

ROOTS & GROWTH

Business Plan

Asset Transfer of land at Littleburn,
Munlochy

Roots & Growth

May 2021



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1. Introduction and Background

1.1 Background and Original Drivers

Roots & Growth is a community led organisation of Black Isle residents which has come together out of concern for the wellbeing and sustainability of the local community, and especially its young people.

This business plan covers the acquisition and development of Forest and Land Scotland (FLS) owned land and buildings at Littleburn, outside Munlochy. Ownership of these assets will allow Roots & Growth to develop the Littleburn site as a Holistic Health and Sustainability Centre for the Black Isle. This will be a place in the community where people can come and share what they love, be with others, and find new ways of being which help them to thrive. Acquisition and development of the site will create a space where the whole community can learn and implement the changes that they need to make together: which will ripple out and deliver positive change in the post-covid world. The intention is that we will create a reference point and example of best practice for other community led initiatives.

This Plan draws on the findings of a Feasibility Study carried out in Autumn 2020, with extensive community consultation along with a series of technical studies. This Plan will be a road map to establish the Holistic Health and Sustainability Centre, but at this stage, it is centred on meeting the requirements of the Scottish Land Fund and to facilitate the title transfer from Forestry & Land Scotland.

The site is referred to throughout this report as 'Littleburn', but a new brand and name will be agreed before re-opening.

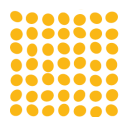
1.2 The Organisation

Roots & Growth is a grassroots organisation made up of Black Isle residents, which came together in 2019. The Steering Group has grown from its initial two founders as the project has continued to attract people who want to support the wellbeing of the community, and especially its young people.

The Steering Group brings a range of experience and skills – particularly working with and supporting children and young people, families, and groups, in various settings and practices and within communities of diversity and challenges. The project is fuelled by the passion of the two founders and others who have joined the project to apply their skills and experience to benefit the community. The vision for Roots & Growth is more fully articulated at section 3.1 below.

Successes of Roots & Growth to date, delivered since 2019 in spite of the coronavirus pandemic include:

- Growing the Steering Group from an initial 2 founders, to 4 as of May 2021 but with more noting interest and building confidence to join.
- Securing developing funding from the Scottish Land Fund to explore community ownership of Littleburn, resulting in community consultation which reached well in excess of 350 local people (intended to be a very conservative estimate).
- Growing its mailing list of interested local residents. Once Roots & Growth is incorporated, this group can form the membership.
- Attracting an estimated 30 local people who want to volunteer with the project.



- Developing partnerships with a wide range of third and public sector organisations – set out at Section 4.7 below.

1.3 About the Community

The primary geographic community Roots & Growth represents is the Black Isle, with particular focus on the Knockbain Parish. Located in the Highlands of Scotland within Ross and Cromarty, the Black Isle is a peninsula situated across the Moray Firth from Inverness. It is best known for its rich farmland and agricultural heritage; wildlife (with dolphins often visible in the Moray Firth); and woodland. The population is just over 10,500.

Littleburn itself is within the Knockbain Parish to the south-west of the Black Isle – bounded by the Moray Firth to the East and the Beaulie Firth to the South. Munloch, Kilmuir, North Kessock and Charlestown form the main villages in the area, with the Kessock Bridge providing a link to Inverness. The area has rich natural and cultural heritage - Munloch Bay has been designated as a Site of Special Scientific Interest; and there is evidence of human settlement since 5000 BC.

Broadly, the Knockbain Parish has an older, well-educated population, with a pattern of movement into the area. At 24%, the proportion of the population aged over 65 is higher than the average for both Highland (22.1%) as well as Scotland as a whole (18.9%). In relation to employment and education, the Parish exceeds the Scotland averages in numbers of people who are economically active; in full time employment; self-employed; in skilled trade occupations; and in the numbers with degree level qualifications. Proportionately, there are fewer jobs based in the Parish than the wider region, which suggests a large proportion of the working population commute out of the area for work – likely south east to Inverness.

While the Parish is not an area that could be classified as deprived across most measures, due to its rurality, 1,551 people in the area fall within the most deprived 10% in Scotland for geographic access to services.

1.4 About the Asset

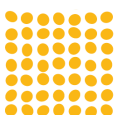
The preferred site is located at Littleburn, just outside the village of Munloch, and comprises 0.45 acres of land. It is owned by Forestry and Land Scotland, and was last occupied by Highland Birchwood environmental consultants who rented the premises from FLS. The site is understood to have been unoccupied since that arrangement ended in 2018, although it remains popular with dog walkers etc. from the village of Munloch (just 10 minutes' walk from the site).

Forestry and Land Scotland are in principle willing to sell the site to Roots & Growth, with Roots & Growth having submitted a formal letter of interest to FLS in January 2020. A red book valuation was instructed by FLS and Roots & Growth in December 2020, which valued the site at £200,000.

Structural Inspection

A conditions survey was conducted by Alder Specialist Building Surveyors Ltd in September 2020, and is attached as part of Appendix 2. The remedial works identified in the conditions survey have been considered and incorporated into the costed designs.

Despite the need for remedial work, the site's location in the woodland, within walking distance of Munloch, as well as the nature of the space make it ideal for delivery of the proposed services by Roots & Growth.



1.5 How this Business Plan was developed : Methodology

Roots & Growth is a grassroots, community led initiative, instigated and driven by the community's desire to support the wellbeing and sustainability of the local community and bring the site back to fruitful and sustainable use. As such, every effort was made to carry out extensive and participative community consultation to ensure that the proposals in this Plan address genuine need and demand in the community.

The research phase for this project, carried out between July and October 2020, engaged significantly in excess of 350 people (intended to be a very conservative estimate). The consultation was conducted in line with physical distancing restrictions as a result of the coronavirus pandemic, using multiple alternative points of data collection given that face to face consultation was not possible.

The Feasibility Study focussed in particular on the Knockbain Parish, but consultation reached beyond this area involving individuals, third and public sector organisations across the Black Isle as a whole.

The stages of the research were:

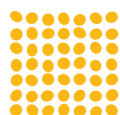
Awareness Raising	<ul style="list-style-type: none"> • Notices were posted on local social media channels, including Roots and Growth's own Facebook page (245 followers); the Black Isle Cares Facebook page (308 followers); and Transition Black Isle (1,276 followers). • Information was also circulated via the Knockbain Community Council bulletin. Each Community Council in the Black Isle was invited to take part in the research. • The online community survey was circulated by other organisations active in the community, including Munloch Primary and Transition Black Isle.
Demographic and Policy Analysis	<p>Study of key demographic trends (focussed on the Knockbain Parish where the Littleburn site is situated) using Community Insight, a software package that collects data from over 30 databases and a range of other sources.</p> <p>Analysis of key national, local authority and local policies and priorities.</p>
Community Survey	<p>A community survey was distributed online (using SurveyMonkey) from 27 July 2020 – 7 October 2020. The online survey was promoted through the awareness raising activities described above.</p> <p>A total of 189 responses were received. Data represents the views of 325 adults and 68 children in total.</p> <p>Results of Roots & Growth's previous survey on physical and mental health were analysed – with responses received from 40 people.</p>
Open meeting	<p>A virtual open meeting with 21 people (not including facilitators) took place on 12 August using virtual break out rooms, and group discussion and debate.</p>
Youth consultations	<p>Consultations with local young people were facilitated at Munloch Primary and Fortrose Academy. This engaged 40 pupils from P5/6 and P6/7 classes; and 153 from S2-S3.</p>



Stakeholder Interviews	<p>In-depth interviews with 23 external stakeholders, and email correspondence with additional 2 stakeholders – to gather information on the assets and challenges of the Knockbain Parish and Black Isle communities, and to determine scope for partnership between Roots & Growth and these groups.</p> <p>In total, 44 organisations were contacted as part of the research at feasibility study stage.</p>
Desk-based Research	<p>Full mapping exercise to avoid displacement and explore partnership potential.</p>
Research report and options	<p>Research report produced and way forward agreed following detailed feedback from the Roots & Growth Steering Group.</p>

1.6 Impact of Covid-19

We are aware that we are proposing taking on land and buildings in the midst of the coronavirus pandemic. We have embedded this within our risk register and are aware that, though title could be transferred, that we may not be able to open until early 2023. Even then, there still may be social distancing and other guidance that will impact on how we run the facility. We will ensure we take firm professional advice and will amend our plan as required. We view this as a long-term investment in the people of the Black Isle and will manage the situation accordingly,



2. Evidence of Need

The detail of all the research and consultation can be seen in the feasibility study. The following is a summary:

Assets in the Area

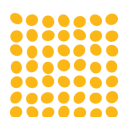
- The natural environment is highly valued, with its mix of woodland, countryside and coast, outdoor space and wildlife. There is a strong ecological conscience.
- The community, with community groups who collaborate well; and young people who play an active role in the community including through volunteering.
- Some community amenities – including well used village halls, and churches. The schools are seen positively, and draw in new residents to the area.
- Peacefulness and relative quiet was valued highly by young people at Fortrose Academy.
- Within the Knockbain Parish specifically, the proportions of people who are who are economically active; in full time employment; self-employed; in skilled trade occupations; with degree level qualifications are higher than the national average. There is a pattern of migration into the Parish.

Challenges in the area

- Mental health and wellbeing – including gaps in statutory provision, a history of suicides locally (particularly amongst young men), and challenges around loneliness and isolation.
- Lack of local jobs and services. Covid-19 will have a long-term impact on tourism and small businesses. Statutory agencies have cut back on provision. At the same time, growth of the community and new houses are putting pressure on local services.
- Lack of provision for young people. This is particularly for the most vulnerable or disengaged, but more generally, there is a need for more things for young people to do; and for young people to have a voice and agency to take projects forward.
- Poor public transport, pressure on roads and poor infrastructure for active travel. The Knockbain Parish is within the most deprived 10% of communities in Scotland for access to services.
- Higher proportion of people aged 65+ in Knockbain than the Highland and Scotland averages.
- Though somewhat hidden statistically, there is significant anecdotal and stakeholder evidence of addition issue in the community.

Support and Demand for the Project

- 79% of survey respondents supported Roots & Growth taking on the site at Littleburn on behalf of the community, and developing a holistic health and sustainability centre.
- Stakeholders were supportive of the project: the intention/ethos and location of the project is seen as distinct from existing local services, and numerous partnership opportunities were identified.
- Good alignment with national and local policy – including around the national and local policy agenda to address trauma and adverse childhood experiences.

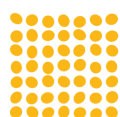


Development ideas and competitive analysis:

There was support for the services Roots & Growth intend to provide at the site, grouped in broad themes below:

- **Community Activity** – with a niche as an informal community / drop-in space where people can drop in knowing that they will find someone to talk to.
 - Competitive analysis: This niche will be as a drop-in space – as opposed to the existing services which are confined to particular times, and are ‘activities focussed’. Community activities that are developed at Littleburn should and will endeavour to fit around the existing provision. An overflow / referral system with other village halls can help to prevent displacement.
- **Support for vulnerable people** - hosting support groups led by other third sector support providers (such as Women’s Aid), and as an informal space where vulnerable people can ‘drop-in’ and take part in other activities which are happening at the site.
 - Competitive analysis: While there are several ‘hubs’ providing support to vulnerable groups in and around the Black Isle and Inverness, these are more focussed on (1) activities – such as working on a farm, or bushcraft etc.; and (2) more formal partnership arrangements with the public sector.
- **Services for children and young people** – as well as intergenerational work
 - Competitive analysis: While a significant amount of youth activity takes place in the Black Isle, this is largely outwith the Knockbain Parish; and key stakeholders advised there is a broader need for more activity for young people.
- **Art, craft, creativity** – as well as repair / upcycling classes, music, and creative writing.
 - Competitive analysis: No local provision in Knockbain. While a range of creative classes and workshops take place in the wider Black Isle (especially Cromarty), many of these are relatively expensive, and could be challenging to access for those on lower incomes. Workshops and activities identified appear to be largely aimed at adults, and so there is a gap for affordable activities that can engage and excite young people around the creative arts.
- **Growing activities (closely linked to food)** – with an emphasis on building skills and confidence to grow food (and cook); and as a shared space for people to work together.
 - Competitive analysis: Competitive analysis identified a large number of community gardens across the Black Isle, but none in Munloch / North Kessock / Knockbain. This has good potential to tie in with services for vulnerable people – potentially through ‘green prescriptions’ to support health and wellbeing.
- **Therapies** – holistic health and complementary therapies.
 - Competitive analysis: Other ‘hubs’ for these treatments are situated in Inverness and further to the East (e.g. Aman Cara – which has a residential focus). Good communication with existing therapy practitioners operating locally will be needed, but ultimately, there is potential for the site at Littleburn to benefit these businesses if the local area is recognised as a place where high quality therapies are available.

Other development ideas included a community Café; activities focussed on nature, including tours, sustainable building, treehouse building, sustainable building workshops, a forest school, and low impact forestry.



Projected social outcomes

- Exploring the potential benefits in community ownership of the site, the top projected outcomes from the community survey were that community ownership would: Help people cope with stress, anxiety and improve their mental health; Help improve people's health and wellbeing; Help develop skills and knowledge for local people; Bring people of different generations together; Support young people; and Protect and enhance natural woodland.

Financial sustainability

- The project looks to be financially viable, even without the planned self-catered accommodation to be developed which will generate additional income.
- The site is valued at £200,000; and the anticipated reopening of the Scottish Land Fund later in 2021 presents the best opportunity to raise the bulk of the purchase price.
- While the cost of the capital upgrade work to the site is still to be determined, the project is aligned to funders' priorities (albeit capital funding is highly competitive).

Challenges to consider

- The legal structure selected to deliver the project should allow for community ownership, be eligible for the Scottish Land Fund, and remain rooted to the clear vision and values which have mobilised the community to take on the Littleburn site. It should also enable some separate social enterprise activity to be delivered by the founders within the context of overall community ownership.
- Careful communication of the project's vision, values and activities will help to engage all sections of the local community.
- Transport to the site for those who do not have access to a vehicle needs to be considered (children and younger people, as well as those who are older or vulnerable).
- Recruitment of trustees in the Knockbain Parish has been challenging for other groups, but Roots & Growth will draw on people across the Black Isle to ensure a board with the right skills is built to take the project forward.

Capacity to deliver

- We are a relatively new organisation, and work is underway in January 2021 to build and strengthen the board. Potential new trustees have emerged from the Black Isle community, bringing a good range of skills and experience, as well as willingness to commit time.
- A company limited by guarantee with charitable status has been selected as the basic model, with the potential for subsidiary companies to take forward some proposed services.



3. What We Will Do and Our Outcomes

3.1 Vision

The overall goal for the project is to acquire the site at Littleburn for the community to create a vibrant community-owned Centre of Holistic Health and Sustainability.

Vision: Littleburn will be a community-owned centre for holistic health and sustainable living where we can come together to share stories, skills and resources, to increase resilience and enhance the quality of people's lives.

Mission : With a focus on Food, Art, Healing and Sustainable living practices, the main focus of our work is to look forward so that future generations can live happily in the Black Isle, helping to empower the community by equipping them with the skills needed to recover from the effects of the pandemic, generational trauma, isolation and the impact of climate change.

Values – Roots & Growth came together partly to help tackle challenges in the community, including instances of suicide, trauma experienced by people in the community (especially young people), and social isolation – but our ethos is to look to the future with hope. We will develop all our work in the context of the following values:

Community

Creativity

Understanding

Love

Respect

Creating change

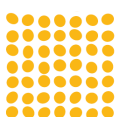
3.2 Key Activities and Services

The re-developed site at Littleburn will provide support to the local community under a series of broad themes; underpinned by our vision and mission above:

1. **Community:** Services for the whole community, regardless of age or background.
2. **Health & Wellbeing:** Supporting the health and wellbeing of everyone, but with a particular focus on support for vulnerable groups and supporting people in healing from the impacts of adverse childhood experiences and trauma.
3. **Art & creativity:** To help bring people together, express themselves, and contribute to wellbeing and positive mental health.
4. **Growing & food:** To bring people together, help respond to the climate crisis, and help people to develop better understanding of their place in nature and celebrate the Black Isle and the Parish's heritage of meaningful connection to the land.

Most of the services to be offered at Littleburn will contribute to more than one theme.

The intention is for the project to adapt a circular economy approach where possible. This will be evident in relation to the growing and food theme – but the aim is to adopt this across all elements of activity at Littleburn.

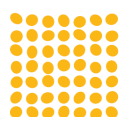


Section 4.2 on legal structure sets out how some services will be provided directly through Roots & Growth, and some by the co-founders through their own social enterprises (with the potential for conflicts of interest carefully managed).

Detail on demand and evidence of need is set out in the Feasibility Study and numbers below are based on that community consultant and research, discussion with stakeholders and estimates from current momentum.

Drop in Space
Themes: 1; 2
<p>An informal space where local people can ‘drop-in’ and socialise in a warm/pleasant environment, and link in with other activities at Littleburn.</p> <p>There is no other space locally where people can drop-in; and social isolation and loneliness was the most identified challenge in the community survey. The Community Council saw this as top priority for the site; and support organisations working with vulnerable people (including Connecting Carers /Connecting Young Carers and Black Isle Cares) identified that this space would be beneficial for the people they work with. Black Isle Men’s Shed intend to regularly use this space (see below).</p> <p>This is a large number because it includes people simply visiting and enjoying the site for walking for example</p> <p>Unlikely to be substantially income generating, but with teas/coffees available on a donation basis. In addition the community kitchen can generate income from sales, even if affordable.</p>
<i>Target number of beneficiaries per year: 5000</i>

Community Cooking and Meals
Themes: 1; 2; 4
<p>Centred on the new community kitchen space which will adjoin the drop-in area. Specific services will be:</p> <ul style="list-style-type: none"> • Community meals. These will enable people to eat together, building a sense of community and helping to tackle isolation. We will ensure that these do not clash with existing community meal initiatives (largely focussed on older people just now). Delivered by Roots & Growth volunteers; using food from the growing area where possible; and on a suggested donation basis to cover costs. • Hire of space – This space is of interest to Women’s Aid, Connecting Carers, Highland Council, and Transition Black Isle. Activities centred around food/cooking encourage young people to sit and talk creating a chance for practitioners to get a sense of need. • Cooking / nutrition workshops: To be developed over time. These can be provided by Roots & Growth volunteers, or by commissioning a tutor. A donation based fee would be charged to ensure sustainability, or project funding sought. Partnership with High Life Highland so that activities can be linked to qualifications for participants.
<i>Target number of beneficiaries per year: 500</i>



Space Hire

Themes: 1; 2; 3; 4

Section 3.3 below shows the range of spaces that will be created for hire at Littleburn. Space at the site will be hired for:

- Workshops, classes and training: On a wide range of themes and subjects. Providing opportunity for some vulnerable groups to take part in community activities; scope for people to learn new skills; and potential to link activities to qualifications through partnership with High Life Highland. The Community Council want to establish a rolling programme of training / community learning events locally; and interest was expressed from a dance instructor; Quigong /Yoga and providers of other workshops.

In particular, the Shieling Project are interested in delivering toddler and parent activities at Littleburn; using this space and the woodland area at the site.

- Support for vulnerable groups: Space will be hired by Connecting Young Carers, Women's Aid etc. This would include group discussions; art/creative workshops; or cooking /food related activities.
- One to one therapies or private therapeutic meeting space: Hired by practitioners including from the Shen Foundation, Shibashi Highlands, Highland Council and Connecting Young Carers.

A community rate and commercial rate will be charged (with some discretion to ensure this is affordable).

Target number of beneficiaries per year: 750 – beneficiaries of all user groups

Growing space

Themes: 1; 4

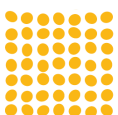
A shared space where people can take part in growing activities (rather than individual allotments). The focus is on growing together, community and intergenerational activity – in particular, there is good support from Munloch Primary which can engage the community and draw families towards the site.

Delivered by Roots & Growth volunteers, with support from partner organisations who want to take part in these activities – including Munloch Primary, Transition Black Isle, Shieling Project, Women's Aid, and Black Isle Cares.

This will support links to healthcare practitioners through green prescriptions.

Allangrange garden is happy to advise in our first year on site and hopes to run workshops in the second year.

Target number of beneficiaries per year: 250



Repair / Re-use Activities: Black Isle Men's Shed

Themes: 1; 3

Upcycling, repair and reuse activities were part of the original vision for the site, with demand for this confirmed in the community consultation. Our intention is to develop this in partnership with the Black Isle Men's Shed, who have expressed interested in being hosted at Littleburn.

The intention is that BIMS will lease the Red Shed at the site from Roots & Growth; and move their current outdoor storage container and small outdoor workspace to Littleburn.

The relationship between us and BIMS needs to be carefully agreed and documented. We want a situation which balances our role as landowners and operators of the wider site with BIMS' requirement for autonomy and control of their own space. There is good potential for movement of people to and from the BIMS space and the larger site – when BIMS are not using the space there is potential for other repair / reuse activities to take place (subject to appropriate controls around use of tools; supervision etc. to ensure compliance with health & safety and insurance requirements).

Partnership has the potential to benefit both organisations and the community. For Roots & Growth, BIMS location at the site can draw more of the community to Littleburn, and present opportunities for intergenerational work and skills sharing. We can also draw on the significant engineering and construction expertise within the BIMS committee during the capital development.

For BIMS, having a suitable premises designed with their use in mind will support their activities, provide opportunities for their members to engage in other community activities (including social), and support the growth of the Shed as they will come into contact with the other users of the site who may wish to join them.

An appropriate rent for the Shed would need to be agreed – this would likely to be a relatively nominal charge with BIMS covering utilities costs for their space.

Target number of beneficiaries per year: 30

Self-Catered Accommodation

Themes: 2

Self-catered accommodation will be offered through:

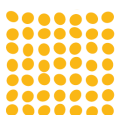
- A 2 bedroom chalet with an open plan lounge/ kitchen and its own bathroom.
- A residential cabin - 1 bedroom with an open plan kitchen/lounge and its own bathroom.

Planning permission in principle has been obtained. These will be income generating and support the financial sustainability of the site (although the modelling at feasibility study stage shows financial viability is not dependent on this).

This service is well aligned with the Tourism Strategy for the Black Isle. The intention is to offer retreats using this accommodation – themed around holistic health, or the arts.

Delivered by the Roots & Growth development manager /caretaker; with activities for retreats delivered by third party providers (potentially including the Roots & Growth co-founders).

Target number of beneficiaries per year: 250



Holistic Health Support

Themes: 2

Including a range of therapies and support, delivered by third party practitioners.

In particular, this will include a range of holistic health services provided by a Roots & Growth co-founder (to be established as an independent social enterprise), focussed on addressing trauma and support to heal from adverse childhood experiences. These will include:

- Girls' Circles: Breaking the Impact of Generational Trauma. Combination of group work, but also daily retreats (as a rite of passage). For 7-15 girls aged 12+.
- Women's Circles: The Elephant in the Room. To support participants in overcoming past trauma and heal, while developing a supportive network.
- Healing sessions: Breathwork and shamanic focussed sessions.
- Mindful Play: weekly 90 minute sessions for at least 3 weeks. Supports families with children with ADHD.
- Holistic Family Healing: Supports parents to heal from their own emotional wounds, and to parent consciously to avoid these being passed down to their children. Sessions are up to 3 hours.
- Awakening Your Joy: Holistic recovery programme incorporating mentoring.
- Awakening Your Avatar: Workshop for children from 6-11 to attend with an adult. These maybe done in groups or as part of the family work. Gives children the skills to be happy, resilient and disperse any toxic stress that they encounter so that they do not need to heal emotional wounds when they are older.

We intend that the retreat packages offered by Roots & Growth at the self-catered cabins will include a selection of these services.

Support workers from Highland Council will want to use the space. Workers are free to take the children that they work with to places such as MacDonalDs and are desperate for places to take the children that they work with

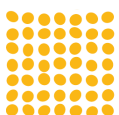
Target number of beneficiaries per year: 100

Art and Creative services

Themes: 3; 2

Including a range of creative activity. Some of this will be provided by Roots & Growth volunteers or staff; and some third party practitioners (with Roots & Growth commissioning providers and offering these to service users for a fee). In particular this will involve:

- Art & Crafts workshops: For all ages and abilities. Will focus on teaching local people specific techniques (e.g. printmaking), but also aim to support groups in working towards a common goal /piece of work for the community. Paid classes on a sliding scale – with the intention that these will be affordable for local people.
- Working with young carers/vulnerable young people with their Support workers: For partner organisations using the Littleburn site to support these young people through one to one sessions in Art.



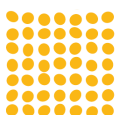
- Young Artists' Residency: A stepping stone between the Art classroom and the Art world in further education, for school age young people, age 15-18 who have opted to pursue art either into further education /or for personal enrichment outside of an institutional context. Residencies for this age group is a gap currently. The intention is for this to be project funded, to open this opportunity to those in care homes, being supported by Youth Services etc. The Roots & Growth co-founder will facilitate the residency.

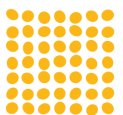
As with holistic health above, there is the potential for residential retreats including accommodation at the self-catered cabins at the site; with packages of art/ creative workshops and activities.

Target number of beneficiaries per year: 200

3.3 What We will do with the Site

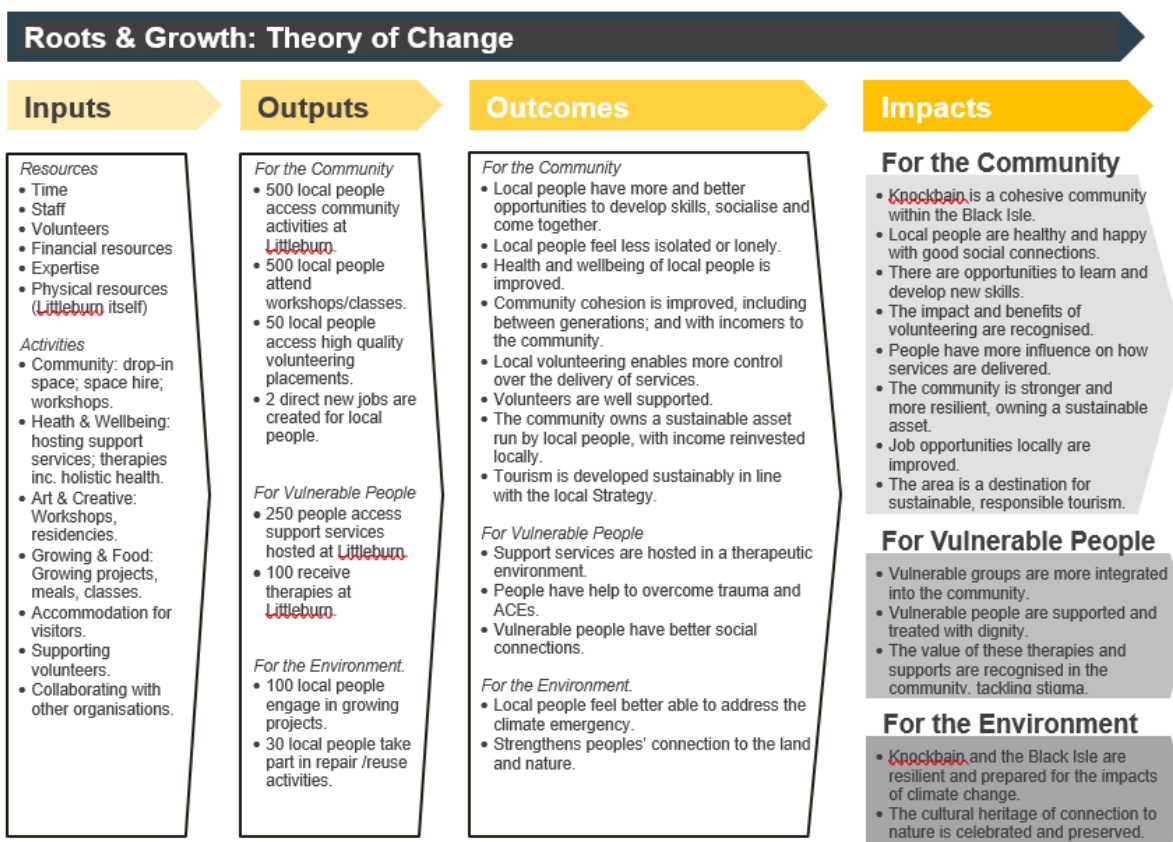
Drawings can be seen separately but the site plan below gives and indication of the development of the site;





3.4 Broad Social Outcomes

In a simple format, the Theory of Change below illustrates the impact that this project will have on the community, mapping back to show what we will deliver and how we will do this.



This project will benefit the Black Isle as a whole, and people taking part in services at Littleburn will be drawn from this wider area. Within that area, we will have particular focus on the Knockbain Parish, as the immediate area within which the site is situated.

We estimate reaching 5000 individuals per year.

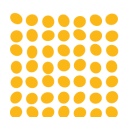
3.5 Fit with Funders Outcome

Our intention is to secure the bulk of the purchase price to acquire the Hall from the Scottish Land Fund, which is expected to reopen later in 2021. While the Fund outcomes may be amended when it reopens, the Roots & Growth project is a strong match with the Fund's current outcomes:

Our communities will achieve more sustainable economic, environmental and/or social development through ownership of land and buildings

Economic:

- Littleburn will operate as a sustainable social enterprise. The site has sat derelict since 2018 and currently provides no economic benefit to local people; but this project will create a vibrant multipurpose site with income reinvested here to meet local needs.
- We will create two new employment opportunities locally. The feasibility study showed that jobs density in the Parish is low, and many have to commute out of the area for work.



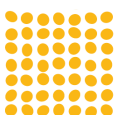
- The repurposed site will include residential accommodation to support tourism and therapeutic / artistic retreats. This is aligned to the local Tourism Strategy which aims to create economic growth and to support the future prosperity of the area.
- The site will provide a high quality venue which supports third and public sector organisations to deliver services effectively in the local area. This will include Highland Council, Black Isle Cares, and private microbusinesses such as Shibashi Highlands.
- Workshops and classes at the site can support local people in attaining qualifications.

Environmental:

- One of the early drivers behind the project was to help the area become resilient and able to address the climate emergency. There are good relationships and support from partners in this field such as Transition Black Isle.
- A growing space will provide opportunities for volunteers to learn about growing and the environment. Munloch Primary will be a key user of this space, involving local children in this activity from an early age.
- Repair and Reuse workshops and activities will take place at Littleburn, in conjunction with the Black Isle Men's Shed, which will reduce waste to landfill.
- The intention is for the project to adapt a circular economy approach where possible to reduce waste: e.g. using food cultivated in the growing area for community meals.
- Specifications for the designs and capital upgrade are green, with a goal of ultimately working towards zero carbon energy emissions. This includes low energy lighting, use of locally grown/harvested timber from sustainable managed forests etc.

Social:

- The Feasibility Study showed that local people see the potential in the site, but it is currently derelict with the buildings at the site boarded up and deteriorating. Acquisition of the site for the community would ensure that this space in nature is brought back to life as a resource for use by the local community. It will:
 - Provide a space for social contact. Local village halls provide vital community activities at set times, but there is no local drop-in space currently; and our research identified loneliness and isolation as major challenges locally.
 - Enable a range of workshops, classes and social activities to help local people come together and develop skills. These will range from cooking/nutrition, to art, to local heritage.
 - Space hire for local people and groups. Care will be taken not to duplicate with local village halls – which are focussed on activities bookings. The distinct Vision and Mission of Roots & Growth helps to distinguish us from Munloch Village Hall, and we envisage that most of the bookings will be from support services identified in the Feasibility Study or groups for whom existing facilities are unsuitable. We will also look to put in place an 'overflow' booking system so anything we can't accommodate is referred to other local venues.
- The project will support community cohesion, at a time when new residents are being drawn into the area. A good example of the approach will be the growing projects with Munloch Primary, which will involve children and families in the local area (regardless of background), and maintain the area's traditional link to the land and agriculture.



- Services will be available locally to support vulnerable people, especially to address the impacts of trauma and adverse childhood experiences (aligned to NHS Highland Policy). Older people, people in care, those at risk of abuse and other groups will have access to a therapeutic space in nature and more opportunities to make social connections.

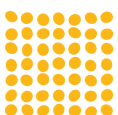
Our communities will have a stronger role in and control over their own development

- The Hall will be owned and managed by Roots & Growth, a local, community-led organisation. Membership will be open to everyone in the Black Isle, which means that management of the space and the services offered there will be driven by local need and demand. This Plan sets out our targets for growing our membership and board.
- The Knockbain Parish is within the most deprived 10% of communities in Scotland for access to services. Littleburn will enable services to be provided locally.
- The site will create 50 volunteering opportunities, meaning that local people control the delivery of services and are directly involved in supporting each other.
- Our Steering Group have already built up good relationships with a wide range of local partners across the Black Isle. Consultation with a range of local stakeholders took place to ensure this project adds to existing community development work and does not duplicate or displace.

Our communities own well-managed, financially sustainable land and buildings.

Our plans cater for a mix of activities which will enable the site to be self-sustaining in the long term, while ensuring that what is offered remains accessible to everyone in the area.

The Steering Group has been built over 2019, 2020 and 2021, with a range of skilled potential new trustees coming forward. A skills audit has been undertaken to identify gaps, and we have already taken steps to recruit a new treasurer and build the capacity of the group. We will continue to meet regularly to monitor financial targets and social outcomes.



4. Governance and Management

4.1 Governance

There are 4 on the Roots & Growth Steering Group at present, with a wider group of local people emerging who wish to contribute to the project and join the Steering Group.

Once incorporated, the Steering Group will be the board of directors of Roots & Growth.

The Steering Group brings experience and skills in social work, counselling, and supporting children, young people and families (including through the arts), but we recognise that there is a need to build a wider board with the skills to manage Roots & Growth as a sustainable social enterprise for the community.

A skills audit survey was circulated to the Steering Group and Roots & Growth's mailing list in August /September 2020. Results show that at this stage of our development we have gathered a Steering Group who are committed and willing to devote time to the project, with good skills in working with people (in a professional capacity but also in supporting young and vulnerable people); and in community development and engagement. The audit also showed that we need to develop skills around governance and around finances and fundraising. There is commitment to developing skills, and we have already been undertaking training through the Just Enterprise programme.

Our community engagement and the skills audit survey itself identified a group of people who wish to join the board, bringing a good range of skills and experience (including in financial management), as well as willingness to commit time. In January/February 2021 we will be speaking to these individuals with a view to formally appointing them to the Steering Group.

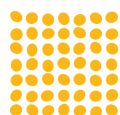
A current requirement for the Scottish Land Fund is that the majority of directors are resident in the geographic community – in our case, the Black Isle. We meet this requirement at present and will continue to reflect this in our board recruitment strategy.

Board subgroups

We will continue to meet as a full Steering Group for the time being as we bring in new Steering Group members, and take steps to incorporate and obtain charitable status.

After these initial stages, we will explore the benefits of establishing board sub-groups, to manage the different elements of the project. Our initial structure for consideration (that we will adapt over the coming months) is:

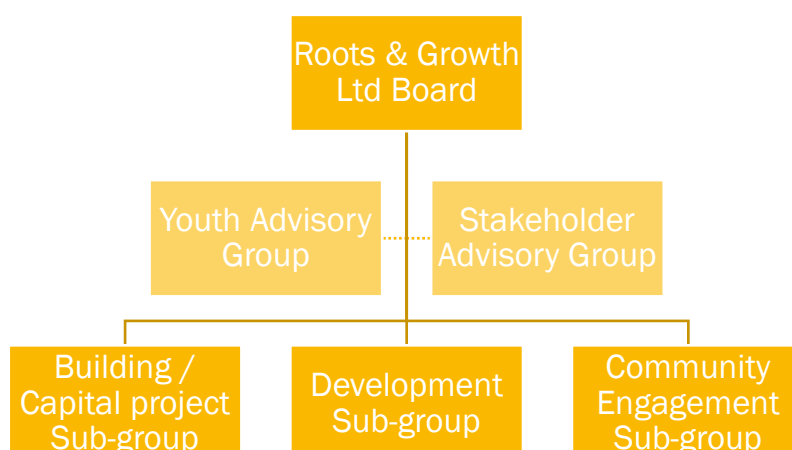
- **Building / Capital**– In conjunction with the design team: dealing with planning applications; liaising with design and technical team; coordinate drawings and plans; liaise with main Roots & Growth board on drawings; prepare monthly update for board; confirm full costings for build phase; project manage the build phase.
- **Development** – this sub-group will be responsible for working with the Development Manager (when appointed) to raise awareness of Littleburn and to bring people and groups to our site. Assisting with networking, building relationships with local groups, and developing partnerships with other key stakeholders involved in the success of the project including the Shieling Project, Black Isle Men's Shed and others (full details shown below at Section 4.7 on partners).
- **Community Engagement** – primary aim of this group will be to manage relationships, communication and expectations with the local community.



Further on in our development, we will also consider establishing advisory groups feeding into the board, so important groups and stakeholders can have their voices heard. An initial structure for consideration is:

- **Young people:** A key driver of the project is that young people will feel empowered, supported and hopeful in the face of the current climate emergency and recovery from the pandemic. To support authentic involvement of young people in the project a youth advisory group will be established. The group will dovetail with that of the main board and discuss the same topics, though with support and from a different perspective where youth representatives feel comfortable to engage. Views from this group will be fed directly into the next board meeting.
- **Stakeholders:** We want Littleburn to be a host for support services including Women’s Aid, Connecting Young Carers, and Highland Council Children’s Service, as well as community initiatives such as BIMS. To encourage partnership from key users of the site while allowing the board not to be unduly influenced or controlled, a stakeholder advisory panel will be set up which will have an advisory role. It will be by invite only and is envisaged to meet twice a year. This will not be restricted to users of space at Littleburn.

The full structure is set out in the diagram below:

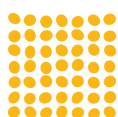


Succession Planning

At its very early stages, the Roots & Growth project was driven by a small number of local people, although the Feasibility Study showed there is now wide community support for the project, with a range of new Steering Group members, volunteers and partner organisations who want to contribute.

We understand the risk of reliance on a small number of people (whether board members or staff) and will ensure through succession planning that we mitigate this risk through:

- Training Steering Group /board members to “shadow” each role on the board.
- Revolve positions on the board, having a maximum of 4 years in each position. This will allow board members to stand for re-election and will also allow for new board members to be appointed if they stand forward for election – we will not all automatically stand down after 4 years.
- Once staff are appointed, reviewing job descriptions to ensure key responsibilities are covered and having written procedures covering this i.e. a board member will cover for



the Development Manager when/if they are not in work; Volunteers will cover for the cleaner as required.

- Strong and robust reporting to the board from staff, ensuring that the board is well informed and aware of key milestones for projects, funding and income targets.
- Encouraging young people. We envisage setting up an advisory group of young people which links into the board, and members of this group may 'graduate' onto the full board.
- Volunteer recruitment is vital to give everyone an interest in the project and these interested and involved individuals will become the board members of the future because they will be committed to the project long term.

Governance and Strategic Management

The Steering Group is aware of the amount of time, commitment and hard work that will be required to develop and manage Littleburn as a Holistic Health and Sustainability Centre.

We will continue to put in place robust processes and procedures, reporting on progress and discussions at regular meetings, through Agendas, Minutes and other records. Minutes will be made publicly available. We will ensure that processes and procedures are maintained and strengthened as the Steering Group takes on new members, as we secure funding and have targets and outcomes to meet.

Relationship between board and staff

The board will provide strategic direction. Based on papers produced by the Development Manager, they will agree and approve business and operating plans, marketing plans, budgets, space allocation process and policies and procedures. The Development Manager will have delegated powers to run the site creatively and with a level of autonomy and flexibility. This relationship will be carefully monitored to ensure we have a motivated Manager with the right checks and balances in place.

Financial Management

An annual budget will be agreed by the board and this budget will be overseen by the Treasurer, who will provide a monthly report on actuals versus forecasts setting out any variances and the reasons for these. This system will enable the directors to assess how the site's sustainability plan is proceeding and plan accordingly. The report will also provide an analysis of any shortfalls, along with a mitigation plan. The report will be considered each month by the board.

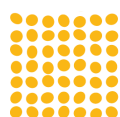
The budget and cash flow will be fully assessed every six months.

4.2 Legal Structure

At present Roots & Growth is an unincorporated association, but we recognise that this structure will not be suitable to take forward an asset transfer and development project.

The basic legal structure we have selected is a company limited by guarantee. We will apply for charitable status as this fits with the project's ethos and help to communicate that Littleburn is not for profit and run for the benefit of the community.

The company limited by guarantee structure will provide separate legal personality and limited liability for members. Charitable status will provide rates relief entitlement and access to charitable funding and other support. A full legal structures appraisal was produced and considered as part of the feasibility study.



We will seek support in drafting our constitution and incorporating through Community Ownership Support Scotland, SENScot Legal and others; particularly to ensure that the constitution provides for open membership in accordance with SLF criteria, and that the charitable purposes detailed in the constitution accurately reflect the activities we will undertake.

While the charitable purposes are still to be drafted, we anticipate that the majority of anticipated activities at Littleburn will constitute primary purpose trading. There is potential that hiring space to other third sector groups may constitute non-primary purpose trading, which is permitted under the small trading tax exemption threshold (likely to be 25% of our total annual turnover). We will monitor the income generated from these activities, and if required, establish a trading subsidiary to take them forward.

The Steering Group recognise that once incorporated as a company with charitable status they will have additional duties as company directors and charity trustees. We will seek support from the Highland Third Sector Interface, the Just Enterprise programme and others to ensure that the board understand and are able to discharge their additional duties.

4.3 Volunteers

We envisage that volunteers will play an important role at Littleburn, including work on the community garden areas, involvement in community meals, and repair and reuse activity and supervision. Through the skills audit survey in Autumn 2020 a wide range of skilled volunteers have come forward.

We also want to link in to the social prescribing agenda, so local primary care professionals can connect people to a range of local, non-clinical services at Littleburn – sources of support or resources in a local community that have the potential to help people with the health problems they are experiencing. This can include supported volunteering placements, or activities led by suitably supported volunteers themselves.

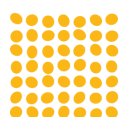
We will continue to liaise with interested potential volunteers, so that when activities can begin at the site we have a pool of skilled and committed people to deliver services. We will agree a Volunteering Policy to ensure volunteers get the support they need through induction training and ongoing access to training as required, as well as ensuring we recruit new volunteers on an ongoing and regular basis.

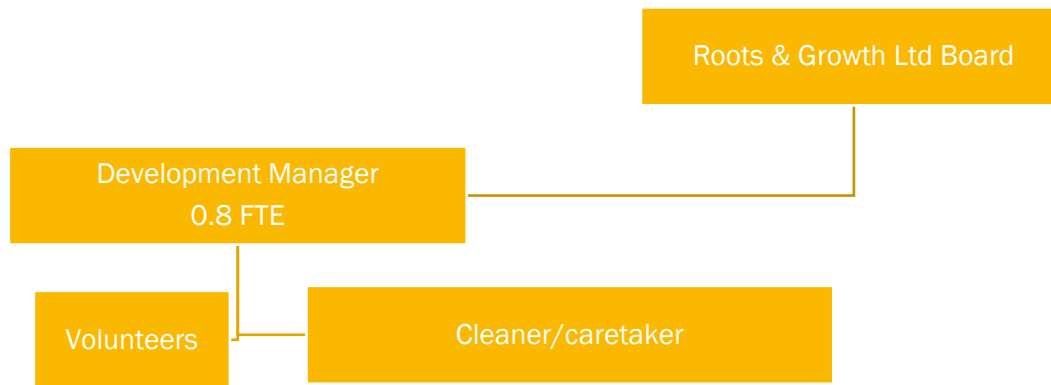
While many volunteers have come forward indicating they want to commit to the project, we are alive to the danger of avoiding burnout amongst the core volunteer cohort. A key way to address this is to ensure there is a sustainability plan for funding at least a part time paid member of staff, while also focussing on creating and supporting a strong well-trained and committed team of volunteers.

4.4 Staffing

The proposed staffing structure is shown in the diagram below. All are part time: we envisage that the Development Manager will be 0.8 FTE and the cleaner will be 0.3 FTE. Research showed low jobs density in the local area so creating local employment opportunities is an important part of our impact.

Staffing will be kept to a minimum initially to ensure the sustainability of the site, but we will consider increasing the hours of the Development Manager in future if this can be sustained and is justified given the activities at the site.





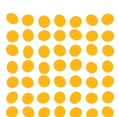
Job Roles will be as follows:

Development Manager (p/t to grow to full time if resources allow)

This post operates as the Chief Officer. Once Littleburn is open, they will be responsible for the continued sustainability of the facility and for developing other community projects. As Development Manager, they will take an overview of the project and line-manage other staff and volunteers. They will liaise with the funders, leading on the evaluation and reporting of outcomes. They will also have a lead role in overseeing the commercial outcomes and the sustainability of Littleburn.

Responsibilities will include.

- Governance and liaison with the Board. This role is responsible for working closely with the Board and implementing the strategic direction of the organisation.
- New service development in response to evolving service user needs including looking for new user groups and partners. This includes developing, launching, consolidating and supporting new services but also investigating contract opportunities and winning new business.
- Managing key partners and users of the space at Littleburn, including overseeing the allocation of space at the site. In particular, the relationship with BIMS who will be hosted at the site.
- Fundraising and bid writing for both grants and tenders.
- Financial stability. The Manager will be responsible for space hire, visitor accommodation and managing costs including financial recording, reporting and day to day admin.
- Strategic links – representation on local planning groups and liaison with sector partners, the local authority etc.
- The recruitment and induction of new staff and the on-going line management of the whole team as it may grow over time.
- The recruitment and induction of volunteers and on-going volunteer development.
- Working with the Board and members to promote Littleburn’s distinct vision, mission and values.



- Overseeing and managing the communication strategy to promote the site.
- Marketing. Ensuring there is a clear, strategic and achievable marketing plan; which communicates the Roots & Growth vision and mission and values effectively.
- Monitoring and evaluating the impact of our services. Liaising with funders and completing monitoring reports.

The Manager will report directly to the Roots & Growth board. This role would be recruited just prior to the site at Littleburn launching and becoming open and operational.

Cleaner/Caretaker

A part time role for 10.5 hours per week; responsible for cleaning the buildings at the site.

4.5 Managing the Refurbishment

Discussions have taken place with Forestry and Land Scotland around purchase of the land and buildings, with FLS indicating willingness to sell. We plan to complete the purchase in Q3 or Q4 2021 subject to receipt of funding for the subsequent refurbishment (and allowing for some delay due to the ongoing pandemic).

We plan to secure capital funding to complete the building refurbishment in phases, by the summer of 2022. Please refer to Section 6.3 for a list of funders we will approach and details of the funding already secured.

We expect the refurbishment phase will be completed by end 2022 / early 2023, although this does depend upon securing funding. This schedule will be further developed by our Design Team.

The development will be led by the architect, though we will consider appointing a Project Manager (on a voluntary basis) to provide objective support and manage the refurbishment.

The Black Isle Men's Shed committee has significant experience – gained through development of their current space, and also professional expertise. They are willing to provide informal support to us – ranging from informal guidance, to potentially supporting sourcing of building materials to reduce our capital costs.

Similarly, good relationships have been built up with the Shieling Project and the executive director is willing to provide informal support on the basis of their experience in developing their own site.

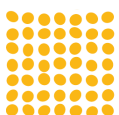
4.5 Operation, Policy and procedures

We will write a suite of policies and procedures, reviewing these on a regular basis at our board meetings, with one of our board being responsible for reviewing policies and bringing them to the board for amendment where appropriate.

Assistance will come from the Highland Third Sector Interface Highland Social Enterprise Network, SCVO, and from other third sector support organisations.

Training will be provided to new board members, staff and (where appropriate) volunteers on the use of these policies.

- Health and Safety Policy
- Data Protection
- Privacy Policy



- Child Protection
- Vulnerable Adult Protection
- Grievance Policy
- Membership Policy
- Staffing Policy
- Volunteering Policy
- Recruitment and Training Policy
- Environmental Policy
- Equalities Policy
- Policy governing allocation of space (managing the interests of key, more permanent users such as BIMS).
- Conflict of Interest policy – this will be particularly important if the Roots & Growth co-founders deliver services at Littleburn through independent social enterprises.

4.6 Monitoring and Evaluation

We aim for the site at Littleburn to become a robust, sustainable enterprise which achieves or exceeds the targets and outcomes set out. The vision of the Steering Group is that Littleburn will be an example of best practice, and a reference point to other community initiatives.

We are committed to monitoring the progress of the work and to promoting both success and learning. We will monitor outcomes through regular reports to the board and funders, welcoming input and feedback from stakeholders of the Roots & Growth project at all levels to encourage continual learning and improvement. We will also monitor for change outwith those outcomes and record any unexpected outcomes, positive and negative.

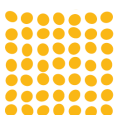
The process is as follows:



1. Creating a baseline:

There will be a clear baseline for reporting the evaluation findings:

- The outcomes, set out in this business plan (with reference to the Theory of Change at Section 3.4 above). The site is currently derelict with no users of services there (beyond local people walking dogs etc.), but the Theory of Change sets out our initial targets.
- Statistical data, set out in the Feasibility Study, and with particular reference to Scottish Index of Multiple Deprivation and other indications of challenges facing people in the Parish (for example, the relative deprivation in access to services locally).



2. Gathering evidence:

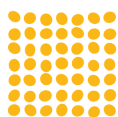
Evidence will be sought from the following:

- User groups:
 - Recording details of the numbers and nature of users at sign in sheets at the site – likely to be recorded at the Blue Building entrance.
 - Impact on the quality of life of participants. We will monitor the impact services at Littleburn are making for local people, families and community groups, and capture this through life stories of those involved. This will be valuable to feed back to funders and stakeholders as well as being a good way to promote what we do at the site. This will be done sensitively and anonymously where required as a number of services at Littleburn will address issues such as trauma and adverse childhood experiences.

We will involve our partners in this where possible as groups such as Women's Aid who want to use the site are best placed to obtain feedback from their beneficiaries.
 - Surveys – including regular user surveys which will be kept simple; but also, an annual local survey to record wider benefit. We will also have a comments book at the Blue Building.
- Community control and involvement:
 - Greater numbers of people involved, moving from non-involvement, to attending, to being active to influencing decision making. Increasing our membership once we are incorporated is a priority to reflect the scale of community support to date.
 - Numbers and nature of volunteers. We will track the increase (or otherwise) of volunteers and the depth of their contact with Roots & Growth.
 - The success of activity and services at the site will be dependent upon the efforts and motivation of board members, staff we intend to recruit and volunteers. Staff will be given the opportunity to report on their perspective of how things are progressing.
 - Our marketing plan will agree targets for numbers of followers and numbers of likes etc. on social media. We will use social media and our website to facilitate comments and suggestions from local people.
 - We intend to set up a stakeholder advisory group, which will enable us to understand the impact of the site at Littleburn from their perspective and from the perspective of their members or users.
- Sustainability:
 - The finances will be monitored as per Section 4.1, though sometimes social impact and financial imperatives will impact on each other and this will be taken into consideration.
 - Value of income generated by each element of the services delivered at the site.

3. Reporting

Once appointed, the Development Manager will produce regular monitoring reports (these will be quarterly) and a detailed report annually.

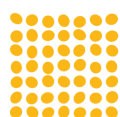


Monitoring reports will be structured and presented to the board, external stakeholders and funders. The reports will outline progress towards each outcome and whether indicators and other measures have been achieved on target, with clear plans to address issues if these are not on track. Actions arising from board meetings will be implemented to improve impact.

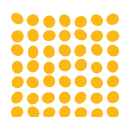
4.7 Partners

Recognising that collaboration is crucial to the success of the project to create a thriving Holistic Health and Sustainability Centre at Littleburn, we have worked hard to develop strong partnerships with a wide range of local organisations and groups. The Feasibility Study research and hard work of the Steering Group has identified a number of these partners providing really positive partnership opportunities as shown below:

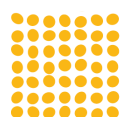
Partner Organisation	Partnership Opportunity
Black Isle Men's Shed	<p>See Section 3.2 above. BIMS are interested in being hosted at Littleburn, if a suitable lease can be agreed over the Red building. This can be mutually beneficially for both us and BIMS – and ultimately the Black Isle Community.</p> <p>Specially partnership can involve:</p> <ul style="list-style-type: none"> • Hosting BIMS at Littleburn – albeit the relationship must be carefully documented, a suitable lease agreed, as well as agreement reached over an affordable rent (given BIMS are a not-for-profit community owned organisation). • Potential for other users of the site at Littleburn to use BIMS outdoor repair space (and potentially some tools but this must be very carefully controlled and use of more complex cutting instruments must be restricted). • Flow of Sheddors to and from the main site – the intention is that BIMS will use the community drop-in space during breaks in their activities etc.
Shieling Project	<p>The Shieling Project wish to develop their educational activities in the Black Isle area, and see potential for these to be hosted at Littleburn.</p> <p>There are specific requirements for the physical space so this is suitable for the Shieling Project's proposed activities, but if these are met there is potential for activities at Littleburn on a weekly or fortnightly basis. Requirements particularly relate to transition space between indoors and outdoors; suitable numbers of toilets to meet Care Inspectorate requirements; and adequate parking.</p> <p>Shieling Project would intend to focus on parent and toddler educational sessions, which could involve growing, planting, activities in the woodlands at the site.</p> <p>Appropriate charges for space would need to be agreed so the Shieling Project can provide their services affordably to the community.</p> <p>There is potential for some meantime use of the site by the Shieling Project prior to the capital upgrade.</p> <p>More generally, the Executive Director has provided informal support to Roots & Growth as an earlier stage community project and this can continue</p>



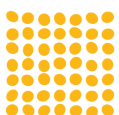
	<p>– there is willingness to look at the designs for Littleburn and provide comments in light of SP’s experience in creating their own site.</p>
Black Isle Cares	<p>Note that any partnership would need to be discussed with the BIC board; but good early interest in partnership.</p> <p>Joint work on days out to the site for older people; e.g. dementia-friendly growing and forest activities; intergenerational work.</p> <p>Volunteer driver network to help people access the site. Would signpost people to Roots and Growth.</p>
Connecting Young Carers	<p>Keen to have a space that can support carers as individuals, but also support them in their caring role: (1) Meeting place for carers and young carers – space to meet in groups, but also support from CYC, e.g. meeting for a cup of tea; (2) A place for them to take part in activities (e.g. art activities, sessions on local history etc.); (3) A place for adult carers to take their cared for person – e.g. sitting and watching the view, or taking part in some activities.</p>
Highland Council – Children’s Services.	<p>Potential to use the site to support early intervention and prevention with schools: useful resource in terms of young people who struggle with attendance and taking part. Could benefit from things like woodland skills. Would be a good place for children’s services workers to meet young people.</p>
Women’s Aid (Ross-shire and Inverness Branches)	<p>Potential to undertake group work at the site: this could involve taking a group out every week to take part in a specific activity. Usually WA staff would lead sessions, but could bring in people to lead activities (e.g. pottery). Appealing to go to a venue where activities are laid on. Ideas for activities: (1) Allotment type project for children – could access this weekly over summer; (2) wildlife / photography walks in nature. (3) potentially, sessions for wellbeing of WA staff.</p> <p>Inverness Women’s Aid aim to expand to bigger premises in future – creating a hub. Littleburn could be an adjunct to that.</p>
Highland Council Social Work	<p>Support workers from Highland Council will want to use the space for their vulnerable children clients.</p>
Munlochy Primary School	<p>Munlochy Primary. Particular interest in use of the growing space. This is walkable from the school, so could make regular use. Tor Primary could also use it. This site is beneficial as there is no transport cost.</p>
Fortrose Academy	<p>Unclear at this early stage what shape this could take, but can see a clear and possible link with Roots & Growth. The curriculum is focussed on literacy, numeracy, and health & wellbeing (includes mental health).</p>
High Life Highland Youth Development	<p>Could provide some support to Roots & Growth to potentially help seek funding, subject to capacity. Can also signpost to Roots & Growth.</p>
High Life Highland Adult Learning	<p>Partnership is likely to be subtly embedding learning and progression in activities that are taking place at the site – so that art, poetry etc. can help build skills in literacy (for example). HH can assess SQA qualifications for free, and can support staff / volunteers to be able to deliver that kind of learning. Potential to deliver bespoke courses at Roots & Growth if a group</p>



	comes together with specific learning needs. Can also support with things like child protection.
Youth Highland	Umbrella body that can provide networking, training etc. Also operates a centre for Achievement Awards. They run from 5s – to over 16s, and cover a wide range of subjects – so young people can work towards a Higher in growing their own vegetables. Would be in informal partnership – can train Roots & Growth workers to do these.
Transition Black Isle	Delivering sessions on growing food. Existing programme delivered across a number of sites – Roots & Growth would be an additional base in an area with no other gardens/growing sites.
Muir of Ord Hub	Focus is on the Muir of Ord, but can encourage people to use other local spaces – perhaps taster sessions at Roots & Growth would build confidence of Muir of Ord residents to use the site. Also interested in working more with youth – if there was a centre of activities to take people a couple of times a year that would be beneficial.
MOO Food	More informal communication rather than active partnership. MOO Food are willing to support the development of community fridges/growing in other communities.
Royal Voluntary Service	Can support grassroots activities at the Roots & Growth site, help to attract RVS volunteers to those activities, and support volunteer training etc.
Shen Foundation	Advisory role – leadership and training. The workshops Roots & Growth would run are very similar to what Shen has been doing and Shen could offer training and access to a network of tutors - a lot of other people who have expressed interest in running activities.
Shibashi Highlands	Tai Chi, qigong, Shiatsu and energy healing practitioners. Interested in renting space to deliver therapies. Happy to give some free treatments: and regular qigong free of charge (around half a day a week). Also interested in supporting the Roots & Growth project with web / graphic design – having previously run a graphic and web design business.
Gem's Yoga	Can deliver activities at Littleburn. Currently delivers yoga classes remotely – face to face when safe. Flexible with type or ages of groups.
Emma Nightingale Glass	Artist focussing on glasswork – not practical to do this at Littleburn, but can deliver a talk on her work; and can help to design bespoke art activities for the community if Roots & Growth wanted to commission this.
Independent tour leader	Potential to deliver workshops at the site; on creative writing, expressive writing, foraging, wildlife watching, gardening, various crafts (card making, jewellery making), gardening (e.g. how to do a hanging basket).
Louise Marshall - Producer, Dance & Accessible Arts Projects	Interested in volunteering with Roots & Growth and has completed the skills audit. Interested in (1) hiring space at Littleburn to deliver dance workshops (covering a range of styles). (2) collaborative and cross art forms /projects taken forward by Roots & Growth, so that these can involve a wide range of artistic expression.
Think Health Think Nature'	This is one of four initiatives in Scotland stemming from Our Natural Health Service which aims to show how Scotland's natural environment is a resource that can be used to help tackle some of our key health issues. The

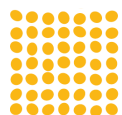


	<p>project is managed by several partners from organisations such as NHS Highland, NatureScot and High Life Highland.</p> <p>THTN has been working with a number of GP surgeries to pilot pathways to green health activities via green prescriptions, and there is some potential for us to liaise with them to help us develop these services at Littleburn.</p>
Allangrange garden	Allangrange garden is happy to advise in our first year on site and hopes to run workshops in the second year.

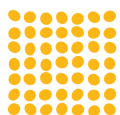


4.8 Risk Mitigation

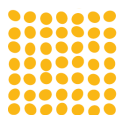
Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
Unable to recruit skilled board members within the local community	High	Low	<p>Recruitment of new Steering Group /board members underway; and skilled individuals from the community have come forward.</p> <p>Good partnership with the Community Council and other groups across the Black Isle which can help us recruit.</p>	<p>Potential to involve younger people where appropriate as a source of new board members.</p> <p>Potential to advertise through the Third Sector Interface if required.</p>	Steering Group
Unable to grow membership	High	Med	<p>Community consultation which reached well in excess of 350 people across Knockbain and the Black Isle.</p> <p>Our mailing list is growing and this group has the potential to form our initial membership once incorporated.</p>	<p>Once incorporated we can promote membership more actively – on social media; local press; through partner organisations etc.</p> <p>Establishment of a Community Engagement Board Subgroup can take this forward.</p> <p>Growing membership to be a standing item on agenda at board meetings.</p>	Steering Group
Difficulty securing match funding for the purchase.	High	Med	Negotiation with FLS for potential discount on valuation.	Investigate alternatives such as crowd funding.	Board



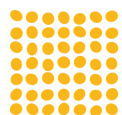
Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
Asset transfer is not agreed by Forestry & Land Scotland	High	Low	Already having positive dialogue and have involved Asset Transfer team from outset.	Continue to develop this relationship; ensure strong communication/PR around this if it goes through.	Board
Ongoing restrictions related to the pandemic impact on use of the site.	High	Med	<p>Timescales – likely (although not guaranteed) that with vaccinations the majority of restrictions will have eased by the time Littleburn fully opens in late 2022/early 2023.</p> <p>Continue to monitor developments; stay abreast of guidance from the Government, OSCR; and support and information from organisations such as SCVO.</p> <p>We recognise that some of those who will use the site at Littleburn are elderly or with underlying health conditions, and we will act in accordance with the latest guidance to ensure they are safe.</p>	Ongoing monitoring of guidance; good communication around safety of the site; reaching out to at risk groups; monitoring changing need in the community in the recovery period. Partnership with Community Council etc so that Roots & Growth are part of the community response to the pandemic.	Development Manager and Board and Subgroups
Low demand for services/activities	High	Medium	Building awareness; involving the community; consultation.	Strong marketing throughout; developing partnership with potential users throughout the renovation period (aware that annual activities of some groups e.g. schools are arranged well in advance); keep community advised during build and as elements are open for business;	Development Manager and Board and Subgroups



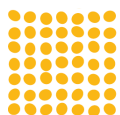
Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
				ongoing social media and digital marketing plan.	
Controlling shared spaces at the site	Medium	Low	Commitment from board to assist with this	Recruit volunteers to assist with maintenance (potentially from BIMS); contracts with tenants and users to ensure they help to keep areas tidy and clean; put in place a security deposit system for self-catered accommodation to mitigate risk of damage or theft.	Board and Development Manager
Project not supported by local community	High	Medium	Extensive community consultation involving everyone in the community with the chance to “have an opinion”. Ongoing partnership with Community Council etc.	Formation of “community engagement” board subgroup to establish strong links into the community providing a sounding board, voice for any concerns to be raised as they arise.	Board Community Engagement Subgroup
Costs are not covered by income generated	High	Low	Cashflows prepared.	Realistic cashflow forecasting to ensure we understand the level of income we need to cover costs. Need to input full build costs when we have these.	Board
Difficulty recruiting volunteers	Medium	Medium	We feel confident we’ll get help from local people already interested in the project. Community support evidenced; and a group of local people have already come forward as potential volunteers.	Continued communication with residents offering opportunities to volunteer as required.	Board and Development Manager.



Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
Refurbishment costs higher than expected	Medium	Low	Cash flow projection and business plan estimate with contingency.	Get competitive quotes Phase fit out costs during construction. Allow for contingencies in cashflow.	Design team and Board; Building/Capital Subgroup.
Capital Costs Higher than expected following tenders for refurbishment	High	Medium	10% contingency and additional potential savings. Good relationship with BIMS who may be able to provide some support here.	Clever cost savings by design team. Ensure contingency is adequate. Additional funding if possible. Potentially secure Project Manager role and steering group management of costs.	Design team and Board; Building/Capital Subgroup.
Getting the wrong Development Manager (without the right skills)	High	Medium	Job description	Write detailed person specification; recruitment process and interview panel; probationary period of 3 months; ongoing training plan and appraisal system from year 1; strong line management.	Board
Decreasing numbers of customers (or visitors for the self-catered accommodation).	High	Low	Strong partnerships Low pricing	Build up partnerships Ensure pricing is reasonable	Development Manager
Difficulty getting revenue funding	High	Medium	Clear outcomes; evidence of need. Strong relationships.	Approach a mix of funders; clearly demonstrate outcomes.	Board and Development Manager



Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
			Partnerships.		
Loss of Key Personnel, Volunteers and Board Members	High	Medium	Developing succession planning; liaising with potential volunteers, new members of the Steering Group etc.	Write a succession plan. Good terms and conditions for future staff. Good support for volunteers. Continued CPD for staff and board.	Board
Insufficient reserves to manage cashflow	High	Low	Building up trading income and ensuring no loan servicing. Reserves planned in current cash flow.	Build reserves during initial years.	Board and Development Manager.
Injury to users at Littleburn	High	Low	Volunteer supervision of users. Policies to be developed and agreed by Board, and implemented by development manager and volunteers.	Health & Safety policy (regularly reviewed to ensure compliance with health & safety regulation). All required insurances in place. Monitoring of users by Development Manager / volunteers Health & Safety briefing to users. Well documented arrangements with BIMS around their space and tools.	Board and Development Manager.



5. Marketing

5.1 Approach

The marketing strategy will at its core, develop an effective means of communicating and consulting with the local community to ensure that its needs and interests are understood and that services and facilities being provided reflect the needs of local people. This will aim to ensure local people also know what is offered at Littleburn and what is on. This strategy will include partnerships with a range of local community groups, including developing existing partnerships (defined in Section 4.7).

Marketing will also be vital to reach “external” customers (shown below) to promote the self-catered accommodation and retreats to be offered at Littleburn, with the aim of attracting visitors to the area.

Full use will be made of a range of communication tools to ensure all potential users are aware of the facilities available. Promotion will be carried out through social media, local press and radio and use will be made of a dedicated website (to be developed).

A register of local organisations and individuals will be maintained and publicity material will be regularly distributed via a mailing list initially, and subsequently a customer database. Use will be made of public noticeboards which are located around the Parish (and across the Black Isle) and we will also make use of community groups’ newsletters as well as sharing information through their social media posts (with their support) – which will be valuable in ensuring we reach across the Black Isle.

We will where possible ask our partner organisations to promote our services as well as what is going on at Littleburn (ranging from the Shen Foundation in relation to therapies; to Transition Black Isle in relation to growing /food projects) etc.

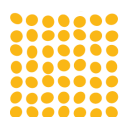
5.2 Customers

The research conducted to produce the Feasibility Study identified that our services would be used by a number of different groups of people. This has been demonstrated by speaking with a range of stakeholders and potential users of the site.

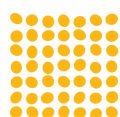
Once appointed, the Development Manager will be tasked with further developing this outline profile; and converting and managing new users/customers for the site at Littleburn.

Our initial outline of the main customer groups is:

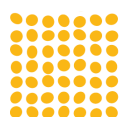
Customer Group	Profile	Needs
Local residents (principally the Knockbain Parish)	Knockbain Parish and the wider Black Isle (and potentially some from Muir of Ord). Full range of age groups. Will include incomers to the area as well as families who have lived here for generations.	Opportunity to use a thriving site in the woods and to see it being used; opportunities to socialise informally (currently a gap); opportunities to access services locally (currently an area of deprivation in this SIMD domain). Opportunities to take part in activities etc.
Community Groups or Clubs	From across the Black Isle. Often using existing village halls (and we	Some specific organisations need more suitable premises to deliver services – e.g. BIMS (who want a



	will be careful not to draw clubs away from these local venues).	space of their own); some yoga practitioners etc where village hall facilities are not suitable. Working together; access to reasonably priced space.
Support services for vulnerable people	Wide ranging, but includes support for carers; supported people; vulnerable children; those at risk of abuse etc. Either third or public sector. Often operating under tight financial constraints.	Looking for spaces where they can deliver services in a suitable, non-threatening environment – both group and individual work. Need a combination of space which can be private, but also opportunities to link in service users with other community activities (option to tap into other existing activities). Need venues that add value given the financial pressures. Want the centre to be staffed. A site which is accessible (inc. Changing Places facilities).
Schools	In the local area Fortrose Academy and Munloch Primary have the potential to be the main users. Good reputations which draw families in the area. Good links with wider community groups and initiatives.	Services/activities relevant to the curriculum which add value to their teaching. Under financial pressure, so keen for free or low cost activities. May need engagement to be planned well in advance. Also needs certainty around PVG, child protection etc. before engaging with external providers.
People interested in therapies or holistic health treatments	On the basis of filtered responses to the community survey; interested in improving mental and physical health; but also interested in nature, and sustainability. For some, also interested in spirituality.	Complementary therapies which improve health and wellbeing. Need to be affordable. Accessing nature is also of value.
Visitors or Tourists	Likely to be coming from whole of UK; coming to Highlands in general and passing by/through the Black Isle. Likely to be drawn to Littleburn ahead of other accommodation to take part in retreats, or due to the project's vision / mission and the range of therapies available.	Reason to stay in Littleburn; range of therapies; reasonably priced accommodation; opportunity to try something different or in line with values.
Funders	Local and national trusts; Highland Council; Scottish Government;; all with criteria that we meet; supporting projects that encourage community cohesion, younger / older people services and projects that prevent social	Clear matching of criteria; relationship with Roots & Growth prior to funding applications being submitted; strong outcomes; good monitoring of outcomes and impact of projects on the local community, residents and economy.

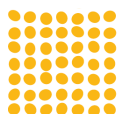


	isolation. Some also interested in addressing trauma.	
Partners and stakeholders	Range of partners and stakeholders (identified at Section 4.7 above), local businesses and volunteers.	Seeing that needs of the community are met through projects and activities offered at Littleburn. Evidence of good partnership working and respect for existing organisations, facilities and services.

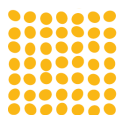


5.3 Marketing Strategy

Purchase and Renovation Period	Launch Year	Growth and Consolidation
Planning Phase	Completion of refurbishment	Increasing Footfall and Income
Refurbishment and extension phase	Roll out of activities	Review potential to extend offering
Market Research and Pilot of activities	Operating	
<p>Employ Development Manager</p> <p>Agree marketing objectives</p> <p>Devise programme of ongoing market research – to clearly define services and customer needs as well as to inform marketing communications strategy</p> <p>Devise communications strategy (updates on build/ progress for locals/ stakeholders)</p> <p>Design newsletters/ digital communications</p> <p>Define services – features and benefits</p> <p>Develop website – including online bookings</p> <p>Develop delivery model and plan for services such as growing projects; community meals; art workshops etc.</p> <p>Agree model for self-catered accommodation</p> <p>Devise communications plan for accommodation and retreats</p>	<p>Agree marketing objectives and sales targets for each activity at Littleburn</p> <p>Open accommodation for first bookings (anticipated Spring 2023)</p> <p>Arrange official opening event (anticipated Spring 2023)</p> <p>Go live with Website</p> <p>Roll out social media strategy</p> <p>Build brand awareness</p> <p>Advertising in newsletters</p> <p>Continue to improve stakeholder relations</p> <p>Increase social media posts/ shares – general</p> <p>Weekly blogs, posts on Facebook and/or Twitter</p> <p>Conduct customer satisfaction survey – (later in launch year)</p> <p>Build brand awareness</p>	<p>Agree marketing objectives and sales targets for each activity</p> <p>Develop communications strategy</p> <p>Develop social media plan</p> <p>Quarterly newsletters via Mail Chimp</p> <p>Weekly blogs, posts on Facebook and/or Twitter</p> <p>Review marketing and sales targets – all activities.</p>



<p>Clearly identify different customer groups – profile and needs, building on the outline above.</p> <p>Develop Brand</p> <p>Clarify main marketing messages</p> <p>Build and Improve stakeholder relations</p> <p>Build partnerships. Including establishing stakeholder advisor group to the Board.</p> <p>Identify networking events</p> <p>Clarify monitoring tools for sales income/ targets</p> <p>Pilot services where possible given the refurbishment work.</p>	<p>Quarterly newsletters via Mail Chimp</p> <p>Roll out on pre-agreed programme of services.</p> <p>Review marketing budget</p> <p>Develop database of customers for different services – especially therapies and retreats (ensuing GDPR compliance etc).</p> <p>Review marketing and sales targets – all activities</p>	
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5.4 Brand

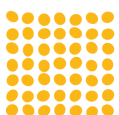
This is a project to bring an essentially derelict site in the woods back to use for the benefit of the community. A new brand and logo will be developed to promote the project and the new beginning for the site at Littleburn.

The branding will reflect the clear vision, mission and values which has motivated local people to get behind the project, but which feels accessible to all – regardless of age, length of time in the area, background etc.

It will reflect our USP, including:

- Our vision, mission and values.
- Community owned – by the community for the community. This is not-for-profit: a charity owned by local people.
- Welcoming, friendly, and open to all.
- Looking to the future – helping people heal from trauma in their past; supporting the sustainability of the area as a place to live and thrive; and bringing the whole community together.
- Collaborative – not cutting across existing activities or groups, but working well with local community groups; the third sector, public sector, and local businesses for the benefit of the community.

Consultation with local people will be important to make sure the branding achieves these goals, and we will aim to test any proposed branding through a focus group, potentially through snapshot surveys, a graffiti board etc.



6. Funding and Finance

6.1 Introduction

Initially, grant funding will be required to purchase the site, and to renovate it to ensure that it can provide a welcoming and friendly space in which the community want to gather, third sector groups want to deliver services from etc. Our funding strategy for this stage is set out at Section 6.2 and 6.3 below.

Once the site is operational, Roots & Growth will work towards sustainability through trading, but will be careful to balance the need to generate income with the necessity of ensuring that what is provided at Littleburn is open to all in the community, regardless of income. Section 6.4 below shows how we will achieve this balance while ensuring that the site is well-managed, maintained, and financially sustainable.

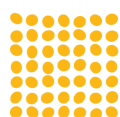
6.2 Summary of Purchase and Capital Costs

Purchase price

The Red Book valuation of the site is £200,000. Scottish Land Fund can fund up to 95% of eligible project costs (capital costs are determined by independent open market valuation).

Ideally, the remaining 5% would be funded by a discount from Forestry & Land Scotland, although we recognise that negotiating this discount may be challenging.

Item	Cost
Purchase price, based on the independent valuation following negotiation with the owner. Based on a 10% discount offered by FLS that will constitute the match funding	£170,000
Legal conveyancing fees (estimate)	Estimate of £3,000. R&G will obtain a quote before SLF submission.
Crucial capital works	Some potential for these to be funded through SLF (in its current iteration). Estimate of £20,000 would be reasonable. Extract from QS cost estimate when it comes.
Insurance	Estimate of £2500. R&G will obtain a quote before SLF submission.
Development Manager	Some potential for this to be funded through SLF (in its current iteration). Estimate of £10,000 for 2 years would be reasonable.



Capital Renovations

A design team of Kalm Design Chartered Architects and McLeod & Aitken has been appointed. The designs are complete and signed off and the pack is with the Quantity Surveyor for costing.

The Cost Estimate Report can be seen separately, which identifies costs of circa £1.1m. These are hall park figures supplied by the Quantity surveyor and may be adjusted slightly as the thinking evolves.

Item	Cost
Construction and Renovation (including Contractors preliminaries, overheads, and profit).	£993,000
Professional Fees (12%)	£119,160
Planning Fees, Warrant fees, Site investigations estimate (estimate)	£10,000
Inflation (sum is an estimate) currently circa 5%	£49,650
Contingency	£75,000
Non-recoverable VAT (20% of total, though no VAT on planning and BW fee)	£247,362
Total	£1,494,172

We will seek a formal VAT assessment at an early stage as there may be VAT savings.

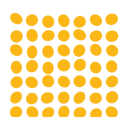
In addition future technical phases are likely to reveal both savings and the opportunity to phase the project..

6.3 Funding Strategy

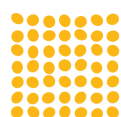
With increasing pressures on capital funding for community projects across Scotland, there is a need for caution in approaching fundraising for the Holistic Health & Sustainability Centre. However, there is an acknowledgement that this business plan and the social and financial impact, will not work effectively unless the buildings at the site are fit for purpose and a welcoming, friendly space for the community and visitors.

We will need to continue discussions with funders to gauge the likelihood of certain funds.

Fund	Notes	Amount
Purchase of building: £200,000		
Scottish Land Fund	Independent valuation	£170,000
Match funding	Discount of 15% on the purchase price negotiated with FLS.	£30,000



Capital Upgrade: £1,688,400		
To include: Capital costs; Professional fees; Planning and building warrant fees; Site Investigations (estimate); Furniture and equipment.		
Scottish Land Fund	In its present guise, can fund small essential repairs, say up to £20,000.	£20,000
Robertson Trust	Community Building Grants can provide up to £75,000 for community hubs – which are multi-purpose, open or accessible to local people and that has a community-led governance structure. Work to address trauma at Littleburn is particularly aligned to the Trust’s funding strategy.	£75,000
Regeneration Capital Grants Fund	Applications need to be made by the local authority – so discussions would need to be had with Highland Council to see if they would support a bid. This could be a large investment, but can be highly competitive. Budget for RCGF in 2021-22, and into the next parliamentary term, will be subject to the Scottish Government’s budget setting processes and priorities. Average grant has been circa £1m	£750,000
SSE Sustainable Development Fund	Funding for capital infrastructure projects including the Highland region	£100,000
VisitScotland's Rural Tourism Infrastructure Fund	Expressions of Interest open – closes 13 th August	£300,000
Levelling up funding	Post EU Shared Prosperity funding proposed to come on stream in financial year 2022.	Unknown but likely to be significant sums
Place based funding from the Scottish Government	£275m set out in the programme for Government currently distribution being discussed and likely to be via Local Authorities	
Garfield Weston Foundation	Funding is unlikely to be more than 10% of the total costs of the budget. For Capital projects that benefit local communities (e.g. repairs and refurbishments of village halls, community centres, places of worship, schools etc.). Good fit with the Foundation’s themes: Welfare, Youth, Community, Arts, Faith, Environment, Education, and Health.	£45,000



Gordon & Ena Baxter's Foundation	Funds projects in Moray and the Highlands, focussing on education and training; arts and heritage; health and community care; sports; conservation and the environment (so a good fit with Roots & Growth). Need to demonstrate community support, a solid financial plan, and “substantial” match funding in place before an application.	£25,000
Revenue: £45,000 Contribution to Dev Manager Salary and revenue in early years to develop activity.		
Scottish Land Fund	Some potential for this to be funded through SLF (in its current iteration). Estimate of £10,000 for 2 years would be reasonable.	£20,000
Robertson Trust	Possible to hold a revenue grant and a capital grant from RT at the same time. The most likely option would be Small Grants - for registered charities with an annual income of between £25,000 and £100,000. This provides revenue funding of between £2,000 and £15,000 for up to five years.	£15,000
National Lottery Community Fund	Community Led Activity fund aims to support communities to improve the places in which they live and the wellbeing of those most in need. Applicants must be community controlled, with open membership. The average award is around £77,000, with capital funding usually making up no more than 1/3 of the amount sought. Success rates currently around 30%.	£50,000

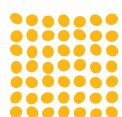
6.4 Income Generation and Sustainability

Our full financial projections are shown in Appendix 1 in this Business Plan. We have shown 5 years altogether.

The services we offer are intended to bring the Black Isle community together and support vulnerable people; and while trading will be essential to ensure financial sustainability, we know that services must be affordable for all. Similarly, we want Littleburn to be well used by other third sector organisations which will require a pricing strategy that reflects the financial pressures many of these organisations are under.

Income will be generated from the following – with figures provided for year 1:

- Space hire – there will be several specific spaces for hire at the Blue building and Yellow building:
 - Blue building – assumed workshop area; smaller meeting room; and community drop-in space plus kitchen – generating a total of £12,243 in Year 1.
 - Yellow building – assumed multifunctional space (linking to the outdoors); and smaller therapy room – generating a total of £13,757 in Year 1.



- Rent of the Red building to the Black Isle Men's Shed. Appropriate rent will need to be agreed with BIMS, but at this stage the financial projections are on the basis of their rent at their current premises (£100 per month) – generating a total of £1,200 in Year 1.
- Therapies - provided directly by R&G- commissioning trainers from the Shen Foundation etc. (i.e. not therapists hiring space to deliver therapies themselves). This will include therapies delivered by one of the Roots & Growth co-founders as an independent social enterprise. This will include therapies provided to guests at the two visitor accommodation chalets at the site (packaged as 'retreats') – generating a total of £1,590 in Year 1.
- Workshops - arts, creativity, dance, growing etc: Similar to 'therapies' above, the assumption is that Roots & Growth will offer these to service users for a fee, and commission a tutor to deliver the workshop. This will include workshops and other activities provided to guests at the two visitor accommodation chalets at the site (packaged as 'retreats') – generating a total of £1,696 in Year 1.
- Self-catered accommodation provided in 2 new chalets at the site. These will link to the therapies and workshops provided at the site; and can be marketed as retreats for visitors. The accommodation itself is projected to generate a total of £4,172 in Year 1. Though these cabins are focussed on well-being support, some income will be generated from these customers but there can be commercial income generated from visitors when the therapeutic space is not being used.
- Community and fundraising events: Intended to be larger, 'one-off' events rather than regular activity (for example, Christmas party, summer BBQ etc.) – generating £630 in Year 1.

The community drop-in space provided at the Blue Building will be a key part of the site at Littleburn, but is assumed not to generate a lot of income and the cost of tea / coffees are assumed to be covered by donations from users. There is an aspiration in the future to consider commercialising this catering offering following market testing.

Similarly, growing space itself at the site is unlikely to be income generating, and delivered through volunteer effort (with the potential for some small scale project funding).

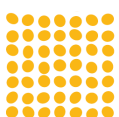
The largest item of expenditure is salaries for the 0.8FTE Development Manager and 0.3 FTE Cleaner (£32,904 for salaries in Year 1). Other significant items of expenditure are utilities (£4,800); staff and volunteer expenses and training (£3,600); and building and site maintenance (£3,000).

Our cashflow projects show trading growing at a modest rate – occupancy rates are very low and numbers of participants at workshops etc. are intended to be cautious.

The projections show that with a reasonable grants/ fundraising target of £20,000 in Year 1 (tapering to £10,000 in Year 3 and then £0 in Year 4), modest surpluses can be generated. It is highly likely that grants and fundraising will be part of the mix of income as is standard for such a facility.

We have built this in, but given the low occupancy rates etc. in the cashflow the level of grant funding required could be reduced if these cautious estimates are exceeded.

The projection shows potential surplus targets each year and a reserve building up. There will be a target of creating a reserve of 4 months running costs (say around £20,000). Once a figure in this region is achieved, any further surpluses will be reinvested in the facility of the local community and will not build to the total of £32,957 shown notionally in the table below.



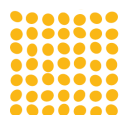
Financial Summary					
	Yr1	Yr2	Yr3	Yr4	Yr5
Income					
Hire of Blue building	£14,870	£20,729	£27,113	£29,517	£31,921
Rent from Red building	£1,200	£1,200	£1,200	£1,200	£1,200
Hire of Yellow building	£13,757	£17,897	£21,637	£21,637	£21,637
Therapies	£1,590	£1,855	£2,120	£2,120	£2,120
Workshops - arts, creativity, dance, growing etc	£1,696	£5,088	£5,088	£5,088	£5,724
Residential Accommodation	£4,172	£4,172	£4,172	£4,172	£4,172
Community /Fundraising events	£630	£630	£630	£735	£735
<u>Total Income</u>	£38,194	£51,851	£62,239	£64,748	£67,789
Expenditure					
Salaries	£32,904	£32,904	£33,233	£33,233	£33,233
Rates	£0	£0	£0	£0	£0
Water rates (estimate)	£840	£840	£840	£840	£840
Building and site maintenance	£3,000	£3,000	£3,000	£3,000	£3,000
Gas / Electric	£4,800	£4,800	£4,800	£4,800	£4,800
Phone and broadband	£900	£900	£900	£900	£900
Insurance	£2,500	£2,500	£2,500	£2,500	£2,500
Stationery, postage & Printing	£300	£300	£300	£300	£300
Staff and volunteer expenses and training	£3,600	£3,600	£3,600	£3,600	£3,600
Marketing (use of social media etc)	£1,500	£1,500	£1,500	£1,500	£1,500
Website hosting maintenance	£480	£480	£480	£480	£480
Refuse Collection	£300	£300	£300	£300	£300
Cleaning materials	£120	£120	£120	£120	£120
Professional and accountancy fees	£1,750	£1,750	£1,750	£1,750	£1,750
Security alarm and other contracts	£300	£300	£300	£300	£300
Registration and compliance (eg PRS for events)	£500	£500	£500	£500	£500
5% inflationary increase	£0	£0	£2,766	£2,766	£2,766
Misc	£1,200	£1,200	£1,200	£1,200	£1,200
<u>Total overheads:</u>	£54,994	£54,994	£58,089	£58,089	£58,089
With Grants:					
<u>Surplus / deficit</u>	£3,200	£11,856	£14,150	£6,659	£9,699
<u>Reserves / contingency</u>	£3,200	£15,057	£29,207	£35,866	£45,565

VAT

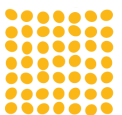
Though independent VAT advice will need to be sought, trading figures are well below the VAT threshold so there is not likely to be a need to register for VAT. Independent VAT advice will be sought at a future stage.

Corporation Tax

As the majority of trading is likely to be within charitable purposes, (or ancillary or low enough levels of non-charitable purpose trading), there is not likely to be a danger that surpluses could be liable for tax. Where non-charitable trading occurs, this will happen within allowable limits or via a trading subsidiary that will gift aid all profit (see Section 4.2 above). As a result, there will be no corporation tax liability.



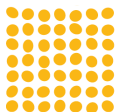
Appendices



Appendix 1 : Cash Flow Projections

Salaries							
			Salary	NI	Pension	Portion	Total
			£		5%		
Development Manager			30,000	£2,949	£1,500	0.8	£27,559
Cleaner			16,000	£1,017	£800	0.3	£5,345
		Total	46,000				32,904

The sheets below are too detailed to be seen easily in an A4 document so will be supplied separately



Roots & Growth - Cashflow Projections for former FLS site at Littleburn - Year 1													
Assumptions	2023												
	Apr	May	Jun	Jul	AUG	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Totals
Weeks per month	4	4	4	4	4	4	4	4	4	4	4	4	4
Hours per month	40	36	36	40	36	36	40	36	40	36	36	40	40
Hire of community spaces	Up to 12 hours per day, 7 days per week												
Blue Building	Assumed community rate of £9 and commercial rate of £15 from the NK Hall, and 20% community hire, 30% private hire - so average price of £11 per hour. Space for groups to meet - eg Women's Aid, Connecting Young Officers, Book Use Cases etc. Discussion /social rather than art activities etc which will be in the Yellow building.												
Workshop area	£11	£11	£11	£11	£11	£11	£11	£11	£11	£11	£11	£11	£11
Occupancy - for workshop area	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Meeting room space	£11	£11	£11	£11	£11	£11	£11	£11	£11	£11	£11	£11	£11
Occupancy - for meeting room area	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Drop-in space / community kitchen area	£13	£13	£13	£13	£13	£13	£13	£13	£13	£13	£13	£13	£13
Occupancy - for community kitchen area	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Income - Blue Building	£1,402.00	£1,122.24	£1,122.24	£1,402.00	£1,122.24	£1,122.24	£1,402.00	£1,122.24	£1,402.00	£1,122.24	£1,122.24	£1,402.00	£14,870
Red Building	Needs to be affordable, rent to be agreed - £100 is based on 40M arrangements for their current premises.												
Rental income from Black Life Men's Shed	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100
Income - Red Building	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£1,200
Yellow Building	Used for workshops - eg by Shieling Project. Space suitable for transition between indoor and outdoor. Larger space, so slightly more expensive than Blue Building workshop area. Assumed community rate of £12 and commercial rate of £18, and 80% community hire, 20% commercial hire - so average price of £13 per hour.												
Multifunctional Space	£13	£13	£13	£13	£13	£13	£13	£13	£13	£13	£13	£13	£13
Occupancy - for multifunctional space	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
Therapy Room	£9	£9	£9	£9	£9	£9	£9	£9	£9	£9	£9	£9	£9
Occupancy - for Therapy Room	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%
Income - Yellow Building	£1,297.80	£1,038.24	£1,038.24	£1,297.80	£1,038.24	£1,038.24	£1,297.80	£1,038.24	£1,297.80	£1,038.24	£1,038.24	£1,297.80	£13,752
Therapies	This relates to therapies provided directly by RBC, commissioning trainers from the Shen Foundation etc (i.e. not therapists using space to deliver therapies themselves). Includes therapists offered as part of retreat packages to visitors in the 3 chalets. Assumed use in May will be £12 although Qiang etc can involve larger groups of up to 20.												
Therapy sessions per week	6	6	6	6	6	6	6	6	6	6	6	6	6
Average customers per session	1	1	1	1	1	1	1	1	1	1	1	1	1
Average Price per session	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40
Income from Therapy Sessions	£1,200	£960	£960	£1,200	£960	£960	£1,200	£960	£1,200	£960	£960	£1,200	£12,000
Average practitioner costs per session	£35	£35	£35	£35	£35	£35	£35	£35	£35	£35	£35	£35	£35
Total costs	£1,050	£840	£840	£1,050	£840	£840	£1,050	£840	£1,050	£840	£840	£1,050	£10,500
Therapies Profit/Loss	£150	£120	£120	£150	£120	£120	£150	£120	£150	£120	£120	£150	£1,500
Workshops - arts, creativity, dance, growing etc.	8 per week at the outset includes workshops offered as part of retreat packages to visitors in the 3 chalets. This will vary widely but have assumed 8. This will vary widely but there is an intention for activities to be affordable. Have assumed an average of £8.												
Workshops per week	8	8	8	8	8	8	8	8	8	8	8	8	8
Average Customers per Workshop	8	8	8	8	8	8	8	8	8	8	8	8	8
Average Price per workshop	£8	£8	£8	£8	£8	£8	£8	£8	£8	£8	£8	£8	£8
Income from Workshops	£2,560	£2,048	£2,048	£2,560	£2,048	£2,048	£2,560	£2,048	£2,560	£2,048	£2,048	£2,560	£25,600
Materials per workshop	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30
Travel costs per workshop	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40
Total costs	£2,400	£1,920	£1,920	£2,400	£1,920	£1,920	£2,400	£1,920	£2,400	£1,920	£1,920	£2,400	£24,000
Workshops Profit/Loss	£160	£128	£128	£160	£128	£128	£160	£128	£160	£128	£128	£160	£1,600
Residential Accommodation	Assumed an average of £20 although it is acknowledged this will vary widely.												
Number of Days Available per month	30	31	30	31	31	30	31	30	31	31	30	31	31
Occupancy for 2 bed chalet	0.5	0.5	0.7	0.8	0.8	0.7	0.5	0.2	0.4	0.2	0.2	0.2	0.2
Price for 2 bed chalet	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40
Income from 2 bed chalet	£600	£620	£880	£800	£800	£800	£600	£280	£280	£80	£80	£80	£80
Occupancy for 3 bed chalet	0.5	0.5	0.7	0.8	0.8	0.7	0.5	0.2	0.4	0.2	0.2	0.2	0.2
Price for 3 bed chalet	£35	£35	£35	£35	£35	£35	£35	£35	£35	£35	£35	£35	£35
Income from 3 bed chalet	£525	£525	£235	£800	£800	£235	£165	£70	£140	£70	£70	£70	£70
Income from both chalets	£1,125	£1,145	£1,115	£1,600	£1,600	£1,035	£865	£450	£420	£150	£150	£150	£150
Country Costs	£260.00	£156.50	£217.00	£248.80	£248.80	£217.00	£156.50	£62.00	£124.40	£62.30	£62.30	£62.30	£62.30
Cleaning Staff	£285	£285	£285	£285	£285	£285	£285	£285	£285	£285	£285	£285	£285
Accommodation Direct Costs	£545	£441.50	£504.00	£533.60	£533.60	£504.00	£441.50	£148.30	£288.80	£124.60	£124.60	£124.60	£124.60
Accommodation Profit/Loss	£280	£413	£326	£566	£566	£326	£184	£167	£125	£25	£25	£25	£1,172
Community / Fundraising events	Eg Christmas party/Summer BBQ etc.												
Number of events per month	1	1	1	1	1	1	1	1	1	1	1	1	1
Attendees per event	30	30	30	30	30	30	30	30	30	30	30	30	30
Average donation per attendee	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00
Income from events	£1,500.00	£1,500.00	£1,500.00	£1,500.00	£1,500.00	£1,500.00	£1,500.00	£1,500.00	£1,500.00	£1,500.00	£1,500.00	£1,500.00	£1,500.00
Cost of stock (eg food/drink)	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00
Direct costs for events	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00
Events Profit / Loss	£1,055.00	£1,055.00	£1,055.00	£1,055.00	£1,055.00	£1,055.00	£1,055.00	£1,055.00	£1,055.00	£1,055.00	£1,055.00	£1,055.00	£10,550.00
TOTAL INCOME	£3,905.00	£2,921.48	£3,152.48	£3,721.40	£3,152.48	£3,152.48	£3,905.00	£2,921.48	£3,905.00	£2,921.48	£2,921.48	£3,905.00	£38,104.36
EXPENDITURE	See adjacent tab												
Salaries	£2,742	£2,742	£2,742	£2,742	£2,742	£2,742	£2,742	£2,742	£2,742	£2,742	£2,742	£2,742	£2,742
Rent	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40
Water rates (estimate)	£70	£70	£70	£70	£70	£70	£70	£70	£70	£70	£70	£70	£70
Building and site maintenance	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200
Gas / Electric	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400
Phone and broadband	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200
Insurance	£2,500	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25
Stationery, postage & Printing	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300
Staff and volunteer expenses and training	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300
Marketing (use of social media etc)	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40
Website hosting, maintenance	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25
Website collection	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10
Cleaning materials	£750	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75
Professional and consultancy fees	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25
Security alarm and other contracts	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500
Registration and compliance (eg PMS for events)	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100
Nice	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300
TOTAL OVERHEADS	£8,312.03	£4,062	£4,062	£8,062	£4,062	£4,062	£8,062	£4,062	£8,062	£4,062	£4,062	£8,062	£8,994
SURPLUS / DEFICIT	-£4,407.03	-£1,140.52	-£809.52	-£4,340.60	-£809.52	-£809.52	-£4,157.00	-£1,140.52	-£4,157.00	-£1,140.52	-£1,140.52	-£4,157.00	-£11,889.64
Revenue grants	Assume revenue grants or fundraising												
Without grants	£20,000.00	£20,000.00	£20,000.00	£20,000.00	£20,000.00	£20,000.00	£20,000.00	£20,000.00	£20,000.00	£20,000.00	£20,000.00	£20,000.00	£20,000.00
With grants	£15,384	£1,341	£1,341	£2,911	£1,341	£1,341	£2,911	£1,341	£2,911	£1,341	£1,341	£2,911	£1,341

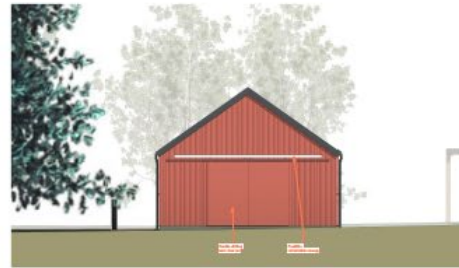
Roots & Growth - Cashflow Projections for former FLS site at Littleburn - Year 2

Assumptions	Notes	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Totals	
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Weeks per month		4	4	4	4	4	4	4	4	4	4	4	4	
Hours per month	Up to 12 hours per day, 7 days per week	420	420	420	420	420	420	420	420	420	420	420	420	
Hire of community spaces														
Blue Building														
Workshop area	Assumed community rate of £9 and commercial rate of £15 (same as NK Hall), and 20% community hire, 30% private hire - so average price of £11 per hour.	£11	£11	£11	£11	£11	£11	£11	£11	£11	£11	£11	£11	
Occupancy - for workshop area	Increase in occupancy from Year 1.	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
Meeting room space	Assumed community/charity rate of £9 and commercial rate of £15 (same as NK Hall), and 20% community hire, 30% commercial hire - so average price of £11 per hour.	£11	£11	£11	£11	£11	£11	£11	£11	£11	£11	£11	£11	
Occupancy - for meeting room area	Increase in occupancy from Year 1.	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
Drop-in space / community kitchen area	Primarily a drop-in space for the community, but will be some hire for cooking related activities which need use of the kitchen. Assumed community/charity rate of £10 and commercial rate of £16, and 20% community hire, 30% commercial hire - so average price of £11 per hour.	£12	£12	£12	£12	£12	£12	£12	£12	£12	£12	£12	£12	
Occupancy - for community kitchen area	Low as this is mainly a drop-in space - although slight increase from Year 1.	12%	12%	12%	12%	12%	12%	12%	12%	12%	12%	12%	12%	
Income - Blue Building		£1,955.52	£1,955.52	£1,955.52	£1,955.52	£1,955.52	£1,955.52	£1,955.52	£1,955.52	£1,955.52	£1,955.52	£1,955.52	£1,955.52	£20,226
Rental income from Black Isle Men's Shed	Needs to be affordable. Rent to be agreed - £100 a based on BMS arrangements for their current premises. No change from Year 1.	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	
Income - Red Building		£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£1,200
Yellow Building														
Multifunctional Space	Used for workshops, eg. By Shaping Project. Space suitable for transition between indoor and outdoor. Larger space, slightly more expensive than Blue Building workshop area. Assumed community rate of £12 and commercial rate of £18, and 80% community hire, 20% commercial hire - so average price of £13 per hour.	£13	£13	£13	£13	£13	£13	£13	£13	£13	£13	£13	£13	
Occupancy - for multifunctional space	Increase from Year 1.	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	
Therapy Room	Therapists advised paying £10 for space currently.	£9	£9	£9	£9	£9	£9	£9	£9	£9	£9	£9	£9	
Occupancy - for Therapy Room	Slight increase from Year 1.	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	
Income - Yellow Building		£1,688.40	£1,688.40	£1,688.40	£1,688.40	£1,688.40	£1,688.40	£1,688.40	£1,688.40	£1,688.40	£1,688.40	£1,688.40	£1,688.40	£17,897
Therapies														
Therapy sessions per week	This relates to therapies provided directly by RBC commissioning trainers from the Shere Foundation etc (i.e. not therapists hiring space to deliver therapies themselves). Includes therapies offered as part of 'retreat' packages to visitors in the 3 chalets.	7	7	7	7	7	7	7	7	7	7	7	7	
Average customers per session	Slight increase in Year 2. Assumed one as many will be 1-2-1, although Qigong etc can involve larger groups of up to 25.	1	1	1	1	1	1	1	1	1	1	1	1	
Average price per session	Assumed £40 on average - this varies locally from £30-55 depending on the treatment.	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	
Income from Therapies		£1,400	£1,400	£1,400	£1,400	£1,400	£1,400	£1,400	£1,400	£1,400	£1,400	£1,400	£1,400	£16,800
Average practitioner costs per session		£35	£35	£35	£35	£35	£35	£35	£35	£35	£35	£35	£35	
Total costs		£1,225	£1,225	£1,225	£1,225	£1,225	£1,225	£1,225	£1,225	£1,225	£1,225	£1,225	£1,225	
Therapies Profit/Loss		£175	£175	£175	£175	£175	£175	£175	£175	£175	£175	£175	£175	£1,955
Workshops - arts, creativity, dance, growing etc														
Workshops per week	8 per week at the outset. Includes workshops offered as part of 'retreat' packages to visitors in the 3 chalets.	8	8	8	8	8	8	8	8	8	8	8	8	
Average Customers Per Workshop	Assumed slight increase in Year 2. This will vary widely but there is an intention for activities to be affordable. Have assumed an average of £8.	9	9	9	9	9	9	9	9	9	9	9	9	
Average Price per Workshop		£8	£8	£8	£8	£8	£8	£8	£8	£8	£8	£8	£8	
Income from Workshops		£2,880	£2,880	£2,880	£2,880	£2,880	£2,880	£2,880	£2,880	£2,880	£2,880	£2,880	£2,880	£34,560
Materials per workshop	Assumed an average of £20 - although it is acknowledged this will vary widely.	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	
Tutor costs per workshop	Assumed an average of £50.	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	
Total costs		£2,400	£2,400	£2,400	£2,400	£2,400	£2,400	£2,400	£2,400	£2,400	£2,400	£2,400	£2,400	
Workshops Profit/Loss		£480	£480	£480	£480	£480	£480	£480	£480	£480	£480	£480	£480	£5,760
Residential Accommodation														
Number of Days Available per month		30	31	30	31	31	30	31	30	31	31	28	31	
Occupancy for 2 bed chalet		0.5	0.5	0.7	0.8	0.8	0.7	0.5	0.2	0.4	0.2	0.2	0.2	
Price for 2 bed chalet		£600	£620	£840	£992	£992	£840	£620	£496	£240	£496	£248	£248	
Income from 2 bed chalets														
Occupancy for 1 bed chalet		0.5	0.5	0.7	0.8	0.8	0.7	0.5	0.2	0.4	0.2	0.2	0.2	
Price for 1 bed chalet		£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	
Income from 1 bed chalets		£200	£200	£280	£320	£320	£280	£200	£160	£160	£160	£160	£160	
Income from both chalets		£400	£400	£560	£640	£640	£560	£400	£320	£320	£320	£320	£320	
Landlord Costs	Assume £8 per bed night	£260.00	£155.50	£217.00	£248.80	£248.80	£217.00	£155.50	£62.00	£124.40	£62.20	£61.60	£62.20	
Caretaking Staff	At £9/hour for 2h per day per night a bed is sold	£585	£594	£819	£950	£950	£819	£594	£234	£475	£238	£227	£238	
Accommodation Direct Costs		£845	£750	£1,036	£1,199	£1,199	£1,036	£750	£600	£600	£600	£600	£600	
Accommodation Profit/Loss		£280	£413	£539	£661	£661	£539	£413	£330	£296	£288	£288	£165	£4,122
Community / Fundraising events														
Number of events per month	Eg Christmas party Summer BBQ etc.	1	1	1	1	1	1	1	1	1	1	1	1	
Average donation per attendee	Eg. suggested donation per ticket	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	
Income from events		£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	
Cost of stock (eg food/drink)	Assumed 30%. Note that funding may be available to support events.	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	
Events Profit / Loss		£105.00	£105.00	£105.00	£105.00	£105.00	£105.00	£105.00	£105.00	£105.00	£105.00	£105.00	£105.00	£1,260.00
TOTAL INCOME		£4,783.92	£5,052.14	£4,183.14	£5,059.72	£4,190.94	£4,183.14	£4,811.02	£3,798.14	£4,844.32	£3,708.44	£4,660.74	£4,660.74	£51,850.55
EXPENDITURE														
Salaries	See adjacent tab	£2,742	£2,742	£2,742	£2,742	£2,742	£2,742	£2,742	£2,742	£2,742	£2,742	£2,742	£2,742	£32,904
Rates	Assumed charitable rates relief at 300%	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Water rates (estimate)		£70	£70	£70	£70	£70	£70	£70	£70	£70	£70	£70	£70	£840
Building and site maintenance		£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£2,400
Gas / Electric		£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£4,800
Phone and broadband	additional use.	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£3,000
Insurance		£2,500	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£300
Printing, postage & Printing		£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£2,400
Staff and volunteer expenses and training		£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£3,600
Marketing (use of social media etc)		£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£480
Website hosting/maintenance		£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£300
Postage collection		£10	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10	£120
Cleaning materials		£750	£750	£750	£750	£750	£750	£750	£750	£750	£750	£750	£750	£9,000
Professional and consultancy fees		£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£300
Security alarm and other contracts		£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Registration and compliance (eg PHS for events)		£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Misc		£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
TOTAL OVERHEADS		£8,112.01	£4,362	£4,362	£4,062	£4,062	£4,062	£4,062	£4,062	£4,362	£4,062	£4,362	£5,062	£54,994
SURPLUS / DEFICIT		-3,328.09	-109.87	-1,788.77	997.71	-162.07	121.13	749.01	-663.87	722.31	-357.07	-691.27	-392.80	-14,144
Revenue grants														

Roots & Growth - Cashflow Projections for former FLS site at Littleburn - Year 4																
Assumptions	Notes	2026												Totals		
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar			
Weeks per month		4	4	4	4	4	4	4	4	4	4	4	4	4		
Hours per month	Up to 12 hours per day, 7 days per week	120	120	120	120	120	120	120	120	120	120	120	120	120		
Hire of community spaces																
Blue Building	Assumed community rate of £9 and commercial rate of £15 (same as NK Hall), and 70% community hire, 30% private hire - so average price of £11 per hour.															
Workshop area	Assumed community/hourly rate of £9 and commercial rate of £15 (same as NK Hall), and 70% community hire, 30% commercial hire - so average price of £11 per hour.	£11	£11	£11	£11	£11	£11	£11	£11	£11	£11	£11	£11	£11	£11	£11
Occupancy - for workshop area	Assumed increase from Year 3.	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
Meeting room space		£11	£11	£11	£11	£11	£11	£11	£11	£11	£11	£11	£11	£11	£11	£11
Occupancy - for meeting room area		20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
Drop-in space / community kitchen area	Predominantly a drop-in space for the community, but will be some hire for cooking related activities which need use of the kitchen. Assumed community/hourly rate of £10 and commercial rate of £16, and 70% community hire, 30% commercial hire - so average price of £11 per hour.	£12	£12	£12	£12	£12	£12	£12	£12	£12	£12	£12	£12	£12	£12	£12
Occupancy - for community kitchen area	Live in this is mainly a drop-in space.	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%
Income - Blue Building		£2,784.60	£2,227.68	£2,227.68	£2,784.60	£2,227.68	£2,227.68	£2,784.60	£2,227.68	£2,227.68	£2,784.60	£2,227.68	£2,227.68	£2,784.60	£2,227.68	£2,784.60
Red Building	Needs to be affordable. Rent to be agreed - £100 is based on BMS arrangements for their current premises.	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100
Income - Red Building	Assuming on other hire of the space.	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00
Yellow Building	Used for workshops - eg by Shifting Project. Space suitable for transition between indoor and outdoor. Larger space, so slightly more expensive than Blue Building workshop area. Assumed community rate of £12 and commercial rate of £18, and 80% community hire, 20% commercial hire - so average price of £13 per hour.															
Multifunctional Space		£13	£13	£13	£13	£13	£13	£13	£13	£13	£13	£13	£13	£13	£13	£13
Occupancy - for multifunctional space		30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%
Therapy Room	Therapists advised paying £10 for space currently.	£9	£9	£9	£9	£9	£9	£9	£9	£9	£9	£9	£9	£9	£9	£9
Occupancy - for Therapy Room		10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Income - Yellow Building		£2,041.20	£1,632.96	£1,632.96	£2,041.20	£1,632.96	£1,632.96	£2,041.20	£1,632.96	£1,632.96	£2,041.20	£1,632.96	£1,632.96	£2,041.20	£1,632.96	£2,041.20
Therapies	This relates to therapies provided directly by R&G, commissioning trainers from the Shen Foundation etc (i.e. not therapists hiring space to deliver therapies themselves). Includes therapies offered as part of "retreat" packages to visitors in the 3 chalets. Assumed one on one only will be 1-2-1, although Giggig etc can involve larger groups of up to 25.															
Therapy sessions per week		8	8	8	8	8	8	8	8	8	8	8	8	8	8	8
Average customers per session		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Average Price per session	Assumed £40 on average - this varies locally from £30-55 depending on the treatment.	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40
Income from Therapy sessions		£1,600	£1,280	£1,280	£1,600	£1,280	£1,280	£1,600	£1,280	£1,280	£1,600	£1,280	£1,280	£1,600	£1,280	£1,600
Average practitioner costs per session		£35	£35	£35	£35	£35	£35	£35	£35	£35	£35	£35	£35	£35	£35	£35
Total costs		£1,400	£1,120	£1,120	£1,400	£1,120	£1,120	£1,400	£1,120	£1,120	£1,400	£1,120	£1,120	£1,400	£1,120	£1,400
Therapies Profit/Loss		£200	£160	£160	£200	£160	£160	£200	£160	£160	£200	£160	£160	£200	£160	£200
Workshops - arts, creativity, dance, growing etc	8 per week at the outset. Includes workshops offered as part of "retreat" packages to visitors in the 2 chalets.															
Workshops per week		8	8	8	8	8	8	8	8	8	8	8	8	8	8	8
Average Customers Per Workshop		9	9	9	9	9	9	9	9	9	9	9	9	9	9	9
Average Price per workshop	This will vary widely but there is an intention for activities to be affordable. Have assumed an average of £8.	£8	£8	£8	£8	£8	£8	£8	£8	£8	£8	£8	£8	£8	£8	£8
Income from Workshops		£2,880	£2,304	£2,304	£2,880	£2,304	£2,304	£2,880	£2,304	£2,304	£2,880	£2,304	£2,304	£2,880	£2,304	£2,880
Materials per workshop	Assumed an average of £20 - although it is acknowledged this will vary widely.	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20
Tutor costs per workshop	Assumed an average of £40.	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40
Total costs		£2,400	£1,920	£1,920	£2,400	£1,920	£1,920	£2,400	£1,920	£1,920	£2,400	£1,920	£1,920	£2,400	£1,920	£2,400
Workshops Profit/Loss		£480	£384	£384	£480	£384	£384	£480	£384	£384	£480	£384	£384	£480	£384	£480
Residential Accommodation																
Number of Days Available per month		30	31	30	31	31	30	31	30	31	31	31	31	28	31	31
Occupancy for 2 bed chalet		0.5	0.5	0.7	0.8	0.8	0.7	0.5	0.2	0.4	0.2	0.2	0.2	0.2	0.2	0.2
Price for 2 bed chalet		£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400
Income from 2 bed chalet		£600	£620	£840	£992	£992	£840	£620	£240	£496	£248	£248	£248	£224	£248	£248
Occupancy for 1 bed chalet		0.5	0.5	0.7	0.8	0.8	0.7	0.5	0.2	0.4	0.2	0.2	0.2	0.2	0.2	0.2
Price for 1 bed chalet		£35	£35	£35	£35	£35	£35	£35	£35	£35	£35	£35	£35	£35	£35	£35
Income from 1 bed chalet		£25	£24	£25	£28	£28	£25	£24	£16	£34	£16	£16	£16	£14	£16	£16
Income from both chalets		£1,125	£1,133	£1,133	£1,168	£1,168	£1,133	£1,133	£1,133	£1,133	£1,133	£1,133	£1,133	£1,133	£1,133	£1,133
Laundry Costs	Assume £8 per bed night	£260.00	£155.50	£217.00	£248.80	£248.80	£217.00	£155.50	£62.00	£124.40	£62.20	£61.60	£62.20	£61.60	£62.20	£62.20
Caretaking Staff	At £9/hour for 2h per day per night a bed is sold	£85	£94	£81	£95	£95	£81	£94	£85	£94	£85	£85	£85	£85	£85	£85
Accommodation Direct Costs		£85	£94	£81	£95	£95	£81	£94	£85	£94	£85	£85	£85	£85	£85	£85
Accommodation Profit/Loss		£280	£413	£259	£661	£661	£259	£413	£154	£380	£166	£166	£166	£166	£166	£166
Community / Fundraising events																
Number of events per month	Eg Christmas party / Summer BBQ etc.	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Attendees per event	Increase from Year 3.	35	35	35	35	35	35	35	35	35	35	35	35	35	35	35
Average donation per attendee	Eg. Suggested donation per ticket	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00
Income from events		£175.00	£175.00	£175.00	£175.00	£175.00	£175.00	£175.00	£175.00	£175.00	£175.00	£175.00	£175.00	£175.00	£175.00	£175.00
Cost of stock (eg food/drink)	Assumed 30%. Note that funding may be available to support events.	£52.50	£52.50	£52.50	£52.50	£52.50	£52.50	£52.50	£52.50	£52.50	£52.50	£52.50	£52.50	£52.50	£52.50	£52.50
Direct costs for events		£52.50	£52.50	£52.50	£52.50	£52.50	£52.50	£52.50	£52.50	£52.50	£52.50	£52.50	£52.50	£52.50	£52.50	£52.50
Events Profit / Loss		£122.50	£122.50	£122.50	£122.50	£122.50	£122.50	£122.50	£122.50	£122.50	£122.50	£122.50	£122.50	£122.50	£122.50	£122.50
TOTAL INCOME		£6,008.80	£4,917.64	£5,166.14	£6,266.60	£5,166.14	£5,166.14	£6,018.80	£4,781.14	£5,068.70	£4,660.84	£4,660.84	£5,908.24	£4,660.84	£5,908.24	£6,748.48
EXPENDITURE																
Salaries	See adjacent tab. Assuming 1% cost of living rise.	£2,760	£2,760	£2,760	£2,760	£2,760	£2,760	£2,760	£2,760	£2,760	£2,760	£2,760	£2,760	£2,760	£2,760	£2,760
Rates	Assuming charitable rates relief at 100%	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Miscellaneous (estimate)		£70	£70	£70	£70	£70	£70	£70	£70	£70	£70	£70	£70	£70	£70	£70
Building and site maintenance		£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250
Gas / Electric		£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400
Phone and broadband	additional use.	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75
Insurance		£9,500	£9,500	£9,500	£9,500	£9,500	£9,500	£9,500	£9,500	£9,500	£9,500	£9,500	£9,500	£9,500	£9,500	£9,500
Stationery, postage & Printing		£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25
Staff and volunteer expenses and training		£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300
Marketing (use of social media etc)		£300	£300													



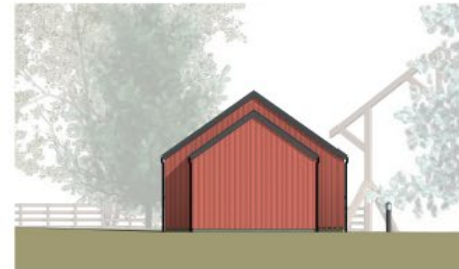
3 North East Elevation
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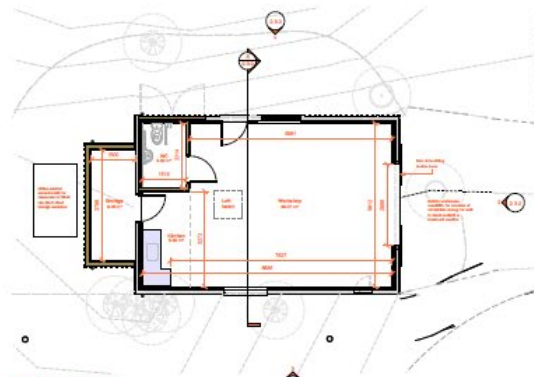
3 South East Elevation
1:50



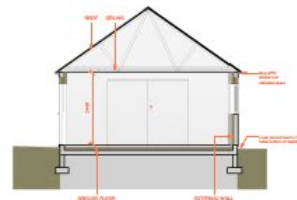
3 South West Elevation
1:50



3 North West Elevation
1:50



3 Ground Floor Plan
1:50



3 Cross Section
1:50

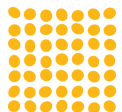


Section	Material / Finish	Notes / Details
Roof	Asph/Flt Shingles	Install over existing roof structure.
Exterior Walls	Vertical Siding	Match existing or as specified.
Interior Walls	Acoustic Ceiling Tiles	Install in all interior rooms.
Floors	Carpet	Install in all interior rooms.
Doors	Steel	Install in all exterior doors.
Windows	Aluminum	Install in all exterior windows.
Foundation	Concrete	Match existing or as specified.

KALM Design
Chartered Architect

211 South Street
Malden MA 02148
Tel: 617 482 6712
www.kalmdesign.com

Project: 2-2-2
Date: 10/1/2021





1 South East Elevation
1:50



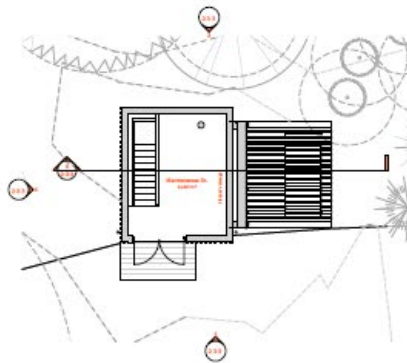
2 North East Elevation
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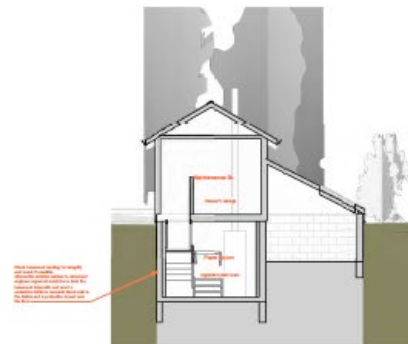
3 North West Elevation
1:50



4 South West Elevation
1:50



5 Ground Floor Plan
1:50



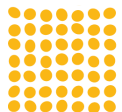
6 Cross Section
1:50

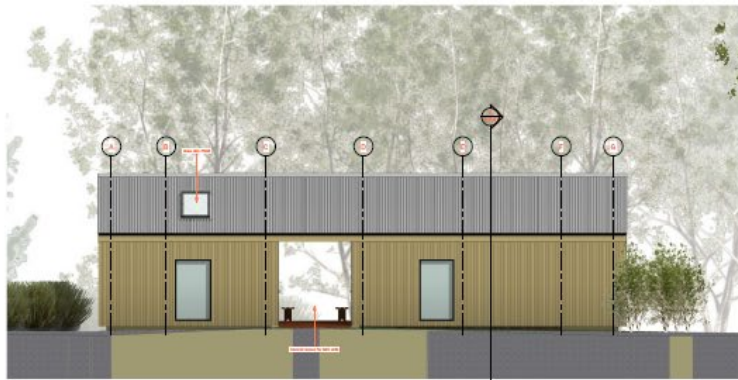
CLIENT	PROJECT PROGRAM	ALTERNATIVE PROGRAM
Name		
Address		
Phone no		
Project Ref		
Date		
Revision		

KALM Design
Chartered Architect

45 Lower Way,
Maidenhead, RG1 2JZ
Tel: 01488 871280
Email: kalm@kalmdesign.co.uk

Plot:
Site:
Development:
Highland Woodland
Sharn Road
Maidenhead
RG1 2JZ
UK
Rural and Growth
Policy No.

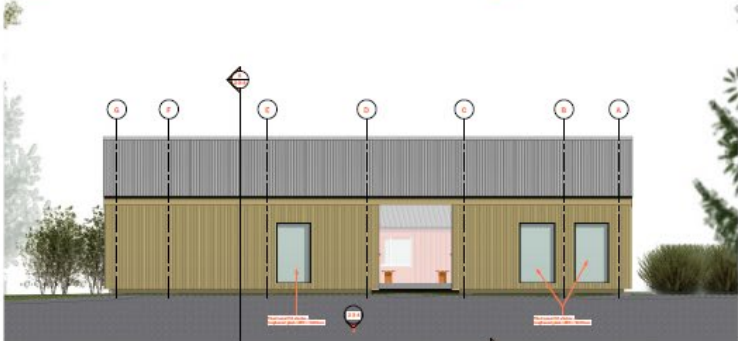




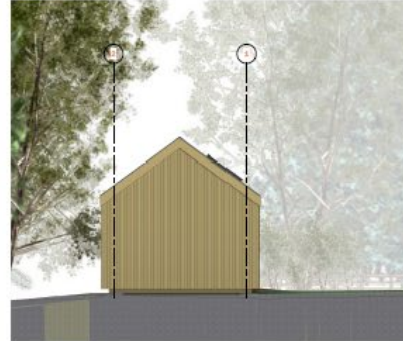
1 South West Elevation
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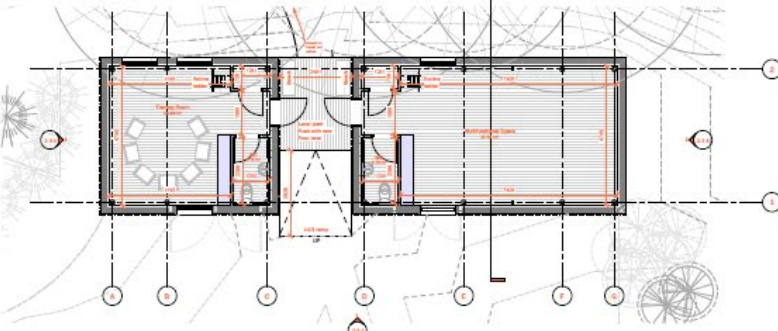
2 South East Elevation
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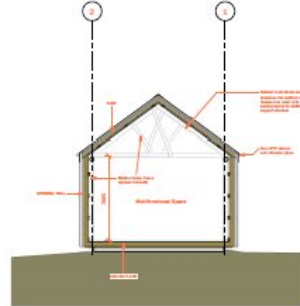
3 North East Elevation
1:50



4 North West Elevation
1:50



5 Yellow sheet 01
1:50



6 Cross Section
1:50

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2020/02/19 13:17:00

OUTSIDE AMBITIOUS 5

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2. All drawings are to be used in accordance with the specifications and standards set out in the contract documents.

3. All drawings are to be used in accordance with the current Building Code of Australia (BCA) and any applicable local council requirements.

4. All drawings are to be used in accordance with the current Australian Standards (AS) and any applicable local council requirements.

5. All drawings are to be used in accordance with the current Australian Standards (AS) and any applicable local council requirements.



Section	Section Description	Section Details
1	Section 1-1: Shows the building's profile and roof structure.	1.1. Roof: Gabled roof with corrugated metal cladding.
2	Section 2-2: Shows the building's profile and roof structure.	2.1. Roof: Gabled roof with corrugated metal cladding.
3	Section 3-3: Shows the building's profile and roof structure.	3.1. Roof: Gabled roof with corrugated metal cladding.
4	Section 4-4: Shows the building's profile and roof structure.	4.1. Roof: Gabled roof with corrugated metal cladding.
5	Section 5-5: Shows the building's profile and roof structure.	5.1. Roof: Gabled roof with corrugated metal cladding.
6	Section 6-6: Shows the building's profile and roof structure.	6.1. Roof: Gabled roof with corrugated metal cladding.
7	Section 7-7: Shows the building's profile and roof structure.	7.1. Roof: Gabled roof with corrugated metal cladding.
8	Section 8-8: Shows the building's profile and roof structure.	8.1. Roof: Gabled roof with corrugated metal cladding.
9	Section 9-9: Shows the building's profile and roof structure.	9.1. Roof: Gabled roof with corrugated metal cladding.
10	Section 10-10: Shows the building's profile and roof structure.	10.1. Roof: Gabled roof with corrugated metal cladding.
11	Section 11-11: Shows the building's profile and roof structure.	11.1. Roof: Gabled roof with corrugated metal cladding.
12	Section 12-12: Shows the building's profile and roof structure.	12.1. Roof: Gabled roof with corrugated metal cladding.
13	Section 13-13: Shows the building's profile and roof structure.	13.1. Roof: Gabled roof with corrugated metal cladding.
14	Section 14-14: Shows the building's profile and roof structure.	14.1. Roof: Gabled roof with corrugated metal cladding.
15	Section 15-15: Shows the building's profile and roof structure.	15.1. Roof: Gabled roof with corrugated metal cladding.
16	Section 16-16: Shows the building's profile and roof structure.	16.1. Roof: Gabled roof with corrugated metal cladding.
17	Section 17-17: Shows the building's profile and roof structure.	17.1. Roof: Gabled roof with corrugated metal cladding.
18	Section 18-18: Shows the building's profile and roof structure.	18.1. Roof: Gabled roof with corrugated metal cladding.
19	Section 19-19: Shows the building's profile and roof structure.	19.1. Roof: Gabled roof with corrugated metal cladding.
20	Section 20-20: Shows the building's profile and roof structure.	20.1. Roof: Gabled roof with corrugated metal cladding.

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Marrickville NSW 1512
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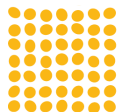
Project:
Riverside Precinct
Highland Industrial
1200m² Plot
Sydney
NSW 1512

Client:
Riverside Precinct

Design:
Yellow Sheet - Plans, Section & Elevations

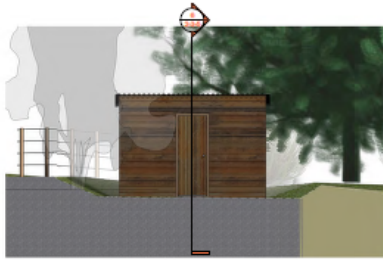
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19/02/2021 17:47:34

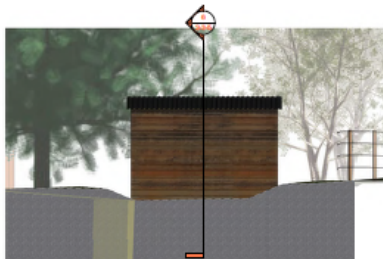
NOTES AND AMENDMENTS
IT IS THE RESPONSIBILITY OF ALL PERSONS WHOSE NAMES ARE PAID TO CHECK DIMENSIONS AND OTHER DETAILS PRIOR TO CONSTRUCTION OF WORK. ANY DISCREPANCIES MUST BE REPORTED TO THIS OFFICE WITH EVIDENCE. OTHERWISE NO RESPONSIBILITY CAN BE ACCEPTED.



1 Existing South East Elevation
1:50



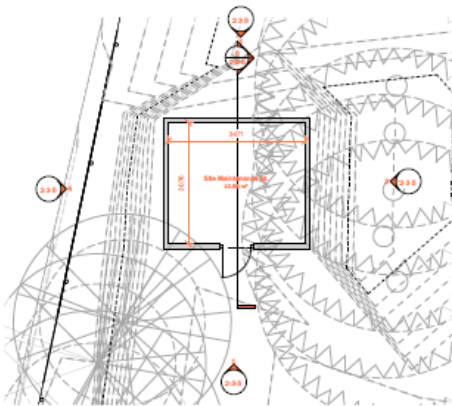
2 Existing North East Elevation
1:50



3 Small shed - Existing North West Elevation
1:50



4 Small shed - Existing South West Elevation
1:50



5 Ground Floor Plan
1:50



6 Cross Section
1:50

ELEMENT	PRIMARY PROPOSAL	ALTERNATIVE PROPOSAL
Roof	As per alternative design.	As per alternative design.
Cladding		
External wall		
Ground floor		
Windows & doors		
External grounds		
Other		

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Project:
Redevelopment
Highland Breckwood
Lethburn Road
Lethburn
IV5 8NH
Other:
Roots and Growth
Drawing No:
Small Shed - Plans, Section & Elevations
Drawing Stage:
Design
Drawn By: [Name] Date:
Check: [Name] Date:
Project No: 0095 Drawing No: 2-3-5 Revision:

