

AROS AN RUBHA BUSINESS PLAN 2023-2026



Company Limited by Guarantee. SC420694
Scottish Charity No: SC046922

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Executive Summary

- Urras Stòras an Rubha (USAR) was set up in April 2012. The USAR Board has 15 directors all from the local community and a membership of 100. It is a Community Company Limited by Guarantee and is a registered charity.
- To date, its role has been to develop the former Knock School building as an asset for the local community and to manage the building in order to facilitate the development of enterprises and activities in line with the outcomes of community consultations.
- The Old Knock School had been successfully run as a pilot community hub housing a café, shop – which opened in 2015 - and office base for Point and Sandwick Trust, as well as a space for community activities and local historical displays and groups.
- USAR aims to purchase the small croft (croft No 25 Knock) adjacent to the building. The croft holds a car park, which had been developed by Comhairle nan Eilean Siar for use by school staff and visitors. Storage units for the shop are currently located there.
- This business plan sets out how Aros an Rubha, the renovated Knock School, will be managed and operated by Urras Stòras an Rubha (USAR). USAR aims to ensure that the identity of the building is maintained as a community resource – as Aros an Rubha.
- During 2021-2022, the building was renovated to a high specification to provide space for the original tenants, as well as providing enhanced facilities. A further phase of development to provide additional facilities, in line with community aspirations, is at the early stages of planning
- USAR aims to have the completed, Aros an Rubha as a carbon neutral building.
- The refurbishment and development of Old Knock School is in line with the findings of community consultations over the last 10-15 years. These showed the demand for the services and facilities that Aros an Rubha is providing, along with the need to create local employment.
- The consultation findings reflect the economic and social profile of the area, based on national and local statistical information.
- New uses include hot desking facilities, increased covers for the café, exhibition space for local groups, storage space and a larger car park. The possibility of having a Post Office, open during shop hours, is a key aim and is being actively pursued.
- Provision of enhanced facilities bring important social, economic and environmental benefits by helping reduce social isolation, improving tourism potential and cutting travel by providing services locally.
- Revenue funding in the main comes from rental income, donations that the various tenants of the building will contribute to USAR and for hire of hot-desking and other community facilities. Rentals have been set with the assistance of market levels as determined by an independent surveyor.
- Aros an Rubha will be actively managed by USAR through the appointment of a manager, whose role will be to engage the community with the facilities, promote the use of the building, manage bookings, deal with any issues raised by tenants, etc.
- Financial projections show the enhanced, modernised facilities will generate
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Background

Urras Storas an Rubha (USAR) was established in April 2012. It is a Community Company Limited by Guarantee and is a Registered Charity. It has developed the former Knock School building into an asset for the local community and will now manage the building in order to facilitate the development of enterprises and activities in line with the outcomes of community consultations.

There are 15 directors of USAR. Of these, 9 comprise members of community groups and enterprises some of which operate from the building and the other 6 have been elected from the 100+ membership of USAR. The enterprises and groups currently represented on the Board are:

- Point Community Council
- Comann Eachdraidh an Rubha
- An Rudhach community newspaper.
- Urras Eaglais Na h-Aoidhe
- Point and Sandwick Development Trust
- Point Agricultural Show
- Bùth An Rubha
- Point Youth Club
- Tiumpthead Community Association

Location

Point is a small peninsula joined to the east coast of the Isle of Lewis, which is the largest island in the Outer Hebrides (see maps below). The population is approximately 3,140, inhabiting 14 villages. Point is joined to the rest of the island by a narrow isthmus of golden sands one mile long and barely 100m wide. The link to Point is sometime closed in the winter during storm events and high tides with the result that the area can be cut off for extended periods.



The Point Peninsula—Outer Hebrides

The Redevelopment of the building.

The redeveloped building, known as Aros An Rubha, includes the core of the original school building, which was still of sound construction, and replacement new build in place of later additions which were in a poor state of repair. The result is a very attractive building – in accordance with the highest standards of insulation and decoration, and which meets most of the needs of the tenants.

In order to bring the first phase of the project in on budget, parts of the original plans had to be shelved, with a view to reinstating them at a later stage. These elements were additional rooms to the north of the building and a porch to the south. The additional rooms to the north would comprise a larger community room for hot-desking and a laundrette. This will now be phase 2 of the project and it anticipated that planning of this will begin in 2023.

Energy

It is a priority of USAR to work towards having a building that is 90% grid-free, producing and consuming much of its own power via cutting edge heat pumps and solar panels.

Community Consultation

Consultation exercises were conducted by Point and Sandwick Community Councils in May 2009 in partnership with PST and a further consultation was carried out for PST between May and August 2012. The consultation activities included public meetings, a postal questionnaire, an online survey, and meetings with representatives of community groups and consultation with school pupils. The consultation report was written by consultants A'Chaora Ghlas and is available upon request. The consultations demonstrated the need to:

- Address outmigration, particularly of young people
- Improve the sustainability of the local economy and enhance local income levels
- Enhance community engagement, cultural identity, and social cohesion
- Tackle issues of social isolation amongst older people

The wide-ranging 2012 consultation confirmed the ongoing concern around these issues, with suggestions being made for tea-rooms, a community shop, a museum, historical centre, a celebration of literary figures, tourist information, a guide for historical and archaeological sites, developing Point Historical Society and seeking assistance with Knock School redevelopment as ways to improve services and address the community needs.

A public meeting held in 2012 resulted in the coming together of the various community groups which formed USAR, and it was decided at this meeting that community ownership of the former Knock school building would be the best option. USAR was tasked to take this forward. Further consultations on the plans for the school were carried out in 2013, 2015 and 2018, and there was found to be broad support for the proposals as they evolved.

The seven standards of community engagement were utilised in each case. The engagement and consultation exercises were **inclusive** reaching out to all members of the community. **Support** was offered to various groups by conducting meetings directly with them. They were well **planned** and done with plenty of opportunity to feed into designs to reflect the results. USAR **worked together** with all age groups and involved local school children and suppliers to the shop. Various **methods** of engagement were used, postal surveys, focus groups, drop in events, online surveys and public meetings. **Communication** of the results and finding was via the community newspaper, the website and social media and reports are available upon request. The **impact** will be a community hub which will address the needs of the community through mechanisms identified by the community.

Why Aros An Rubha

The Outer Hebrides' Demographics and Employment

The Outer Hebrides has the lowest population density at 9 people per kilometre square of all the local authorities in Scotland, an important factor in the delivery of and access to services, particularly for the most vulnerable. The Outer Hebrides has no datazones or geographical areas that are defined as the most economically deprived. The SIMD is used to target interventions and tackle the effects of socio-economic inequalities in communities across Scotland. However, there are difficulties with using the SIMD in rural areas. As a result, areas such as Point are less sensitive to area-based measures like the SIMD.

Further analysis and research of other statistical information such as the National Records for Scotland, the Scottish Neighbourhood Statistics and research carried out by third sector organisations and the Local Authority highlight a number of different issues that the SIMD does not capture. The Outer Hebrides has challenges such as low income and low employment opportunities resulting in an economically fragile area heavily reliant on primary industries such as crofting, weaving, fishing, tourism, construction and the public sector. Public sector employment was 38.6% of all employment in 2015, much higher than in Scotland (24.7%) and Great Britain (18.4%). Fuel poverty is a particular issue for the Western Isles.

The Scottish Centre for Regional Inclusive Growth is developing a range of indicators across a range of themes which is helpful for showing differences between the Outer Hebrides in comparison to other areas.

Indicator	Scotland	Outer Hebrides
GVA per head, 2016 (£)	£24,876	£27,276
Employment rate (%)	73.9	80.5
% of 16-64 year olds with SCQF 7-12	42.5	42.0
All Healthy Life expectancy at birth (ALL)	64.2	65.5
Median weekly earning – FTE (£) 2016	£547.70	£479.80
Households in Fuel Poverty 2014-2016 (% of households)	31	55.6
Children in Families with limited resources after housing cost (%)	20.4	23.2
% of LA Data zones within Scotland's 15% most deprived (SIMD)	15	0
% of dwellings not "energy efficient" 2104-2016	34	57.9

It is worth noting that while the employment rate is higher in the Outer Hebrides, GVA and wages are noticeably lower than the Scottish average, along with a higher proportion of homes in fuel poverty which demonstrates low levels of energy efficiency.¹ Three drivers which will mitigate the effects of poverty are income from employment, cost of living, and income from social security and benefits.

The above review of statistical information available from CNES and others shows that the main areas of concern are consistent with those that arose from community consultation, that is:

- The loss of population, especially of the young and educated;
- A population demographic skewed disproportionately towards the elderly;
- A lack of private sector job opportunities relative to the Scottish average;
- A high level of low standard housing and the highest level of fuel poverty in Scotland;
- Exceptionally high indices of rurality and remoteness leading to high costs of, and gaps in service provision.

The Old Knock School

The regeneration of the Old Knock School as a community hub was identified as having the potential to offer services and resources which were not available within the Point area prior to USAR acquiring the building and provides new employment opportunities in the area and is of benefit to the community as well as to the wider island economy. In order to test this, a shop, café, offices etc was piloted in the building prior to the decision to renovate.

The success of the piloted shop and café and the reassurance of securing a long-term lease with Point and Sandwick Trust (PST) meant that rental income would be guaranteed for USAR as the landlord. Any surpluses could be used to go towards funding a manager and cleaner for the building. Additional external funding would be required for these and for investing in projects identified by the community and which have a clear community benefit. PST currently employ and fund a cleaner for parts of the building. USAR has secured one year of funding from the National Lottery Community Fund to support a Hub Development Manager post, and it is hoped that further funding will be secured to continue this post.

The refurbishment has transformed the building into a vibrant community hub providing services, employment and volunteering opportunities, as well as being a centre which promotes the language, culture and heritage of the area, through provision of:

- Office accommodation for the building's tenants
- Archive, storage and distribution space for the Community Newspaper (The Rudhach)
- Display and storage areas for the Historical Society and the Ui Church Trust
- Flexible community facilities including an area for hot-desking for homeworkers, or the self employed
- Increase in the number of covers for the cafe

¹ Western Isles Anti-Poverty Strategy 2019-2024, OHCPP Anti-Poverty Strategy Working Group

- Increased shop floor area.
- Additional parking.

There is an aspiration to have a Post Office within the shop, subject to negotiations with the Post Office. This is currently on hold, due to the Post Office not opening any new venues.

Economic Impact

Aros An Rubha provides employment with a range of jobs in the retail, energy and community development sectors. The shop and café provide local job and work experience opportunities. This includes providing work experience and paid weekend work for students at the local secondary school. Furthermore, from its inception until the present the shop has had a good track record in providing supported employment opportunities for vulnerable adults. The experience and confidence gained has helped the individuals concerned in moving to other employment.

The shop/café continues to sell local produce from crofters and crafts people and artists. In addition to providing valuable outlets for local butchers, newsagents, greengrocers, publishers, bakers and many others, the business has provided an opportunity for a raft of small cottage industries which simply did not exist before the shop opened.

A list of the 40 businesses supported is available at Appendix 1.

Point and Sandwick Trust currently employs 4.5 FTE employed, with a view to this number increasing to 7.5 FTE in the near future. PST has provided financial support to 69 groups, including their priority revenue clients and five-year sponsorships.

Point and Sandwick Trust (PST) have officially launched a new Energy Support Service to help those most vulnerable in their areas. This new venture has been designed specifically in response to the cost-of-living and energy crisis and will help local people to identify relevant support available to them to ensure warmer homes this winter and beyond

1.5 FTE jobs have been created by the Knock School project and these will be maintained after the refurbishment. 8.5 FTE additional jobs will be created through the growth plans of each of the stakeholders.

There is hot desking and meeting space for self-employed and remote workers to access broadband and meet with organisations such as the CITB or clients. These actions will contribute to increasing the income of households in the Point area, reducing the reliance on welfare benefits and reducing the cost of living.

Regarding the cost-of-living, a shop and café in the community will reduce the travel costs of travelling to Stornoway 22 miles (return journey) for some to do the weekly shop, and to socialise and meet people. This will also alleviate loneliness and isolation especially in the older generation.

Local Impact

Two of the community groups/charities involved in the project were previously vulnerable as there was a lack of suitable space in which they could operate in their own community. These two are Comann Eachdraidh An Rubha (Point Historical Society) and the Rudhach community magazine. CEAR is entirely dependent on volunteers, and the Rudhach largely uses volunteers, apart from one 0.5 FTE post. The volunteering opportunities presented can ensure that those who suffer from the effects of isolation or wish to develop their CV can do so in their own community. Interpretive panels for Urras Eaglais na h-Aoidhe will be displayed. These, and the exhibition area of CEAR broadens the appeal of Aros An Rubha for visitors to the area, thereby having a wider economic benefit through attracting additional tourists to the community hub and its other businesses and facilities. The interpretative panels about the medieval St Columba's Ui Church and Graveyard will be an added attraction for the 20,000 visitors a year that currently visit the Ui Church archaeological site.

Meeting and hot-desk space is provided for both locals and visitors. A meeting space outside a homemaker's home will raise the professional profile of the companies using the space. Another benefit is that it will introduce a social side to working from home; engaging and networking informally with one another will bring mutual benefits.

The piloting reassured USAR that the proposed uses of the building are well-chosen to meet need and that the dynamism, versatility, and entrepreneurship demonstrated by the tenants even over the last two years of Covid restrictions bodes well for a future which will show continued progress, responsive to local needs and trends. The project will be pivotal to economic growth, community health and confidence, sustainability, and cohesion, and encourage small enterprises as well as boosting trade for larger enterprises. It will contribute significantly to enhancing cultural identity, through the focus on language continuity, and historical and cultural roots as a basis for further improvement.

The project is a great example of how the private, charitable and third sector can work together for wider community benefit bringing new employment opportunities and increasing income levels, all the while addressing issues of rural deprivation and decline.

Objectives

The aim for the hub is that it will help to maintain, develop, and enhance the economy, society, culture, heritage and environment of the Point area by developing a resource for use by various groups to provide sustainable, relevant and desired facilities and services and assisting the community to realise its collective needs and ambitions. The long-term vision of the project is to meet the needs identified in community consultation. The project will achieve the following:

Objective	How USAR will achieve that objective
Address de-population by providing direct and indirect employment opportunities locally.	The 15 FTE jobs established will be protected and it is expected that there will be an additional 7.5FTE jobs created by USAR, the partners and stakeholders.

Increase training and skills development by providing volunteering opportunities, work experience placements and local jobs;	There will be training places and work experience placements run by the shop, PST and the Historical Society. The historical society will be able to bid for short term grants for research projects which will be open to students looking for paid summer placement work. It is planned to have a minimum of 2 such training opportunities a year between all the partners.
Boost local income levels by providing a shop/café which will develop and maintain a market for craft products develop and maintain a market for croft grown produce; provide an opportunity for established businesses to widen their market, increasing their customer base;	Over 40 local businesses and enterprises benefit from the shop and the café. A list is at Appendix 1. It is planned that a Post Office will be provided in the shop which will give the community a facility which will be open every day during shop hours. Such a facility has not been available for many years. Hot-desking and occasional space for meeting clients/others for use by self-employed construction trades, accountants, journalists, consultants and other professionals will be provided.
Provide facilities that will support the tourist sector including interpretation facilities on archaeological and historic attractions	Working with the Comann Eachdraidh and Urras Eaglais na h-Aoidhe, exhibitions and interpretation will be available on local sites of interest. Previously, there was no such service available to tourists even although the local Urras Eaglais na h-Aoidhe site attracts 20,000 visitors annually.
Address issues of social isolation and remoteness from services in the elderly population, new mothers and the unemployed; reinforce and develop linguistic and cultural identity; enhance community engagement and cohesion;	Volunteering opportunities will arise within each of the groups. The Gaelic language is already a strong emphasis in activities and will continue to be promoted and will be visible in signage as well as in everyday usage. Gaelic is naturally used by the community on visits to the shop, cafe and exhibitions. Gaelic is used in labelling within exhibitions and in textual display items. Original text is given in Gaelic and English. PST is actively bilingual, with press releases and social media material appearing in both English and Gaelic. The Rudhach

	regularly has Gaelic articles, and Gaelic books are available in the shop. USAR supports community groups by allowing access within the building foyer for fund-raising activities such as raffles. Senior citizens' groups and young people's groups, such as the football team, have all been accommodated in this way. The flexible community space in the development plans will be of benefit to individuals and community groups, by providing scope for meetings, for IT access and for fundraising.
Provide suitable office accommodation for the renewable energy company Point and Sandwick Trust which works to provide charitable grants to third sector organisations throughout the Outer Hebrides, including Bethesda Hospice and Care Home and An Lanntair	It is important that an organisation such as PST has its offices in the Point area thus ensuring that there is local accountability for the operations of the Trust and its trading arm Point and Sandwick Power.

Management of USAR and Aros an Rubha

The Board of USAR is currently made up of 15 trustees drawn from the local community, and in particular from the tenants of the building. These trustees bring a wealth of experience and skill to the organisation, as detailed below. While it was appropriate to have the tenants on the board during the pilot and renovation phases of Aros An Rubha, to minimise potential conflicts of interest in the future USAR wishes to change the membership of the board over time. Input from the tenants could be achieved by setting up an 'Aros an Rubha Users Group', made up of representatives from all tenants, who will be able to feed issues, ideas and concerns to USAR (either directly to the board or via the part time manager).

The day-to-day operations of Aros will be managed by a part time Hub Development Manager, whose role will be to:

- Nurture and develop community engagement activities and promote the facilities
- Manage the booking calendar and take bookings for the community facilities.
- Ensure that the communal space is kept clean and safe
- Liaise with tenants to ensure compliance with terms of the lease.
- Generally, have oversight and responsibility for the building, on behalf of the board.

USAR Board Members Biographies

Angus Lamont (Chair)	Prior to retirement, Angus was Chief Executive of Hebridean Housing Partnership, having previously held posts in Housing at Comhairle nan Eilean Siar over the past 30 years, including the posts of Housing Manager and Director of Housing. He was in charge of the setting up and establishing of HHP as a registered social landlord in the Outer Hebrides from a shadow organisation in 2003 to one that now has an annual turnover of £9 million and an annual budget of circa £12-14 million per annum. Angus was born in Glasgow and moved to Lewis in 1985. He is an active crofter and has lived in Garrabost, Point since 1989. He is a member of Point Community Council.
Donald M Macdonald (Vice Chair)	Donald is currently employed as a Systems Analyst for the schools IT team within Comhairle nan Eilean Siar, where he has worked for the past 20 years. He was brought up in Garrabost and is married with a young child in Sgoil an Rubha, the local primary school. He is a director of Point and Sandwick Trust and is vice-chair of the Parent Council at Sgoil an Rubha.
Catherine M Dunn Company Secretary)	Catherine is retired and is secretary of Comann Eachdraidh An Rubha as well as being a director and secretary of Urras Storas An Rubha. She previously served as a Director on Stòrlann Nàiseanta na Gàidhlig, on the Board of Sabhal Mòr Ostaig, latterly as vice-chair, and on Western Isles Foyer. Her working life was spent in education, initially as a teacher of Gaelic and English, then in curriculum development until moving into the Education Directorate of Comhairle nan Eilean Siar in 1995, occupying the post of Acting Director of Education for 9 months just prior to retirement in 2009. Although she does not actively seek employment, she has accepted research, editing and translation work at the request of official Gaelic bodies and Gaelic publishers. She has been involved with Urras Storas An Rubha from the outset and volunteers to help at various community events. Apart from five years spent in Aberdeen in higher education she has spent all her life in the Point area.
Norman Mackenzie (Treasurer)	Norman is treasurer of Urras Storas an Rudha and was chairman of Tiumpán Head Community Association for seven years between 2006 and 2013. He is currently chair of Point and Sandwick Trust. Norman is a chartered surveyor specialising in valuation for non-domestic rates and council tax. He is currently employed by Highland and Western Isles Valuation Joint Board as an Assistant Assessor. As part of the board's senior management team, he has additional management and specialist valuation

Matthew L Bruce	Matt is a chartered architect who moved to Point in 1987 after working for 10 years in Glasgow in the private sector. He worked for Comhairle nan Eilean Siar for 4 years then in the private sector for another 5 years before re-joining the Comhairle in 1996. He then worked on housing until 2011 when he retired. He has always been involved in community and leisure time committees. He was a founder member of Cuimhneachan Nan Gaisgeach which built the monument for the Aignish Riot. He currently serves on the following: Garrabost Mill Trust, Tighean Innse Gall (Treasurer), Western Isles Foyer; Lewis and Harris Horticultural Producers (and representative on OH CLLD committee); Point Sport and Recreation Association, the committee of the Rudhach newspaper, as well as being a regular contributor on gardening.
Elizabeth M Chaplin	Liz is retired and is a director and secretary of Urras Eaglais na h-Aoidhe, a director of Point and Sandwick Trust and a director of Urras Storas an Rubha. Her working life was in social work and for over 12 years she was service manager of Comhairle nan Eilean Siar's care homes for older people. This included responsibility for a large budget and well over 100 members of staff. Liz is originally from Dumfries and has lived in Point since 1989.
Thomas R Clark	Originally from the Borders, Tom is a retired secondary teacher, having spent 34 years in The Nicolson Institute, serving as Principal Teacher of English and latterly as Depute Rector. He has been involved with several community organisations in Point, where he has lived for 45 years: Point Community Council, Point Agricultural Society, Point and Sandwick Trust, Point Historical Society, Sheshader Amenities Association and Sheshader Grazings Committee. His other activities include crofting, mainly centred on sheep and poultry, fishing, and a horticultural enterprise producing fruit and vegetables for domestic and community use. He is also a member of the Point and Sandwick Coastal Path Group, which is developing a planned walking route around the coastline of Point and Sandwick.
Joanne Dixon	Joanne is one of the more recent residents of the Isle of Lewis, having moved to Shulishader from Spain 4 years ago. She is a Chartered Accountant and Chartered Tax Adviser who started out in 1984 first training and then working for some of the larger firms such as KPMG before semi-retiring to Andalucia in 2004. Whilst there she set up a practice specialising in helping individual taxpayers and small businesses and has continued with this for the past 10 years and now supports local businesses as well as those farther afield. Joanne is an active member of the Point Community Council, Point and Sandwick Coastal Pathways and the Hebridean Walking Club and can be seen out most weekends walking the hills of Lewis and Harris.

George K M Macdonald	George is a retired civil servant. He is currently chair of the editorial team of the local community newspaper Rudhach. He is a director of Urras Storas an Rubha and a director of Urras Eaglais na h-Aoidhe. He is also a committee member of the Western Isles Transport Preservation Group. Apart from about two and a half years working in London and Inverness he has lived in Point all his life. Since retiring from the civil service he worked for a local car hire company for five years. He has also done some part time seasonal work for Highland Council when the electoral register is being compiled.
Norman Macleod	Norman joined the RAF after leaving the Nicolson Institute and served for 12 years before returning home to Point to join the family retail business. The business had shops in Bayble and in Plasterfield, and mobile shops serving the whole of Point and Back. He and his brother decided to close the business to retire but he returned to the retail business to become a director of Buth an Rubha and Cafe Roo, which opened in March 2014. He served on the Stornoway Trust for 6 years before deciding to stand down, and currently serves on Urras Eaglais na h-Aoidhe, Point Community Council and Comann Eachdraidh an Rubha. He was also instrumental in setting up Càirdean Og Allt nan Gall, a club for people of post retiral age in Point and was its first chair. He is still involved in the club and writes a monthly column for the Rudhach newspaper on the club's activities.
Donald J Macsween	Donald John, who has been involved in various community organisations, is currently General Manager of Point and Sandwick Trust which has developed and manages the largest wholly community owned windfarm in the UK. He was Chief Executive officer of Western Isles Foyer (a social enterprise providing housing, employment support, and living skills support to homeless young adults) from 2003 to 2013, and Chief Executive Officer of An Comunn Gaidhealach (A Gaelic language development charity and organisers of the Royal National Mod) from 1993 to 2003. He had previously worked in the civil service and as a local government officer. He served as a councillor on Comhairle nan Eilean Siar representing the Tiumpan Ward and later as one of the councillors for Sgìre an Rubha from 1999 until 2012.
Grace Smith	Grace is originally from Inverness-shire and lived in Lewis in the early 1980s before the family moved to Peterhead. In 1996 her husband's employment brought them back to Lewis and they settled in Point. She has experience in retail, and in office work. She is not currently in full-time employment but uses her skills in sewing to make Harris tweed craft items for sale. She is a keen gardener. She

	organises the monthly Beacon Café at Tiumpthead Community Centre. She is secretary of Tiumpthead Community Association and is chair of Point Agricultural Society.
Zena Stewart	After graduating from Edinburgh University and Moray House College of Education Zena taught in The Nicolson Institute for 36 years. Initially appointed as a teacher of Geography she then went on to become a Guidance teacher and prior to retiring in 2010 was a Depute Headteacher. During that time Zena was involved in organising school trips and pupil exchanges within the UK, Europe, USA and China. She was elected to The Stornoway Trust in 2009 and served for 6 years and was elected as a Councillor for Sgìre an Rubha in 2012 and served for 5 years. Zena now volunteers for several local organisations. She is a Director of Urras Stòras an Rubha, Friends of the Nicolson Institute and Urras Eaglais na h-Aoidhe, a Board member of The Leanne Fund and is on the committee of Feis an Rubha and The Lower Bayble Playpark. she enjoys travelling with her husband in their motor home.

Funding and Finance

Refurbishment funding

In order to finance the refurbishment work, and the installation of energy efficiency measures and renewable energy, a range of grants and loans were used. The initial plan had been to secure funding for the work from the National Lottery, but when this proved unsuccessful, a more mixed package of support was pursued. The cost of the work was around £1million, with funding from PST, HIE, the Regeneration Capital Grant Fund and the Crown Estate fund being the main sources of funding. A CARES grant and loan was secured to cover the costs of renewable energy and energy efficiency measures, and a Centrica grant will go towards further developments in this regard.

Cashflow projections

It is very important that Aros An Rubha is able to sustain itself financially in the future. The following cashflow forecasts show how Aros aims to generate income and manage the building to secure its long-term future. These show that a total of £xx will be taken in rental income each year from the various tenants. By year 3 of operation, this will enable USAR to cover the cost of part time staff to manage the building but in the initial stages it will be necessary to cover some of the running costs through fundraising and grants.

*Cashflows to be added once finalised – see separate Excel spreadsheet.

Appendix 1

List of Businesses and enterprises supported by the development at Aros an Rubha

PST	WJ Macdonald Butchers	Mairi Murray – oatcakes and shortbread
Historical Society	Macleod and Macleod Butchers	£1 card company (greetings card)
Ui Church Trust	Stornoway Smokehouse	Jackie's Tweeds
The Rudhach Newspaper	Lewis Mussels (Gress)	Stornoway Smoked Cheese
Bùth An Rubha	Krafty Krofter Great Bernera Eggs	DS Fine Foods (chilled puddings)
Café Roo	Mrs C Smith Arnol Eggs	Rewind Candles
	Stag Bakeries	Isle of Lewis Candles
Nicolson's Newsagents	Blackhouse Bakery	Taigh Dubh Candles
Loch A Tuath News	Macleans Bakery (Uist)	On Point Candles
Gaelpak Fruit and Veg	Acair Books	Margaret Maclean Fine Art
Williamsons Fruit and Veg	Islands Book Trust	Jane's Bakes (supplier for café)
Grillburger frozen produce	Gary Ross Jordan (local Author)	Wooden Garden Furniture by Angus Macmillan
Co-op Cash and Carry	Ui Church Trust Publications	Seasonal fruit and vegetables from individual crofters
Maybury Gardens Bedding Plants	Hamish Bremner Bedding plants	