in culture, heritage, and local stories	Authentic heritage interpretation and exhibitions
Individuals seeking slower, more meaningful tourism experiences	Opportunities to connect with local people and place, not just pass through

Walkers, cyclists, and local tourists	A rest point with facilities, information, and possibly light refreshments or events

7.2 Brand Values

1. Community First

The Old Schoolhouse exists to serve the people of Wester Loch Ewe. Every activity, service and decision prioritises local needs, strengthens community cohesion, and creates a welcoming, inclusive space for all residents.

2. Authentic Heritage

The Trust celebrates the area's unique crofting, cultural and Arctic Convoy heritage in a way that is real, participatory and rooted in local stories. Heritage is treated as a living, shared experience, not a static museum.

3. Sustainability and Stewardship

The Trust is committed to long-term sustainability, financial, environmental and social. The building, land and services are managed responsibly to ensure they remain viable for future generations.

4. Local Enterprise and Opportunity

The Old Schoolhouse supports rural entrepreneurship, youth enterprise and small-scale local production. It provides space, skills and encouragement for people to develop ideas and build livelihoods within the community.

5. Warm Welcome and Hospitality

The tearoom and Welcome Hub embody a culture of friendliness, care and belonging. The brand reflects the warmth of the community and the importance of social connection in a remote rural area.

6. Collaboration and Partnership

The Trust works openly and constructively with local organisations, public bodies and regional partners. Joined-up working is central to how the organisation operates and how it delivers impact.

7. Resilience and Adaptability

The Trust responds to changing needs—demographic, economic and social—with flexibility and creativity. The brand reflects a community that adapts, innovates and supports one another through rural challenges.

7.3 Marketing Plan

The Old Schoolhouse will use a targeted, place-based marketing approach that reflects the rural nature of Wester Loch Ewe, the dispersed settlements, and the strong heritage identity of the area. Marketing will be split into two streams: local residents and visitors, recognising that each group requires different methods and messages.

Reaching Local People

Local marketing will focus on building trust, strengthening community cohesion, and ensuring residents know what is happening at the Schoolhouse. Because Wester Loch Ewe's population is dispersed across Poolewe, Inverasdale, Cove, Naast and Tournaig, communication must be simple, consistent and accessible.

Approach

- Local Facebook Groups Regular updates shared through Poolewe, Inverasdale and wider Wester Ross community groups, including GALE and Loch Ewe Community Enterprise networks.
- Printed Posters and Flyers Distributed at:
    - Poolewe Village Hall
    - Local shops in Poolewe and Aultbea
    - Inverewe Gardens visitor centre (for local staff)
    - Community noticeboards
- Word-of-Mouth and Tearoom Conversations The tearoom is already a trusted social hub. Staff and volunteers will share upcoming events, enterprise sessions, heritage activities and drop-ins directly with regulars.
- Email Newsletter A simple monthly update covering:
    - What's on
    - Enterprise Hub sessions
    - Heritage activities
    - Volunteer opportunities
    - Community stories
- Partnership Promotion Cross-promotion with:
    - GALE
    - Loch Ewe Community Enterprise
    - Local schools
    - Church groups
    - Health and wellbeing practitioners
- Local Identity Messaging Marketing will emphasise:
    - "A place for everyone in Wester Loch Ewe"
    - "Your community hub"

Reaching Visitors

Visitor marketing will be low-key, heritage-focused and aligned with sustainable tourism principles, recognising that the Old Schoolhouse is not a mass-tourism destination but a meaningful stop for people exploring Wester Ross.

Approach

- Google Maps and TripAdvisor Presence The tearoom already has strong reviews, including a Travellers' Choice award. This will be maintained and expanded with:
  - Updated photos
  - Clear opening hours
  - Heritage information
  - Links to events
- Heritage-Focused Messaging Promotion will highlight:
  - Arctic Convoy history
  - Crofting heritage
  - Local storytelling
  - Living heritage experiences
- Partnerships with Local Attractions Cross-promotion with:
  - Inverewe Gardens
  - Gairloch Museum
  - Local accommodation providers
  - Firemore campsite (for heritage activities, not camping services)
- Seasonal Visitor Leaflets Distributed at:
  - Inverewe Gardens
  - Gairloch Museum
  - Aultbea shops
  - Local B&Bs and small hotels
- Website and Social Media A simple, regularly updated website and Facebook page will provide:
  - Opening hours
  - Heritage events
  - Enterprise workshops
  - Community stories
  - Tearoom specials
- Roadside Signage Clear, attractive signage on the B8057 will help visitors locate the Schoolhouse easily.

8. Funding and Finance

8.1 Cost

Cost

To be costed following further techncial works

8.2 Funding Strategy for Renovation

The table below summarises a range of grant funders who may be interested in funding the development or running of the Old School.

Fund	Amount available	What they fund	Eligibility criteria
Regeneration Capital Grants Fund	Average of £1m	Economic development and enterprise	The local authority is the applicant
Garfield Weston Foundation	Up to 10% of annual budget for core costs. Capital grants max £30,000.	Wide-ranging, including: welfare, youth, community, environment, education, health, arts, heritage and faith.	Registered charity or CIC. Do not fund new organisations.
Historic Environment Scotland	Up to 40% of eligible costs (Max £500,000) Capital and revenue	Projects which clearly relate to and will benefit Scotland's historic environment.	They expect most applicants and grantees to be formally constituted and suitably experienced not-for-profit organisations
The Hugh Fraser Foundation	Up to £100,000 (though average is £4000)	General charitable activities	Charities and community interest companies
National Lottery Community Fund	£100,000	Place based development	Prefer match

8.3 Income and Sustainability

The Phase 2 cash-flow model shows a clear and credible progression from early grant-supported operations toward a more balanced, mixed-income model driven by trading activity, rental income and potential future contracted services. Over the first three years, the Old Schoolhouse moves from establishing new services to achieving stable trading performance, with overheads increasing only modestly and income streams diversifying.

Growth in Trading Income

Across Years 1–3, trading income increases steadily as each service matures:

- Co-working grows from 5 users in Year 1 to 6 in Year 2 and 8 in Year 3.
- Space hire increases from 10–20% occupancy in Year 1 to 20% in Year 2 and 25% in Year 3.
- Small events and learning sessions become more frequent and predictable.
- Retail sales rise by 10% annually as local crafts and heritage items gain traction.
- Visitor donations increase in both number and average value as heritage activity expands.
- Drop-in café income stabilises through twice-weekly opening and consistent local use.

By Year 3, trading income reaches a steady operating level, reflecting realistic rural demand and the gradual strengthening of community and heritage services.

Role of Grants and Future Transition to Contracted Income

Revenue grants play an essential role in the early years:

- Year 1: £25,000
- Year 2: £15,000
- Year 3: £15,000

These grants support staffing, utilities, community programmes, heritage development and early enterprise activity.

As the centre becomes more established, the Trust will explore transitioning part of this grant income into a commissioned social-care or community-wellbeing contract. This reflects the Schoolhouse's growing role in:

- reducing isolation
- providing warm-space access
- supporting older residents
- delivering preventative wellbeing activity
- hosting drop-ins and social connection sessions

By Year 3 or 4, the Trust could position these services as a contracted provision, offering a more stable and predictable income stream than annual grant applications. This transition strengthens long-term financial resilience and aligns with Highland Council's preventative-care priorities.

Housing Income as a Stable Revenue Stream

The upstairs flat provides a reliable, independent income source:

- £550 per month rental income
- Low annual costs (insurance share, repairs, compliance)
- A consistent surplus that is not affected by seasonal trading patterns

This income significantly improves financial stability and supports the Trust's sustainability goals.

Overall Financial Trajectory

The consolidated cash-flow picture shows:

1. Year 1 – Establishment
    - Services begin operating
    - Trading income is modest
    - Grants cover the majority of costs
    - Housing income begins to stabilise cash flow
2. Year 2 – Growth
    - Trading income increases across all lines
    - Grant dependency reduces
    - Overheads rise only slightly
    - Enterprise and heritage activity expand
3. Year 3 – Maturity
    - Trading income reaches planned steady-state levels
    - Grants remain important but reduced
    - Housing income continues to provide stability
    - The Trust is positioned to explore a social-care contract

Years 4–5 – Consolidation

- Trading income remains stable with inflationary increases
- Grants may reduce further
- A social-care contract could replace part of grant income
- The centre becomes a mixed-income, resilient rural asset

Summary Statement

Across the first three years, the Old Schoolhouse transitions from a grant-supported community hub to a partially self-sustaining centre with diversified income streams. Trading income grows steadily, housing income provides stability, and the Trust is well-positioned to convert part of its grant dependency into a commissioned social-care or wellbeing contract by Year 3 or 4. The financial model demonstrates a realistic, sustainable pathway that aligns with community needs, local demographics and Highland Council priorities.

8.4 VAT and Tax

Independent VAT and tax advice should be taken. It is important to get that right, at the right time because it will be important for the cash flow and for potential VAT savings in the capital infrastructure.

Prices are assumed to be VAT free and the cash flow remains under the VAT threshold but care must be taken to review regularly.

Guidance on charity and trading[10] indicates that primary purpose trading is allowable without corporation tax. Outwith that, a trading subsidiary may need to be set up.

[10] https://www.oscr.org.uk/managing-a-charity/charity-accounting/charities-and-trading-guidance/

Appendix 1: Financial Projections

Core Staffing costs					
Core Posts	Salary	NI	Pension	FTE	total
Co-ordinate	£30,000		£1,500	0.80	£25,200
Total					£25,200

Old School		
Total number of units	1	
Likely rent	£550	for 2 bed flat

`		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Rent	**1**	£550	£550	£550	£550	£550	£550	£550	£550	£550	£550	£550	£550	£6,600
Total Income		**£550**	**£550**	**£550**	**£550**	**£550**	**£550**	**£550**	**£550**	**£550**	**£550**	**£550**	**£550**	**£6,600**
Expenditure														
Property Management Fees	**2**	£69	£69	£69	£69	£69	£69	£69	£69	£69	£69	£69	£69	£825
element of whole asset insurance	**3**	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Repairs & maintenance (could be more)	**4**	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£900
Bad debts/Voids	**5**	£28	£28	£28	£28	£28	£28	£28	£28	£28	£28	£28	£28	£330
Compliance	**6**	£300												£300
Total Expenditure		**£571**	**£271**	**£271**	**£271**	**£271**	**£271**	**£271**	**£271**	**£271**	**£271**	**£271**	**£271**	**£3,555**
Difference		-£21	£279	£279	£279	£279	£279	£279	£279	£279	£279	£279	£279	£3,045

Notes

1 https://www.gov.scot/publications/local-housing-allowance-rates/pages/2025-to-2026/
2 12.5% of rental income
3 Insurance will be taken out for whole complex. This will need a quote
4 Estimate
5 Estimated at 5% of rent.
6 Legionnala, gas safety, EPC etc. £300 per unit per year

WLET Old School																
year one																
				Apr	***May***	***Jun***	***Jul***	***Aug***	***Sep***	***Oct***	***Nov***	***Dec***	***Jan***	***Feb***	***Mar***	***Totals***
Profit from rent	*See separate sheet*			-£21	£279	£279	£279	£279	£279	£279	£279	£279	£279	£279	£279	
Co-working	*Price per month*	*35 hours*	*£50*	50	50	50	50	50	50	50	50	50	50	50	50	
NB 50% of the Melting Pot in Edinburgh. NB not available all week due to events and other activity		*70 hours*	*£90*	£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	
	Likely numbers	*50% each*	*5*	5	5	5	5	5	5	5	5	5	5	5	5	
	Coworking Profit/Loss			**£350**	**£350**	**£350**	**£350**	**£350**	**£350**	**£350**	**£350**	**£350**	**£350**	**£350**	**£350**	**4,200**
Let for small events																
	Cost per half day	*Including learning events and lectures*		£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	
	Number of days let per month	*average one a month*		1	1	1	1	2	3	3	3	3	2	1	1	
	Rental Profit/Loss			**£150**	**£150**	**£150**	**£150**	**£300**	**£450**	**£450**	**£450**	**£450**	**£300**	**£150**	**£150**	**3,300**
Visitor Donations	**Largely related to heritage**	Numbers of visitors donating				30	50	50	30	20						
		Average donation		£5	£5	£5	£5	£5	£5	£5	£5	£5	£5	£5	£5	
		Total		**£0**	**£0**	**£150**	**£250**	**£250**	**£150**	**£100**	**£0**	**£0**	**£0**	**£0**	**£0**	**900**
Space lets	Cost per hour	Pricing policy split across times - this is an average.		£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	
	Total possible hours	NB grants will be secured to run events which will be budget neutral but will contribute to room hire		360	360	360	360	360	360	360	360	360	360	360	360	
	Occupancy rate	*Target of 20% in year one (average of 2.4 hours per day)*		10%	10%	15%	15%	15%	15%	20%	20%	20%	20%	15%	15%	
	Total Space lets			**£540**	**£540**	**£810**	**£810**	**£810**	**£810**	**£1,080**	**£1,080**	**£1,080**	**£1,080**	**£810**	**£810**	10,260
Drop in café	**Increase to twice a week**	***Days open***		**£8**	**£8**	**£8**	**£8**	**£8**	**£8**	**£8**						
	Number of visotors			**25**	**25**	**25**	**25**	**25**	**25**	**25**						
	Donation per person			**£5**	**£5**	**£5**	**£5**	**£5**	**£5**	**£5**						
	Total income			**£1,000**	**£1,000**	**£1,000**	**£1,000**	**£1,000**	**£1,000**	**£1,000**						
	Cost of sales	***20.00%***		**£200**	**£200**	**£200**	**£200**	**£200**	**£200**	**£200**						
	Total income			**£800**	**£800**	**£800**	**£800**	**£800**	**£800**	**£800**						5,600
Retail	**Number of items sold**	***Per month***		**50**	**75**	**75**	**75**	**75**	**50**	**20**	**20**	**20**	**20**	**20**	**20**	
	Avergae price per item			**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	
	Cost of sales	***50.00%***														
	Total Income			**£500**	**£750**	**£750**	**£750**	**£750**	**£500**	**£200**	**£200**	**£200**	**£200**	**£200**	**£200**	5,200
Total income				**£2,319**	**£2,869**	**£3,289**	**£3,389**	**£3,539**	**£3,339**	**£3,259**	**£2,359**	**£2,359**	**£2,209**	**£1,789**	**£1,789**	**32,505**
Overhead Expenses																
	Advertising	Small budget for adverts		£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	**1,200**
	Rates	RV is £1300 so under the SBBS														**0**
	Water Rates	*Estimate for minimum use*		£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	**1,200**
	Utiilties	*Hard to estimate following retrofit and changes*		£750	£750	£750	£750	£750	£750	£750	£750	£750	£750	£750	£750	**9,000**
	Phone and internet	*High use of broardband*		£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	**1,200**
	Insurance			£1,500												**1,500**
	Stationery, postage & Printing			£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	**300**
	Staff costs : Core			£2,100	£2,100	£2,100	£2,100	£2,100	£2,100	£2,100	£2,100	£2,100	£2,100	£2,100	£2,100	**25,200**
	Staff expenses and training			£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	**600**
	Volunteer expenses and training			£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	**600**
	Professional and accountancy fees			£2,000	0	0	0	0	1000	0	0	0	0	0	0	**3,000**
	Repairs & Maintenance			£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	**3,600**
	Security alarm and other contracts			£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	**600**
	Refuse Collection			£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	**600**
	Cleaning materials/Hall Housekeeping			£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	**300**
	Misc			£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	**240**
	Sinking fund	*Nothing in year one*														
	Total Overheads			£7,220	£3,720	£3,720	£3,720	£3,720	£4,720	£3,720	£3,720	£3,720	£3,720	£3,720	£3,720	**49,140**
Operating Profit	**TOTAL PROFIT/LOSS**			**-£4,901**	**-£851**	**-£431**	**-£331**	**-£181**	**-£1,381**	**-£461**	**-£1,361**	**-£1,361**	**-£1,511**	**-£1,931**	**-£1,931**	**-16,635**
Revenue Grants	And fundraising	*Revenue funding target*		£25,000												**25,000**
Operating Cash Flow	without grants			-£4,901	-£5,753	-£6,184	-£6,515	-£6,696	-£8,078	-£8,539	-£9,900	-£11,261	-£12,773	-£14,704	-£16,635	**-16,635**
	with grants			£15,198	-£6,604	-£6,615	-£6,846	-£6,878	-£9,459	-£9,000	-£11,261	-£12,623	-£14,284	-£16,635	-£18,566	**8,365**

WLET Old School year two				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Totals
Profit from rent	*See separate sheet*			-£21	£279	£279	£279	£279	£279	£279	£279	£279	£279	£279	£279	
Co-working	*Price per month*	*35 hours*	*£50*	50	50	50	50	50	50	50	50	50	50	50	50	
NB 50% of the Melting Pot in Edinburgh. NB not available all week due to events and other activity		*70 hours*	*£90*	£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	
	Likely numbers	*50% each*	*6*	*6*	*6*	*6*	*6*	*6*	*6*	*6*	*6*	*6*	*6*	*6*	*6*	
	Coworking Profit/Loss			**£420**	**£420**	**£420**	**£420**	**£420**	**£420**	**£420**	**£420**	**£420**	**£420**	**£420**	**£420**	**5,040**
Let for small events																
	Cost per half day	*Including learning events and lectures*		£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	
	Number of days let per month	*average one a month - slight increase*		1	2	1	2	2	3	3	3	3	2	1	1	
	Rental Profit/Loss			**£150**	**£300**	**£150**	**£300**	**£300**	**£450**	**£450**	**£450**	**£450**	**£300**	**£150**	**£150**	**3,600**
Visitor Donations	**Largely related to heritage**	Numbers of visitors donating			20	50	75	75	50	30	10					
		Average donation		£5	£5	£5	£5	£5	£5	£5	£5	£5	£5	£5	£5	
		Total		**£0**	**£100**	**£250**	**£375**	**£375**	**£250**	**£150**	**£50**	**£0**	**£0**	**£0**	**£0**	**1,550**
Space lets	Cost per hour	Pricing policy split across times - this is an average.		£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	
	Total possible hours	NB grants will be secured to run events which will be budget neutral but will contribute to room hire		360	360	360	360	360	360	360	360	360	360	360	360	
	Occupancy rate	*Maximises at 20%*		20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
	Total Space lets			**£1,080**	**£1,080**	**£1,080**	**£1,080**	**£1,080**	**£1,080**	**£1,080**	**£1,080**	**£1,080**	**£1,080**	**£1,080**	**£1,080**	12,960
Drop in café	**Increase to twice a week**	***Days open***		£8	£8	£8	£8	£8	£8	£8						
	Number of visotors			30	30	30	30	30	30	30						
	Donation per person			£5	£5	£5	£5	£5	£5	£5						
	Total income			£1,200	£1,200	£1,200	£1,200	£1,200	£1,200	£1,200						
	Cost of sales	***20.00%***		£240	£240	£240	£240	£240	£240	£240						
	Total income			**£960**	**£960**	**£960**	**£960**	**£960**	**£960**	**£960**						6,720
Retail	**Number of items sold**	***10% increase***		**55**	**83**	**83**	**83**	**83**	**55**	**22**	**22**	**22**	**22**	**22**	**22**	
	Avergae price per item			**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	
	Cost of sales	***50.00%***														
	Total Income			**£550**	**£825**	**£825**	**£825**	**£825**	**£550**	**£220**	**£220**	**£220**	**£220**	**£220**	**£220**	5,720
Total income				**£3,139**	**£3,964**	**£3,964**	**£4,239**	**£4,239**	**£3,989**	**£3,559**	**£2,499**	**£2,449**	**£2,299**	**£2,149**	**£2,149**	**38,635**
Overhead Expenses		*3% increase*														
	Advertising	Small budget for adverts		£103	£103	£103	£103	£103	£103	£103	£103	£103	£103	£103	£103	**1,236**
	Rates	RV is £1300 so under the SBBS		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	**0**
	Water Rates	*Estimate for minimum use*		£103	£103	£103	£103	£103	£103	£103	£103	£103	£103	£103	£103	**1,236**
	Utiilties			£773	£773	£773	£773	£773	£773	£773	£773	£773	£773	£773	£773	**9,270**
	Phone and internet	*High use of broardband*		£103	£103	£103	£103	£103	£103	£103	£103	£103	£103	£103	£103	**1,236**
	Insurance			£1,545												**1,545**
	Stationery, postage & Printing			£26	£26	£26	£26	£26	£26	£26	£26	£26	£26	£26	£26	**309**
	Staff costs : Core	*2% cost of living*		£2,142	£2,142	£2,142	£2,142	£2,142	£2,142	£2,142	£2,142	£2,142	£2,142	£2,142	£2,142	**25,704**
	Staff expenses and training			£52	£52	£52	£52	£52	£52	£52	£52	£52	£52	£52	£52	**618**
	Volunteer expenses and training			£52	£52	£52	£52	£52	£52	£52	£52	£52	£52	£52	£52	**618**
	Professional and accountancy fees			£2,060	0	0	0	0	1000	0	0	0	0	0	0	**3,060**
	Repairs & Maintenance			£309	£309	£309	£309	£309	£309	£309	£309	£309	£309	£309	£309	**3,708**
	Security alarm and other contracts			£52	£52	£52	£52	£52	£52	£52	£52	£52	£52	£52	£52	**618**
	Refuse Collection			£52	£52	£52	£52	£52	£52	£52	£52	£52	£52	£52	£52	**618**
	Cleaning materials/Hall Housekeeping			£26	£26	£26	£26	£26	£26	£26	£26	£26	£26	£26	£26	**309**
	Misc			£21	£21	£21	£21	£21	£21	£21	£21	£21	£21	£21	£21	**247**
	Sinking fund	*Nothing in year one*														
	Total Overheads			£7,416	£3,811	£3,811	£3,811	£3,811	£4,811	£3,811	£3,811	£3,811	£3,811	£3,811	£3,811	**50,332**
Operating Profit	**TOTAL PROFIT/LOSS**			**-£4,277**	**£153**	**£153**	**£428**	**£428**	**-£822**	**-£252**	**-£1,312**	**-£1,362**	**-£1,512**	**-£1,662**	**-£1,662**	**-11,697**
Revenue Grants	And fundraising	*Revenue funding target*		£15,000												**15,000**
Operating Cash Flow	without grants			-£4,277	-£4,124	-£3,971	-£3,542	-£3,114	-£3,936	-£4,188	-£5,500	-£6,862	-£8,374	-£10,035	-£11,697	**-11,697**
	with grants			£6,446	-£3,971	-£3,817	-£3,114	-£2,686	-£4,758	-£4,440	-£6,812	-£8,224	-£9,885	-£11,697	-£13,359	**3,303**

WLET Old School																
year three	**Levels out trading at year three with only inflationary increase after that**															
				Apr	***May***	***Jun***	***Jul***	***Aug***	***Sep***	***Oct***	***Nov***	***Dec***	***Jan***	***Feb***	***Mar***	***Totals***
Profit from rent	*See separate sheet*			-£21	£279	£279	£279	£279	£279	£279	£279	£279	£279	£279	£279	
Co-working	*Price per month*	*35 hours*	*£50*	50	50	50	50	50	50	50	50	50	50	50	50	
NB 50% of the Melting Pot in Edinburgh. NB not available all week due to events and other activity		*70 hours*	*£90*	£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	
	Likely numbers	*50% each*	*8*	*8*	*8*	*8*	*8*	*8*	*8*	*8*	*8*	*8*	*8*	*8*	*8*	
	Coworking Profit/Loss			**£560**	**£560**	**£560**	**£560**	**£560**	**£560**	**£560**	**£560**	**£560**	**£560**	**£560**	**£560**	**6,720**
Let for small events																
	Cost per half day	*Including learning events and lectures*		£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	
	Number of days let per month	*average one a month - slight increase*		2	2	2	2	2	2	2	2	2	2	2	2	
	Rental Profit/Loss			**£300**	**£300**	**£300**	**£300**	**£300**	**£300**	**£300**	**£300**	**£300**	**£300**	**£300**	**£300**	**3,600**
Visitor Donations	**Largely related to heritage**	Numbers of visitors donating			30	50	80	80	75	50	20					
		Average donation		£6	£6	£6	£6	£6	£6	£6	£6	£6	£6	£6	£6	
		Total		**£0**	**£180**	**£300**	**£480**	**£480**	**£450**	**£300**	**£120**	**£0**	**£0**	**£0**	**£0**	**2,310**
Space lets	Cost per hour	Pricing policy split across times - this is an average.		£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	
	Total possible hours	NB grants will be secured to run events which will be budget neutral but will contribute to room hire		360	360	360	360	360	360	360	360	360	360	360	360	
	Occupancy rate	*Maximises at 25%*		25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	
	Total Space lets			**£1,350**	**£1,350**	**£1,350**	**£1,350**	**£1,350**	**£1,350**	**£1,350**	**£1,350**	**£1,350**	**£1,350**	**£1,350**	**£1,350**	16,200
Drop in café	**Increase to twice a week**	***Days open***		£8	£8	£8	£8	£8	£8	£8						
	Number of visotors			30	30	30	30	30	30	30						
	Donation per person			£5	£5	£5	£5	£5	£5	£5						
	Total income			£1,200	£1,200	£1,200	£1,200	£1,200	£1,200	£1,200						
	Cost of sales	***20.00%***		£240	£240	£240	£240	£240	£240	£240						
	Total income			**£960**	**£960**	**£960**	**£960**	**£960**	**£960**	**£960**						6,720
Retail	**Number of items sold**	***10% increase***		**55**	**83**	**83**	**83**	**83**	**55**	**22**	**22**	**22**	**22**	**22**	**22**	
	Avergae price per item			**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	
	Cost of sales	***50.00%***														
	Total Income			**£550**	**£825**	**£825**	**£825**	**£825**	**£550**	**£220**	**£220**	**£220**	**£220**	**£220**	**£220**	5,720
Total income				**£3,699**	**£4,454**	**£4,574**	**£4,754**	**£4,754**	**£4,449**	**£3,969**	**£2,829**	**£2,709**	**£2,709**	**£2,709**	**£2,709**	**44,315**
Overhead Expenses		*3% increase*														
	Advertising	Small budget for adverts		£103	£103	£103	£103	£103	£103	£103	£103	£103	£103	£103	£103	**1,236**
	Rates	RV is £1300 so under the SBBS		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	**0**
	Water Rates	*Estimate for minimum use*		£103	£103	£103	£103	£103	£103	£103	£103	£103	£103	£103	£103	**1,236**
	Utiilties			£773	£773	£773	£773	£773	£773	£773	£773	£773	£773	£773	£773	**9,270**
	Phone and internet	*High use of broardband*		£103	£103	£103	£103	£103	£103	£103	£103	£103	£103	£103	£103	**1,236**
	Insurance			£1,545												**1,545**
	Stationery, postage & Printing			£26	£26	£26	£26	£26	£26	£26	£26	£26	£26	£26	£26	**309**
	Staff costs : Core	*2% cost of living*		£2,185	£2,185	£2,185	£2,185	£2,185	£2,185	£2,185	£2,185	£2,185	£2,185	£2,185	£2,185	**26,218**
	Staff expenses and training			£52	£52	£52	£52	£52	£52	£52	£52	£52	£52	£52	£52	**618**
	Volunteer expenses and training			£52	£52	£52	£52	£52	£52	£52	£52	£52	£52	£52	£52	**618**
	Professional and accountancy fees			£2,060	0	0	0	0	1000	0	0	0	0	0	0	**3,060**
	Repairs & Maintenance			£309	£309	£309	£309	£309	£309	£309	£309	£309	£309	£309	£309	**3,708**
	Security alarm and other contracts			£52	£52	£52	£52	£52	£52	£52	£52	£52	£52	£52	£52	**618**
	Refuse Collection			£52	£52	£52	£52	£52	£52	£52	£52	£52	£52	£52	£52	**618**
	Cleaning materials/Hall Housekeeping			£26	£26	£26	£26	£26	£26	£26	£26	£26	£26	£26	£26	**309**
	Misc			£21	£21	£21	£21	£21	£21	£21	£21	£21	£21	£21	£21	**247**
	Sinking fund	*Nothing in year one*														
	Total Overheads			£7,458	£3,853	£3,853	£3,853	£3,853	£4,853	£3,853	£3,853	£3,853	£3,853	£3,853	£3,853	**50,846**
Operating Profit	**TOTAL PROFIT/LOSS**			**-£3,760**	**£600**	**£720**	**£900**	**£900**	**-£405**	**£115**	**-£1,025**	**-£1,145**	**-£1,145**	**-£1,145**	**-£1,145**	**-6,531**
Revenue Grants	And fundraising	*Revenue funding target and or social care contract*		£15,000												**15,000**
Operating Cash Flow	without grants			-£3,760	-£3,159	-£2,439	-£1,539	-£638	-£1,043	-£928	-£1,953	-£3,097	-£4,242	-£5,387	-£6,531	**-6,531**
	with grants			£7,481	-£2,559	-£1,719	-£638	£262	-£1,448	-£813	-£2,977	-£4,242	-£5,387	-£6,531	-£7,676	**8,469**

WLET Old School																
year four	**Minimal groth in trading**															
				Apr	*May*	*Jun*	*Jul*	*Aug*	*Sep*	*Oct*	*Nov*	*Dec*	*Jan*	*Feb*	*Mar*	*Totals*
Profit from rent	*See separate sheet*	*Year 4 10% increase in rent*		-£23	£307	£307	£307	£307	£307	£307	£307	£307	£307	£307	£307	
Co-working	*Price per month*	*35 hours*	*£50*	50	50	50	50	50	50	50	50	50	50	50	50	
NB 50% of the Melting Pot in Edinburgh. NB not available all week due to events and other activity		*70 hours*	*£90*	£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	
	Likely numbers	*50% each*	*8*	*8*	*8*	*8*	*8*	*8*	*8*	*8*	*8*	*8*	*8*	*8*	*8*	
	Coworking Profit/Loss			**£560**	**£560**	**£560**	**£560**	**£560**	**£560**	**£560**	**£560**	**£560**	**£560**	**£560**	**£560**	**6,720**
Let for small events																
	Cost per half day	*Including learning events and lectures*		£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	
	Number of days let per month	*average one a month - slight increase*		2	2	2	2	2	2	2	2	2	2	2	2	
	Rental Profit/Loss			**£300**	**£300**	**£300**	**£300**	**£300**	**£300**	**£300**	**£300**	**£300**	**£300**	**£300**	**£300**	**3,600**
Visitor Donations	**Largely related to heritage**	Numbers of visitors donating			30	50	80	80	75	50	20					
		Average donation		£6	£6	£6	£6	£6	£6	£6	£6	£6	£6	£6	£6	
		Total		**£0**	**£180**	**£300**	**£480**	**£480**	**£450**	**£300**	**£120**	**£0**	**£0**	**£0**	**£0**	**2,310**
Space lets	Cost per hour	Pricing policy split across times - this is an average.		£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	
	Total possible hours	NB grants will be secured to run events which will be budget neutral but will contribute to room hire		360	360	360	360	360	360	360	360	360	360	360	360	
	Occupancy rate	*Maximises at 25%*		25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	
	Total Space lets			**£1,350**	**£1,350**	**£1,350**	**£1,350**	**£1,350**	**£1,350**	**£1,350**	**£1,350**	**£1,350**	**£1,350**	**£1,350**	**£1,350**	16,200
Drop in café	**Increase to twice a week**	***Days open***		£8	£8	£8	£8	£8	£8	£8						
	Number of visotors			30	30	30	30	30	30	30						
	Donation per person			£5	£5	£5	£5	£5	£5	£5						
	Total income			£1,200	£1,200	£1,200	£1,200	£1,200	£1,200	£1,200						
	Cost of sales	***20.00%***		£240	£240	£240	£240	£240	£240	£240						
	Total income			**£960**	**£960**	**£960**	**£960**	**£960**	**£960**	**£960**						6,720
Retail	**Number of items sold**	***10% increase***		**61**	**91**	**91**	**91**	**91**	**61**	**24**	**24**	**24**	**24**	**24**	**24**	
	Avergae price per item			**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	
	Cost of sales	***50.00%***														
	Total Income			**£605**	**£908**	**£908**	**£908**	**£908**	**£605**	**£242**	**£242**	**£242**	**£242**	**£242**	**£242**	6,292
Total income				**£3,752**	**£4,564**	**£4,684**	**£4,864**	**£4,864**	**£4,532**	**£4,019**	**£2,879**	**£2,759**	**£2,759**	**£2,759**	**£2,759**	**45,192**
Overhead Expenses		*3% increase*														
	Advertising	Small budget for adverts		£106	£106	£106	£106	£106	£106	£106	£106	£106	£106	£106	£106	**1,273**
	Rates	RV is £1300 so under the SBBS		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	**0**
	Water Rates	*Estimate for minimum use*		£106	£106	£106	£106	£106	£106	£106	£106	£106	£106	£106	£106	**1,273**
	Utiilties			£796	£796	£796	£796	£796	£796	£796	£796	£796	£796	£796	£796	**9,548**
	Phone and internet	*High use of broardband*		£106	£106	£106	£106	£106	£106	£106	£106	£106	£106	£106	£106	**1,273**
	Insurance			£1,591												**1,591**
	Stationery, postage & Printing			£27	£27	£27	£27	£27	£27	£27	£27	£27	£27	£27	£27	**318**
	Staff costs : Core	*2% cost of living*		£2,250	£2,250	£2,250	£2,250	£2,250	£2,250	£2,250	£2,250	£2,250	£2,250	£2,250	£2,250	**27,005**
	Staff expenses and training			£53	£53	£53	£53	£53	£53	£53	£53	£53	£53	£53	£53	**637**
	Volunteer expenses and training			£53	£53	£53	£53	£53	£53	£53	£53	£53	£53	£53	£53	**637**
	Professional and accountancy fees			£2,122	0	0	0	0	1000	0	0	0	0	0	0	**3,122**
	Repairs & Maintenance			£318	£318	£318	£318	£318	£318	£318	£318	£318	£318	£318	£318	**3,819**
	Security alarm and other contracts			£53	£53	£53	£53	£53	£53	£53	£53	£53	£53	£53	£53	**637**
	Refuse Collection			£53	£53	£53	£53	£53	£53	£53	£53	£53	£53	£53	£53	**637**
	Cleaning materials/Hall Housekeeping			£27	£27	£27	£27	£27	£27	£27	£27	£27	£27	£27	£27	**318**
	Misc			£21	£21	£21	£21	£21	£21	£21	£21	£21	£21	£21	£21	**255**
	Sinking fund															
	Total Overheads			£7,682	£3,969	£3,969	£3,969	£3,969	£4,969	£3,969	£3,969	£3,969	£3,969	£3,969	£3,969	**52,342**
Operating Profit	**TOTAL PROFIT/LOSS**			**-£3,931**	**£595**	**£715**	**£895**	**£895**	**-£437**	**£50**	**-£1,090**	**-£1,210**	**-£1,210**	**-£1,210**	**-£1,210**	**-7,150**
Revenue Grants	And fundraising	*Revenue funding target and or social care contract*		£15,000												**15,000**
Operating Cash Flow	without grants			-£3,931	-£3,335	-£2,620	-£1,725	-£830	-£1,268	-£1,218	-£2,308	-£3,519	-£4,729	-£5,940	-£7,150	**-7,150**
	with grants			£7,139	-£2,740	-£1,905	-£830	£65	-£1,705	-£1,168	-£3,399	-£4,729	-£5,940	-£7,150	-£8,361	**7,850**

WLET Old School																
year five	**No further groth**															
				Apr	*May*	*Jun*	*Jul*	*Aug*	*Sep*	*Oct*	*Nov*	*Dec*	*Jan*	*Feb*	*Mar*	*Totals*
Profit from rent	*See separate sheet*			-£23	£307	£307	£307	£307	£307	£307	£307	£307	£307	£307	£307	
Co-working	*Price per month*	*35 hours*	*£50*	50	50	50	50	50	50	50	50	50	50	50	50	
NB 50% of the Melting Pot in Edinburgh. NB not available all week due to events and other activity		*70 hours*	*£90*	£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	
	Likely numbers	*50% each*	*8*	*8*	*8*	*8*	*8*	*8*	*8*	*8*	*8*	*8*	*8*	*8*	*8*	
	Coworking Profit/Loss			**£560**	**£560**	**£560**	**£560**	**£560**	**£560**	**£560**	**£560**	**£560**	**£560**	**£560**	**£560**	**6,720**
Let for small events																
	Cost per half day	*Including learning events and lectures*		£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	
	Number of days let per month	*average one a month - slight increase*		2	2	2	2	2	2	2	2	2	2	2	2	
	Rental Profit/Loss			**£300**	**£300**	**£300**	**£300**	**£300**	**£300**	**£300**	**£300**	**£300**	**£300**	**£300**	**£300**	**3,600**
Visitor Donations	**Largely related to heritage**	Numbers of visitors donating			30	50	80	80	75	50	20					
		Average donation		£6	£6	£6	£6	£6	£6	£6	£6	£6	£6	£6	£6	
		Total		**£0**	**£180**	**£300**	**£480**	**£480**	**£450**	**£300**	**£120**	**£0**	**£0**	**£0**	**£0**	**2,310**
Space lets	Cost per hour	Pricing policy split across times - this is an average.		£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	
	Total possible hours	NB grants will be secured to run events which will be budget neutral but will contribute to room hire		360	360	360	360	360	360	360	360	360	360	360	360	
	Occupancy rate	*Maximises at 25%*		25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	
	Total Space lets			**£1,350**	**£1,350**	**£1,350**	**£1,350**	**£1,350**	**£1,350**	**£1,350**	**£1,350**	**£1,350**	**£1,350**	**£1,350**	**£1,350**	16,200
Drop in café	**Increase to twice a week**	***Days open***		£8	£8	£8	£8	£8	£8	£8						
	Number of visotors			30	30	30	30	30	30	30						
	Donation per person			£5	£5	£5	£5	£5	£5	£5						
	Total income			£1,200	£1,200	£1,200	£1,200	£1,200	£1,200	£1,200						
	Cost of sales	***20.00%***		£240	£240	£240	£240	£240	£240	£240						
	Total income			**£960**	**£960**	**£960**	**£960**	**£960**	**£960**	**£960**						6,720
Retail	**Number of items sold**	***10% increase***		**61**	**91**	**91**	**91**	**91**	**61**	**24**	**24**	**24**	**24**	**24**	**24**	
	Avergae price per item			**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	**£20**	
	Cost of sales	***50.00%***														
	Total Income			**£605**	**£908**	**£908**	**£908**	**£908**	**£605**	**£242**	**£242**	**£242**	**£242**	**£242**	**£242**	6,292
Total income				**£3,752**	**£4,564**	**£4,684**	**£4,864**	**£4,864**	**£4,532**	**£4,019**	**£2,879**	**£2,759**	**£2,759**	**£2,759**	**£2,759**	**45,192**
Overhead Expenses		*3% increase*														
	Advertising	Small budget for adverts		£109	£109	£109	£109	£109	£109	£109	£109	£109	£109	£109	£109	**1,311**
	Rates	RV is £1300 so under the SBBS		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	**0**
	Water Rates	*Estimate for minimum use*		£109	£109	£109	£109	£109	£109	£109	£109	£109	£109	£109	£109	**1,311**
	Utiilties			£820	£820	£820	£820	£820	£820	£820	£820	£820	£820	£820	£820	**9,835**
	Phone and internet	*High use of broardband*		£109	£109	£109	£109	£109	£109	£109	£109	£109	£109	£109	£109	**1,311**
	Insurance			£1,639												**1,639**
	Stationery, postage & Printing			£27	£27	£27	£27	£27	£27	£27	£27	£27	£27	£27	£27	**328**
	Staff costs : Core	*2% cost of living*		£2,295	£2,295	£2,295	£2,295	£2,295	£2,295	£2,295	£2,295	£2,295	£2,295	£2,295	£2,295	**27,545**
	Staff expenses and training			£55	£55	£55	£55	£55	£55	£55	£55	£55	£55	£55	£55	**656**
	Volunteer expenses and training			£55	£55	£55	£55	£55	£55	£55	£55	£55	£55	£55	£55	**656**
	Professional and accountancy fees			£2,122	0	0	0	0	1000	0	0	0	0	0	0	**3,122**
	Repairs & Maintenance			£328	£328	£328	£328	£328	£328	£328	£328	£328	£328	£328	£328	**3,934**
	Security alarm and other contracts			£55	£55	£55	£55	£55	£55	£55	£55	£55	£55	£55	£55	**656**
	Refuse Collection			£55	£55	£55	£55	£55	£55	£55	£55	£55	£55	£55	£55	**656**
	Cleaning materials/Hall Housekeeping			£27	£27	£27	£27	£27	£27	£27	£27	£27	£27	£27	£27	**328**
	Misc			£22	£22	£22	£22	£22	£22	£22	£22	£22	£22	£22	£22	**262**
	Sinking fund															
	Total Overheads			£7,827	£4,066	£4,066	£4,066	£4,066	£5,066	£4,066	£4,066	£4,066	£4,066	£4,066	£4,066	**53,548**
Operating Profit	**TOTAL PROFIT/LOSS**			**-£4,075**	**£499**	**£619**	**£799**	**£799**	**-£534**	**-£47**	**-£1,187**	**-£1,307**	**-£1,307**	**-£1,307**	**-£1,307**	**-8,357**
Revenue Grants	And fundraising	*Revenue funding target and or social care contract*		£15,000												**15,000**
Operating Cash Flow	without grants			-£4,075	-£3,576	-£2,958	-£2,159	-£1,361	-£1,895	-£1,942	-£3,129	-£4,436	-£5,743	-£7,050	-£8,357	**-8,357**
	with grants			£6,850	-£3,078	-£2,339	-£1,361	-£562	-£2,429	-£1,989	-£4,316	-£5,743	-£7,050	-£8,357	-£9,664	**6,643**

Appendix 2: Risk Register

Risk	Level of Risk	Likelihood	Mitigation
Lower than expected usage / footfall	High	Medium	Phased programming; strong local marketing; partnerships with local groups; flexible space use to attract different audiences
Volunteer fatigue or lack of capacity	High	Medium	Develop a broad volunteer base; introduce flexible “micro roles”; clear rota system; provide support and recognition
Failure to achieve projected income (co-working / space hire)	High	Medium	Diversify income streams; adjust pricing if needed; increase partnerships delivering funded activity; monitor usage regularly
Higher than expected operating costs (energy, maintenance)	High	Medium	Retrofit building for efficiency; monitor usage; build contingency into budget; introduce sinking fund over time
Building maintenance issues or unforeseen repairs	Medium	Medium	Planned maintenance schedule; sinking fund from Year 4; regular inspections; use professional advice where needed
Health and safety incident	High	Low	Robust policies and procedures; risk assessments; volunteer training; clear responsibility for building safety
Low engagement from parts of the community	Medium	Medium	Targeted outreach; inclusive programming; use community ambassadors; adapt offer based on feedback
Loss of key volunteers or trustees	Medium	Medium	Succession planning; shared responsibilities; documentation of roles and processes
Delays in development or project delivery	Medium	Medium	Realistic phasing; strong project management; contingency planning for time and cost

Income from housing affected by voids or maintenance	Low	Low	Conservative assumptions for voids; regular maintenance; professional management support if needed
Regulatory or compliance failure	Medium	Low	Maintain policies; trustee oversight; use external advice where necessary
Reputational risk (poor user experience or complaints)	Medium	Low	Simple feedback system; responsive management; clear communication with users
Economic pressures (cost of living, reduced spending)	Medium	Medium	Keep pricing affordable; offer free/low-cost activities; maintain mixed income model
Partnerships do not materialise or deliver	Low	Medium	Maintain multiple partnerships; avoid reliance on single delivery partner; formalise agreements where needed