

# Business Plan

Glenuig Community Inn Ltd

A community owned Inn for Glenuig

March 2025 <sup>v17</sup>



[glenuigcommunityinn.org](http://glenuigcommunityinn.org)

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# 1. Introduction and Background

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## 1.1 Background and Context

Glenuig Inn is a historic village inn with a pub, restaurant and accommodation, located in the heart of the remote rural community of Glenuig. Glenuig is a small, coastal crofting community in Moidart, known for its beautiful scenery, rich history, and vibrant local culture.

The owner of the Inn at Glenuig has been very keen to sell for some time and this is a real opportunity for the community to turn this business into something exciting and transformational. Although there is a village shop and an excellent village hall (both community developed and owned), the Inn has been a crucial part of the fabric of village life since the 18<sup>th</sup> Century. It holds the community together and creates jobs and local wealth that keeps the community a vibrant place where people can live and bring up their families. It is a gathering space and has become a space where people can come together, look after each other and this drives the resilience of the community.

The trend in Scotland is that it is very challenging for private owners to sell such businesses and the current owner has been keen that the community takes this on. It has been up for sale so there is a sense of urgency to launch the share issue. The owner wants to move on quickly so this is a window of opportunity. There is a large concern in the community that the Inn may be lost in its current form; it is noted that Rightmove lists 41 Highland Inns for sale currently and, while Glenuig's Inn is relatively healthy, there are clear issues around the traditional ownership model. Previous owners with less social interest have caused a negative impact and local people are keen to ensure that the Inn continues to be the glue of this community for the next generation, so that it increases opportunities for local growth and for skilled & entrepreneurial local jobs, in particular offering young people the chance to grow within the community.

In response to demand from local villagers, Glenuig Community Inn Limited was set up as a Community Benefit Society and intends to purchase The Inn at Glenuig and run it as a community-led social enterprise. It is already a profit making business so it starts from a positive footing which is unusual for community owned inns and community owned assets generally. Taking the Inn into community control will allow Glenuig to join the 174 Inns owned in the UK (around 14 in Scotland) by local communities. If we achieve our goal, we will have secured a well-supported business and building in its important place at the heart of the local population, where among other things, locals and visitors can meet, socialise and enjoy food and drink in comfortable surroundings on a regular basis and also meet for social activity, Gaelic classes etc. But it is not just a community space, it is a vital business, bringing income into our small village, creating jobs and wealth that will make the community viable. In addition, the Glenuig Inn, with its substantial community presence, could become an exemplar of community entrepreneurialism right across the country.

We believe that purchasing this important asset for the community will bring people living in the village together, improving the wellbeing and lives of local people of all ages and backgrounds.

## 1.2 The Organisation

Glenuig Community Inn Limited (GCI) is a registered Community Benefit Society (RS009377) but not a charity. The CBS was incorporated in August 2024 to benefit the community of Glenuig.

Although the Inn will benefit many locals and visitors in Moidart, the community is defined as people registered on the electoral roll and living along the A861 (and associated tracks) between Alisary Burn and Dalnabreck Burn on the Moidart Peninsula – this area surrounds the Glenuig Inn.

The Society's Objects are:

- Acquiring, operating and maintaining the Glenuig Inn business and infrastructure, comprising licensed premises, food and rooms.
- Securing the sustainable future of our local hostelry at the heart of our community, providing events and opportunities for people to gather, with a warm welcome for all our residents, as well as to visitors to our beautiful home.
- Providing employment for local residents and a vital year-round benefit to the community, in conjunction with other community-led entities in the village, thereby helping to minimise isolation.
- Trading for the benefit of the community; generating, retaining and applying profits to advance the Society's purpose and objects.

The GCI has a focus on the Inn but will work in close partnership with the Glenuig Community Association which is the place-based anchor organisation for the community.

### **1.3 About the Community**

Although The Glenuig Inn buy-out will serve both locals and visitors, it is the community of Glenuig that will be the main beneficiary: local people will have ultimate control over the venture (through membership) and therefore will have the greatest stake in its success. The population is relatively dispersed and remote from the neighbouring villages of Acharacle (11 miles) and Arisaig (17 miles). It has few young residents due to limited work and housing.

Glenuig has been a welcoming village and a centre for traditional music for many years. Local history tells of times when people from the wider area would walk the hill paths for many miles to attend dances and ceilidhs. As in many remote communities, the local Inn is a crucial focus for social, cultural and community activities – indeed it is the only one available. Many local residents are single people, particularly women, who are at risk of becoming isolated. **The Inn is a comfortable, safe place where people can feel confident in socialising with familiar local people.**

Glenuig is a small coastal settlement located in Moidart, in the remote west Lochaber region of the Highlands in Scotland. The population includes the neighbouring settlements of Samalaman and Alt Ruadh. The village is known for its stunning natural beauty, featuring rugged coastlines, sandy beaches and scenic views of the Sound of Arisaig.

Glenuig has been inhabited for thousands of years, with evidence of early settlers scattered throughout the area. The village experienced significant population changes over the last two centuries due to the Highland Clearances and emigration. Despite its small size, Glenuig has a rich cultural heritage, including the History House, which showcases the local history and traditions.

Glenuig now is a thriving community with various facilities such as a community run shop, a privately owned smokehouse business and a community hall that hosts musical events and other activities. The area is also known for its outdoor activities, including

walking trails to the old crofting village of Smirisary & Samalaman Beach and kayaking around the Sound of Arisaig.

The 2022 Census data reveal key demographic and housing statistics for the defined area. The total population is 347, with 9% aged 0-15, 59% aged 16-64, and 33% aged 65+. This area has a higher proportion of elderly residents compared to regional and national averages. There are 182 households, predominantly one-person (37%) and couples without children (32%). Most homes (97%) are houses or bungalows, significantly higher than the national average of 65%. Homeownership stands at 76%, with 5% socially rented and 10% privately rented, differing from national averages.

Economically, 62.7% of those over 16 are active, with 39.2% employed, 22% self-employed and fewer than 1% unemployed. Education levels are high, with 43% holding a degree or higher, compared to the national average of 32%.

Health data shows 81% in good to very good health, 15% in fair health and 5% in bad health. Disabilities affect daily activities for 19% and 12.6% provide unpaid care. The area faces challenges in geographic access deprivation, ranking within the 5th decile on the Scottish Indices of Multiple Deprivation (SIMD).

#### **1.4 About the Inn at Glenuig**

The Inn at Glenuig dates back to before the Jacobite Rising of 1745. It underwent significant renovations in 2008 by a previous owner who managed to secure capital grants. As well as upgrading the structure to a high standard, there was a strong emphasis on environmental sustainability so the asset that is being purchased is of a high quality.

The Inn has modern, spacious, and practical ensuite rooms, each with its own entrance. The rooms are designed to accommodate various group sizes, making it suitable for couples, families, and groups. The building also includes a large lounge, a bar, a smaller snug/meeting room and facilities for outdoor enthusiasts, such as a drying room, an



undercover store for bicycles, and ample space on the land for kayaks and paddleboards.



### Floor Area

The subjects have been measured on a Gross Internal Area Basis in accordance with the RICS Code of Measuring Practice to give the following areas:

- Main Inn: 381.76 square metres (4,109 square feet).
- Accommodation Block: 218.99 square metres (2,357 square feet). Storage



Building: 51.47 square metres (554 square feet).

**Total:** 652.22 square metres (7020 square feet).

### Current Management and Operations

The Inn at Glenuig has been owned and run by a private individual who is well known in the community. They are supported by a small number of part time staff who are all local residents.



## 1.5 How this business plan was developed



The Inn at Glenuig is a not just a local business. It is a vital part of the fabric of the community and a key element in the viability of the area as a place to live.

Following a positive initial response, the community have set up a Community Benefit Society and have been investigating options for the development of the Inn as a community business - protecting what is already great but looking at ways to evolve in an even more positive way.

The community survey is now live and we welcome you to join us at the upcoming event:

Take the survey here: [bit.ly/Glenuig-Inn-Survey](https://bit.ly/Glenuig-Inn-Survey)

### Upcoming Event:

**Glenuig Hall**  
Tuesday October 22nd  
Session 1: 3:30 pm till 5:30 pm  
Session 2: 7 pm till 9 pm  
\*both sessions will cover the same topics



Scan Me

Community Enterprise helped GCI engage with the local community in gathering ideas, and feeding back to people who have contributed, which has been key to each stage of the development of this Business Plan:

- An in-depth inception meeting to discuss vision and concerns.
- This was followed by the development of a suite of documents including a draft business plan that the community had put together and detailed financial models and cash flow projections.
- Meetings with Community Shares Scotland to set out what was required for the community share issue and how this business plan should link to that.
- Site visit and a walking tour of the various assets in the community.

- Two surveys distributed at key locations, on social media and by email to interested parties; (see Appendices 2 & 3). The later survey had a total of 130 responses received – an unprecedented 99% of these supported the purchase of The Inn by Glenuig Community Inn Limited.

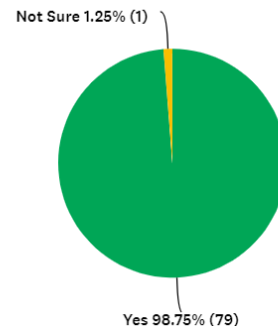
- Open meetings held in September to discuss early-stage plans with the community and gather feedback and ideas, attended by c.70 people.

- Statistical study to understand the demographics of the community, and the needs and challenges faced by local people.

- Market research into the visitor economy within reasonable travel distance.

- Competitive analysis to map existing provision and ensure that The Inn at Glenuig will complement rather than compete with what is currently offered in a reasonable travel distance.

- One-to-one interviews with other community-based assets and relevant businesses/partners to scope out opportunities for partnership and develop a more in-depth understanding of community needs and interests.



## 2. Summary of Research



As outlined in the methodology section, Community Enterprise helped GCI to conduct extensive research within the community as well as market research into industry-level and local trends. The main findings of the research are summarised below and all the data can be seen in appendices.

### Community Support

Locally, there is very strong support for taking on the pub as a social space for the community and a place to eat and drink. Around 70 people in total attended an open day in September 2024, and 130 people responded to the community survey, almost all of them in favour of the community purchasing The Inn at Glenuig. This is a very high proportion of the local community. In the initial questionnaire survey undertaken by the community during the summer, all 77 (100%) supported community ownership of the Inn and 66 (86%) were interested in a share issue (29 residents, 37 non-residents or visitors).

The community buy-out feeds into many of the national and regional strategic outcomes.

Consultation with local stakeholders echoed the feelings expressed in the survey responses, that there is a need for a place for people in the community together to gather informally and for improvements to the services available to local people and visitors to the village.

Quote : It is very important for the Inn to be purchased and managed for the benefit of the local and surrounding communities.

Respondents were asked, “On a scale of 1-5 (with 1 being not important and 5 being very important) how important do you think it is to have a local Inn in Glenuig?” The average rating of all answers is 4.7, indicating respondents think it is very important to have The Inn. A total of 86% ranked the importance as 5.

Our research sought to identify what people needed from The Inn at Glenuig as well as how they would use potential services and facilities:

Need Identified

Evidence

Activities to bring people together and reduce isolation

Glenueig sits within the Lochaber West SIMD (Scottish Index of Multiple Deprivation) data zone, and experiences very high levels of geographic access deprivation. This data zone has an overall SIMD ranking within the 5th decile (one of the most deprived in Scotland).

Stakeholder feedback from people who have lived in the area for many years describe how vital the Inn has been to community cohesion, and that it is at the heart of the community. It was felt that the Inn is good now with a committed, if tired, owner and, under community ownership, the Inn has real potential to be a resource for the local community as well as to visitors, bringing the people of Glenueig together and creating a more connected community. In turn this will generate an income that can be re-invested in the Inn and in the local community.

Survey respondents also told us that a community buy-out would bring people together more, provide opportunities for people to help each other out and a chance for people to get to know one another in a social way and bond with neighbours. 87% of respondents agree that bringing The Inn into community ownership would 'bring the community together' and 'contribute to the economic development in the area' This was directly related to Covid because it was felt that the resilience of the community during shutdowns was only possible because of good local facilities where things could be planned.

Glenueig is a remote rural community, well within the 10% most deprived in terms of access to services (SIMD 2020), with very limited public transport links. It also has an aging population. This means that it is particularly important to have easily accessible local warm gathering spaces. Research from the rest of the UK has shown that village pubs can have a positive effect on social cohesion.

Respondents were asked in the survey if they were part of any group, organisation or business that might want to hire space at The Inn; 19 individuals said yes and 18 said maybe.

Individuals aged 65+ years make up 33% of the population which is higher than the regional average (24%) and than the national average (20%). The majority of households are 'one-person households' (37%) and 'couples with no children' (32%).

13% of the population say their day-to-day activities are 'limited a little' by a disability, but a further 6% say it is 'limited a lot'.

A stronger and more

Tourism is an important industry in Glenueig. Consultation with local business owners indicated that limited local amenities already affect visitor experience. There is concern that the absence of a pub or

resilient local economy

restaurant for evening meals may put people off visiting, or negatively impact the visitor experience of those who do visit.

Local employers already struggle to recruit and retain qualified staff in rural areas such as Glenuig. Having an Inn would be an asset for the community and would likely draw more working age people to settle in the village.

Quote : The Inn could focus on the local community and their needs as well as bring tourists to the area. In the past (not the present owner!) the locals were pretty much shut out. The Inn could be a hub for enterprise including creative / business projects.

Local employment

90% of respondents agreed that bringing The Inn into community ownership would 'provide work and training opportunities for local residents.'

The Inn at Glenuig currently employs a small number of staff but has been an important local employer for many years.

Taking on the Inn would secure those jobs. In the future, enhancing services might create new staff posts, including several seasonal positions that would suit students or young people looking for variable hours or people looking for part time work. There is a history in the Inn that emerged through the research of this being the place where many local young people got their first experience of work. With the high number of over-65s in the area, there is also potential for older people to provide mentorship to people just starting out in the hospitality industry; providing employment opportunities for older people can help support their socialising routine and enhance their sense of purpose.

Income from the community buy-out will be reinvested back into the community which has the potential to generate further employment. There are opportunities for things like kayaking which could be based at the Inn but operate out of the adjacent bay. This enterprise has happened in the past.

62.7% of the population over the age of 16 are classed as economically active; 36% are economically inactive.

### *Commercial demand*

As part of the research, we have also studied the demand for the services offered at the Glenuig Inn, which has provided us with the context for our financial projections.

In the survey, there were two variables which a larger proportion of respondents thought were the most important when deciding to use The Inn. These were 'quality of offering' (36% of respondents) and 'regular opening hours' (35% of respondents). The one variable which a large proportion of respondents felt was the least important was 'cost' which 44% ranked as least important which is encouraging for the pricing policy.

The key gaps identified are shown below:

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Gap Identified	Evidence
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A place for local people to get together for a meal or drink.

The Inn at Glenuig is the only restaurant and pub in the immediate area. The asset mapping showed that it is a fair distance (at least 8 miles) to the next available restaurant so there is a captive customer base and very limited concern about competition. The accommodation and food providers already work very closely together and cross refer residents and visitors alike.

Consistent feedback from the community survey and stakeholder consultation is that there is demand for good quality food and drink in the village.

In the recent survey the majority (66%) of individuals state that they use The Inn occasionally, 29% of respondents use The Inn regularly and only 7 individuals said they did not use The Inn at all.

23% indicated they would use The Inn once a week or more; 40% of respondents indicated they would use The Inn at least once a month, sometimes more; 38% of respondents indicated they would use The Inn occasionally.

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Somewhere for visitors to go in the evening

The Glenuig Inn is the only place for visitors to eat and drink during the evening in the community.

There are a number of self-catering accommodation providers in the immediate area, thereby providing a welcome alternative to having to cook every night when on holiday.

Along with families, the area is popular with walkers, cyclists, wild swimmers and kayakers.

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A venue for social events

In the community survey 92% of respondents support the idea of having live music and social events in the Glenuig Inn and would use them. The Community Hall operated by the Glenuig Community Association (GCA) is also an excellent place for community events but is more suitable for larger events, whereas the Inn can only accommodate very small intimate events. The chairperson of the GCA is on the Community Benefit Society management committee, as are two representatives of Glenuig Arts Group who help host ticketed events at the Hall.

A key theme emerging from the community consultation is the need for opportunities for people living in the village to meet and gather, and events that help facilitate this across all age groups would be welcome.

94% of respondents indicated that they supported and would use a 'public bar and gather space'. 97% of respondents indicated that they support the idea of 'accommodation' but not unusually only 43% of respondents indicated they would use that service as most already have somewhere to live or stay locally. 92% of respondents indicated they support and would use a 'restaurant' and 'music and cultural events'.

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Independent consultants from Community Enterprise carried out a mapping exercise in the area for the purposes of undertaking competitive analysis research (see Appendix 8 for more details).

- The Lochailort Inn provides rooms and a restaurant/bar and is just over 8 miles away – this business has re-opened again during 2024 after an extended closed period.
- Mingarry Lodge provides rooms and a restaurant is over 9 miles away.
- The Loch Shiel hotel (rooms/restaurant/bar) and Café Tioram in Acharacle are over 11 miles away – the hotel is currently on the market for private sale.
- The Arisaig Hotel (food/bar/rooms) and Sound Bites café (food) are 17 miles away.

Although acknowledging that other restaurants and accommodation offers existing around western Lochaber, other accommodation businesses reported that they would benefit significantly from having a popular, high-quality village pub with meals in Glenuig, which would make the village more attractive to visitors who may otherwise choose a different destination.

Although the Glenuig Inn offers an additional community space where groups can get together, this will complement rather than compete with the Glenuig Community Hall which was built by the community and highly valued. The Inn will suit smaller groups who prefer to meet informally in a warm comfortable environment, like the Moidart Coastal Rowing Club, Gaelic classes or a local book club, which may otherwise choose to meet in someone's house rather than a large hall. We will continue to work as closely as possible with the GCA committee and Glenuig Arts Group to ensure that this is the case. We will also continue to explore joint working arrangements for larger events and celebrations across both venues. For example, historically there were regular, highly successful music festivals held in the field just outside the Inn.

### *Financial Sustainability*

Financial analyses and forecasting for the Inn have been developed by a GCI management committee member with a finance background, to understand whether this was a sustainable enterprise and where there was potential to develop the business.

The Inn is clearly a profitable business. Although food & drink bring in income, the costs of running the pub & restaurant, through seasonal fluctuations, mean that having multiple streams of income, including from room lets, will continue to be key.

Five-year financial projections are based on extrapolating recent achieved results; they show that building on the accommodation and food & drink offerings will help keep the Inn as a whole sustainable.

**To encapsulate that in a single financial metric, our model targets a 'Return on Investment' ('ROI') of 6.6% average over the first five years.**

This is measured using the targeted operating profits, available for our community in various ways, as a percentage return on the full £700,000 of capital invested.

'Profits available for our community' means the surpluses available to compensate all GCI's shareholders with interest, as well as to build a fund for onward investment **into** the community; 'community benefits' in other words.

If one calculates 'Return (to the Community) on the Capital Invested (specifically) by the Community', ie its share capital, the average annual percentage is c.13%, largely because we hope to benefit from grant aid assistance in raising the full £700,000.

To express those in terms of value, over 5 years they equate to Community Benefits paid of £35,000, with a Benefits fund remaining of £92,000, and interest paid to our shareholders of £75,000.

By any measure, those targets are ambitious but are based on conservative extrapolation of recent history, suitably amended for anticipated staff changes, and should compare favourably with most benchmarks.

Our model allows for some 56% of gross profit being allocated for staff & associated costs, including accommodation & benefits, making it a more attractive employment option for potential long-term staff in an area where affordable housing can be difficult to find.

Before charging such costs, including salaried Inn management, we target 60% gross profit on sales of food & beverage, indicating the continuation of a well-run tight ship with little wastage (average in the Highlands is 50%). Including the accommodation, Gross Profit on all sales (again before staff costs) is targeted at just over 70%.

**These targets are based on recent history remaining sustainable and thus repeatable.**

#### *External support*

This business plan and the research behind it are based on the successful sustainability of the Inn. As a result the research was visitor- and place-based, rooted either in commercial demand that would contribute to financial viability or in local need that would contribute to making the community stronger.

However, there is a clear national and international interest in Glenuig as a place. Anecdotally, stakeholders indicated that it has a significant diaspora of people passionate about the place, its natural environment and also about the contribution to music and culture for which it is known.

Historically, the nature of this diaspora has been shaped by several key factors:

- **Economic Migration:** Many residents left Glenuig in search of better economic opportunities. This was particularly common during the 19th and early 20th centuries when economic hardships and limited local employment options prompted migration to urban centres within Scotland, other parts of the UK, and to North America.
- **Clearances and Emigration:** Like many parts of the Highlands, Glenuig was affected by the Highland Clearances in the 18th and 19th centuries. These forced evictions led to significant emigration, with many people relocating to North America, Australia, and New Zealand.
- **Cultural Connections:** Despite the physical distance, the Glenuig diaspora has maintained strong cultural ties to their homeland. This is evident in the preservation of Gaelic language and traditions among descendants of emigrants.
- **Modern Diaspora:** In recent decades, the diaspora has become more dispersed, with individuals moving for education, career opportunities, and lifestyle choices. However, modern communication and travel have allowed for continued connection with Glenuig.

## **3. What We Will Do**

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### **3.1 What will be offered at the Community Pub, Restaurant and Hub**

We have consulted with the community and come together under the Community Benefit Society to agree a vision and way forward for the Inn under community ownership. It is a unique opportunity to secure the Inn's place as the bedrock of the community, to ensure that issues of isolation continue to be avoided and to provide the social hub so vital for binding residents of all ages and backgrounds together, especially in the winter months.

At the moment, the community values the business as it currently stands, so the first phase is simply to keep the business going, which is already financially viable. The community wants to see the Inn retained as the heart of the community and as a central gathering place for local people and visitors, a warm and comfortable country-style Inn serving high quality and locally sourced food and drinks.

The Inn's public areas will be used to host social gatherings and events such as small music performances (like folk on a Friday or jazz on a Sunday), quiz nights, games nights and CD launches. To complement this, the Hall will continue to offer concerts, big parties, weddings and larger community events. The Inn and the Hall are used to working in close collaboration.

The existing business's occupancy rates suggest that there is a healthy demand for accommodation in the area and continuing to cater for this will help ensure financial viability. With walking, swimming and kayaking being promoted here, more visitors are likely to visit the area for short stays and look for accommodation that is self-catered as well as having a welcoming food option. The Glenuig Inn is unique in offering comfortable, reasonably priced rooms and short stays with the option of having breakfasts and evening meals in-house.

We will provide a range of full time and seasonal employment opportunities for local people and will investigate the potential for providing trainee positions in the future.

A range of ideas emerged during the research, from creating small business units to linking with water sports businesses. These will be considered in a future phase.

### **3.2 Operating Plan**

The business is a six bedroomed Visit Scotland 3\* Inn in a remote location. It provides bed and breakfast for residents, plus a restaurant and bar for residents and non-residents. From an operational perspective, income will be derived from food, bar sales, accommodation & other (merchandise, campers, art). The Management Committee will appoint the manager and staff to run the pub.

The Inn has a long history of community musical activities – the current owner has actively reinvigorated this over the last 3 years, particularly encouraging the youth to keep the traditions alive. It also has regular events for the community to enjoy, which have increased in participation since their introduction. The aim is to continue operations that align with the Inn's previous Green Industry Award success.

#### **Opening hours**

The Inn will be open from Easter until end October 12.00 noon till 11.00pm each day, serving food at lunch and in the evening; snacks, soup, scones & similar at other times.

Winter hours will be determined by demand, to be established through consultation with the Community and tested during the initial lease period from 28<sup>th</sup> February 2025.

Staffing would continue hopefully with the existing Staff levels, whilst recognising the need to employ a Manager/Management Couple to replace the current owner.

Ideally, subject to individual skills:-

- an Operations Manager in charge of Front of House & domestic staff, rotas, point of sales systems & booking systems, all beverage buying, stock lists etc.
- a Kitchen Manager (Head Chef) in charge of menu planning, budgeting, ordering, kitchen staff, environmental health policies & procedures.
- a Bookkeeper to do VAT returns, payroll, accounts, grant applications and be accountable to the Committee, possibly a day a week.
- GCI's existing board is able to provide the key elements of the skills above on a short term basis, should gaps arise and/or until posts are filled.

### **The Bar**

Will continue to offer local beers, Guinness & Tennents, a small but well thought out wine list, local gins, whiskies etc.

### **The food**

Initially, the menu may remain aligned with the current offering, as we bed in the new management model. However, ultimately it is anticipated that a wider range of food will be offered to include daily specials to cater for a variety of tastes and budgets. Whether this is holiday makers seeking high end seafood, to budget-conscious families wanting typical bar food, we will take into consideration the need for dishes suitable for a variety of dietary requirements.

Residents will be offered hot and continental breakfast options in the dining room.

### **Accommodation**

Bookings will be made online and in-person.

The rooms are currently in a good state and have proved a successful income stream for the business. Some upgrading is intended for the Chalets, to create more flexible accommodation e.g. possibly to include a deluxe room for the couple wanting a night away, a couple of rooms with bunk beds allowing for larger family groups and the bunkhouse to be reinstated giving another 8 beds at an average of £30.00 per person per night (increasing with inflation), excluding breakfast.

Occupancy will fluctuate from year to year and the last 3 years are not necessary a good indicator, with COVID, staycations & the weather all being influences, as well as the Olympics, World Cups, and other major events. However, our model targets c.60% occupancy over the key months (April – October) and c.30% over the shoulder months.

This will be reflected in all areas of trade; however, we will actively market the shoulder months and stay open as much as possible to provide a much-needed social hub for locals.

### **Events**

The current owner has proved how successful organising events at the Inn can be, whether music or meetings, bingo or quizzes. The Society anticipates continuing the good work attracting visitors and locals alike, of all age ranges.

### **Marketing**

The Management Committee currently intends:

- A drive to increase the number of boutique tour operators regularly using the accommodation and visiting the area.
- Enhanced cohesion & collaboration between events already running locally, weddings & family groups staying at local big houses needing overflow accommodation, groups using the Hall, workshops in the Hall, concerts in the Hall. Food & foraging groups, sea kayaking, diving, walking holidays etc.
- A big push to attract the diaspora in the USA & Canada.
- Weekend, Spring & Autumn breaks for guests from the Central belt and further afield.
- To actively market the shoulder months and stay open as much as possible to provide a much-needed social hub for locals.
- Other event driven dates such as St Andrew's night, Burns, Halloween, Fireworks, New year, Mother's day etc.

### **3.3 The Building**

The Inn is a historical building and the asset is of an age and character that will require regular maintenance, in particular to the external stonework, rain water goods, heating system and roofing.

The original stone building originates on the site from around 1720. It was substantially taken down, renovated and extended between 2009 and 2010. The guest accommodation building was constructed around 2004 and the biomass plant and storage building was constructed in 2009/2010.

The buildings comprise the following:

**Building 1:** The Glenuig Inn Ground Floor - Main entrance porch, dining room, snug, bar, kitchen, kitchen stores, male/female and accessible toilet with baby change facilities.

- First Floor Flat: 1 living room, kitchenette, bedroom and 2 toilets / shower rooms.
- Flat 2: hall, toilet / shower room, open plan living room / kitchen and 1 bedroom.
- Flat 3: open plan living room / kitchen, toilet / shower room and 3 bedrooms.

**Building 2:** Guest Accommodation Building 6 guest bedrooms with ensuite bathrooms, laundry room and toilet / shower facilities.

**Building 3:** Biomass Plant & Storage.

Former smokerroom, drying room, general storage and attic space.

None of the buildings are of listed status with Historic Scotland or within the Local Authority designated conservation area.

There is both full planning and building warrant consent for the construction of a further accommodation building.

#### **Conditions**

The conditions survey notes that the properties are fit for purpose but will require some minor refurbishment work.

Recommended repairs are all relatively minor and are set out in the conditions survey.

### 3.4 Impact and Outcomes

The Scottish Land Fund will be one of our main funders for capital funding to purchase the building (see Finance section later). We believe that the project is a strong fit with the Outcomes of this fund. The other key funders are either social or commercial lenders or the community share issue and articulating the difference this project will make will be important to attract community shares. We focus below on the outcomes of the SLF bid as it will likely cover the interest of other parties.

Table 1

SLF Outcome	How the project will meet this
<p><i>Our communities will achieve more sustainable economic, environmental and/or social development through ownership of land and buildings</i></p>	<p><b>Economic</b></p> <p>Purchasing and saving the Glenuig Inn as a community owned pub and hub will address many of the challenges the rurally excluded community of Glenuig faces and fits well with the Scottish Government’s targets for Community Empowerment and a Wellbeing Economy. Providing a comfortable and attractive space in which friends and family can meet to socialise, dine and pursue common interests, will enrich the lives of people in Glenuig, across all age groups. Although it may be modest, and open access will be important, it is unlikely that individuals or groups will use the facility without spending money. That will boost the turnover of the business.</p> <p>It will boost the local economy by providing a place to stop and hospitality for visitors; thus, encouraging an increase in visits to the area and an increase in community wealth.</p> <p>An estimated 8 jobs (some part time) will be secured and new jobs will be created in the future. Turnover for the first year of operation will be circa £450,000 rising slowly to over £500,000 annually by year 5, contributing around £2.5m of economic activity into the local community.</p> <p>The spend locally will be, where possible, using a local supply chain including both the community shop and the local smokery.</p> <p><b>Social</b></p> <p>Our aspiration is to provide a welcoming, relaxed and attractive space for eating, drinking and social engagement, suitable for all ages. As such the project will strengthen our community and bring health benefits by impacting on social isolation. Having a gathering space where people come together ensures people are looked after, and missed if they are not there.</p> <p>Research indicated a priority for reducing isolation and encouraging inter-generational activity via cultural and community events.</p> <p>The core population of around 350 will be stronger and more resilient to cope with external changes from weather to cost of</p>

	<p>living and pandemics. Our research leads us to predict the following estimated numbers;</p> <p>75 isolated older people who experience rural loneliness will report being more connected and happier to stay in the community.</p> <p>10 working age people will secure jobs over the first three years and will commit to remaining in the area as a viable place to live.</p> <p>200 people will report improvements in their health and mental wellbeing through contact with the Inn.</p> <p><b>Environmental</b></p> <p>In terms of environmental impact, the securing of a village asset like this reduces the need for locals to drive to access other facilities.</p> <p>Over time and where technically possible, we will develop green projects such as renewable technologies. A previous owner did invest in this area and there is a food composter on site and a bio-mass boiler. The Inn has previously won national awards for its efforts to reduce and maintain its environmental footprint.</p>
<p>Our communities will have a stronger role in and control over their own development</p>	<p>The possibility of buying the Inn on behalf of the community first arose from recognition of the opportunities that doing so would offer for local people. There was a concern about it not selling and then closing; also an equal concern about it being sold to someone who was not conducive to the community (as happened previously). The local community felt that, if it went on the open market, they had no control over what would happen to it. Community ownership will enable the community, via being members of the CBS, to shape the future and ethos of this important facility, expanding the business and ensuring that the needs of the community are at its heart.</p> <p>With the majority of its membership and management committee being drawn from the local area (as noted in the Society's Rules), the CBS aims to facilitate control by local people of developments in their community. This motivation underpins the intention to launch a Community Share Offer to part fund purchase of the building and the business, thus encouraging the feeling of ownership and control. It is of particular importance that this approach to community shares is democratic, in that each shareholder, regardless of their financial stake, has one vote.</p>
<p>Our communities own well-managed, financially sustainable land and buildings.</p>	<p>Existing customers numbers are high and the Inn is a profitable business, so the community is taking on a sustainable enterprise. The management committee has significant financial, project management and business skills and is capable of running the enterprise as long as it has the right staff. There are robust financial models already in place and the management committee are confident that they can manage a</p>

	<p>financially viable business and flexibility for seasonality has been built in.</p> <p>Community based research, including the survey and open meetings, indicated a high level of support for and interest in using a pub, restaurant and accommodation, as well as for a series of regular events including music nights and live performances.</p> <p>The intention is to hire a skilled manager/tenant (or couple) with significant experience in the hospitality sector to run and manage the business day to day.</p> <p>The management committee is meeting very regularly at the moment and, as trustees, will continue to develop robust processes as the organisation matures.</p>
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## 4. Delivering the Project

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### 4.1 Governance and asset/business management

Glenueig Community Inn Limited ('GCI'), the community benefit society ('CBS') is registered with the Financial Conduct Authority, registration No. 9377. Our Rules were developed based on the Plunkett Foundation Model Rules for Community Ownership (Vers.6) and available at <https://mutuals.fca.org.uk/Search/Society/31791>.

The GCI's buyout share offer is compliant with the Community Share Standard Mark, providing credibility and reassurance to investors of the robustness of GCI's plans and projections.

GCI has a founding management committee of 9. Their short CVs were gathered as a part of the feasibility study (see appendix 6) and identified that the management committee has strong experience in financial management, business development, construction, project management and hospitality. Their skills are well matched for the business opportunity. The management committee will not operate in the way that the current owner has had to, but will recruit a paid manager/management couple.

The management committee of Glenueig Community Inn Limited is aware of the amount of time, commitment and hard work that will be required to develop and manage this project. The management committee meets regularly to discuss progress, plan ahead and all decisions are fully discussed, minuted and approved before implementation.

The organisation itself is new so has no organisational policies. Robust processes and procedures will be drawn up and implemented to ensure compliance and monitor performance. All the catering and hospitality policies are already in place in the active Inn and these will be adopted in total as part of the acquisition of the business.

One of our management committee will lead on reviewing policies and bringing them to the management committee for amendment where appropriate. Support will come from other community groups, the Plunkett Foundation and the local Third Sector Interface.

The current preferred model is for GCI Limited to lease the business assets initially, with full acquisition either of the physical asset of the Inn or of the shares of the company that wholly owns the buildings, within the lease period.

### 4.2 Staffing

Staff will be required to run the business. The current management committee have experience recruiting, training, managing and supervising staff and several have personal hospitality experience, including one with significant professional expertise in running a 4-star hotel with 2 rosettes.

#### Operations Manager(s)

There will be a need for an experienced, full-time live-in Manager to run the business. The Manager will be responsible for marketing and promotion (in partnership with management committee), bookings, customer service and experience, stock control and supervising other staff. The Manager is likely to undertake a certain amount of hands-on work in addition to management duties but may specialise in either front-of-house or back-of-house.

The skills and experience of the Manager are vital to the success of the project: they should have experience of running a pub/restaurant with accommodation, with an understanding of marketing to both visitors and local people. Having the right

personality will also be extremely important: the Manager will be a key part of the community and should have the drive and enthusiasm to try new things to attract people. This post could also be undertaken as a job share between a couple.

There will be an option to live-in on site.

### Head Chef / Catering Manager

The Inn will require a chef with seasonal hours. The chef will be responsible for managing the kitchen and kitchen assistants.

The Chef will be full time and will work throughout the year as the Inn opens all year round, though with reduced time over the winter.

An assistant chef will be required in the peak season.

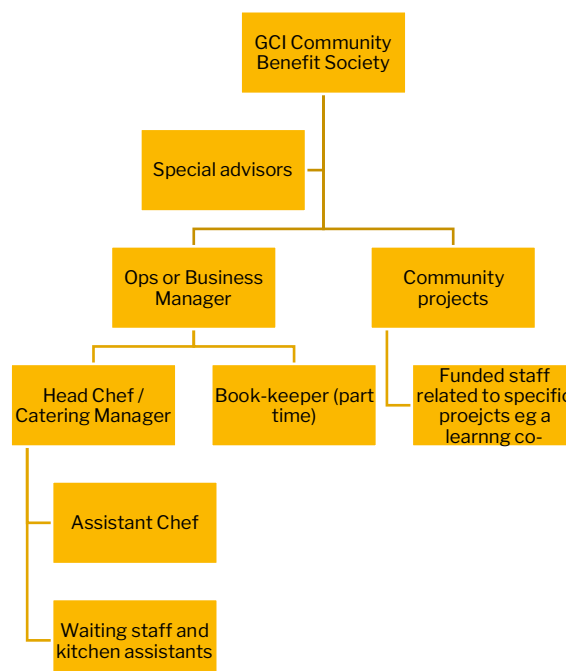
### Bar and waiting staff, kitchen assistants

Part-time staff, with staffing growing as the business develops and reducing in the winter months. In the long term, we will look to work with partners to offer training placements within the Inn enabling young people to gain qualifications in hospitality along with experience in the industry.

### Cleaning

Part-time cleaner responsible for cleaning and day-to-day upkeep of bedrooms, public areas and reception.

Further posts may be developed to extend the social aspect of the social enterprise; an organogram is set out below.



### 4.3 Monitoring and Evaluation

Grant funding for purchase and development of the building will enable us to create a sustainable community-owned asset, both meeting local needs and generating income more effectively. We are aware that, because of this, we will have multiple outcomes to achieve. The management committee is committed to monitoring progress towards social and financial targets.

We have identified the following key performance indicators (KPIs), which we will monitor and review with the Manager on a regular basis. We expect to see uptake of services growing steadily after the first year of operation:

- Bar takings.
- Number of covers served.
- Occupancy for accommodation.
- Community and customer satisfaction.
- Economic impact on the community, profit re-invested back into the business and/or community more generally and/or as interest to shareholders when deemed appropriate, with proportions defined according to clear guidelines.
- All of these impact the overall ROI measure described on page 11 above, section 2.

We will gather this information from:

- Financial data gathered through the Electronic Point of Sale system, booking platform and company accounting system ('books & records').
- Short, simple customer feedback surveys, and reviews on social media and on travel platforms such as Trip Advisor.
- A less frequent but more in-depth local survey to record wider community benefit, conducted annually. This will seek feedback on how people use the Inn, what difference it makes and suggestions for improvement.

The information gathered through our monitoring and evaluation work will be used for a number of distinct purposes:

- To help us make the Inn as attractive as possible to the people of Glenuig and visitors.
- To ensure we are delivering to meet the needs of local people and to ensure we are benefiting the community of Glenuig, both quantitatively and qualitatively.
- To communicate what we are doing with local stakeholders.
- To ensure that our services meet demand and are financially sustainable.
- To show funders and investors that we have achieved what we have set out to do.
- To contribute to marketing material.

### 4.4 Partners and Learning from Others

We will work with a range of partners. The following will be key to the success of this project:

Table 2

Potential Partners	How Glenuig Inn can work with them
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Democratic Finance Scotland	Advice on formation of Community Benefit Society and Community Share Offer.
Visit Scotland	Support to market the Inn. Potential funding eg Rural Tourism Infrastructure Fund.
The Plunkett Foundation	Providing advice and support on running a community pub and shop.
Glenug Community Association	Joint development of events and initiatives using the hall and the Inn from festivals to artists retreats. Potential conduit for transferring financial 'Community Benefits' to the Community.
Ardshealach Smokehouse	Supplier to the kitchen.
Local B&Bs and self-catering accommodation	B&Bs will continue to signpost visitors to the Inn for evening meals and drinks.

## 4.5 Risk Mitigation

We have identified a number of potential risks which could impact on the success of The Inn, along with actions required to mitigate these.

Table 3

Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
<b>Preparation, Development and Purchase phases</b>					
Difficulty securing debt finance for purchase of the building and business	Medium	Medium	Discussions with investors already happening and positive. Well-developed community share issue being prepared. Strong support from the community. Proven track record on multiple successful small grant funding applications Early positive feedback from loan funder.	Launch community share issue. Negotiate with investors.	Management committee, with support from Community Shares Scotland practitioner
Difficult securing the Scottish Land Fund	Medium	Medium	Frank conversations with SLF and a reasonable target agreed.	Submit a Scottish Land Fund bid. Increase community share issue target or loan request.	Management committee with support from Highlands & Islands Enterprise

<b>Risk</b>	<b>Impact</b>	<b>Probability</b>	<b>Existing Controls</b>	<b>Action Required</b>	<b>Lead Responsibility</b>
Not reaching community shares target	High	Low to Medium	If minimum share target is not met, money will be returned.	Extend share issue time. Increased marketing. Consider reducing minimum target. Raise commercial loan(s).	Management committee with support from DFS
Inn is put on the market, in which case it may sell before the community is ready	High	Low	Offer of lease from 28 <sup>th</sup> February 2025  Keeping talking to the owner and reassuring her that GCI is working as quickly as possible.  Planning the launch of the share issue.  Speaking actively to Scottish Land Fund.	Ensure lease agreement states that Glenuig Inn cannot be put on the market during the period of the lease  Continue discussion with funders, Feed information to owner, Application to Scottish Land Fund.	Management committee
<b>Delivery phases</b>					
Demand lower than expected	High	Medium	Marketing strategy in place. Strong current customer numbers. Strong community support for community buy-out.	Review and implement marketing strategy with new Manager. Brand refresh of Glenuig Inn and new website to coincide with relaunch. Work with partners and other local businesses to promote the food and drink offering to visitors.	Manager, with guidance from management committee

<b>Risk</b>	<b>Impact</b>	<b>Probability</b>	<b>Existing Controls</b>	<b>Action Required</b>	<b>Lead Responsibility</b>
Difficulty recruiting and retaining a suitable manager and other staff	High	Low-medium	Attractive live-in accommodation and location for manager, competitive salaries.	Clearly defined job description and professional processes for recruitment, training and ongoing management and support.  Comprehensive training opportunities (licence certification, food hygiene, customer service).	Manager
Loss of Key Personnel or management committee Members	High	Low-medium	Good range of skills across management committee.  Low reliance on volunteers.	Training, mentoring and succession planning within management committee.  Follow up with community members who have expressed an interest in getting involved as trustees.	Management committee
Insufficient reserves to manage cash flow	Medium	Low	Management committee with experience of managing and monitoring budgets - interest in upskilling in this area.  Loan finance and shares for working capital in the plan.	Effective management of community share offer to ensure that a portion of this income can be used to support cash flow in initial year.  Regular monitoring of management accounts by management committee.  Careful budgeting and an overdraft facility if required. Increase loan request and/or payment holidays from social lenders.	Management committee, with regular financial monitoring by manager
Complaints from other organisations/ communities concerned	Medium	Low	Competitive analysis undertaken during feasibility study.  Good existing relationships with other tourism and hospitality businesses, who	Manager to continue existing working links with other accommodation providers in and around Glenuig and to develop offering accordingly.  Ongoing consultation with the Community Hall committee to ensure there is minimal cross over.	Management committee, Manager

<b>Risk</b>	<b>Impact</b>	<b>Probability</b>	<b>Existing Controls</b>	<b>Action Required</b>	<b>Lead Responsibility</b>
about competition			will also benefit from the project.		

None of the Actions Required in the table above are considered insurmountable and no residual risks are considered significant. The GCI Management Committee will continue to seek sound advice to be guided by experienced partners and good practice. The Committee plans to maintain their Plunkett membership to ensure ongoing access to specialist advisors and an experienced national network of community buy-out peers.

## 5. Marketing

### 5.1 Marketing Objectives

Bringing the Inn into community ownership presents an opportunity to bring members of the community and new groups of people together, including visitors. We will work hard to re-brand and raise the profile of The Inn locally, marketing Glenuig as a destination for visitors across Scotland, the UK and in key international markets.

In general, our marketing strategy aims to:

- Establish a new identity for the Inn as a community owned Inn offering high quality local produce in a warm, welcoming environment.
- Attract local residents to use the Inn for meals, snacks, as a place to meet friends, neighbours and family, and take part in a range of activities and events.
- Raise awareness of the pub and accommodation among visitors, particularly new and growing segments: people visiting the Moidart coast for day-trips and short breaks, people on adventure holidays, walkers and coach and touring visitors.
- Develop mutually beneficial marketing links and materials with other local organisations and businesses that draw visitors to the village and surrounding areas.
- Attract investment and community share purchases in the Inn from the community, other businesses and funders.

A named contact on the management committee of the new Community Benefit Society will be responsible for overseeing external communications to ensure good relationships with customers, although day-to-day marketing activity will be undertaken by staff.

A future plan is to increase the number of boutique tour operators regularly using the accommodation. There is also an opportunity for more cohesion and collaboration between events already running locally, including weddings and family groups staying at local big houses needing overflow accommodation, groups using the Hall, workshops in the Hall, concerts in the Hall, etc. Food & foraging groups, sea kayaking, diving, walking holidays are prime opportunity area for growth.

### 5.2 Our Customers

It will be necessary to maintain the customer base that exists at the moment but also to attract new customers to the Inn, as well as to encourage local people to keep visiting regularly. Based on our market research, our main customer groups are:

Table 4

Customer Group	Profile	Needs
<b>Pub, restaurant and café</b>		
Glenuig Residents (within 2 miles of the Inn)	Village population has a mixed and changing demographic. The population is generally older.	<ul style="list-style-type: none"> <li>• A place for drinks or casual meals out, especially at weekends.</li> <li>• Somewhere to meet friends in the evening.</li> </ul>

		<ul style="list-style-type: none"> <li>● Changing specials to encourage repeat visits.</li> <li>● Weekly or monthly social events.</li> <li>● A warm and welcoming atmosphere which brings people together.</li> </ul>
Holiday visitors to Glenuig and surrounding area	<p>Young active people and families interested in kayaking and walking, staying at the Inn or at other B&amp;Bs, and also people on a more restful break.</p> <p>People visiting the area to enjoy nature.</p> <p>People staying in the Inn itself looking for the convenience of a small hotel with in-house catering options.</p> <p>Most are British, with some visiting from the EU and US.</p>	<ul style="list-style-type: none"> <li>● Somewhere to go out during their stay, especially in the evenings for dinner and some drinks.</li> <li>● A place to have dinner without having to leave their accommodation after a day of exploring, walking etc.</li> <li>● Family and dog-friendly environment.</li> <li>● Changing specials and weekly/monthly activities (such as Sunday roasts and vegetarian options) to encourage repeat visits during a stay.</li> <li>● Events and activities that are welcoming for both visitors and locals.</li> </ul>
Day trippers	Couples and families visiting the wider area.	<ul style="list-style-type: none"> <li>● Somewhere cosy to get out of the rain when necessary.</li> <li>● Quick service (especially during the day).</li> <li>● High quality food, local specialties, seasonal dishes.</li> <li>● Takeaway drinks and food options.</li> <li>● Information about what to do in the local area onward journey planning.</li> <li>● Up-to-date online presence, including menus; opening hours on Google/Apple Maps and Trip Advisor.</li> </ul>

Accommodation		
Glenuig Residents	As above	Somewhere for visiting family members to stay.
Holiday visitors to the area	<p>Particularly couples and those visiting for a short stay (those with larger groups and longer stays are likely to use bigger facilities elsewhere perhaps in Fort William).</p> <p>European visitors are especially likely to visit as part of a longer trip, while UK visitors may be on a short getaway.</p> <p>International visitors (particularly US).</p>	<ul style="list-style-type: none"> <li>• A welcoming place to stay that gives visitors a chance to connect with the community and get a taste of village life.</li> <li>• En-suite rooms.</li> <li>• Flexible check-in and breakfast.</li> <li>• Reliable Wi-Fi.</li> </ul>

### 5.3 Brand and selling points

There are a range of key selling points that the management committee will be able to call upon to advertise the facilities at The Inn.

- A focus on high quality local ingredients.
- A knowledge of the local history and geography.
- A friendly, community-oriented space, which strives to be inclusive and welcoming for all.
- A venue for social gatherings, offering professional catering and a licensed bar.
- Community-owned. The story of local people coming together to buy the building for the community is an inspiring one.
- Social Impact. The project will market itself as a social enterprise and as it develops will feature a wider range of local and ethical suppliers.

A brand refresh will be needed to reflect these, and we have commissioned this along with a refresh of the Glenuig Inn website (see [glenuig.com](http://glenuig.com)). This is needed to promote the concept of The Inn being under the new community management of the Society, which itself also has a website, currently focused on fundraising ([glenuigcommunityinn.org](http://glenuigcommunityinn.org)).

The website is useable but will be improved with new messaging about community impact and plans for the future. It will continue to be embedded in third party booking sites.

- The existing Glenuig Inn Facebook page has over 4000 followers and is a good source of communication deals, events etc.
- There are over 1,200 followers on Instagram and on twitter/X which will help encourage customers to visit.

## 5.4 Marketing Strategy

Table 5

	Community Share Offer and Crowdfunder	Launch year (after the asset has been secured)	Growth and consolidation
Web	<ul style="list-style-type: none"> <li>• Dedicated page for share offer information/applications, with call to action on landing page.</li> <li>• Just Giving (or alternate) page for crowdfunding (as a follow up to community shares).</li> <li>• Regular updates to website on progress towards goal.</li> <li>• Business plan exec summary available to view on website.</li> <li>• Positioning on Wild About Ardnamurchan website.</li> </ul>	<ul style="list-style-type: none"> <li>• Contact online directories to update contact details and ensure old links are removed.</li> <li>• Secure a branding and design agency and web developer to create an instant-booking enabled site.</li> <li>• Create profile for accommodation on key booking platforms: Booking.com, Airbnb, Trip Advisor Instant Booking and Visit Scotland.</li> <li>• Update contact details and opening hours on Google and Apple Maps and refresh photography.</li> <li>• Some targeted advertising through Google adwords and best use of Search Engine Optimisation.</li> </ul>	<ul style="list-style-type: none"> <li>• Regularly analyse bookings from website and platforms to ensure effective use of marketing budget.</li> <li>• Monitor feedback from review platforms and respond to all reviews.</li> <li>• Seasonal web advertising campaigns to tie into events and trends throughout the year: e.g. golfing season, Christmas period, festivals.</li> </ul>
Bloggers	Regular use of rural Scotland orientated tourism bloggers. The following are only some examples		

	<ul style="list-style-type: none"> <li>● The Chaotic Scot: Kay Gillies, the blogger behind The Chaotic Scot, focuses on Scottish travel, including hidden gems and outdoor adventures. Her blog could be a great platform to showcase Moidart's attractions.</li> <li>● Scotland with Susanne and Adventures Around Scotland: Susanne Arbuckle writes extensively about exploring Scotland's landscapes, history, and culture. She often features lesser-known destinations, making her a good fit for promoting Moidart. <ul style="list-style-type: none"> <li>● Love from Scotland: This blog by Kate Hopper highlights scenic spots, hiking trails, and travel tips for exploring Scotland. Kate's focus on nature and outdoor activities aligns well with what Moidart has to offer.</li> </ul> </li> </ul>		
Social media	<ul style="list-style-type: none"> <li>● Create/enhance social media profiles: Facebook, BlueSky, Instagram.</li> <li>● Create content guidelines for social media to build following.</li> <li>● Regular updates on progress of share offer and Crowdfunder.</li> </ul>	<ul style="list-style-type: none"> <li>● Social media campaign to generate interest prior to and during launch. Content could include features on local suppliers, competitions, etc.</li> <li>● Cross promotion between Glenuig Community Association, the Inn and other organisations in the village and surrounding area.</li> </ul>	<ul style="list-style-type: none"> <li>● Social media profiles regularly updated with specials, offers and events.</li> <li>● Work with travel bloggers with an established following to feature the Inn and other attractions in the village/surrounding area.</li> </ul>
Email	<ul style="list-style-type: none"> <li>● Begin to build GDPR-compliant customer database (starting with community share owners).</li> </ul>	<ul style="list-style-type: none"> <li>● Develop newsletter via MailChimp or similar with a timetable of activity and updates on services etc.</li> </ul>	<ul style="list-style-type: none"> <li>● Regular updates to community share owners.</li> <li>● Build on database and investigate promotions to attract repeat custom.</li> </ul>
Print and press	<ul style="list-style-type: none"> <li>● High profile stories in local press.</li> <li>● Leaflet drop during community share offer.</li> </ul>	<ul style="list-style-type: none"> <li>● Stories in all local press to coincide with launch.</li> <li>● Flyers for Visitor Information Points and local accommodation providers.</li> </ul>	<ul style="list-style-type: none"> <li>● Regular 'What's On' update leaflets for the local community and to be distributed by partner and supporting organisations.</li> </ul>

	<ul style="list-style-type: none"> <li>• Posters displayed on community notice boards and in other key locations around the village.</li> </ul>		
Events and word-of-mouth	<ul style="list-style-type: none"> <li>• Carry out a community shares launch event or series of events and drop ins.</li> </ul>	<ul style="list-style-type: none"> <li>• Launch event or offer to attract initial customers.</li> </ul>	<ul style="list-style-type: none"> <li>• Periodic seasonal events and promotions.</li> <li>• Conduct customer satisfaction survey periodically.</li> </ul>
Onsite / point of sale	<ul style="list-style-type: none"> <li>• Prominent signage on The Inn building following transfer of ownership explaining Trust's aims and community share offer.</li> </ul>	<ul style="list-style-type: none"> <li>• Install attractive noticeboards, leaflet displays.</li> </ul>	<ul style="list-style-type: none"> <li>• Display positive ratings and encourage satisfied guests to leave positive reviews.</li> </ul>

## 5.5 Reaching Shareholders

We will have a clear communications plan to engage with the Community Benefit Society members. We will use the following methods;

1. A GDPR compliant database of all shareholders gathered when they apply for shares. We will then communicate directly using mail merge.
2. Regular members newsletter. This will be information for members only and will include deals and activity calendars.
3. Direct invites to special shareholder only events.

Shareholder closed groups using Facebook and WhatsApp.

In order to broaden the appeal of the share offer beyond our local community, we will institute the following process to reach out to external supporter members.

### 1. Emotional Appeal and Storytelling

**Heritage and Legacy:** We will highlight the historical significance of Glenuig Inn and its role in the community. This will include sharing stories and photographs of the inn's past, its connection to local traditions, and its importance to the village's cultural heritage.

**Personal Stories:** The CBS board members and locals with good memories, will identify individuals who have already invested or have strong ties to Glenuig. Personal stories can create a sense of community and shared purpose. This will be the start of cascading a story of why the diaspora has an interest in and would want to support Glenuig.

### 2. Community and Cultural Connection

**Cultural Events:** We will offer virtual events that will present the share offer, and will celebrate Glenuig's culture. As well as requesting share purchase, we will who video or live talks regarding Gaelic music, storytelling and information about the natural environment. We will use these events to promote the community shares. If there are any events on anyway, say concerts in the hall, we can broadcast these live to promote the value of Glenuig.

**Diaspora Networks:** We will collaborate with Scottish cultural organizations and networks worldwide to spread the word. These include the following, though this is not an exhaustive list;

- **GlobalScot<sup>1</sup>:** This network connects Scots and those with an affinity for Scotland around the world. It focuses on leveraging the expertise and connections of its members to support Scottish businesses and promote Scotland internationally.
- **Caledonian Societies:** These societies exist in many countries and cities, organizing events and activities to celebrate Scottish culture and heritage. They often include social gatherings, cultural events, and support networks for Scots abroad.

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<sup>1</sup> <https://www.globalscot.com/>

- St. Andrew's Societies: Similar to Caledonian Societies, these organizations promote Scottish culture and heritage through events, charitable activities, and community support.
- Alumni Associations: Many Scottish universities have alumni associations that connect graduates living abroad, fostering professional and social networks among former students.

### **3. Clear Value Proposition**

**Investment Benefits:** The share issue and this business plan outlines the financial and non-financial benefits of buying community shares. This includes potential returns, voting rights, and the satisfaction of contributing to the community's sustainability.

**Community Impact:** We have impacts in this business plan that shows how their investment will directly support the local economy, preserve cultural heritage, and ensure the inn remains a vibrant community hub.

### **4. Digital Marketing and Communication**

**Social Media Campaigns:** We will use platforms like Facebook, Instagram, and Twitter to share engaging content about Glenuig Inn, including videos, photos, and updates on the share offering.

**Email Newsletters:** As we come across individuals, we will build a GDPR compliant database of contacts. We will then send regular newsletters to diaspora members with updates on the inn, success stories, and information on how to invest.

**Website and Online Portal:** We will create an easy online way to purchase shares. That is set out in the share document.

### **5. Partnerships and Collaborations**

**Local Businesses and Influencers:** We will partner with local businesses and influencers who have a connection to Glenuig to promote the share offering. Their endorsement can add credibility and reach. The smokery for example will have customers from a very wide geographical area who will have an interest in what is local here.

**Media Coverage:** This is a strong story. Like the Old Forge, we will use media outlets, press releases, feature articles, and interviews to raise awareness and interest.

### **6. Incentives and Recognition**

**Exclusive Benefits:** We will offer exclusive benefits to investors, such as discounts at the inn, special event invitations, and recognition on a digital donor wall.

## **6. Funding and Finance**

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### **6.1 Income Generation and Sustainability**

#### **Sustainability of the Existing Business as a Baseline**

This Business Plan can be summed up as 'build on recent success'. The present owner has made an excellent job of restoring the Inn to the heart of the community, after her predecessor had had a very mixed relationship with the local community resulting in a reduced customer base. A primary motive behind the community's desire to take on

ownership, as invited to by the present owner, is to avoid any risk of reverting to the feelings of alienation previously suffered.

The finance representative on the steering group has analysed the companies' financial records. They indicate that, despite variations over time, there is good profitability in the Inn and the owner has been able to enjoy a good income.

'Gross profit' (profit after the cost of food & drink only, 'adjusted cost of sales' in the chart) has been high at 70%-71%, as room sales have minimal direct variable costs.

The forward projections for trading have been founded on the baseline of real data rather than estimates based on research. There is therefore a firm foundation for this business plan. It should be noted that thanks need to be given to the finance expert on the steering group who put a huge amount of time and thinking into the financial records and cash flow projections.

The chart below shows the track record, the 'base for forecasting' and the forward projections. The 'base for forecasting' is calculated as:

- the average of the latest 3 years,
- weighted towards the most recent,
- adjusted for anticipated changes in managerial staffing costs.
- Each element of the resultant Profit & Loss account can then be extrapolated forward at varying rates of volume & price increases for sales and of inflation for costs.

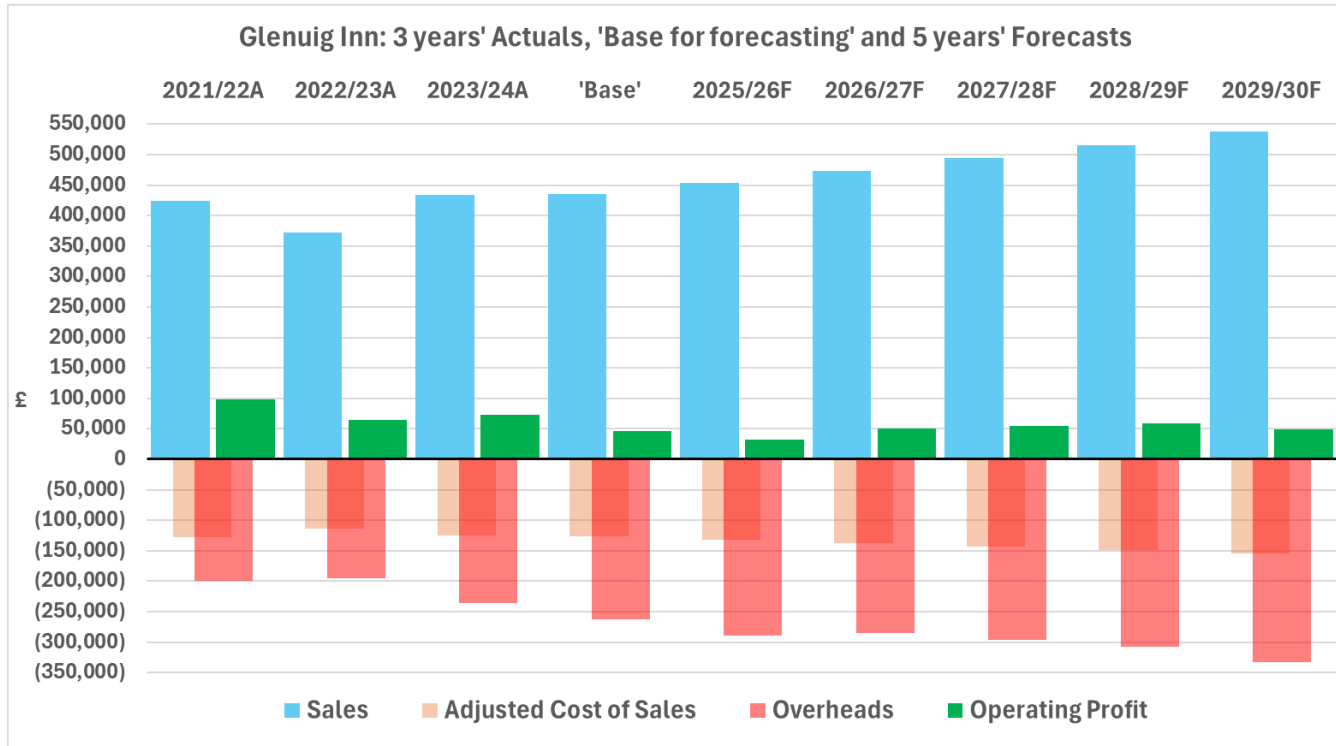
In summary, the 'base' of total sales is circa £435,000 and is targeted to grow at 4.3% each year so as to reach circa £538,000 in the year 2029/30.

Gross profit is conservatively assumed to remain at 71% over the 5 years.

Costs are inflated annually at various rates, depending on category. Over the 5 years, the inflation of total costs averages 4.9% per annum. This is slightly higher than the annual sales growth and therefore operating profits are more 'steady' than 'growing rapidly', at around £50k to £60k in years 2 to 5.

The main reasons for this are:

- while the business is leased, before the buildings are acquired, overheads will include Rent at £36k per annum,
- in year 5 we assume a material refurbishment, costing almost double the annual allowance of c.£12k for Repairs & Renewals, at £23k.

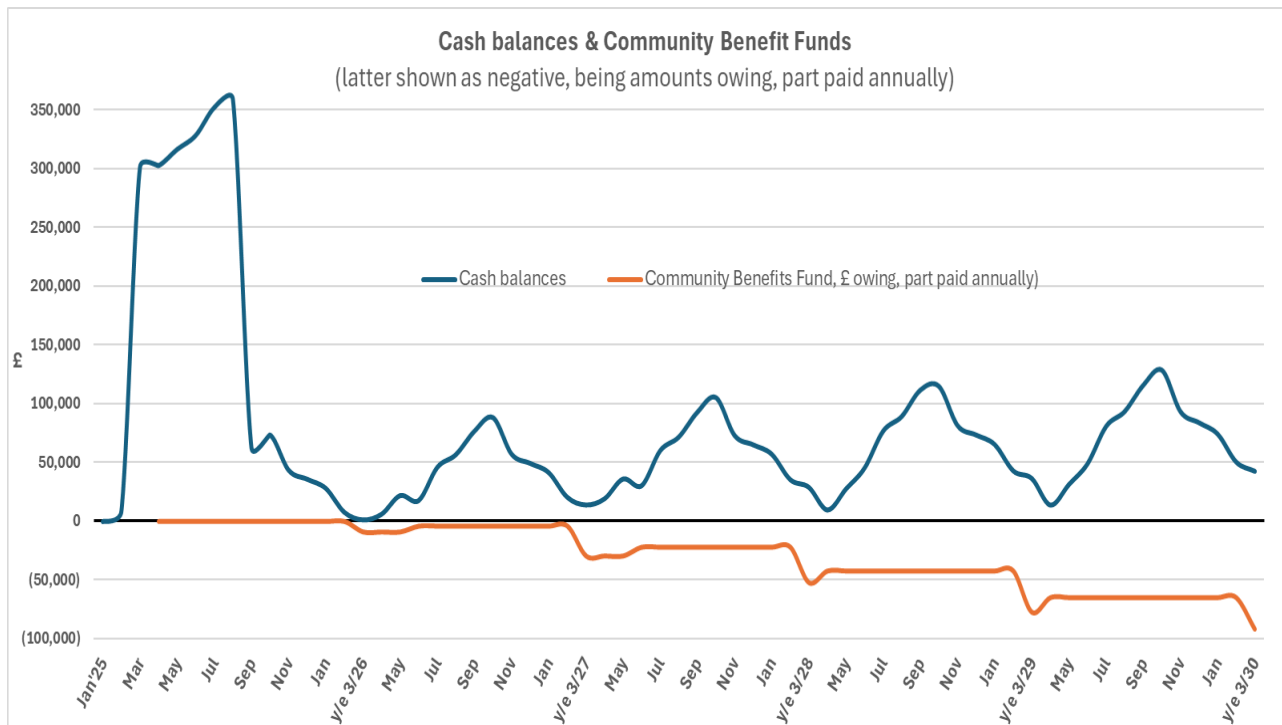


**To that extent, the projections are deemed to be suitably conservative. Yet 'Profits available for the wider community', ie the trading surpluses, after charging for repairs & renewals and for depreciation of assets, is expected to facilitate both the accumulation of a 'Community Benefits Fund' and the payment of interest to all shareholders.**

The profit & loss, cashflow and balance sheet tables can be seen in detail in the appendices.

### **Cash Balance**

This next chart shows what happens when GCI Ltd raises £700,000 in shares, grants & loan capital, then spends the bulk of it purchasing the business and assets.



2025 is a year of transition; the plan is to lease the business while funds are being raised (see detailed strategy below). Thus the cashflow chart shows large movements as finance is raised and expended in 2025; beyond that, the normal seasonality becomes clear, with the bulk of profitability and cash build taking place each summer.

It is planned to retain the same 'Financial Year End' as hitherto, namely March; Easter marks the end of the quiet period, when cash reserves are expected to be at their lowest; however, this will enable management to determine how much surplus profit and cash is available from the recently ended Financial Year, with which to pay shareholder interest and Community Benefits, once such a Fund has accumulated.

### Income streams

Income will be split between food, bar only sales & accommodation & other (merchandise, campers, art for example which may be trialed in the future (% split per financials next section)).

#### The Bar

The bar will continue to offer local beers, mainstream beer, a small but well thought out wine list, local gins, whiskies etc.

#### The food

It is anticipated that a wider range of food will be offered to include daily specials to cater for a variety of tastes and budgets, from cash-rich holiday makers, seeking high end seafood, to local families wanting typical bar food, taking into consideration the need for dishes suitable for a variety of dietary requirements.

The projections estimate 55% - 65% gross on food and beverages indicating a well-run business with little wastage (average in the Highlands is 50%).

#### Opening hours

Residents will be offered breakfast in the dining room.

The Inn will be open from Easter until end October 12.00 noon till 11.00pm each day, serving food at lunch and in the evening. Snacks, soup, scones at other times.

Winter hours will be determined by demand to be established through consultation with the Community.

### Accommodation

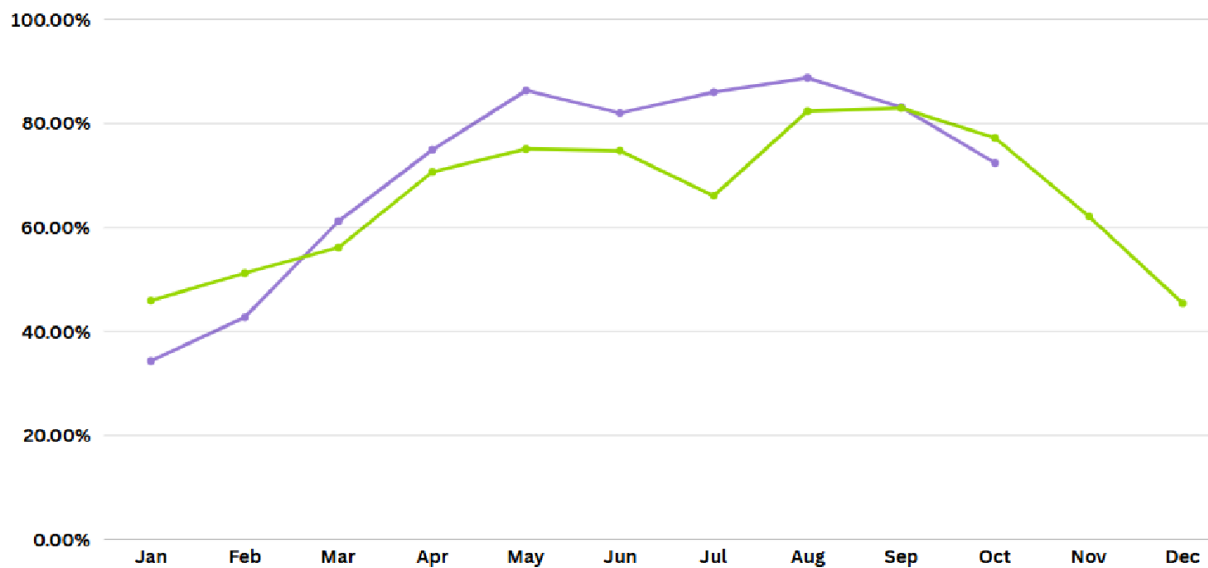
Some upgrading will be needed to the Chalets, to create more flexible accommodation possibly to include a deluxe room for the couple wanting a night away, a couple of rooms with bunk beds allowing for larger family groups and the bunkhouse to be reinstated giving another 8 beds at an average of £30.00 pppn (excluding breakfast).

Occupancy will fluctuate from year to year and the last 3 years are not necessary a good indicator, with COVID, staycations & the weather all being influences, as well as the Olympics, World cups, and other major events. However we would hope for 80% occupancy over the key months (April – October) and 25% over the shoulder months.

This will be reflected in all areas of trade; however, we will actively market the shoulder months and stay open as much as possible to provide a much needed social hub for locals.

### Occupancy figures for 2024<sup>2</sup>

The Glenuig Inn accommodation offer is positioned somewhere between a hotel and self-catering accommodation. Below is a chart summarizing the occupancy percentages for accommodation in Scotland for 2023 and 2024 to October, per VisitScotland Research and Insights, which highlights the seasonality of this business..



## 6.2 Financial projections

We are fortunate in being able to first lease and then purchase an existing successful business and in gaining access to its detailed accounting records. Our full financial projections are shown in Appendix 1 of this Business Plan and presents 5 years of projections, for all income streams.

<sup>2</sup> <https://www.visitscotland.org/research-insights/about-our-industry/accommodation/hotels>

Our business plan is based on recent trading performance, projected over the next five years by applying suitable inflation rates to both sales and costs. We then compare such forecast trading surpluses to the price being paid for the Inn, to ensure an attractive and viable economic return.

Projected gross profit on sales is 71%, conservatively in line with recent history.

Any loans that may be deemed necessary (see section 6.3) are estimated at 2% points over base. If a loan looks necessary, the rates would be negotiated with Lenders at that time. For example, Foundation Scotland have a standard 6% which is lower than that estimated in the cash flow projections; Social Investment Scotland will estimate a percentage based on perceived risk. Other mainstream banks may struggle to lend but will have their own rates around these figures. The CBS are in discussion with lenders at the moment.

An allowance is made for interest payments to shareholders; some of this may be in the form of vouchers for the Inn, rather than cash, and is at the discretion of the Management Committee.

### 6.3 Funding Strategy

#### Cost

##### *Market Value by the Independent Valuer*

“We are of the opinion that the heritable interest in the property comprising an Inn and situated in Glenuig in their present condition and with the benefit of vacant possession have a Market Value in the sum of £680,000. We are of the opinion that the heritable interest in the property comprising an Inn and situated in Glenuig subject to the Special Assumptions as set out above, in their present condition and with the benefit of vacant possession have a Market Value in the sum of £450,000 (Four Hundred and Fifty Thousand Pounds).” (IE the buildings without the business)

In December 2024, the owner approached the Community Benefit Society and offered to lease the business during 2025 and sell the business and building for a total of £600,000, once funding is in place. The organisation is therefore embarking on a fundraising effort to reach that figure combining both business and property.

Table 6

Item	Detail	Cost
The business	R2K Ltd is the company that owns the business. Initially, the plan is to lease the business rather than buy.	(Estimated to be £230,000 based on the figures above; total value minus property value). .
The building	Ronas Ramblings Ltd owns the buildings  Stock is separately available.	£450,000, excluding the business. c.£10,000  The owner is offering the building & business for £600,000
<i>Total</i>		<i>£610,000</i>

Land and Buildings Transfer Tax ('LBTT')	<a href="https://revenue.scot/taxes/land-buildings-transaction-tax/non-residential-property">https://revenue.scot/taxes/land-buildings-transaction-tax/non-residential-property</a>	£11,000 <sup>3</sup> This will arise when GCI purchases the buildings direct.
	£450,000	
	up to £150,000	0%
	150001 to £250,000	£100,000 1% £1,000
	Over £250,000	200000 5% £10,000
	Total	£11,000
Conveyancing Fees	Legal fees The combined total of LBTT and Legal Conveyancing Fees are expected to be between £30,000 and £36,000, according to quotations.	c.£22,000  The TOTAL of these two boxes (LBTT and Conveyancing Fees) is £30,000-£36,000
Marketing	Funds to refresh the brand and improve the website.	Estimated to be circa £10,000.
Working Capital	Funding to manage cash flow during the initial lease period and at time of purchase – this will depend on the time of year the Inn is purchased.	The cashflow projections anticipate being cash generative from Easter '25, after requiring c.£15,000 of working capital before then.
Upgrade	This is not a priority as the Inn is in very good order with only minor issues picked up by the conditions survey. However, as part of the marketing strategy of “under new management”, small upgrades might be useful.	Indicative sum of £20,000-£30,000.
Staffing	In certain circumstances SLF can fund a part of a Project Development post for a year or more. However, the priority here is to keep the request relatively low to increase the chances of success. Requires discussion with SLF.	Say £42,000 towards Operations Manager (circa £35,000 plus 20% on costs). Treated as projected running cost rather than upfront capital cost.
<b>Estimated initial/capital items total</b>		<b>£700,000</b>

### Funding Strategy

There are variables within the fundraising strategy depending on how successful the share offer and crowd fund are. The table below shows the current reasonable targets,

<sup>3</sup> The solicitor estimated LBTT to be £23,500 so this should be checked

though the aspiration is to increase the amount raised through community shares and to reduce the requirement for repayable finance.

Table 7

Sources of Funds	SLF %	£'000	Use of Funds	£'000
Community Shares Offer Crowdfund		300 50	The business direct: this is the total price of £600,000 less the valuation of the buildings on their own, per below	150
Grants, eg Scottish Land Fund	72.2%	325	The buildings at valuation, excluding the business element above	450
'Social lending' from commercial banks, eg Social Investment Scotland		25	Transaction fees & costs	35
			Stock, renovations, marketing, working capital	65
		700		700

Table 7 above, the left side, 'Sources of Funds' has an indicative mix of share offer, Crowdfund, grant aid and commercial/social loans being raised. The Inn's recent existing profitability and therefore our financial projections, afford considerable flexibility over the end result in that mix. Each element plays its part in contributing to a healthy cross-section of funding sources.

Shareholder capital is highly attractive, if hard to predict precisely, as it raises the degree of involvement by the Community of local people and of those further afield who feel a close bond with the area. The cost of that capital, in terms of interest payments and capital refund, has considerable flexibility in its application.

Grant aid is also highly attractive as it establishes closer relationships with external bodies whose mission is to assist community ownership of worthy public entities and assets.

Commercial and social lending will need the payment of market-based levels of interest and capital repayment, albeit with some degree of flexibility. Yet, because these cash outflows can be quantified and predicted, they give rise to a 'gearing effect' that works to the benefit of the Community, ie the resultant surpluses, after those costs, raises the percentage financial return on the Community capital contributed.

Table 8

Source of funding	Comments and Notes
Community Share Offer	<p>GCI have been receiving in-depth support with the community share issue from an individual with expertise in the area who has been working closely with the management committee and attended the public meeting. These figures are reflected in the Share Offer document.</p> <ul style="list-style-type: none"> <li>● Minimum target - £200k</li> <li>● Optimum target - £300k</li> <li>● Maximum target - £700k</li> </ul> <p>Benchmarks of recent share offers, between £80k and £750k:</p> <p>The Old Forge, Knoydart: £256,035  The Anchor Tavern, Bute : £105,000  The Red Lion Inn in Culross : £83,090  Loch Ness Hub : £105,000  The Craufurd Arms Society in Maidenhead : £310,000  The Bell Inn, Bath : £750,000</p> <p>It would seem that the medium target is the most likely in the context of the experience of other community share issues for similar facilities. However, there are exceptions and the Glenuig Inn is more well known than most of the community inns named here and will be marketed more easily with a larger international diaspora who know and love the area and will have memories of the Inn.</p> <p>The community shares would be focussed on the purchase of the business and working capital and other elements not eligible for Scottish Land Fund grant. More shares purchased would then go towards the purchase price of the building itself, making the request to SLF more reasonable and the loan liability lower.</p> <p>Though interest may be paid on community shares, this may also be in the form of redeemable vouchers for purchases rather than cash. This would drive the business while still giving shareholders a direct financial benefit.</p> <p>The Society is releasing different types of shares to be sold to local Community Members (Type A) and non-resident Supporter Members (Type B).</p> <p>In summary</p> <ul style="list-style-type: none"> <li>● The share offer will run in March/April 2025.</li> <li>● Shares cost £1 each.</li> <li>● Minimum target is £200,000</li> <li>● Optimum target is £300,000.</li> <li>● Maximum target is £700,000 including other fundraising.</li> <li>● Depending on where people live, the minimum shareholding and investment is 25 shares or 2,000 shares.</li> </ul>

	<ul style="list-style-type: none"> <li>• The minimum investment amount for Type A Community Members (local residents) is £25 i.e. 25 x £1 shares; for Type B Supporter Member (not local residents, incl. Corporate and Joint) the minimum investment amount is £2,000 i.e. 2,000 x £1 shares.</li> <li>• Maximum investment for an individual, group or organisation is £70,000.</li> <li>• Once trading profits allow, interest will be paid; that may be in vouchers where preferred..</li> <li>• Withdrawals of share capital can only happen after year 5 (and at the discretion of the Management Committee) to allow the business to start to generate surpluses over time. At the end of year 5, the March seasonal low point, commercial debt is expected to have been repaid and spare cash balances are forecast to be enough to fund the repayment of 15% of shareholders' funds.</li> </ul>
Crowdfund	For those who prefer to donate, a mechanism will be in place to run a crowdfund in tandem with the share issue. The amount to be raised from this source is included in the total targets above.
Scottish Land Fund	Regular meetings have taken place with the local Scottish Land Fund representative. This has been positive and encouraging and a plan has been agreed. Due to constraints on the SLF budget, it is clear that the eligible 98% of valuation will not be possible and a request should be reduced to increase the chances of success. Based on those discussions a figure of £325,000 has been estimated, at 72% of valuation.
Re-payable finance	<p>Discussion and meetings have taken place with the Co-op bank, Social Investment Scotland and Foundation Scotland's Social Investment Fund. These discussions are continuing to get to a point where loan finance can be accessed when required.</p> <p>A figure of £25,000 has been budgeted in the cash flow.</p>

The Inn's recent history and projections show the capacity for operating trading surpluses (ie before funding costs of interest etc) to be in the order of a 7% return on the target capital cost of £700,000. With bank base rates currently at 4.75%, that leaves a good margin within which to afford top-up funding on a commercial/social lending basis, should the share offer or grant sources not meet targets.

#### 6.4 VAT and Corporation Tax

The R2K business is VAT registered. Most of the products sold will be subject to VAT at standard rate (including hot food to be eaten on the premises or taken away, alcoholic drinks, soft drinks, crisps and savoury snacks).

We will seek a formal VAT assessment at an early stage to provide us with guidance on this.

The Community Benefit Society will be subject to Corporation tax. However, the assumption is that the CBS will reinvest into the Inn and also into other community benefits/activities, which will reduce the Corporation tax liability.

## Appendices

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## Appendix 1: Financial Projections

### Profit and Loss or 'P&L'. ('EBITDA' stands for Earnings Before Interest, Tax, Depreciation (and Amortisation))

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	y/e 3/26	y/e 3/27	y/e 3/28	y/e 3/29	y/e 3/30
	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	2025/26	2026/27	2027/28	2028/29	2029/30
	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%
<b>PROFIT &amp; LOSS</b>																
3 yr seasonality	6.9%	11.8%	11.3%	14.4%	15.0%	12.2%	9.3%	4.5%	3.8%	2.8%	3.3%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>Sales</b>																
Bar	9,296	16,024	15,342	19,553	20,361	16,539	12,572	6,150	5,166	3,837	4,469	135,542	140,964	146,603	152,467	158,565
Restaurant	10,867	18,732	17,934	22,858	23,801	19,334	14,696	7,190	6,039	4,486	5,224	158,447	165,577	173,028	180,815	188,951
Rooms	10,095	17,401	16,660	21,234	22,110	17,960	13,652	6,679	5,610	4,167	4,853	147,191	153,814	160,736	167,969	175,527
Other	887	1,528	1,463	1,865	1,942	1,578	1,199	587	493	366	426	12,928	13,316	13,716	14,127	14,551
<b>Total Sales</b>	<b>31,144</b>	<b>53,686</b>	<b>51,400</b>	<b>65,510</b>	<b>68,214</b>	<b>55,411</b>	<b>42,119</b>	<b>20,606</b>	<b>17,308</b>	<b>12,856</b>	<b>14,973</b>	<b>454,109</b>	<b>473,672</b>	<b>494,082</b>	<b>515,377</b>	<b>537,595</b>
<b>Direct Variable Cost of Sales ('DVCOS')</b>																
Bar	(4,148)	(7,150)	(6,845)	(8,725)	(9,085)	(7,380)	(5,609)	(2,744)	(2,305)	(1,712)	(1,994)	(60,478)	(62,897)	(65,413)	(68,029)	(70,750)
Restaurant	(4,046)	(6,975)	(6,678)	(8,512)	(8,863)	(7,200)	(5,473)	(2,677)	(2,249)	(1,670)	(1,945)	(59,002)	(61,657)	(64,431)	(67,331)	(70,361)
Rooms	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	(835)	(1,439)	(1,378)	(1,756)	(1,829)	(1,486)	(1,129)	(552)	(464)	(345)	(401)	(12,174)	(12,540)	(12,916)	(13,303)	(13,702)
<b>DVCOS total</b>	<b>(9,029)</b>	<b>(15,565)</b>	<b>(14,902)</b>	<b>(18,993)</b>	<b>(19,777)</b>	<b>(16,065)</b>	<b>(12,211)</b>	<b>(5,974)</b>	<b>(5,018)</b>	<b>(3,727)</b>	<b>(4,341)</b>	<b>(131,654)</b>	<b>(137,093)</b>	<b>(142,760)</b>	<b>(148,663)</b>	<b>(154,814)</b>
<b>Gross Profit ('GP') based on annual average %</b>																
Bar	5,148	8,874	8,496	10,829	11,276	9,160	6,962	3,406	2,861	2,125	2,475	75,065	78,067	81,190	84,437	87,815
Restaurant	6,820	11,757	11,256	14,346	14,938	12,135	9,224	4,512	3,790	2,815	3,279	99,446	103,921	108,597	113,484	118,591
Rooms	10,095	17,401	16,660	21,234	22,110	17,960	13,652	6,679	5,610	4,167	4,853	147,191	153,814	160,736	167,969	175,527
Other	52	89	85	109	113	92	70	34	29	21	25	754	777	800	824	849
<b>Total GP</b>	<b>22,115</b>	<b>38,122</b>	<b>36,498</b>	<b>46,518</b>	<b>48,438</b>	<b>39,347</b>	<b>29,908</b>	<b>14,632</b>	<b>12,290</b>	<b>9,129</b>	<b>10,632</b>	<b>322,455</b>	<b>336,578</b>	<b>351,322</b>	<b>366,714</b>	<b>382,782</b>
GP% of Sales	71.0%	71.0%	71.0%	71.0%	71.0%	71.0%	71.0%	71.0%	71.0%	71.0%	71.0%	71.0%	71.1%	71.1%	71.2%	71.2%
<b>PTO for rest of P&amp;L</b>																

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	y/e 3/26	y/e 3/27	y/e 3/28	y/e 3/29	y/e 3/30
	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	2025/26	2026/27	2027/28	2028/29	2029/30
	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%
<b>PROFIT&amp;LOSS continued</b>																
Overheads seasonality %	6.7%	8.8%	10.4%	10.4%	11.4%	10.1%	8.3%	7.0%	6.8%	4.8%	7.6%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>Overheads</b>																
Staff costs	(12,120)	(16,079)	(18,892)	(19,024)	(20,750)	(18,340)	(15,029)	(12,722)	(12,461)	(8,682)	(13,816)	(182,155)	(188,531)	(195,130)	(201,959)	(209,028)
Volunteer training & expenses	(255)	(255)	(255)	(255)	(255)	(255)	(255)	(255)	(255)	(255)	(255)	(3,058)	(3,165)	(3,276)	(3,391)	(3,509)
Marketing & Entertainment	(555)	(555)	(555)	(555)	(555)	(555)	(555)	(555)	(555)	(555)	(555)	(6,664)	(6,997)	(7,347)	(7,714)	(8,100)
Rates/Water	(159)	(159)	(159)	(159)	(159)	(159)	(159)	(159)	(159)	(159)	(159)	(1,904)	(2,019)	(2,120)	(2,225)	(2,337)
Utilities	(3,643)	(3,643)	(3,643)	(3,643)	(3,643)	(3,643)	(3,643)	(3,643)	(3,643)	(3,643)	(3,643)	(43,721)	(46,344)	(48,661)	(51,094)	(53,649)
Vehicle costs	(80)	(80)	(80)	(80)	(80)	(80)	(80)	(80)	(80)	(80)	(80)	(956)	(1,013)	(1,064)	(1,117)	(1,173)
Rooms costs	(411)	(411)	(411)	(411)	(411)	(411)	(411)	(411)	(411)	(411)	(411)	(4,937)	(5,135)	(5,340)	(5,554)	(9,719)
Rent payable to R's Rs Ltd til purchase	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	0	0	0	0	0	0	(15,000)	0	0	0	0
Repairs & Renewals	(966)	(966)	(966)	(966)	(966)	(966)	(966)	(966)	(966)	(966)	(966)	(11,591)	(12,055)	(12,537)	(13,039)	(22,818)
Office costs	(270)	(270)	(270)	(270)	(270)	(270)	(270)	(270)	(270)	(270)	(270)	(3,246)	(3,335)	(3,427)	(3,521)	(3,618)
Professional fees	(619)	(619)	(619)	(619)	(619)	(619)	(619)	(619)	(619)	(619)	(619)	(7,431)	(7,635)	(7,845)	(8,061)	(8,283)
Insurance	(299)	(299)	(299)	(299)	(299)	(299)	(299)	(299)	(299)	(299)	(299)	(3,587)	(3,874)	(4,184)	(4,518)	(4,880)
Health & Safety, cleaning subs	(326)	(326)	(326)	(326)	(326)	(326)	(326)	(326)	(326)	(326)	(326)	(3,916)	(4,053)	(4,195)	(4,341)	(4,493)
Bank charges	(53)	(53)	(53)	(53)	(53)	(53)	(53)	(53)	(53)	(53)	(53)	(634)	(651)	(669)	(688)	(706)
Other	(71)	(71)	(71)	(71)	(71)	(71)	(71)	(71)	(71)	(71)	(71)	(851)	(875)	(899)	(924)	(949)
<b>Total Overheads</b>	<b>(22,828)</b>	<b>(26,787)</b>	<b>(29,600)</b>	<b>(29,732)</b>	<b>(31,458)</b>	<b>(26,048)</b>	<b>(22,737)</b>	<b>(20,430)</b>	<b>(20,169)</b>	<b>(16,390)</b>	<b>(21,524)</b>	<b>(289,651)</b>	<b>(285,681)</b>	<b>(296,692)</b>	<b>(308,145)</b>	<b>(333,261)</b>
<b>Operating Profit, or 'EBITDA'</b>	<b>(713)</b>	<b>11,335</b>	<b>6,898</b>	<b>16,786</b>	<b>16,980</b>	<b>13,299</b>	<b>7,172</b>	<b>(5,799)</b>	<b>(7,879)</b>	<b>(7,261)</b>	<b>(10,892)</b>	<b>32,804</b>	<b>50,897</b>	<b>54,630</b>	<b>58,569</b>	<b>49,521</b>
<b>Financial charges</b>																
Depreciation	(42)	(42)	(42)	(42)	(42)	(575)	(575)	(575)	(575)	(575)	(575)	(4,233)	(6,900)	(6,900)	(6,950)	(7,000)
Bank Loan interest charged	(422)	(415)	(408)	(401)	(394)	(387)	(380)	(373)	(366)	(359)	(352)	(4,598)	(3,453)	(2,356)	(1,335)	(464)
<b>Profit for Capital &amp; Community</b>	<b>(1,177)</b>	<b>10,878</b>	<b>6,449</b>	<b>16,343</b>	<b>16,545</b>	<b>12,337</b>	<b>6,217</b>	<b>(6,746)</b>	<b>(8,820)</b>	<b>(8,195)</b>	<b>(11,819)</b>	<b>23,972</b>	<b>40,544</b>	<b>45,374</b>	<b>50,284</b>	<b>42,057</b>
Interest on shareholder capital	0	0	0	0	0	0	0	0	0	0	0	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Community Benefit charges	0	0	0	0	0	0	0	0	0	0	0	(8,972)	(25,544)	(30,374)	(35,284)	(27,057)
<b>Pre tax profit</b>	<b>(1,177)</b>	<b>10,878</b>	<b>6,449</b>	<b>16,343</b>	<b>16,545</b>	<b>12,337</b>	<b>6,217</b>	<b>(6,746)</b>	<b>(8,820)</b>	<b>(8,195)</b>	<b>(11,819)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Corporation Tax charge	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Retained Profits</b>	<b>(1,177)</b>	<b>10,878</b>	<b>6,449</b>	<b>16,343</b>	<b>16,545</b>	<b>12,337</b>	<b>6,217</b>	<b>(6,746)</b>	<b>(8,820)</b>	<b>(8,195)</b>	<b>(11,819)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>*Contribution* to Fixed Overheads</b>	<b>5,940</b>	<b>17,988</b>	<b>13,552</b>	<b>23,439</b>	<b>23,633</b>	<b>16,952</b>	<b>10,825</b>	<b>(2,146)</b>	<b>(4,226)</b>	<b>(3,608)</b>	<b>(7,239)</b>	<b>91,641</b>	<b>96,569</b>	<b>102,192</b>	<b>108,107</b>	<b>110,386</b>
<b>Total for year's winter negative Contribution</b>												<b>(20,687)</b>	<b>(21,335)</b>	<b>(21,817)</b>	<b>(22,305)</b>	<b>(24,443)</b>
<b>Repairs &amp; Renewals as % of Buildings NBV</b>												1.6%	1.7%	1.8%	1.9%	3.3%
<b>EBITDA Interest Cover x</b>												1.67x	2.76x	3.15x	3.59x	3.20x
<b>ROCE %, Pft for Capital &amp; Community</b>												5.4%	6.7%	7.5%	8.3%	6.9%

'Contribution to Fixed Overheads' is a measure of profit after only those costs incurred as a consequence of deciding to open. 'Negative contribution' shows the losses incurred during the winter months when levels of trade do not cover staffing costs incurred when open. In effect, these are another 'Community Benefit'.

## Cash flow

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	y/e3/26	y/e3/27	y/e3/28	y/e3/29	y/e3/30
	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	2025/26	2026/27	2027/28	2028/29	2029/30
	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%
<b>CASH FLOW</b>																
Operating Profit (EBITDA) per P&L	(713)	11,335	6,898	16,786	16,980	13,299	7,172	(5,799)	(7,879)	(7,261)	(10,892)	32,804	50,897	54,630	58,569	49,521
Adjustment for VAT in	6,229	10,737	10,280	13,102	13,643	11,082	8,424	4,121	3,462	2,571	2,995	90,822	94,734	98,816	103,075	107,519
Adjustment for VAT out	(2,502)	(3,810)	(3,677)	(4,495)	(4,652)	(3,910)	(3,139)	(1,891)	(1,700)	(1,442)	(1,565)	(34,691)	(36,096)	(37,558)	(39,080)	(43,305)
Net VAT paid		(2,853)			(17,257)			(24,770)			(9,276)	(54,157)	(58,415)	(61,024)	(63,750)	(64,618)
<b>Cashflow pre Financial payments</b>	<b>3,013</b>	<b>15,409</b>	<b>13,501</b>	<b>25,393</b>	<b>8,714</b>	<b>20,471</b>	<b>12,457</b>	<b>(28,339)</b>	<b>(6,118)</b>	<b>(6,132)</b>	<b>(18,739)</b>	<b>34,778</b>	<b>51,121</b>	<b>54,865</b>	<b>58,813</b>	<b>49,117</b>
Capital Expenditure on Companies/Buildings	0	0	0	0	0	(640,000)	0	0	0	0	0	(640,000)	0	0	(10,000)	0
Community Share offer	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Grants received	0	0	0	0	0	325,000	0	0	0	0	0	325,000	0	0	0	0
Loan 1 raised/(repaid)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Loan 1 interest paid	(422)	(415)	(408)	(401)	(394)	(387)	(380)	(373)	(366)	(359)	(352)	(4,598)	(3,453)	(2,356)	(1,335)	(464)
Interest on capital paid	0	0	0	0	0	0	0	0	0	0	0	0	(15,000)	(15,000)	(15,000)	(15,000)
Community Benefit (part) paid	0	0	0	0	0	0	0	0	0	0	0	0	(5,000)	(7,500)	(10,000)	(12,500)
Corporation Tax paid	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Cashflows</b>	<b>1,341</b>	<b>13,744</b>	<b>11,844</b>	<b>23,742</b>	<b>7,070</b>	<b>(296,165)</b>	<b>10,827</b>	<b>(29,962)</b>	<b>(7,734)</b>	<b>(7,741)</b>	<b>(20,340)</b>	<b>(299,820)</b>	<b>12,668</b>	<b>15,008</b>	<b>7,478</b>	<b>6,153</b>
Bank balance opening	301,310	302,651	316,396	328,239	351,981	359,051	62,886	73,713	43,751	36,017	28,276	301,310	1,490	14,157	29,166	36,644
<b>Bank balance closing</b>	<b>302,651</b>	<b>316,396</b>	<b>328,239</b>	<b>351,981</b>	<b>359,051</b>	<b>62,886</b>	<b>73,713</b>	<b>43,751</b>	<b>36,017</b>	<b>28,276</b>	<b>7,936</b>	<b>1,490</b>	<b>14,157</b>	<b>29,166</b>	<b>36,644</b>	<b>42,797</b>
<b>Cover of Loan Servicing &amp; Interest x</b>												1.77x	1.53x	1.70x	1.88x	1.61x

A Profit & Loss account differs from a Cashflow as it focuses on the legality of business trading transactions during a given period and includes costs 'charged to a period' such as depreciation which is an annual portion of the cost of using capital assets. . A Cashflow is more akin to a bank statement and shows the reality of cash actually received & paid ; it therefore includes the impact of VAT, for example, and capital cashflows, which do not feature in a P&L.

'Cover' is a measure of the ability to pay for Loan interest and their capital repayment, out of trading surpluses up to that point.

## Balance Sheet

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	y/e3/26	y/e3/27	y/e3/28	y/e3/29	y/e3/30
	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	2025/26	2026/27	2027/28	2028/29	2029/30
	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%
<b>BALANCE SHEET</b>																
<b>Fixed Assets</b>																
Goodwill/(Discount) on acquisition	50,000	50,000	50,000	50,000	50,000	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Goodwill/(Discount) (amortisation)	(42)	(83)	(125)	(167)	(208)	(183)	(158)	(133)	(108)	(83)	(58)	(33)	267	567	867	1,167
Goodwill/(Discount) netbook value	49,958	49,917	49,875	49,833	49,792	(30,183)	(30,158)	(30,133)	(30,108)	(30,083)	(30,058)	(30,033)	(29,733)	(29,433)	(29,133)	(28,833)
Buildings	0	0	0	0	0	720,000	720,000	720,000	720,000	720,000	720,000	720,000	720,000	720,000	730,000	730,000
Buildings(depreciation)	0	0	0	0	0	(600)	(1,200)	(1,800)	(2,400)	(3,000)	(3,600)	(4,200)	(11,400)	(18,600)	(25,850)	(33,150)
Buildings netbook value	0	0	0	0	0	719,400	718,800	718,200	717,600	717,000	716,400	715,800	708,600	701,400	704,150	696,850
<b>Total Fixed Assets NBV</b>	<b>49,958</b>	<b>49,917</b>	<b>49,875</b>	<b>49,833</b>	<b>49,792</b>	<b>689,217</b>	<b>688,642</b>	<b>688,067</b>	<b>687,492</b>	<b>686,917</b>	<b>686,342</b>	<b>685,767</b>	<b>678,867</b>	<b>671,967</b>	<b>675,017</b>	<b>668,017</b>
<b>Current Assets</b>																
Stocks	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Cash balances	302,651	316,396	328,239	351,981	359,051	62,886	73,713	43,751	36,017	28,276	7,936	1,490	14,157	29,166	36,644	42,797
<b>Current (Liabilities)</b>																
VAT (payable)	(6,580)	(10,654)	(17,257)	(25,864)	(17,598)	(24,770)	(30,055)	(7,515)	(9,276)	(10,405)	(2,559)	(4,828)	(5,051)	(5,285)	(5,530)	(5,126)
Corporation Tax (payable 9 mths after y/e)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interest on capital (payable April of next year?)	0	0	0	0	0	0	0	0	0	0	0	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Community Benefits Fund, £ owing, partpaid annu	0	0	0	0	0	0	0	0	0	0	0	(8,972)	(29,516)	(52,390)	(77,674)	(92,231)
<b>Net Current Assets/(Liabilities)</b>	<b>306,072</b>	<b>315,742</b>	<b>320,982</b>	<b>336,117</b>	<b>351,454</b>	<b>48,115</b>	<b>53,657</b>	<b>46,236</b>	<b>36,741</b>	<b>27,871</b>	<b>15,377</b>	<b>(17,310)</b>	<b>(25,410)</b>	<b>(33,510)</b>	<b>(51,560)</b>	<b>(59,560)</b>
<b>Longterm (Liabilities)</b>																
Social/Commercial Loan 1	(73,750)	(72,500)	(71,250)	(70,000)	(68,750)	(67,500)	(66,250)	(65,000)	(63,750)	(62,500)	(61,250)	(60,000)	(45,000)	(30,000)	(15,000)	0
<b>Net Assets</b>	<b>282,280</b>	<b>293,158</b>	<b>299,607</b>	<b>315,951</b>	<b>332,495</b>	<b>669,832</b>	<b>676,049</b>	<b>669,303</b>	<b>660,483</b>	<b>652,288</b>	<b>640,469</b>	<b>608,457</b>	<b>608,457</b>	<b>608,457</b>	<b>608,457</b>	<b>608,457</b>
<b>Shareholders' Funds</b>																
Shares issued	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Grants reserve	0	0	0	0	0	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000
Retained Profits	(17,720)	(6,842)	(393)	15,951	32,495	44,832	51,049	44,303	35,483	27,288	15,469	(16,543)	(16,543)	(16,543)	(16,543)	(16,543)
<b>Total Shareholders' Funds</b>	<b>282,280</b>	<b>293,158</b>	<b>299,607</b>	<b>315,951</b>	<b>332,495</b>	<b>669,832</b>	<b>676,049</b>	<b>669,303</b>	<b>660,483</b>	<b>652,288</b>	<b>640,469</b>	<b>608,457</b>	<b>608,457</b>	<b>608,457</b>	<b>608,457</b>	<b>608,457</b>
<b>Gearing %</b>																
	26.1%											9.9%	7.4%	4.9%	2.5%	0.0%
<b>Cash as % of Shares</b>																
	100.9%											0.5%	4.7%	9.7%	12.2%	14.3%

‘Gearing’ is a measure of loans as a percentage of total Net Assets, ie gives an indication of ‘financial risk’. ‘Cash as a % of shares’ indicates the percentage of shareholders’ capital that could be repaid, if so requested.

## Workings

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	y/e 3/26	y/e 3/27	y/e 3/28	y/e 3/29	y/e 3/30
	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	'25/'26	2025/26	2026/27	2027/28	2028/29	2029/30
Workings	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%	£/%
<b>Accommodation statistics</b>																
Sales per above	10,867	18,732	17,934	22,858	23,801	19,334	14,696	7,190	6,039	4,486	5,224	158,447	165,577	173,028	180,815	188,951
Days pcm	30	31	30	31	31	30	31	30	31	31	28	365	365	366	365	365
Room nights, if fully available	180	186	180	186	186	180	186	180	186	186	168	2,190	2,190	2,196	2,190	2,190
Bed nights, if fully available	630	651	630	651	651	630	651	630	651	651	588	7,665	7,665	7,686	7,665	7,665
Revpar (revenue per available room)	60.37	100.71	99.64	122.89	127.96	107.41	79.01	39.94	32.47	24.12	31.10	72.35	75.61	78.79	82.56	86.28
Revpub (revenue per available bed)	17.25	28.77	28.47	35.11	36.56	30.69	22.57	11.41	9.28	6.89	8.88	20.67	21.60	22.51	23.59	24.65
Average Room rate (12mths to Aug'24)	157	178	172	195	182	155	161	138	143	0	129					
Average Room rate (if inflated, '25/'26)	162	183	178	201	187	166	173	149	154	0	139					
Implied Rooms Occupancy	37%	55%	56%	61%	68%	65%	46%	27%	21%	0%	22%					
Implied Rooms Occupancy Summer/Winter				61%					31%							
			5 summer months				6 open winter months									

‘Revpar’ or Revenue per available room is a standard hospitality industry metric that captures the combination of the room rate (price for staying a night in a bedroom) and the occupancy level in a given period (how often the room is let) ; for example, one could drop the price and achieve higher occupancy or raise the price and have higher sales, depending on whether customers seek cheaper accommodation elsewhere. Measuring revpar thus shows how this trade-off is managed so as to maximise actual sales of bedrooms in £ terms.

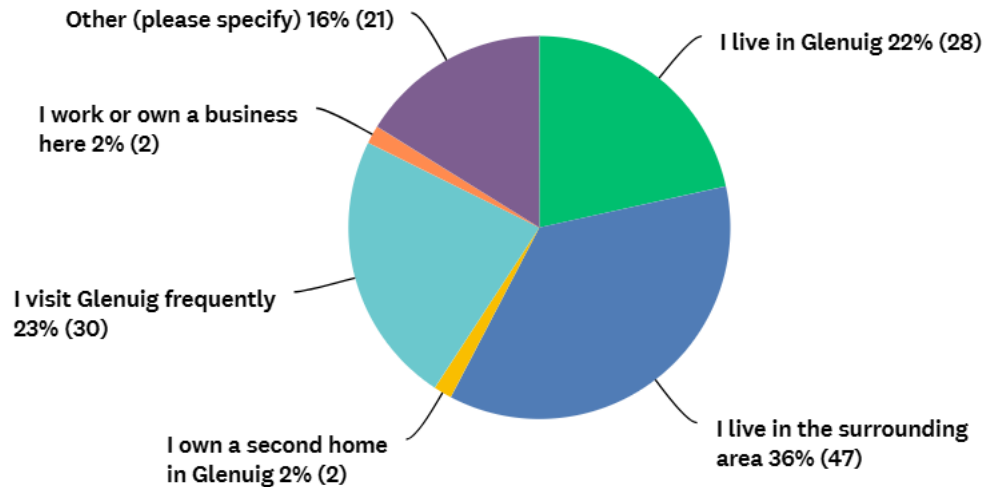
## Appendix 2 : Consultation Survey Results

This community survey was conducted online and via paper copies. The survey was open from mid-September to the end of October 2024. The survey received a total of 130 responses.

### Respondent Profile

The majority of respondents are over the age of 45 (76%, 92 individuals). 2 respondents are under the age of 18 and 28 respondents are between the ages of 18 – 44 (22%).

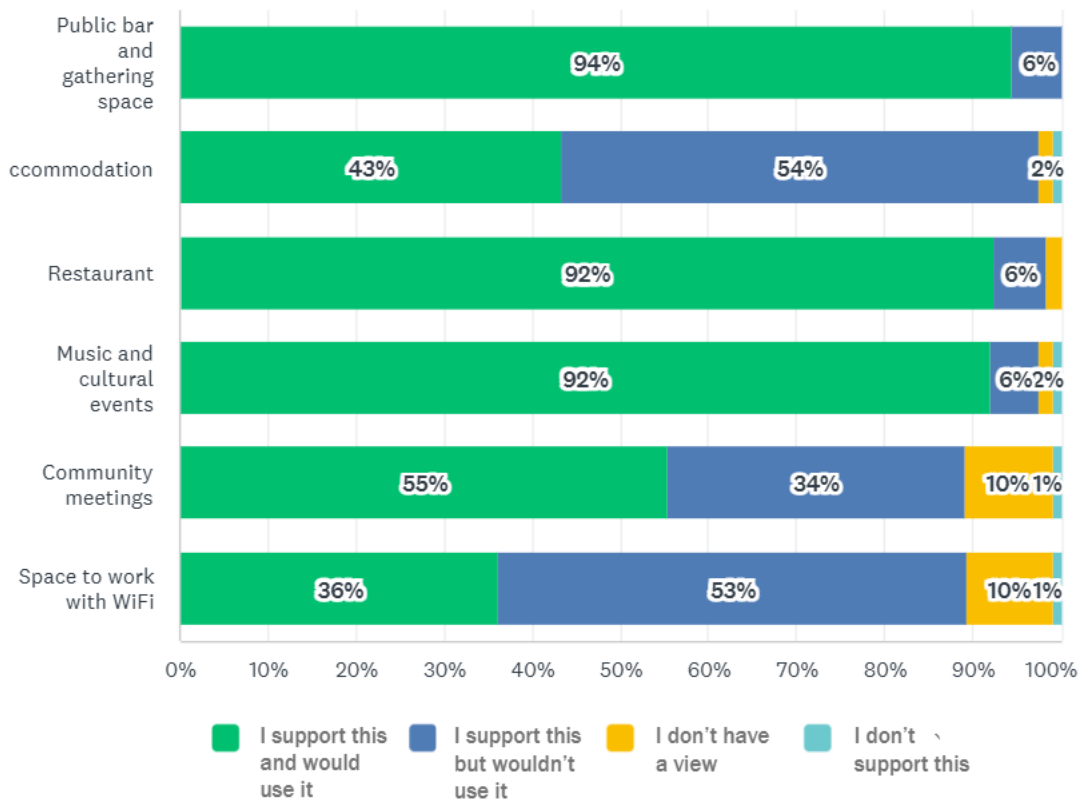
When asked for their connection to Glenuig, 58% of respondents live in Glenuig or its surrounding area (75 individuals). 30 respondents (23%) stated they visit Glenuig frequently. 2 respondents own a business or work in Glenuig and 2 own a second home in Glenuig. 21 respondents (16%) indicated “other” as their connection to Glenuig. These respondents generally are regular visitors, were regular visitors in the past, or grew up in the area/lived in the area previously.



## Current Views of Glenuig and The Inn

Respondents were asked if they currently use The Inn at Glenuig. 126 individuals responded to the question, with the majority 66% individuals stating that they use The Inn occasionally. 29% respondents use The Inn regularly and only 7 individuals said they did not use The Inn at all.

Respondents were then asked to go through a list of services and indicate which would be beneficial to them, their families and the wider



community. They were given the ability to differentiate their support of a service and whether or not they would use the service.

94% of respondents indicated that they supported and would use a 'public bar and gather space'. 97% of respondents indicated that they support the idea of 'accommodation' and 43% of respondents indicated they would use that service (for eg family & friends). 92% of respondents indicated they support and would use a 'restaurant' and 'music and cultural events'

8 individuals left a comment, most were in relation to activities which could be offered at The Inn.

Respondents were asked, "On a scale of 1-5 (with 1 being not important and 5 being very important) how important do you think it is to have a local Inn in Glenuig? The average rating of all answers is 4.7, indicating respondents think it is very important to have The Inn. A total of 105 individuals (86%) ranked the importance as 5, 9 individuals (7%) ranked the importance as 4, 4 individuals (3%) ranked the importance as 3 and 5 individuals (4%) ranked the importance as 1.

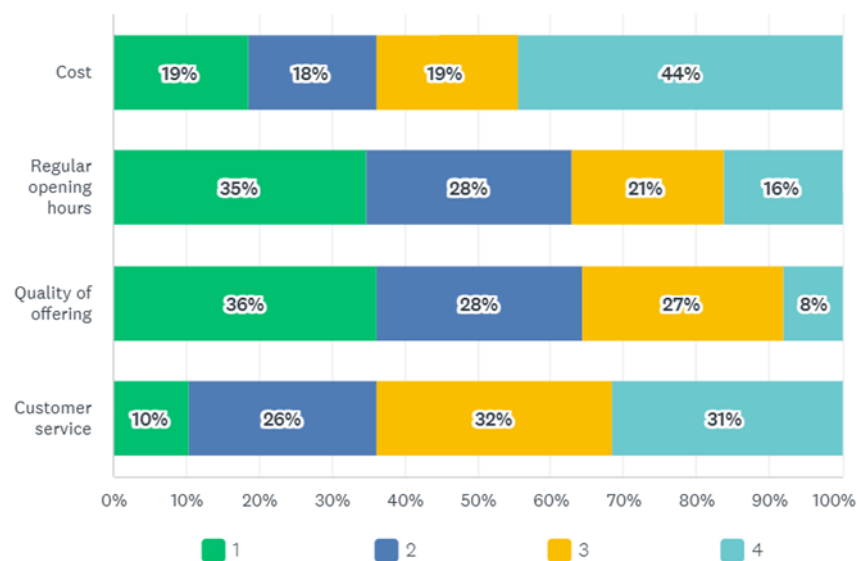
Ranking	Total number of votes
1 (Not important)	5
2	0
3	4
4	9
5 (Very important)	107

### Future use of The Inn (5)

Survey respondents were asked what would encourage them to use The Inn more frequently. They were asked to rank four variables which may affect their use from most important (1) to least important (4). The following graph depicts the how respondents ranked each variable.

The two variables which a larger proportion of respondents thought were most important when deciding to use The Inn were 'quality of offering' (36% of respondents) and 'regular opening hours' (35% of respondents). The one variable which a large proportion of

respondents felt was the least important was 'cost' which 44% ranked as '4'. 'Customer service' was ranked evenly as 3 or 4 by respondents (32% and 31% respectively), indicating it is generally less important.



Respondents were then asked if they were part of any group, organisation or business that might want to hire space at The Inn, 19 individuals said yes and 18 said maybe. The following may be interested in space for hire:

- Moidart Coastal Rowing Club/aka Moidart Skiffies.
- Paws on board.
- Genuig Community Association.
- Moorings Association.
- Moidart History Group.
- Outdoor Woodland Learning group.

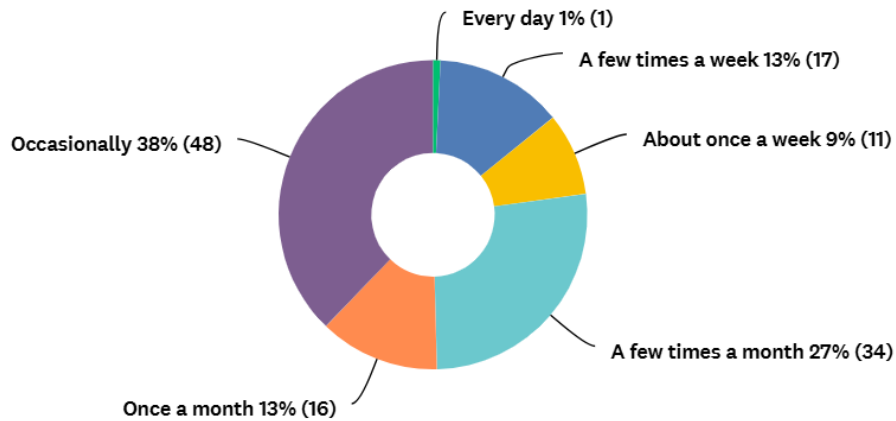
- Genuig Hall Arts group.
- Gaelic Support group.
- Multiple private businesses and private tour companies, including companies from the Inner Hebrides

The space and frequency requirements for the above groups, organisations and businesses include:

- Space Requirements, include:
  - Sleeping accommodations.
  - Kitchen and dining accommodations.
  - Space for small gatherings (family) to 20+.
  - Requests for the side room, TV room, back room.
  - Space for music.
  - 10 beds.
- Frequency requirements, include:
  - Monthly meetings.
  - During high season.
  - 6-8 times per year.
  - Bi-monthly.
  - Once or twice a year.
  - Biannually.
  - Occasionally.
  - Now and again.
  - Often, weekly.

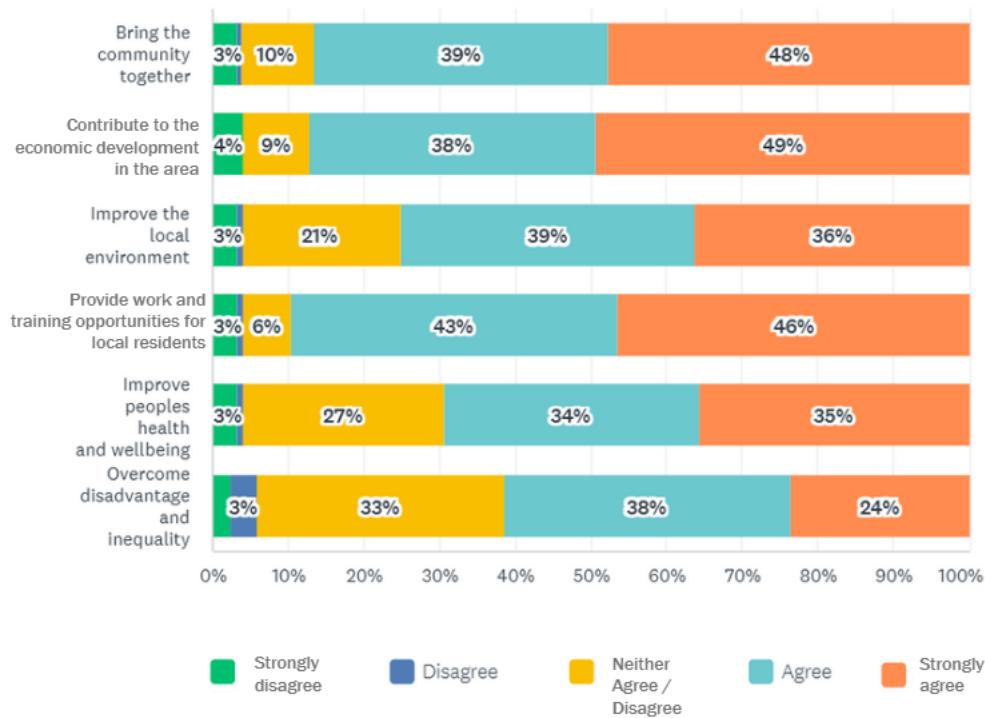
## Community Ownership

Respondents were asked “If The Inn at Glenuig were owned by the community (and offered the services you selected) how often would you visit?” 127 individuals answered this question.



23% indicated they would use The Inn once a week or more. 40% of respondents indicated they would use The Inn at least once a month, sometimes more. 38% of respondents indicated they would use The Inn occasionally.

Respondents were also asked to agree or disagree with a series of statements about the impact of bringing The Inn into community ownership. The following is a graph depicting the responses.



Generally, majority of respondents agreed with all of the statements.

- 90% of respondents agreed that bringing The Inn into community ownership would ‘provide work and training opportunities for local residents’.
- 87% of respondents agree that bringing The Inn into community ownership would ‘bring the community together’ and ‘contribute to the economic development in the area’.
- 75% of respondents agree that community ownership of The Inn would help ‘improve the local environment’.
- 69% of respondents agree community ownership will ‘improve people’s health and wellbeing’. And 61% of respondents agree that community ownership will help ‘overcome disadvantage and inequality’.

21 individuals left a comment. These generally expressed a desire that The Inn be for the local community as well as tourist and that it should help preserve the culture and traditions of the area.

*Generally, in this part of the Highlands there are very few pubs or spaces open regularly for the resident community leave alone visitors. There is an overwhelming need to retain such facilities which promote an informal meeting place for residents and visitors but can also provide sustainable encouragement of music, food and congeniality as well as contributing to the local economy. Glenuig Inn also enables people to sit and enjoy our amazing surroundings and continue to attract visitors to It is very important for the Inn to be purchased and managed for the benefit of the local and surrounding communities.*

*as a long term resident on the Isle of Eigg I have seen firsthand the amazing opportunities for growth, development and resilience formed when community comes together to co-create.*

*Crucial for community cohesion.*

*I recommend you focus on quality, not price.*

Respondents were then asked, 'In principle, do you support community purchasing The Inn at Glenuig to be used for the benefit of the community?' 126 individuals responded to this question, **122 (97%) said yes and 4 (3%) said not sure. No respondent said no.** The comments left in response to this question were all in support of community ownership or a comment on how to do community ownership.

### Appendix 3 : Initial Questionnaire Survey

#### Community Consultation Questionnaire

Following a Community event in Dec 2023 - at which local people expressed a very strong affinity for the Glenuig Inn - it was clear that there was great interest in forming a local Community Group to purchase the Inn as a going concern.

An initial questionnaire consultation was run in July-August 2024 covering all postal addresses along the A861 and associated tracks between the Alisay Burn in the east and the Dalnabreac Burn in the west. This covered 63 households (123 residents) from the hamlets of Roshven (PH38 4NB), Glenuig (PH38 4NG), Kinlochmoidart and Dalilea (PH38 4ND), and much of Dalnabreac (PH36 4JX).

Of 77 responses received (by 4/9/24):

37 (48%) were from people living in local addressees and registered to vote (Residents),

18 (23%) from people with local addressees but not registered to vote (Non-residents),

6 (8%) from people with local caravans but not registered to vote (Non-residents),

16 (21%) were from other visitors and those with addresses beyond the catchment area (Non-residents).

All 77 (100%) supported community ownership of the Inn and 66 (86%) were interested in a share issue (29 residents, 37 non-residents or visitors).

Expressed in terms of an expected population of 123 people;

37 (30%) of Residents have responded positively,

55 (45%) of people with any local house address have responded positively,

61 (50%) of people with any local house address or caravan have responded positively.

[NB. Not exactly sure if the denominator applies equally here]

This excellent support from across the management committee greatly encouraged the GCI committee to proceed with the buyout process.

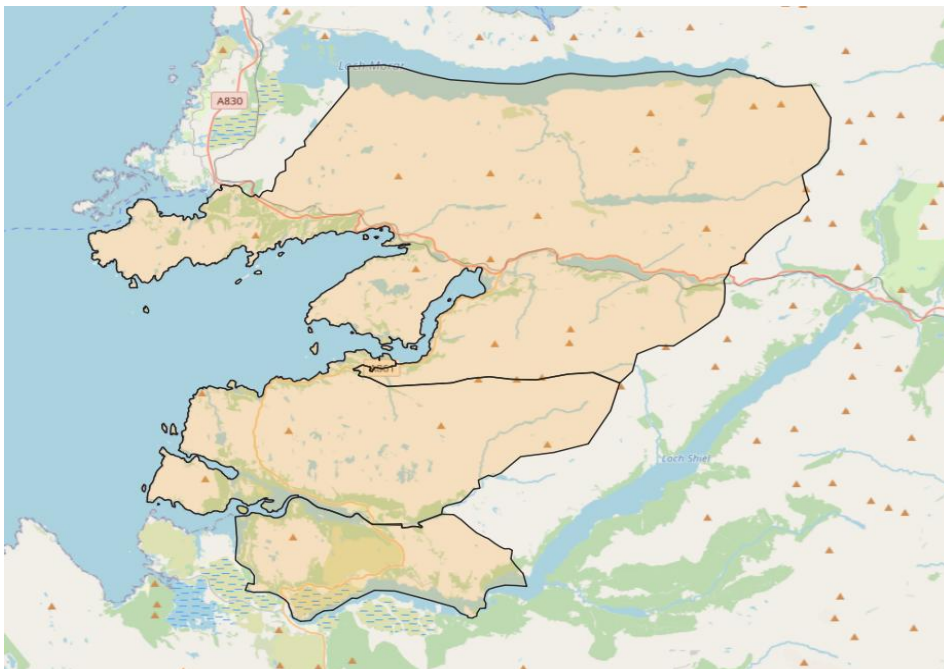
## Appendix 4 : Demographics

### Introduction

The demographic report provides a summary of key data on the community surrounding The Inn in Glenuig. Note: this data represents an area larger than the geographical boundary limits determining GCI Type A and Type B member/shareholders.

The area included in the report covers 3 Scottish Census output areas, which takes in the settlements around Glenuig, including Alisary, Smisary, Roshven, Dalnabreck, but excludes settlements in Arisaig, Glenfinnan, Acharacle, Shielfoot, Kentra or Ardtoe. The codes for the Census Output Areas are, S00163940, S00163955, S00164037.

The image below is a map of the 3 output areas. The areas shaded in orange are included in this demographic report.



### Note on Boundaries and availability of data

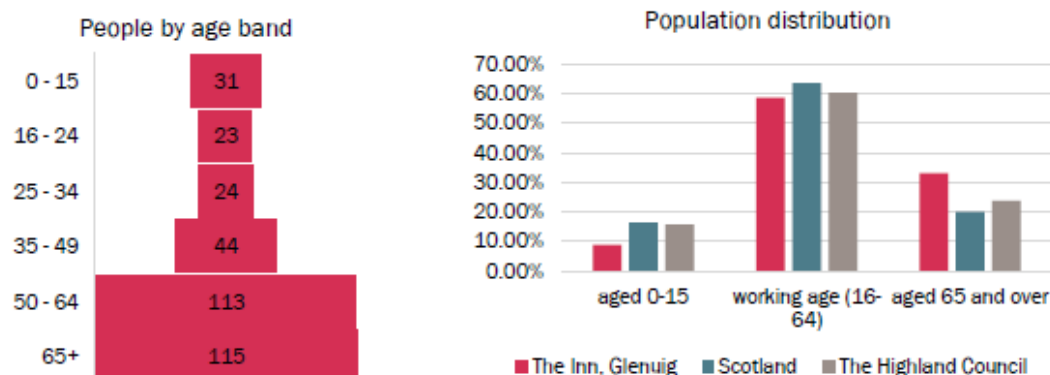
Unless otherwise noted, the data presented in this report is from the 2022 Census. Per the Data.Gov website, “Output Areas (OAs) are the key geography for dissemination of small area statistics from the Census. OAs are large enough for Census statistics to be released

without infringing confidentiality. They are designed to have relatively small numbers of households (in the range of 25 to 89) and population (>=60), while nesting within Council areas.”<sup>4</sup>

When referring to the Scottish Index of Multiple Deprivation (SIMD) Index, data is gathered from the closest fitting data zones. Data zones are small area geographies designed to have roughly standard populations of 500 to 1000 residents, and are composed of Output Areas.

### Demographic Analysis

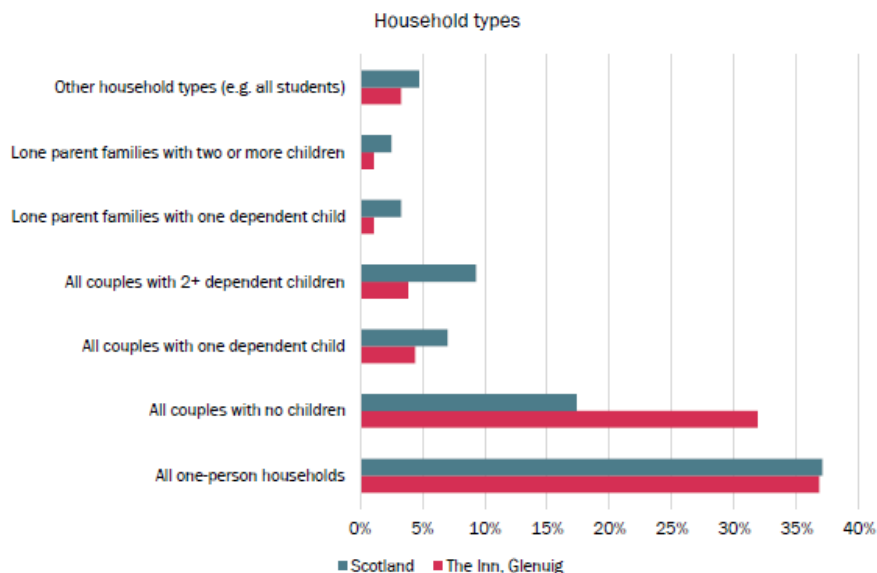
**Demographics:** Total population of the defined area is 347 people. Individuals aged 0-15 makes up 9% of the population, which is lower than both the council area (16%) and the national average (16%). Working age individuals (16-64 years) make up 59% of the population, which is on par with the council area (61%), but slightly lower than the national average (64%). Individuals aged 65+ years make up 33% of the population which is higher than the regional average (24%) and the national average (20%).



**Housing:** There are a total of 182 households in the defined area. Majority of households are ‘one-person households’ (37%) and ‘couples with no children’ (32%). 97% of homes are a ‘house or bungalow’ which is higher than the national average for this type of home, which is 65%. Just over 1% of homes are a ‘caravan or other temporary structure’. The tenure for homes in the area is as followed, 76% are owned, 5% are socially rented and 10% are privately rented. These numbers are not in line with the national averages for the type of tenure which are, 63% owned, 22.5% socially rented and 12% privately rented.

<sup>4</sup> <https://www.data.gov.uk/dataset/92d0e6e6-c869-4e17-a8ee-70cd291829fa/census-2022-output-areas>

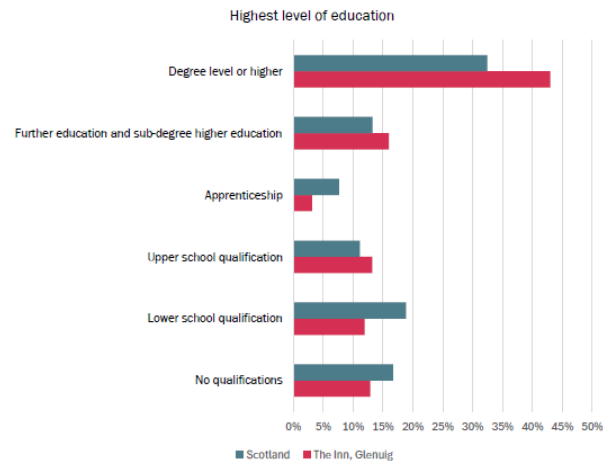
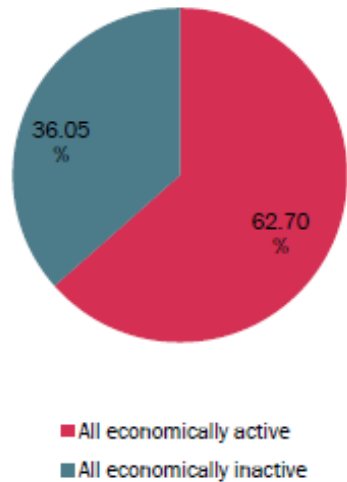
**Vehicle Access:** 9% of households in the area have no access to a car or van. 48% of households have one car/van, 26% have two cars/vans and 15% have 3 or more cars/vans.



**Economic Activity:** 62.7% of the population over the age of 16 are classed as economically active; 36% are economically inactive. Of those who are economically active, 39.2% are employees. 25% of employees work full-time and 14% work part-time. A further 22% of the economically active population are self-employed, of which 3.5% have employees. Less than 1% of the people classed as economically active are unemployed and available for work.

Those who are classed as economically inactive; 29% are retired, less than 2% are full-time students or looking after home/family and less than 1% are long-term sick or disabled.

People aged over 16 classed as economically active



**Education:** Generally, the population around The Inn have a similar education level as the national average. Notably, there is a higher proportion of population that have a degree or higher (43%) compared to the national average (32%). Additionally, only 3% of the population have had an apprenticeship, whereas the national average is 7.6%.

**Health, disability and caring responsibilities:** A total of 81% of the population say they are in ‘good’ to ‘very good’ health; 15% say they are in ‘fair’ health, and 5% say they are in ‘bad’ or ‘very bad health’. 13% of the population say their day-to-day activities are ‘limited a little’ by a disability, but a further 6% say it is ‘limited a lot’.

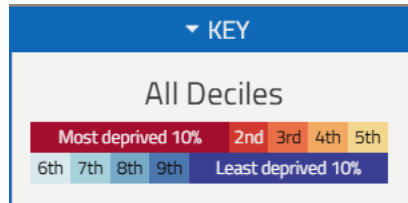
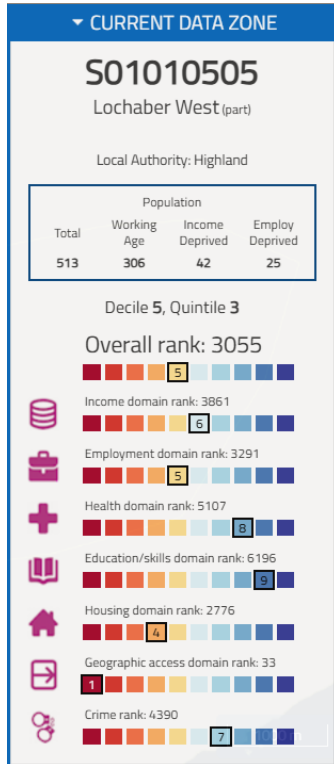
Of the people living with a long-term health condition or disability, 7.5% are deaf/hearing impaired, 4% are blind/vision impaired, 6% are physically disabled, 6% have a mental health condition and 23% are living with a long-term illness or condition.

43 people (12.6%) in the area are providing unpaid care. Of these individuals, 12% are doing less than 19 hours per week, less than 1% do 20-34 hours, less than 1% do 35-49 hours, and just over 1% do 50 hours or more a week.

**SIMD:** Per the Scottish Government report *SIMD Rural deprivation evidence summary* (page 9), “The current evidence suggests that people living in rural areas of Scotland face different challenges than those living in urban areas, and therefore, the experiences of

deprivation are not the same. Issues of access to services and housing are of particular importance to people in rural areas.”<sup>5</sup> Thus, it is difficult to accurately assess deprivation in the designated area around Glenuig.

However, it is important to note that the data zone Glenuig sits within, experiences high levels of geographic access deprivation. This datazone has an overall SIMD ranking within the 5<sup>th</sup> decile.



<sup>5</sup> <https://www.gov.scot/binaries/content/documents/govscot/publications/research-and-analysis/2017/02/scottish-index-of-multiple-deprivation-rural-deprivation-evidence-and-case-studies/documents/rural-deprivation-an-evidence-review/rural-deprivation-an-evidence-review/govscot%3Adocument/rural%2Bdeprivation%2Bevidence%2Breview.pdf>

## Appendix 5 : Strategic Fit

### National policy

#### **Scottish Government National Performance Framework**

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

- Fair Work and Business: We have thriving and innovative businesses with quality jobs and fair work for everyone.
- Environment: We value, enjoy, protect and enhance our environment.
- Communities: We live in communities that are inclusive, empowered, resilient and safe. Investment is to be focussed on deprived communities and disadvantaged rural areas.

The vision for the Inn for creating community as well as running a business and protecting a key asset in the community will feed into the national outcomes.

#### **Place Principle, 2019**

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

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

The site has been important as a place for many hundreds of years with a strong sense of belonging. Protecting this key site will be a significant catalyst for the regeneration of the whole community and will lift the spirits and aspirations of local people.

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

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

There is a policy move to shift control of assets from the public and private sector to the people. Here the asset will be sold to the community and will be in community hands for the first time in hundreds of years.

### Scotland's Social Enterprise Strategy, 2016-2026

The vision is that “Over the next decade social enterprise will be at the forefront of a new wave of ethical and socially responsible business in Scotland. It will become a far reaching and valued alternative and a key part of the Scottish way of doing business.” A third action plan is under development.

The CBS’s core purpose is to develop a trading business that will be financially viable but will use that surplus to achieve social change in this community and for local residents.

### A Wellbeing Economy

Wellbeing Economy Governments (WEGo) and First Minister speech at Panmure House 2019. This sets out that an economy should be driven by the wellbeing of people and communities rather than only GDP. This has developed with the establishment of the Wellbeing Economy Alliance (<https://weall.org/scotland>).

The proposal for this Inn will achieve both financial outcomes but also social and wellbeing ones through the social initiatives and wellbeing activity.

### Community Wealth Building

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

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

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

This is becoming a central policy reference point and the focus on using these five principles to build the local economy of this area will be ready to supply and spend locally.

## Climate Emergency and Net Zero

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

There are policies at national level, Highland Council level and for the third sector.

This is a fundamental reference point for this project which already uses renewable technology.

## Scotland's National Strategy for Economic Transformation

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

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

Key objectives are to;

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

This policy sets out a commitment to a new economy that the ownership of such a facility is central to that.

## A Connected Scotland: Scotland's social isolation strategy, 2018

The Scottish Government’s strategy to tackle social isolation is underpinned by four priorities:

- Empowering communities and building shared ownership.
- Creating opportunities for people to connect.

- Supporting an infrastructure that fosters connections.
- Promoting positive attitudes and tackling stigma.

*How this project fits:* The Glenuig Inn can play a key role in achieving the first three points of this strategy. The local community can be empowered by buying and running the Inn themselves in a way that best suits their needs. The projects for the Inn are centred around the idea of having a community hub that will allow local people to come together and connect through a variety of services and activities, or just by having an informal place to meet with friends and neighbours. It will provide opportunities for people to connect with one another around a shared interest and will promote intergenerational activity.

## Tourism

**Scotland's tourism policies and strategies** prioritise sustainable growth and responsible tourism. The "Scotland Outlook 2030" strategy aims to position Scotland as a global leader in 21st-century tourism by enhancing the value and benefits of tourism for visitors, businesses, communities, and the environment. Key initiatives include promoting year-round tourism, supporting local businesses, and protecting natural and cultural heritage.

**The Highlands' tourism strategies** focus on sustainability and infrastructure development. The Strategic Tourism Infrastructure Development Plan addresses tourism pressures by improving public facilities and managing visitor impact in key hotspots. Efforts include enhancing transport links, developing eco-friendly accommodations, and promoting off-season travel to distribute visitor numbers more evenly throughout the year.

Tourism will be vital to the long term sustainability of the Inn and the area.

## Appendix 6 : Public Event Notes

Around 70 people, including the committee, attended two sessions of open conversation about the Inn.

### What is this community like and how would a community owned inn make it better?

- Existing Community interests – shop, hall – demonstrate community culture.
- Continuity of community focussed ownership provides stability in goals of Inn – in the past stresses in community vs tourism in focus.
- Supports tourist industry more effectively as a community led venture.
- Music at the heart of the community – inn this become a hub for this.
- More singing required.
- Very supportive community – which is also friendly and open to newcomers and tourists. Needs to be protected.
- Inclusive – multi generational – inn already facilitates but this could be expanded.
- Continuity of the wonderful community that is so friendly.
- It died for 15 years and the whole area was so quiet people were isolated.
- Even if you don't drink you are welcome.
- A community owned inn would build the community & encourage people to live here – full time – feel a sense of belonging/ life re-generation/make this beautiful area feel less isolated, reduce fear of loneliness.
- This is a community born of music and the Inn and Hall go hand in hand to preserve traditional culture & develop new music in 21<sup>st</sup> Century.
- It is a diverse community owned inn would be another positive bond between locals increasing resilience and continual support.
- Affordable housing craft centre, community moorings developed facilities at shops etc.
- Linking pub with hall, shop & history house would be the catalyst for future opportunities.
- Lots of positives but there is an ageing population. Need more young people moving here.

- Community is incredibly welcoming to everyone especially young people. For young folk involved in traditional music, they are welcomed and nurtured here and this sense of belonging they are given will help the comeback/stay here and be an integral part of their community and ensure their future generations continue to thrive here.
- Community ownership – more responsible for changing circumstances.
- A community owned business would be more flexible and responsive to local needs.
- Strong community would be enhanced by the Inn and encourage more people to live/remain in the area.
- A community owned inn would help to develop & sustain this fragile community into the future.

**What should happen at the inn in the future – stay the same or are there new ideas?**

- Create a community hub on the inn campus & relocate the shop there!
- Develop Links with sailing & boats community/including moorings in bay.
- A bothy type building for canoeists to change etc? Showers?
- Maybe there could be a games night and puzzles and strategy afternoons.
- Gaelic conversation & song.
- Is there a need for a commercial or public laundry facility?
- Combat loneliness – knit and natter type of afternoons, lunch clubs, board game afternoons, bridge club.
- Hold wedding parties in conjunction with the hall.
- Informal meeting space for local clubs.
- Special menu for Sunday and any other day a selection of specials – Sunday roast.
- Permanent home for the Moidart History House.
- Stay the same.
- Course, classes possibly incorporate shop/P.O. etc into building.
- Community Seafood shop & venison.
- Board game club.
- Community singing.

- EV Charging.
- Music Lessons.
- Linking hall courses/events to Inn for accommodation and /or food.
- Cheap bunkhouse accommodation for kayakers & cyclists.
- Residential Music Courses or Art writing etc linking to hall facilities.
- Co-working space.
- Well affiliated events – yoga & brunch in pub, pub dinner & reeling etc, pub BBQ, ceilidh.
- Keep the bingo quiz and music!
- Perhaps add themed food nights.
- More Diverse menu.
- Pizza Oven?
- Course/Kayak hire with possibility for a local instructor & bike rentals?
- Quiz and bingo nights should stay the same and also Sunday trading, music of tenants.
- Meeting evenings – wine and cheese.
- Gaelic conversation group in the evenings with wine.
- I agree Gaelic conversation sessions.
- Would really love garlic to be promoted.
- Employing & community development worker for Glenuig – inn, Hall, shop, History house.
- Use the kitchen to prepare meals for the elderly infirm for delivery to their homes.
- Yoga and relaxation pamper evening and sundowners by the shore also a cinema evening.
- A community owned business will come up with the best ideas to make the purchase of it viable in all aspects of its operations and its value of the community.
- Explore music ‘Slow sessions’ to encourage younger and newer/musicians.

- Continuation of music sessions essential for ensuring young adults know they have a value in place in his community – this will ensure they stay/come back to the area and their future generation will continue to be part of the community and not feel the need to leave.
- Highland games or giving back with pub lunch/bar/BBQ.
- Community minibus for taking people home & to events/music.

### **Thoughts about Community Shares**

There were a lot of detailed questions but also general support and a drive to invest from many attendees.

### **What are the challenges in running an Inn? And how can they be overcome?**

- Sufficient staffing.
- Good quality staff accommodation.
- Linking to work experience opportunities for Ardnamurchan & Mallaig High School young people.
- Transport for customers- opportunities for local taxi.
- Staff accommodation.
- Getting community actively involved.
- Who will run it?
- Will a manager be put in place?
- Encouraging new customers.
- New activities.
- Keeping the inn on all year round.
- Accommodation/cost of housing for staff.
- Engaging professional support e.g. accountants/legal advice etc.
- Fresh food= higher kitchen costs.
- Encourage local producers to share produce.

- Barter system for beer tokens?
- Professional management with a degree of independence from the trustee's/ management committee /community for day-to-day decision.
- Perhaps a lot more zero alcohol drinks.
- Staffing, staff accommodation.
- Long term consistency.
- A key figure/leader (manager).
- How to encourage locals who are beyond walking distance to frequent the pub- given the drink drive laws – perhaps organise an informal taxi service
- Need to find a good manager.
- Perhaps work shadow existing staff to make sure current process captured on paper.
- Easier to track/ measure changes and cost improvements.
- Staffing – long hours.
- Somewhere to live.
- Staffing – initial volunteers – seasonal staff.
- How will it be staffed? – struggles already to get staff in and keep them.
- Skills of a management committee in hospitality and bar trading.
- Seasonality.
- Prob profitable in the summer – what about the winter?
- Rules and Regulations for Health & Safety food regulations.
- Need to ensure committee/managers competent to comply with all not just the obvious.
- Wouldn't it be better for Glenuig pub to be known as Glenuig & Surrounding areas community pub as only 30 residents have it if this works.
- Seasonality - run things to encourage people from near and far

## Appendix 7 : Stakeholder Interviews

### Interviewees

- Treasurer & Administrator of Glenuig Community Association
- Wilderness Scotland
- Samalaman House
- Former Councillor now MP of neighbouring constituency.
- Ardshealach Smokehouse
- Employee at the Inn
- Local business owner
- Local self-catering business owner & Chair of Moidart Show.

### Support

All respondents were unanimously in favour of the buyout.

All respondents commented on how important the Inn was to the community. It is the main hub for residents to meet and due to the multiple events, that are available pulls in people from much further afield than just within the village.

Many respondents remarked that the community already know what it would feel like if the Inn were to be “lost” as they basically experienced this with a previous owner who did not seek out local patronage.

The overwhelming consensus of what respondents wanted to see happen with the Inn was continuity. They wanted what is available to remain so as much as is possible and all felt that the Inn could still thrive under community ownership and that it was vital that it not be lost.

### Positives about the Area

Positives of living in the area were varied but mainly consisted of the close community and great scenery etc.

For the business side of things the positives were that Glenuig has great draw for tourists and the Inn can provide good quality food and accommodation.

### Challenges in the community

The challenges of living are what would be expected in a rural area with poor access to public transport, shops & medical etc. Housing came up several times along with the lack of younger people living or being able to stay in the community.

It's an older community – not a lot of families or younger people.

There is a lack of available housing. There are new waves of people moving in when houses become available but there are currently few being built.

Quite an isolated community 30 miles to the nearest supermarket only “a wee shop in the community itself.”

Poor transport links and high transport costs.

From a business point of view most people in the area are self-employed or are part time fisherman, crofters.

Others are mainly working in forestry or have a trade - finding labour/employees is difficult e.g. the garage has struggled to get a mechanic for some time.

## Concerns

None had reservations of the buyout itself, but many had concerns of how operation of the Inn would function. Concerns were raised about the need to still have an operational manager who will have the authority to carry out the day to day rather than every decision going through a committee.

Accommodation could maybe be improved – bit old fashioned and no TVs in the rooms as far as I know.

Bar shuts at 10pm currently so not sure what guests can do after 10 if there are no TVs etc.

For a business the biggest challenge that came up was staffing. It was felt that getting staff for many industries is difficult in the area, but this is particularly felt in hospitality. Some did say that getting part time staff that were maybe younger (high school age/students home in summer) or those that had other jobs would be relatively easy to find. It is full time professional staff such as a chef or manager that would be difficult to find and once you have found them to find them housing.

Update and modernise some of the facilities – rooms etc.

Look to create value and have a “high quality offering” – play on people's desires for adventures, nice rooms and good food.

Concerned about a management committee structure – could create stalemates, which the business can't afford.

Demographics an increasing problem – lack of younger people.

Vulnerable to bad weather affecting custom from tourists or further afield.

Should increase opening hours.

Balancing growing the business while keeping the charm/vibe of being a quiet location.

If it is a committee is everyone pulling in the same direction?

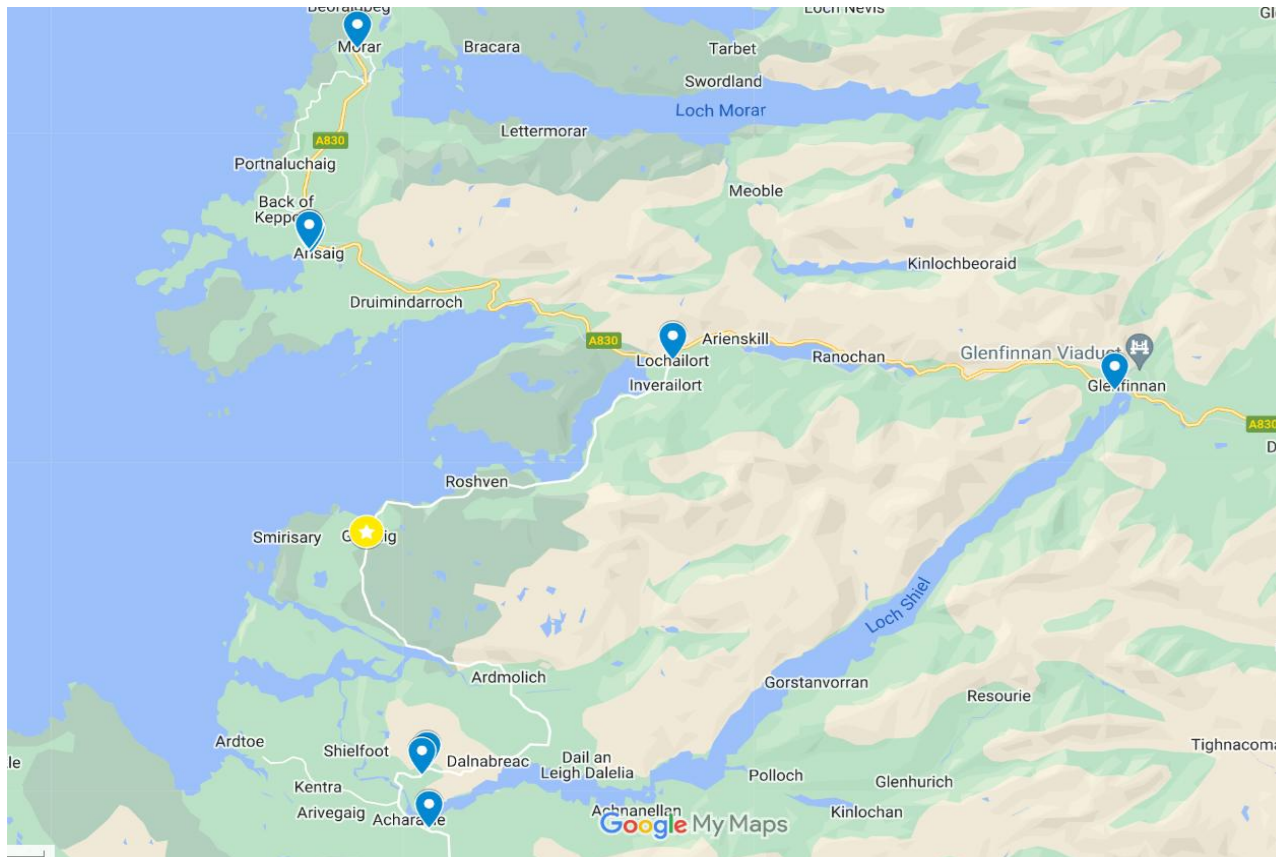
**Benefits**

Encourages more people to go to more remote places knowing that there is reliable accommodation that provides food.

There is a symbiotic relationship with other businesses.

## Appendix 8 : Competitor Analysis

The following are the accommodation locations which are called 'hotel' or 'inn'. Accommodations which are listed as 'B&Bs', 'cottages' or defined as 'self-catering' were excluded from this analysis, except where they appear in the search for hotels and inns. Details in the table below are those that were accessible during November 2024 at the time of the analysis.



### Glenuig Inn

- ★ Glenuig Inn

### Inns & Hotels

- 📍 Lochailort Inn
- 📍 The Old Library Lodge
- 📍 Glenfinnan House Hotel
- 📍 Mingarry Park Luxury Accommodation
- 📍 Salen Hotel
- 📍 Arisaig Bunkhouse
- 📍 Arisaig Hotel
- 📍 Loch Shiel Hotel
- 📍 Garmoran Square
- 📍 The Morar Hotel

Location	Distance from Glenuig Inn	What is available. Eg Room type, restaurants, etc	Any other relevant information
Lochailort Inn, Lochailort	8 miles	<p>The Lochailort Inn is a small rural hotel and café. Breakfast is included as standard with all rooms.</p> <p>Rooms:</p> <ul style="list-style-type: none"> <li>● Family Room: A larger room with both double bed and single bed, suitable for small families or 3 adults. The room has an ensuite bathroom.</li> <li>● King Room: A spacious room with a king size bed. The room has an ensuite bathroom.</li> <li>● Twin Room: A spacious room with 2 single beds. The room has an ensuite bathroom.</li> </ul> <p>Rate for all rooms during November 2024 for 2 people is £120/night. For 3 people in the Family Room it is £180/night. In the off season, rooms are only available Friday – Monday.</p>	They have invested in new all natural beds, mattresses and bedding, relying on the natural flame-retardant properties of wool rather than chemicals.
Mingarry Park Luxury Accommodation and Restaurant	9 miles	<p>Accommodation includes:</p> <ul style="list-style-type: none"> <li>● Crofters Suite: sleeps 2, includes jacuzzi, cold plunge pool, king size bed, kitchen area. From April to end of October the Crofters Suite is on a B&amp;B basis with daily cleaning. November to end of March available on a self-catering basis with the nightly rate discounted to reflect this.</li> <li>● Shona Beag Jacuzzi Suite: sleeps 2, includes jacuzzi, super king bed, en-suite bathroom with shower and double ended stone bath.</li> </ul>	

		<ul style="list-style-type: none"> <li>● Moidart Junior Suite: sleeps 2, first floor balcony, king size bed.</li> <li>● Mingarry Suite: sleeps 2; two rooms, one lounge and one bed-room, super king bed, en-suite shower room.</li> <li>● Forslan – Super King Room: sleeps 2, super king bed, en-suite shower room.</li> <li>● Dorlin – Twin Room: sleeps 2 on two single beds, en-suite shower room.</li> <li>● Acnaig – Double Room; sleeps 2, king size bed.</li> </ul> <p>Rooms range from £150/night to £199/night in the off season and £185 - £325 in the high season, all with breakfast.</p> <p>There is a restaurant. The restaurant is shut from mid-October to end of March.</p> <p>They offer deals and vouchers on their website. And they list things to do for guests, with links to relevant websites.</p>	
Garmoran Square	9.5 miles	Not a hotel, but a collection of 1/2/3 bedrooms, self-catering apartments. Bookings are generally for 7 nights, but will offer the accommodations for a minimum of 3 nights during the off season.	Garmoran Square
Loch Shiel Hotel	11.5 miles	<p>“Our eight comfortable and well-appointed rooms offer a peaceful and relaxing retreat from the hectic bustle of everyday life and those long days in the hills.”</p> <p>This is a dog friendly hotel.</p> <p>The site hosts a restaurant and bar. Evening meals are served daily in our sun lounge or dining room.</p> <p>Accommodation:</p>	

		<p>Prices begin at £90 bed and breakfast for a standard room, single occupancy and £100 for a loch view.</p> <p>Based on two people sharing, the rate is £130 and £140 respectively.</p> <p>All prices are for en-suite rooms and include a full Scottish Breakfast.</p> <p>There are 4 standard rooms and 4 loch view rooms. All but one are a double or twin, the one other room is a family room which has a double bed and sofa bed.</p>	
Salen Hotel	13.5miles	<p>The hotel has been restructured as a licensed café with self-catering accommodation.</p> <p>The café:</p> <p>Since closing the hotel, they now operate as a licensed café which is open daily from 10am. They serve a wide selection of food whether you are wanting breakfast, a light snack or something more filling. We offer gluten free, vegan and vegetarian options as well as local seafood specials (subject to availability).</p> <p>On Friday evenings we are open later and offer pizza to eat in or takeaway from 5pm until 7:30.</p> <p>They do not take advanced bookings.</p> <p>Accommodation: We have three accommodation options; Fraser's Cottage which has two bedrooms and sleeps 4/5, two Pods which each sleep 2/3 and the Garage Flat which sleeps 2/3. There is a 2 night minimum for the Pods and the Flat, a 7 night minimum for the Cottage. Prices are £100/night for the pods, £140/night for the Flat and just over £105/night for the cottage.</p>	

Old Library Lodge, Arisaig	17 miles	<p>Lodge and Restaurant</p> <p>“A Restaurant with Rooms”</p> <p>Bed and breakfast accommodation in Arisaig comprised of six tastefully decorated bedrooms with en suite. Four of the rooms have patios overlooking the garden.</p> <p>Bed and breakfast is priced at £130 per night for double/twin occupancy, and £90 per night for single occupancy from start of October to 1st April 2023 , thereafter £145.00 per room until 17th October 2023. Dinner is optional a la carte.</p> <p>It is closed in January.</p> <p>At the restaurant food is bistro style and the chef uses as much of the abundance of local produce as possible.</p>	
Arisaig Bunkhouse	17 miles	<p>The rooms at Arisaig Bunkhouse consist of 2 twins (1 Bunk) 2 Triples (1 Bunk and 1 Single) and 1 quadruple (2 bunks). There are 3 bathrooms and a kitchen.</p> <p>Additional facilities include:</p> <ul style="list-style-type: none"> <li>• Kitchen</li> <li>• Drying Room</li> <li>• Next to local Pub</li> <li>• Bicycle Storage</li> </ul> <p>The prices are the same all year round: £50/night for the twin; £75/night for the triple and £100/night for the quad.</p>	
Arisaig Hotel	17 miles	<p>Accommodation:</p> <p>All guest rooms are furnished to a high standard and come equipped with en-suite shower/bathroom, television, wifi, hairdryer and tea/coffee making facilities. The</p>	

		<p>accommodation comprises 8 x sea facing bedrooms, 4 x village view bedrooms and 1 x rear facing bedroom. Travel cot available on request.</p> <p>Superior Double Room - Spacious dual aspect room with sea views, super-king bed and an en-suite bathroom with shower.</p> <p>Superior Twin Room - Spacious dual aspect room with sea views and an en-suite bathroom with shower.</p> <p>Double &amp; Twin Rooms - These rooms have either direct or indirect sea views and en-suite facilities.</p> <p>Single Room - This room has sea views and en-suite facilities.</p> <p>Family Rooms - These rooms have either direct or indirect sea views, double bed, bunk bed and an en-suite bathroom with shower. One of the family bedrooms has a short bath and a 5"2 bunk so it is unsuitable for older children or groups of adults.</p> <p>Rear-facing Double Room - This bedroom has an en-suite bathroom with shower. Due to the bedroom facing the rear of the hotel and situated above the kitchens, some noise may be heard from the fan during food service times; therefore this room is sold at a cheaper rate than our standard bedrooms.</p> <p>Rates: Full payment is made at the time of booking. We offer 2 rates:</p> <p>Flexible rate: You can cancel your reservation up to 2 days before arrival (£10 cancellation fee applies).</p> <p>Prices range from £105/night; £125/night; £135/night; £162/night. In the off season. They go up in the high season to £173/night; £193/night; £203/night; £238/night.</p> <p>Non-refundable: This is completely non-refundable. If you select this rate then you will need to have adequate travel/holiday</p>	
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		<p>insurance in the event you can't travel including any further covid travel restrictions.</p> <p>Hotel also has a restaurant where regular music sessions are held.</p>	
Glenfinnan House Hotel, Glenfinnan	18 miles	<p>Award winning country house hotel set in the Scottish Highlands. Part of a corporate group, ICMi Collection, which has various accommodations across Scotland.</p> <p>Rooms:</p> <ul style="list-style-type: none"> <li>● Small Double Room: sleeps 2, double bed with en-suite shower</li> <li>● Double Rooms: sleeps 2, king bed with en-suite shower</li> <li>● Loch View Double Room: sleeps 2, king bed with en-suite shower, view of Loch Sheil and Glenfinnan Monument</li> <li>● Superior Room: sleeps 2, king bed with en-suite shower, overlooks the garden</li> <li>● Loch View Superior Room: sleeps 2, king bed, en-suite bathroom, over looks Loch Shiel, Ben Nevis, Glenfinnan Monument</li> <li>● Loch View Junior Family Suite: sleeps 3, one room with super king and adjoining room with a single bed, en-suite bathroom</li> <li>● Large Family Room: sleeps 3, two rooms with a connecting door one with a king bed and one with a single bed, en-suite bathroom</li> <li>● Loch View Large Family Room: sleeps 4, two rooms one with a double bed and one with two single beds, en-suite bathroom, views over Loch Shiel, Ben Nevis and Glenfinnan Monument</li> </ul>	

		<p>Room prices in the off season are much lower than high season. Double room during the low season is £420 for Friday – Monday and during the high season is £1125 for Friday – Monday.</p> <p>Offering a Winter Package: <b>From £199.00 per night in a Small Double Room.</b> Package includes Accommodation, Breakfast and 3 course Dinner</p> <p>Terms &amp; Conditions</p> <ul style="list-style-type: none"> <li>• Offer is subject to availability from 1st November 2024 to 31st March 2025, excluding 20th December 2024 to 6th January 2025 and 14th &amp; 15th February 2025.</li> <li>• Tables are not automatically reserved for guests booked on the Winter Package. Please note your preferred time for dinner at the time of booking along with any allergies or dietary requirements. to reserve your table. (supplement will apply to “From the Grill” items).</li> <li>• Offer is fully pre-payable at the time of booking, non-refundable and non-amendable.</li> </ul> <p>Also offers:</p> <ul style="list-style-type: none"> <li>• Highland Dip &amp; Dine Experience - <b>From £225 in a Small Double Room</b></li> <li>• Highland Explorer - <b>From £275 in a Small Double Room</b></li> <li>• Stay, Dinner &amp; Aim Package - <b>From £379 in a Small Double Room</b></li> </ul>	
The Morar Hotel	21.5 miles	The Morar Hotel is a 3-star hotel, only 3 miles from Mallaig. But is 21.5 miles from The Inn at Glenuig.	

		<p>Accommodation:</p> <p>Classic Rooms (single, twin or double; 1-3 guests) from £55/night</p> <p>Superior Rooms (single, twin double or family; 1-4 guests) from £90/night</p> <p>Seaview Rooms (single, twin, double or family; 1-4 guests) from £105/night</p> <p>Site also has a restaurant and bar, both are open to guest and non-guests.</p>	
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## **Appendix 9 : Skills of Management Committee Members**

### **Helen MacRae**

Director of Glenuig Community Association. Educational assistant.

I was born and brought up in this area. After leaving school at 15, working in a wide variety of jobs around the west coast, Edinburgh and abroad, I moved back to the area over 20 years ago to bring up my children here in the rich traditional Gaelic culture I was brought up in. I work as a support assistant in high school, working closely with autism and wider support needs creating an inclusive and nurturing environment. I provide individualised support fostering independence and confidence, building strong, trusting relationships. I have always been a supporter of community ownership and believe The Inn should be the heart of the community.

### **Alasdair Carmichael**

Born and raised in Lochaber and a Glenuig resident since 1985.

Lead designer and pro gratis Project Manager for Glenuig Hall during the build and Maintenance Manager for the past 29 years. Founding member and Chairman of the Glenuig Community Association since 1993 and Chair of Glenuig and Samalaman Moorings Association and a founding and active member of Comann Eachdraidh Muideart.

### **Sue Bowers**

Speech and Language Therapy. Facilitating development of communication and language skills, experience of team management (NHS).F

### **Malcolm Fraser**

Malcolm is an Edinburgh architect whose work spans from award-winning homes, arts buildings, bars and restaurants and, in general, placemaking and cultural renewal, including the care and renewal of historic buildings and towns, to advising Government and advising and empowering communities. His work promotes regeneration through bottom-up cultural renewal, and led to an invitation to lead the Scottish Government's Town Centre Review which, reporting in 2013, sought to bring life and investment throughout Scotland. He's also Convenor for the Common Weal "think-and-do-tank" which sets out programmes for national social and environmental renewal.

### **Andrew Hunter**

Andrew qualified as an accountant in the 1980s and escaped into the Stock Market; he has also since worked in Business Turnaround forecasting and has held voluntary treasurer roles for several charities. He moved to Ardnamurchan in 2023 after 20 years in the Borders and enjoys assisting start-ups with their financial requirements.

### **Lou Johnson**

Lou considers herself very lucky to call Glenuig 'home' and was sailing the Sea of the Hebrides for quite a while before putting down roots here. She works independently in the mining and oil & gas sectors, focussing on avoidance of impacts on biodiversity, natural resources and the communities that rely on these. Working with international financial institutions, companies and conservation charities, she's developed skills in governance, strategic planning, facilitation and project management. Lou values community resilience and co-operative action: she's helped establish the Moidart Coastal Rowing Club, is on Glenuig Hall's Arts Group committee, is a weekly volunteer at the Community Shop and has been known to enjoy a pint or two at the Inn...

### **Peter Langhorne**

Peter Langhorne is a retired doctor and Emeritus Professor at the University of Glasgow who settled in the Glenuig area a few years ago. His background is in healthcare, teaching and research, but has also included experience of project management and governance and serving as a director on various educational and medical charities including the Cochrane Collaboration and Chest, Heart and Stroke Scotland. He is enjoying exploring the local area and is still trying to finish his Munros.

### **Colin Speedie**

Colin has run businesses over many years in a variety of commercial areas, including sustainable agriculture, yacht build consultancy, ecotourism and marine conservation. Now semi-retired, he hopes to contribute to community initiatives, believing that local action yields more long-term benefits to remote areas than any other form of support. Colin currently chairs the Moidart History Society and volunteers at the Community Shop. Helping to secure the much-loved Glenuig Inn for the benefit of local people and visitors will be a cornerstone in supporting Glenuig's vibrant community for the future.

### **Sarah Winnington-Ingram**

Sarah has lived in the area for 15 years having had a base here since childhood when she first visited Glenuig Inn. Cordon bleu trained, Sarah has worked in hospitality all her working life both in capacity as Front Of House and as Chef, from managing large events to cooking for small exclusive groups and more recently running Arisaig House, a 4 star hotel with 2 rosettes, where she was leasor for nearly 10 years. Whilst in Arisaig, Sarah was Chair of RTTMG (Road to the Isles marketing group), and hosted multiple community and hospitality events including a food festival and annual paella for 200 at the local triathlon. With a passion for the Highlands and in particular our little corner she is delighted that the Community now has this unique opportunity to bring their pub back into the Community and to ensure that going forward it is run by the Community for the Community.