# **Business Plan**



# Social Enterprise Opportunity Operation of Loch Ness Travel Services 24/02/2019

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# 1. Business and Objectives

#### **Business Overview & Aims**

To establish and operate a social enterprise "Loch Ness Travel Services" that will provide sustainable services to the community and employment for up to six locally based employees. The enterprise will support the vibrant tourism sector around Drumnadrochit and Glen Urquhart and the wider Great Glen area running from Fort William to Inverness.

The social enterprise will enable the provision of a **Tourist Information service** for visitors to Drumnadrochit & Glen Urquhart to be maintained and developed, with the associated benefits this brings to local businesses serving this sector.

These services will be provided sustainably by

- The purchase and operation of a profitable baggage transfer business for walkers undertaking self-guided and independently organised treks on the Great Glen Way, Affric Kintail Way and East Highland Way
- Revenues generated from the provision and maintenance of existing public conveniences
- Revenues generated from the commission obtained on retail sales of local crafts, souvenirs and boat trip tickets

Purchase of an existing purpose-built facility located in Drumnadrochit village car park from the existing owner (Highland Council) will provide an appropriate base for the operation of the baggage transfer business and the provision of the other services being undertaken by the social enterprise.

The location of the building within a 4,000 sqm (100 space) car park (also owned by Highland Council) provides scope for future development of the services to be provided by the social enterprise through a future transfer to the community of this asset.

The profits generated by the activities undertaken by the social enterprise will be used by Glen Urquhart Rural Community Association (GURCA)\* to deliver community benefit to locally based groups and activities in line with its defined aims and objectives.

\*Glen Urquhart Rural Community Association is a registered charity and two tier Scottish Charitable Incorporated Organisation (SCIO)



Pictures show the building planned for the location of Loch Ness Travel Services, provision of Tourist Information, retail and public conveniences in Drumnadrochit Car Park

## **Objectives**

#### Year 1

- Purchase and handover of baggage business
- Secure lease for up to 1 year to support start-up of the business prior to purchase of the TIC building
- Introduction of the provision of tourist information by Loch Ness Travel services

#### Year 2

- Purchase of the TIC building
- Development of Tourist information service & introduction of operation of toilets with recruitment of two additional staff members
- Development of a business plan for the operation and development the of the Highland Council owned village car park

#### Year 3 & beyond

- Increase baggage business turnover as a result of the Loch Ness 360 trail launch
- Reduce baggage business costs by introduction of an "in-house" people transfer service from Drumnadrochit to Abriachan
- Complete asset transfer request for ownership/lease from Highland Council of the village car park

# 2. Set Up and Governance

Glen Urquhart Rural Community Association (GURCA) was originally founded in 1949 and amended its constitution in 2017 to become a two-tier Scottish Charitable Incorporated Organisation (SCIO) and Development Trust.

The association has a defined geographic area that covers the village of Drumnadrochit and Glen Urquhart, an area of around 230 sq km with a population of about 2,500 people. The association is led by a board of eight elected Trustees and membership is open to those living within the defined area. The membership since becoming a two-tier SCIO has been growing and currently stands at around 230.

The aims of the association are to identify, support and deliver relevant developments and community led initiatives, that will sustain or improve the quality of life, work and leisure, for the people of Glen Urquhart.

The association is well supported by volunteers and organises events that bring together the community, annual fireworks, children's Christmas party and summer craft and local produce markets on the village green. It also produces an annual community bulletin.

It is well recognised and active within the local community and currently manages assets it owns and administers on behalf of the community (value c £100k) such as the village hall, playing field, village green and local monuments.

The trustees have a range of skills and experience gained from positions held in management, finance and operational roles in both private and public sector organisations and have also been involved in the successful delivery and management of the local care centre and the development of projects to deliver social housing (c £1.6m project cost). A summary of board member CV's can be found in section 8.

The social enterprise is expected to be established as a trading subsidiary of GURCA, with a small board comprising of some of the existing GURCA trustees, other relevantly skilled members of the community association, other community groups and the wider community. A prospective board has formed and a summary of CV's can also be found in section 8.

GURCA is a member of the Development Trusts Association Scotland and advice has been sought from them and other relevant parties on the appropriate constitutional and governance structure and processes.

# 3. Community Benefit associated with the Business Plan

Drumnadrochit is a significant location in terms of tourism in the Highlands. It sits within 2 miles of Urquhart Castle, the third most visited castle in Scotland which receives in the region of 500,000 visitors per year. The village also intersects with three long distance walking trails, the Great Glen Way, the soon to be launched Loch Ness 360 trail and the Affric Kintail Way and is a key stop-over location for the 5,000 or so walkers that undertake these routes each year. The village is also a popular stop-off point for bus tours, visitors in cars en-route to and from Skye and those undertaking the North Coast 500 which passes close to Glen Urquhart.

The services that will be provided by the Social Enterprise will help to maintain and develop the local tourism infrastructure providing benefit to those visiting the area and many of the local businesses that provide services that support the tourism sector.

The social enterprise will provide 5-6 local jobs with the services being delivered adding to, rather than duplicating existing facilities available to visitors around the centre of the village.

The baggage handling business will undertake the movement of bags between Fort William and Inverness providing a vital service to local accommodation providers that rely on walkers for their business. This activity will directly employ three people locally and indirectly provide income to three subcontractors based in Fort William & Inverness.

The continued provision of the Tourist Information service will continue to meet the needs of many visitors to the village and will ensure that local tourism businesses located in the village and the more remote rural areas of Glen Urquhart continue to be promoted. This service along with the operation of the existing public conveniences will directly employ another two people in the first year rising to three in the second year of operation.

In addition to the provision of these services, the social enterprise is expected to generate profits after costs enabling circa £70k over the first three years to be re-invested into the community by the development trust to support projects that support its defined aims and objectives.

The social enterprise also provides oppo	ortunities to support other important
local initiatives. The transition of the	vehicle fleet to
low or zero emission drive trains would s	support one of the objectives relating

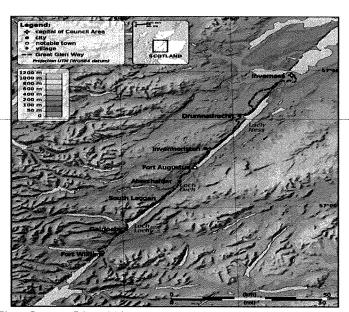
to transport identified in the local energy plan that has been developed for Drumnadrochit. The creation of jobs also creates opportunities for future local apprenticeships, which receive support from Soirbheas another local community development company.

The development and operation of the social enterprise is an important step for GURCA as a Development Trust and will support the development of skills and capacity that will result in Glen Urquhart becoming a more robust and sustainable local community.

# 4. Market and Customers

#### Market

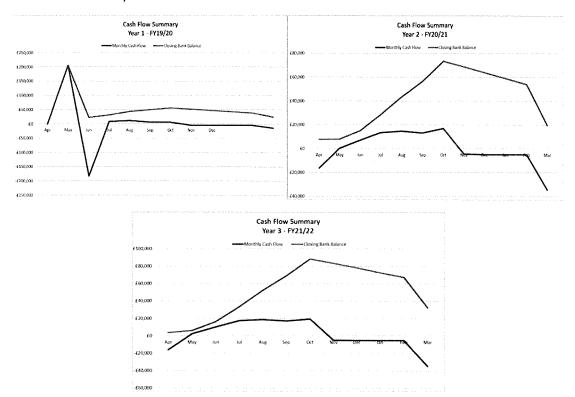
Drumnadrochit sits 51 miles from Fort William and 15 miles from Inverness on both the **Great Glen Way** walking route and the soon to be launched **Loch Ness 360 trail**. The village also intersects with the **Affric Kintail Way** running from Inverness to Kintail in the West and is a stop-over for walkers using all of these routes.



The Great Glen Way Route

The long- distance walking trails in the Highlands are popular with visitors. A Scottish National Heritage Report (Aug-18) records that 30,000 visits to the Great Glen Way were made in 2017, with **4,500**\* end to end trail users identified. These "end to end" users typically walk the 125km/78mile trail over 5-6 days and require a baggage handling service to transport the luggage that won't be carried during a day's trekking between their accommodation providers.

# Cash Flow Years 1, 2 & 3



				1											
			Ap		May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Income Baggage transfer business	FY 19/20 E 103,268		E 0%	•	0% E -	20% £ 20,654	25% £ 25,817	25% £ 25,817	20% £ 20,654	10% £ 10,327	£ .	6 .	0% £ .	0% E ·	0% £ -
Retail	£ 10,000		£	-	£ -	£ -	£ 2,500	£ 3,750	£ 3,750	£ -	£	£ -	£ -	E ·	£ -
Provision of public toilets	£ -		£	-	E -	£ -	£ -	£ ·	£ .	£ -	£ -	£ .	£ -	£ -	£ .
Grants Loans	£ 30,000 £ 185,000		£	-	£ 30,000 £ 185,000	£ -	f -	£ -	£ ·	f -	£ -	E -	£ -	£ -	£ -
			-		_ 105,000					-		•	-	-	
Total Income	£ 328,268		£	-	E 215,000	£ 20,654	£ 28,317	£ 29,567	£ 24,404	£ 10,327	£ -	£ -	£ -	£ -	£ -
Outgoings															
Salaries & other staff costs	£ 41,292		£	-	£ -	£ 9,153	£ 9,153	£ 9,153	£ 9,153	£ 780	£ 780	£ 780	€ 780	£ 780	£ 780
Sub-contract costs (drivers & transfers)	£ 16,996		£	-	E ·	€ 4,249	£ 4,249	£ 4,249	£ 4,249	£ -	£ -	£ ·	£ -	£ .	£ .
Vehicle leasing, repairs, servicing & insurance	£ 3,000		£	·	£ .	€ 300	£ 300	£ 300	£ 300	£ 300	£ 300	£ 300		£ 300	£ 300
Fuel Costs Business Insurance	£ 2,392 £ 500		£	-	E -	€ 598	£ 598	£ 598	£ 598	£ -	£ -	£ -	£ -	£ -	£ .
TIC - Rent, rates	£ 6,250		£	-	£ -	£ 625	£ 625	£ 625	£ 625	£ 625	£ 625	£ 625		£ 625	£ -
Utilities (Water, electricity)	£ 2,827		£	·	£ -	£ 283	£ 283	£ 283	£ 283	£ 283			£ 283	£ 283	£ 283
TIC - Repairs and renewals of property & equipment	£ 1,639 £ 3,500		£	-	£ -	£ 164	£ 164	£ 164	£ 164	£ 164	£ 164			£ 164	
Phone, fax & stationary Bank & credit card charges			£	-	£ -	£ 350 £ 50	£ 350 £ 50	£ 350 € 50	£ 350	£ 350	£ 350 £ 50	£ 350		£ 350 £ 50	
Accountancy and professional fees	£ 2,000		£	-	£ -	£ -	£ 2,000	£ .	£ -	£ -	£ .	£ -	£ -	£ ·	£ -
Other business expenses	E 9,439		£	-	£ 9,439	£ -	£ .	£ -	£ -	£ -	£ .	£ .	£ ·	£ ·	£ -
Loan repayments for purchase of LNT Dividend payment for community share	£ 18,810		£	-	<u> </u>	£ 1,881	£ 1,881	€ 1,881	£ 1,881	£ 1,881	£ 1,881	£ 1,881	£ 1,881	£ 1,881	£ 1,881
Purchase of TIC building	Ē -		£	-	ε .	£ -	£ -	Ē ·	€ .	£ .	£ -	£ -	£ -	£ -	£ ·
	£ 185,000		£		E ·	£ 185,000	£ -	£ -	€ -	£ .	£ -	£ -	£ -	£ -	£ ·
Transfer to GURCA	£ 10,000		£	•	£ ·	£ -	£ -	£ ·	£ .	£ -	£ -	£ -	£ -	£ -	£ 10,000
Total Outgoings	£ 304,145		£		£ 9,439	£ 203,152	£ 19,652	£ 17,652	£ 17,652	E 4,433	£ 4,433	£ 4,433	E 4433	£ 4.422	£ 14,433
Total outgoings			Ē			_ 203,132	_ 13,032	11,032	11,052	_ 4,433	~ 7,433	~ 7,933	£ 4,433	£ 4,433	2 19,433
Monthly Cash Flow				£0	£205,561	-£182,499	£8,665	£11,915	£6,751	£5,894	-£4,433	-£4,433	-£4,433	£4,433	€14,433
Closing Bank Balance				£0	£205,561	£33.0C=	631 33-	5/3.55	550 300	CEC 20-					
Closing Dank Dalance	:	! :	!	EU	£203,361	£23,062	£31,727	£43,641	£50,393	£\$6,287	£51,854	£47,422	£42,989	£38,557	£24,124
p						·- ··· · · · · ·								· ·	
			Ap		May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Raceana transfer huriners	FY 20/21 £ 137,690		£ 0%	-	10%	15%	20%	20%	20%	15%	0%	0%	0%	0%	0%
Baggage transfer business Retail	£ 137,690 £ 34,890		£ 5	,400	£ 13,769 £ 6,230	£ 20,654 £ 6,150	£ 27,538 £ 6,230	£ 27,538 £ 5,480	£ 27,538 £ 5,400	£ 20,654	£ -	£ -	£ -	E -	E ·
Provision of public toilets	£ 23,875			,500	£ 3,100	£ 3,000	£ 4,650	£ 4,650	£ 3,000	£ 1,550	€ 750	£ 310	£ 310	£ 280	£ 775
Grants	£ -		£		£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ ·	£ -	£ -
Community Share Loans	£ -		£		£ .	f -	f .	£ -	£ -	f .	£ -	£ -	£ .	£ -	£ -
						-				-	-	-	•	•	<u> </u>
Total income	£ 196,456		£ 6	,900	£ 23,099	£ 29,804	£ 38,418	£ 37,668	£ 35,938	£ 22,204	£ 750	£ 310	£ 310	£ 280	£ 775
0	<b>——</b>		ļ												
Outgoings Salaries & other staff costs	£ 84,559		€ 13	,313	£ 13,313	£ 13,313	£ 13,313	£ 13,313	£ 13,313	£ 780	£ 780	£ 780	£ 780	€ 780	£ 780
Sub-contract costs (drivers & transfers)					E 4,249	£ 4,249	£ 4,249	£ 4,249	£ 4,249	£ -	£ -	£ -	£ -	£ -	£ .
Vehicle Leasing, repairs & servicing			£	250	£ 250	£ 250	£ 250	£ 250	£ 250	£ 250	£ 250	£ 250	£ 250	£ 250	£ 250
Fuel Costs	£ 4,783 £ 500		£	797	£ 797	£ 797	£ 797	£ 797	£ 797	£ -	£ -	£ .	£ -	£ -	£ .
Business Insurance TIC - Rent, rates	£ 4,000		£	***	£ 333	£ 333	£ -	£ .	£ .	£ .	£ -	£ .	£ -	£ 333	£ .
Utilities (Water, electricity)			£		£ 495	£ 495		£ 495	£ 495	£ 495	£ 495	£ 495		£ 495	£ 495
TIC - Repairs and renewals of property & equipment			£		£ 287	£ 287	£ 287	£ 287	£ 287	E 287	£ 287	£ 287	£ 287	£ 287	£ 287
Phone, fax & stationary Bank & credit card charges			£		£ 292	£ 292	£ 292	£ 292	£ 292 £ 44	£ 292 £ 44	E 292	£ 292	£ 292 £ 44	£ 292	£ 292
Accountancy and professional fees	£ 2,100		£	•	£ .	£ -	£ 2,100	£ .	£ -	£ -	£ -	£ -	£ -	£ +4	£ .
Other business expenses	£ 500		£		£ 42	£ 42	£ 42	E 42	£ 42	£ 42	£ 42	£ 42	E 42	£ 42	£ 42
Loan repayment for purchase of LNT				7,719	£ 2,719	£ 2,719	£ 2,719	£ 2,719	£ 2,719	£ 2,719	£ 2,719	£ 2,719	£ 2,719	£ 2,719	
Dividend payment for community share Purchase of TIC building	£ -		£		£ -	£ ·	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
	£ -		Ē		£ .	£ .	£ -	Ē -	£ .	Ē ·	£ -	£ -	£ -	£ -	E .
Transfer to GURCA	£ 30,000		£	-	£٠	£ -	£ -	£ -	£ -	£ .	€ -	£ -	£ -	£ -	£ 30,000
Total Outgoings	€ 200,970		£ 23	3,321									<u> </u>		I 1
Total Gardinigs	E 200,970				£ 22 021	C 22 P24	C 34.031	C 33.031	C 23.031	C C 241	6 5341	6 6344			
Monthly Cash Flow	1			,,321	£ 22,821	£ 22,821	£ 24,921	€ 22,821	€ 22,821	£ 5,241	E 5,241	£ 5,241	£ 5,241	£ 5,241	E 35,241
Opening balance	<u> </u>			6,421	£ 22,821 £278	£ 22,821 £6,983	£ 24,921 £13,497	£ 22,821 £14,847	£ 22,821 £13,117	£ 5,241 £16,963	E 5,241	£ 5,241 -£4,931			£ 35,241 -£34,466
Opening detained		E 24,124											£ 5,241	£ 5,241	
		E 24,124	-£1	6,421	£278	£6,983	E13,497	£14,847	£13,117	£16,963	-£4,491	-£4,931	£ 5,241	£ 5,241 -£4,961	-£34,466
Closing Bank Balance		E 24,124	-£1										£ 5,241	£ 5,241	
		E 24,124	-£10	6,421 <b>7,703</b>	£278 £7,982	£6,983 £14,965	£13,497	£14,847 £43,309	£13,117 £56,427	£16,963 £73,389	£4,491 £68,898	-£4,931 £63,967	£ 5,241 -£4,931 £59,036	£ 5,241 -£4,961 £54,075	£34,466 £19,609
Closing Bank Balance	FY21/22	E 24,124	-£10	6,421 <b>7,703</b>	£278 £7,982 May	£6,983 £14,965	£13,497 £28,462	£14,847 £43,309	£13,117 £56,427	£16,963 £73,389	£4,491 £68,898	-£4,931 £63,967	£ 5,241 -£4,931 £59,036	£ 5,241 -£4,961 £54,075	£34,466 £19,609
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Closing Bank Balance  Income  Baggage transfer business  Retail  Provision of public tolets  Grants  Community Share	£ 154,902 £ 34,890 £ 23,875 £ - £ - £ -	E 24,124	-£11 -£11 -£11 -£11 -£11 -£11 -£11 -£11	7,703 7,703 0r 6 - 5,400 1,500	£278 £7,982 May 10% £ 15,490 £ 6,230 £ 3,100 £ -	## £6,983 ## £14,965 ## 15% ## £ 23,235 ## £ 6,150 ## 3,000 ##	£13,497 £28,462 Jul 20% £ 30,980 £ 6,230 £ 4,650 £ -	£14,847 £43,309 Aug 20% £ 30,980 £ 5,480 £ 4,650 £ -	\$ep 20% £ 30,980 £ 3,000 £ 3,000 £ -	£16,963 £73,389 Oct 15% £ 23,235 £ - £ 1,550 £ -	.£4,491 £68,898 Nov 0% E - £ - £ 750 £ .	-£4,931  £63,967  Dec  0%  £ -  £ 310  £ -	E 5,241  -£4,931  ES9,036  Jan  0%  E -  E 310  E -	£ 5,241 -£4,961 E54,075 Feb 0% £ - £ 280 £ -	E19,609  Mar  0%  E - E - E 775  E -
Closing Bank Balance  Income  Baggage transfer business Retail Provision of public toilets Grants Community Share Loans  Total Income	£ 154,902 £ 34,890 £ 23,875 £ - £ - £ - £ 213,667	E 24,124	## App ON E  E 5 E 1  E 6	7,703 7,703 7,703 7,703 7,703 7,500 7,500	E278  E7,982  May 10% E 15,490 E 6,230 E 3,100 E - E 24,820	£6,983 £14,965 Jun 15% £ 23,235 £ 6,150 £ - £ -	£13,497  £28,462  Jul 20% £ 30,980 £ 6,230 £ 4,650 £ - £ 41,860	£14,847  £43,309  Aug 20% £ 30,980 £ 5,480 £ 4,650 £ - £ 41,110	£13,117 £56,427 \$ep 20% £ 30,980 £ 5,400 £ 3,000 £ -	E16,963  E73,389  Oct 15% E 23,235 E - E 1,550 E - E 24,785	£68,898  Nov 0% E - £ - £ 750 £ -	E63,967  Dec O%  E - E 310  E - C	E 5,241  -£4,931  E59,036  Jan  ON  E -  £ 310  £ -  £ -	E 5,241  -£4,961  E54,075  Feb  0%  £ -  £ 280  £ -  £ 280	-£34,466  £19,609  Mar  0%  £ -  £ -  £ 775  £ -
Closing Bank Balance  Income  Baggage transfer business  Retail  Provision of public business  Grants  Community Share  Location  Total income  Outgoings  Salaries & other staff costs	£ 154,902 £ 34,890 £ 23,875 £ - £ - £ - £ 213,667 E 87,992	Ε 24,124	-£10 -£10 -£10 -£10 -£10 -£10 -£10 -£10	7,703 7,703 7,703 7,703 7,703 7,703 7,703 7,703 7,703	E278  E7,982  May  10%  E 15,490  £ 6,230  £ 3,100  £  £ 24,820	£6,983 £14,965 Jun 15% £ 23,235 £ 6,150 £ - £ - £ - £ 13,885	E13,497  E28,462  Jul 20% E 30,980 E 6,230 E 4,650 E E E 41,860	£14,847  £43,309  Aug 20% £ 30,980 £ 5,480 £ 4,650 £ - £ - £ 41,110	£13,117  £56,427  \$ep 20% £ 30,980 £ 5,400 £ 3,000 £ £ £ £ £	E16,963  E73,389  Oct 15% E 23,235 E - E 1,550 E E 24,785	E 688,898  Nov 0% E - E - 750 E - 750 E - 780	-£4,931  -£63,967	E 5,241  -£4,931  -£59,036  Jan  0%  £ - £ - £ - £ - £ - £ - £ - £ - £ - £	£ 5,241  -£4,961  £54,075  Feb 0% £ - £ 280 £ - £ 280	£34,466  £19,609  Mar  0%  £ -  £ 775  £ -  £ 775  £ -
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Closing Bank Balance  Income  Baggage transfer business  Retail  Provision of public business  Grants  Community Share  Location  Total income  Outgoings  Salaries & other staff costs	E 154,902 E 34,890 E 23,875 E - E - E - E 13,667  E 87,992 E 15,948 E 7,240	C 24,124	-£10 -£10 -£10 -£10 -£10 -£10 -£10 -£10	6,421 7,703 7,703 6 - 5,400 1,500 - - 5,900	E278  E7,982  May  10%  E 15,490  £ 6,230  £ 3,100  £  £ 24,820	€6,983 €14,965 Jun 15% € 23,235 € 5,150 € 3,000 € € - € 32,385 € 13,885 € 2,658 € 6,558	£13,497  £28,462  Jul 20% £ 30,980 £ 6,230 £ 4,650 £ £ 13,885 £ 13,885 £ 2,663	£14,847  £43,309  Aug 20% £ 30,980 £ 5,480 £ 4,650 £ - £ - £ 41,110	E 13,885 E 13,885 E 6 2,558 E 6 5,658	E16,963  E73,389  Oct 15% E 23,235 E - E 1,550 E E 24,785	E 688,898  Nov 0% E - E - 750 E - 750 E - 780	-£4,931  -£63,967	£ 5,241  £59,036  259,036  0% £ - £ 310 £ - £ 310 £ - £ 5603	E 54,075  Feb 0% E - E 280	### ##################################
Closing Bank Balance  Income  Baggage transfer business  Retail  Provision of public toilets  Grants  Community Share  Loans  Total Income  Dutgoings  Salaries & other staff costs  Sub-contract cost (driven & transfers)  Vehicle Leasing, repairs & servicing  Foel Costs  Business Insurance	E 154,902 E 34,890 E 23,875 E E E E 15,946 E 15,948 E 7,240 E 5,877 E 500	E 24,124	-£1: -£1: -£1: -£1: -£1: -£1: -£1: -£1:	6,421 77,703 07 6 6 - - 6,400 1,500 - - - - 5,900 - - 5,900 - - - - - - - - - - - - - - - - - -	£278  £7,982  May 10% £ 15,490 £ 6,230 £ 3,100 £  £ 24,820  £ 13,885 £ 2,658 £ 603 £ 979	E6,983  E14,965  Jun 15% E 23,300 E E 32,385  £ 13,885 E 2,658 E 603 E 979 E	E13,497  E28,462  Jul 20% £ 30,980 £ 6,230 £ 4,650 £ £ 41,860  £ 13,885 £ 2,658 £ 603 £ 979	£14,847  £43,309  Aug 20% £ 30,980 £ 5,480 £ 4,550 £ £ 41,110  £ 13,885 £ 2,658 £ 603 £ 979 £ 979	\$ 13,117 \$ 58p 20% \$ 30,980 \$ 3,000 \$ 3,000 \$ \$ 3,000 \$ \$ \$ 3,000 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	E16,963  E73,389  Oct 15%  E 23,235  E 1,550  E 24,785  E 780  E 603  E  E 603  E  E 603	E 750  E 780  E 750  E 7603	-£4,931  -£63,967	E 5,241  E4,931  E59,036  Jan  O%  E -  E 310  E 780  E 780  E 603  E -  E 663	E 5,241  -E4,961  E54,075  Feb  0%  £ -  £ 280  £ -  £ 280  £ -  £ 280  £ -  £ 6 363  £ -  £ 663  £ -  £ 663	### ##################################
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Closing Bank Balance  Income  Baggage transfer business Retail Provision of public toolests Grants Community Share Loans  Total Income  Outgoings Salaries & other staff costs Sub-contract costs (drivers & transfers) Vehicle Leasing, repairs & servicing Fuel Costs Business Insurance Tic-Rent, rate Utilities (Water, electricity) TIC-Repairs and renewals of property & equipment Phone, fax & stationary Bank & credit card charges Accountancy and professional fees Accountancy and professional fees Accountancy and professional fees	E 154,902 E 33,850 E 23,875 E E 213,667 E 15,948 E 7,240 E 5,877 E 500 E 4,000 E 6,341 E 3,613 E 5,613 E 3,613 E 5,613 E	C 24,124	-£11 -£11 -£11 -£11 -£11 -£11 -£11 -£11	6,421 7,703 7,703 7,500 - - 5,900 - - 5,900 - - 5,900 333 333 519 46 42	E278  E7,982  May 10% £ 15,490 £ 3,100 £  £ 3,100 £  £ 13,885 £ 603 £ 979 £ 333 £ 519 £ 301 £ 519 £ 301 £ 5268	£14,965 £14,965 £15% £ 23,235 £ 6,150 £ 3,000 £ £ 3,085 £ 6,150 £ 301 £ 2,658 £ 603 £ 979 £ 2,658 £ 603 £ 979 £ 301 £ 519 £ 301 £ 519 £ 301 £ 519 £ 46 £ 46 £ 4	E13,497    Jul     20%     6 30,980     6 6,230     7 4,650     6 13,885     6 2,658     6 2,658     7 333     6 519     6 301     6 12,658     7 301     6 12,658     7 302     7 303     8 519     9 304     1 2,658     1 3,685     2 4,658     3 33     4 519     5 19 2     6 2 2,65     6 2 2,65     7 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3	£14,847  £43,309  20% £ 30,980 £ 5,480 £ 4,510 £ 41,110  £ 13,885 £ 603 £ 979 £ 333 £ 979 £ 519 £ 519 £ 519 £ 519 £ 519 £ 519 £ 519 £ 519 £ 519 £ 519	E13,117  E56,427  Sep. 20% £ 30,980 £ 5,400 £ € 3,000 £  £ 13,885 £ 603 £ 979 £ 540 £ 519,800 £ 52,658 £ 603 £ 979 £ 510 £ 511,885 £ 603 £ 979 £ 512,658	E16,963  E73,389  Oct 15% E 23,235 E E 1,550 E E E 603 E E 603 E E 9333 E E 333 E 519 E 301 E 292 E 42	E4,451  Rov ON E E - 750 E - 780 E - 603 E E - 603 E E - 750 E 2 - 750	E 310  E 603 967  Dec 096  E 310  E 310  E 603  E - 603  E - 603  E - 603  E - 202  E 310  E - 800  E	E 59,036    1sn   0%   6   -	E 5,44 961  E54,075  Feb  0%  £ -  £ -  £ 280  £ -  £ 280  £ -  £ 280  £ -  £ 333  £ -  £ 633  £ -  £ 45  £ 46  £ -  £ 46  £ -  £ 5 -  £ 63	E34,466  E19,609  Mar  O%  E -  E -75  E -75
Closing Bank Balance  Income  Baggage transfer business Retail Provision of public toolets Grants Community Share Loans  Total Income  Outgoings Salares & other staff costs Sub-contract costs (drivers & transfers) Vehicle Leasing, repairs & servicing Fuel Costs Business Insurance TIC - Ren, rates Utilities (Water, electricity) TIC - Repairs and renewals of property & equipment Phone, far & stationary Bank & credit card charges Accountancy and professional fees Accountancy and professional fees Other business expenses Loan repayment for punctuses of ItM Dividend payment for community share	€ 154,902 € 23,875 €	E 24,124	-£11 -£11 -£11 -£11 -£11 -£11 -£11 -£11	6,421 7,703 or 4 - - 6,600 1,500 - - 5,900 8,885 2,658 663 979 500 333 333 351 292 46 - -	E278  E7,982  May 10% £ 15,490 £ 3,100 £  £ 3,100 £  £ 13,885 £ 603 £ 979 £ 333 £ 519 £ 301 £ 519 £ 301 £ 5268	£14,965 £14,965 £14,965 £15% £ 23,235 £ 6,150 £ 3,000 £ £ £ 3,085 £ 13,885 £ 603 £ 979 £ 2,658 £ 603 £ 979 £ 301 £ 519 £ 301 £ 519 £ 301 £ 519 £ 46	E13,497    Jul     20%     6 30,980     6 6,230     7 4,650     6 13,885     6 2,658     6 2,658     7 333     6 519     6 301     6 12,658     7 301     6 12,658     7 302     7 303     8 519     9 304     1 2,658     1 3,685     2 4,658     3 33     4 519     5 19 2     6 2 2,65     6 2 2,65     7 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3	£14,847  £43,309  £43,309  £ 30,980  £ 5,480  £ 4,650  £  £ 41,110  £ 13,885  £ 2,658  £ 653  £ 979  £  £ 333  £ 519  £ 310  £ 292  £ 46	\$\xi \cdot \	E16,963  E73,389  Oct 15% E 23,235 E E 1,550 E E E 603 E E 603 E E 9333 E E 333 E 519 E 301 E 292 E 42	E4,491  E68,898  Nov  ON  E  -  E  -  -  E  -  -  -  -  -  -  -	E63,967  Dec 0% E - E - E - E - E - E - E - E - E - E -	E 5,241  - (4,93	E 5,241  - £4.961  - £54,075  Feb - 0% - 6 6 6 7 8 8 8 8 8 8 8 9 10 1	E19,609  Mar  OK  E -  E -  E -  E -  E -  E -  E -  E
Closing Bank Balance  Income Bagage transfer business Retail Provision of public tooless Grants Community Share Loans Total Income  Total Income  Outgoings Salaries & other staff costs Sub-contract costs (drivers & transfers) Vehicle Leasing, repairs & excepting Fuel Costs Business Insurance ITIC- Rent, rates Utilities (Water, electricity) ITIC- Repairs and renewals of property & equipment Phone, far & stationary Bank & credit card charges Accountancy and professional fees Other business expenses Loan repayment for purchase of LNT	E 154,902 E 213,667 E 87,992 E 87,992 E 5,5877 E 5,615 E 5,627	C 24,124	E 13 E E E E E E E E E E E E E E E E E E	6,421 7,703 7,703 7,500 - - 5,900 - - 5,900 - - 5,900 333 333 519 46 42	E278  E7,982  May 10% £ 15,490 £ 3,100 £  £ 3,100 £  £ 13,885 £ 603 £ 979 £ 333 £ 519 £ 301 £ 519 £ 301 £ 5268	£14,965  L14,965  L14,965  L14,965  L14,965  L14,965  L14,965  L13,285  L14,965  L13,285  L14,965  L13,285  L14,965  L14	E13,497    Jul     20%     E 30,980     E 4,650     E 4,650     E 4,650     E 5,230     E 6,033     E 979     E 6,033     E 979     E 301     E 301     E 2,205     E 4,660     E 2,205     E 4,600     E 4,600	£14,847  £43,309  Aug 209  £ 30,980  £ 5,480  £ 4,550  £  £ 41,110  £ 13,885  £ 2,658  £ 603  £ 979  £ 13,805  £ 979  £ 13,805  £ 2,558  £ 603  £ 979  £ 2,558  £ 603  £ 979  £ 2,558  £ 2,558  £ 2,558  £ 2,558  £ 301  £ 292  £ 301  £ 292  £ 301  £ 301  £ 292  £ 44,60	E13,117  E56,427  Sep 206  E 300,980  E 3,000  E 300,980  E 3,000  E 30,000	E16,963  E73,369  Oct 15% E 23,235 E E 1,550 E E 24,785  E 603 E E 603 E E 604 E E 3303 E E 301 E E 301 E E 302 E E 302 E	E4,491  Rov O% E E T F F F F F F F F F F F F F F F F F	E63,967  Dec  0%  E - 6  310  E - 780  E - 6  E - 6  E - 6  E - 6  E - 6  E - 6  E - 6  E - 6  E - 780  E - 6  E - 6  E - 6  E - 6  E - 7  E - 780  E - 6  E - 6  E - 7  E - 780  E - 7	E 5,241  -£4,931  -£4,931  -£59,036	E 524075  Feb 0% E - E 280 E 280 E - E - E - E - E - E - E - E - E - E -	E19,609  Mar  % £ - £ 775  £ -775  £ -775  £ -780  £ -333 £ -519 £ -301 £ -292 £ -301 £ -292 £ -46 £ -292 £ -6 -301 £ -922 £ -6 -6 -6 -6 -6 -6 -6 -6 -6 -6 -6 -6 -6
Closing Bank Balance  Income  Baggage transfer business Retail Provision of Public toolets Grants Community Share Loans  Total Income  Total Income  Salaries & other staff costs Sub-contract costs (drivers & transfers) Vehicle Leasing, repairs & servicity Fuel Costs Business Insurance Tic - Ren, rates Utilities (Water, electricity) TIC - Repairs and renewals of property & equipment Phone, fax & stationary Bank & credit card charge Accountancy and professional fees Other business expenses Loan repayment for purchase of LNT Dividend payment for community share Purchase of TIC building	€ 154,902 € 34,800 € 23,875 €	C 24,124	E 131 E E E E E E E E E E E E E E E E E	7,703 7,703 7,703 7,703 7,703 7,703 7,5,400 1,50	E278  May 10% E 15,490 E 6,230 E 3,300 E 3,100 E E E 24,820  E 13,885 E 2,658 E 6,979 E E 333 E 519 E 346 E 292 E 46 E 292 E 46 E 27,19 E E 27,19	£6,983  £14,965  £14,965  £13,965  £ 23,235  £ 6,150  £ 3,000  £ 3,000  £  £  £ 13,885  £ 2,538  £ 979  £  £ 32,385	E13,497  F28,462  Jul 20% E 30,980 E 6,230 E 4,650 E E E 13,885 E 2658 E 6033 E 519 E 333 E 519 E 333 E 519 E 327 E 46 E 292 E 46 E 292 E 46 E 2275 E 2275	£14,847  £43,309  £43,309  £ 30,980  £ 5,480  £ 4,650  £ 4,650  £  £  £ 13,885  £ 2,658  £ 2,658  £ 333  £ 519  £ 333  £ 519  £ 340  £ 466  £ 292  £ 46  £ 292  £ 46  £ 292	E13,117  E56,427  Sep 20% E 30,980 E 5,000 E 3,000 E E E E E E 13,885 E 2,658 E 979 E E 333 E 979 E E 333 E 519 E 310 E 292 E 46 E 42 E 42 E 42 E 42 E 2,79	E16,963  E73,389  Oct 15% E 23,235 £	E4,491  E68,898  Nov  0%  E -  E -  E -750  E 750  E -63  E -63  E -94	E63,967  Dec 0% E - E 310  E 310  E 780 E - E 631  E 780 E - E 631 E 780 E - E 642 E 780 E	E 5,241	E 5,241  -E4,961  -E4,961  -E54,075	E19,609  Mar  OK  E -  E -  E -  E -  E -  E -  E -  E
Closing Bank Balance  Income  Baggage transfer business Retail Provision of public toolets Grants Community Share Loans  Total Income  Outgoings Salares & other staff costs Sub-contract costs (drivers & transfers) Vehicle Leasing, repairs & servicing Fuel Costs Business Insurance TIC - Ren, rates Utilities (Water, electricity) TIC - Repairs and renewals of property & equipment Phone, far & stationary Bank & credit card charges Accountancy and professional fees Accountancy and professional fees Other business expenses Loan repayment for punctuses of ItM Dividend payment for community share	€ 154,902 € 34,800 € 23,875 €	C 24,124	E 13 E E E E E E E E E E E E E E E E E E	6,421 7,703 7,703 7,500 - - 5,900 - - 5,900 - - 5,900 333 333 519 46 42	E278  May 10% E 15,490 E 6,230 E 3,100 E E E 24,820  E 13,885 E 2,658 E 603 E 979 E E 333 E 519 E 301 E 301 E 46 E 42 E 2,719	£14,965  L14,965  L14,965  L14,965  L14,965  L14,965  L14,965  L13,285  L14,965  L13,285  L14,965  L13,285  L14,965  L14	E13,497    Jul     20%     E 30,980     E 4,650     E 4,650     E 4,650     E 5,230     E 6,033     E 979     E 6,033     E 979     E 301     E 301     E 2,205     E 4,660     E 2,205     E 4,600     E 4,600	£14,847  £43,309  Aug 209  £ 30,980  £ 5,480  £ 4,550  £  £ 41,110  £ 13,885  £ 2,658  £ 603  £ 979  £ 13,805  £ 979  £ 13,805  £ 2,558  £ 603  £ 979  £ 2,558  £ 603  £ 979  £ 2,558  £ 2,558  £ 2,558  £ 2,558  £ 301  £ 292  £ 301  £ 292  £ 301  £ 301  £ 292  £ 44,60	E13,117  E56,427  Sep 206  E 300,980  E 3,000  E 300,980  E 3,000  E 30,000	E16,963  E73,369  Oct 15% E 23,235 E E 1,550 E E 24,785  E 603 E E 603 E E 604 E E 3303 E E 301 E E 301 E E 302 E E 302 E	E4,491  Rov O% E E T F F F F F F F F F F F F F F F F F	E63,967  Dec  0%  E - 6  310  E - 780  E - 6  E - 6  E - 6  E - 6  E - 6  E - 6  E - 6  E - 6  E - 780  E - 6  E - 6  E - 6  E - 6  E - 7  E - 780  E - 6  E - 6  E - 7  E - 780  E - 7	E 5,241  -£4,931  -£4,931  -£59,036	E 524075  Feb 0% E - E 280 E - E - E - E - E - E - E - E - E - E -	E19,609  Mar  OK  E - 75  E - 755  E -
Closing Bank Balance  Income  Baggage transfer business Retail Provision of Public toolets Grants Community Share Loans  Total Income  Total Income  Salaries & other staff costs Sub-contract costs (drivers & transfers) Vehicle Leasing, repairs & servicity Fuel Costs Business Insurance Tic - Ren, rates Utilities (Water, electricity) TIC - Repairs and renewals of property & equipment Phone, fax & stationary Bank & credit card charge Accountancy and professional fees Other business expenses Loan repayment for purchase of LNT Dividend payment for community share Purchase of TIC building	€ 154,902 € 34,890 €	E 24,124	E 131 E E E E E E E E E E E E E E E E E	7,703 7,703	E278  May 10% £ 15,490 £ 6,230 £ 3,100 £ £ £ 24,820  £ 13,885 £ 2,658 £ 6,979 £ £ 333 £ 519 £ 301 £ 310 £ 292 £ 46 £ 292 £ 46 £ 2719 £ £ 2719 £ £ 2719	£6,983  £14,965  £14,965  £13,965  £ 23,235  £ 6,150  £ 3,000  £ 3,000  £  £  £ 13,885  £ 2,538  £ 979  £  £ 32,385	E13,497  F28,462  Jul 20% E 30,980 E 6,230 E 4,650 E E E 13,885 E 2658 E 6033 E 519 E 333 E 519 E 333 E 519 E 327 E 46 E 292 E 46 E 292 E 46 E 292 E 42 E 2,719 E E	£14,847  £43,309  £43,309  £ 30,980  £ 5,480  £ 4,650  £ 4,650  £  £  £ 13,885  £ 2,658  £ 2,658  £ 333  £ 519  £ 333  £ 519  £ 340  £ 466  £ 292  £ 46  £ 292  £ 46  £ 292	E13,117  E56,427  Sep 20% E 30,980 E 5,000 E 3,000 E E E E E E 13,885 E 2,658 E 979 E E 333 E 979 E E 333 E 519 E 310 E 292 E 46 E 42 E 42 E 42 E 42 E 2,79	E16,963  E73,389  Oct 15% E 23,235 £ E E 1,550 E E E 24,785  E 780 E E 603 E E 633 E 519 E 303 E 519 E 301 E 292 E 46 E E 42 E 42 E 42 E 42 E 42 E E	E4,491  E68,898  Nov  0%  E -  E -  E -750  E 750  E -63  E -63  E -94	E63,967  Dec 0% E - E 310  E 310  E 780 E - E 631  E 780 E - E 631 E 780 E - E 642 E 780 E	E 5,241	E 5,241  -E4,961  -E4,961  -E54,075	E19,609  Mar  OK  E -  E -  E -  E -  E -  E -  E -  E
Closing Bank Balance  Income Baggage transfer business Betail Provision of public desired Grants Community Share Loans  Total income  Dutgoings Salaries & other staff costs Sub-contract costs (drivers & transfers) Vehicle Leasing, repairs & exception Tic - Ren, rates Utilifies (Water, electricity) TIC - Repairs and renewals of property & equipment Phone, fax & stationary Bank & credit card charges Accountancy and professional fees Other business expenses Loan repayment for pruchase of TIC building Purchase of TIC building Transfer to GURCA Total Outgoings	€ 154,902 € 34,890 €	C 24,124	E 13 E E E E E E E E E E E E E E E E E E	6,421 7,703	E278  May 10% E 5,230 E 6,230 E - 24,820  E 24,820  E 33,00 E - 25,58 E 2658 E 6033 E 979 E - 333 E 979 E - 24,820 E 32,719 E 32,719 E 32,719	£14,965  £14,965  £14,965  £13,965  £ 23,235  £ 6,150  £ 3000  £  £ 32,385  £ 45,588  £ 2,658  £ 603  £ 979  £  £ 333  £ 519  £ 301  £ 292  £ 46  £ 42  £ 2,719  £  £ 22,378	E13,497  Jul 20% E 30,980 E 6,230 E 4,650 E  E 41,860 E 13,885 E 2,658 E 603 E 603 E 603 E 519 E 62,205 E 301 E 292 E 42 E 42 E 2,205 E 42 E 2,705 E 2,719 E E 2,719	£14,847  £43,309  £ 30,840  £ 30,980  £ 5,480  £ 4,550  £  £ 41,110  £ 13,885  £ 2,658  £ 6 333  £ 979  £ 5 319  £ 519  £ 32,719  £ 292  £ 4,510  £ 32,719	E13,117  E56,427  Sep 200,80 E 300,80 E 5,400 E 300,80 E 3,000 E E E 39,380  E 13,885 E 26,588 E 603,380 E 5019 E E 333 E 519 E E 301 E 292 E 46 E E 2,719 E E 22,378	E16,963  E73,369  Oct 15% E 23,235 E E 1,550 E E 24,785  E 5,636	Nov   O%   E   -	E63,967  Dec 0% E - E - E 310  E - E - E 310  E - E - E 6033 E - E 6033 E - E 301 E - E 292 E 42 E 42 E 42 E 42 E 2,719 E - E 2,719 E - E 5,636	E 5,241  - (£4,931)  - (£4,931)  - (£59,036)  - (£	E 554,075  Feb 0% 6 - 6 - 6 - 6 - 6 - 6 - 6 - 6 - 6 - 6 -	E19,609  Mar  OK  E  - E  - E  - T  - T  -
Closing Bank Balance  Income  Baggage transfer business Retail Provision of Public toolets Grants Community Share Loans  Total Income  Total Income  Salaries & other staff costs Sub-conkract costs (drivers & transfers) Vehicle Leasing, repairs & servicity Fuel Costs Business Insurance Tic - Ren, rates Utilities (Water, electricity) TIC-Repairs and renewals of property & equipment Phone, fax & stationary Bank & credit card charges Accountancy and professional card charges Accountancy and professional card Usin repayment for purchase of LNT Dividend payment for community share Purchase of TC building Transfer to GURCA Total Outgoings Monthly Cash Flow Monthly Cash Flow Monthly Cash Flow Monthly Cash Flow	€ 154,902 € 34,890 €		E 13 E 2 E E E E E E E E E E E E E E E E E	7,703 7,703 6 - 5,400 1,500 - 5,900 - 5,900 - 5,900 - 5,900 - 5,900 - 7,000 - 7,00 - - 7,000 - 0 - 0 - 0 - 0 - 0 - 0 - 0 - 0 - 0	E278  May 10% E 5,230 E 3,100 E 5,230 E 5,230 E 5,300 E 5 3,000 E 5 3,000 E 6 3,000 E 6 3,000 E 7 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9	£14,965  £14,965  £14,965  £ 23,235  £ 6,150  £ 3,000  £  £ 32,385  £ 13,885  £ 2,658  £ 333  £ 979  £ 333  £ 519  £ 301  £ 292  £ 46  £ 2,219  £ 2,225	E13,497    Jul     20%     E   30,980     E   6,230     E   4,650     E   4,860     E   13,885     E   2,658     E   603     E   979     E   333     E   519     E   301     E   2,205     E   4,205     E   2,205     E   2,205	£14,847  £43,309  £43,309  £ 30,980  £ 5,480  £ 4,550  £  £ 41,110  £ 41,110  £ 5,658  £ 6,633  £ 979  £ 5  £ 6  £ 333  £ 979  £  £ 333  £ 519  £ 301  £ 392  £ 546  £ 32  £ 46  £  £ 42  £ 272  £  £ 2,719	E13,117  E56,427  Sep 200 E 30,980 E 5,400 E  E  E 39,380  E 13,885 E 2,658 E 603 E 604 E 604 E 605 E 605 E 799 E 6 605 E 799 E 790 E 79	E16,963  E73,389  Oct 15% E 23,235 E E 1,550 E E 24,785  E E 5,19 E E 3333 E E E 333 E E E 24,785	E 4,491  Res - 68,898  Nov	E63,967  Dec ON E - 6 S - 6 S - 7 E - 310  E - 7 E - 9	E 5,241	E 54,075  Feb ON E 280 E 280 E 280 E 333 E 519 E 301 E 301 E 302 E 45 E 45 E 220 E 220 E 333 E 519 E 301 E 302 E 302 E 45 E 45 E 45 E 42 E 45	E19,609  Mar  OK  E -  E -  E -  E -  E -  E -  E -  E
Closing Bank Balance  Income Baggage transfer business Betail Provision of public desired Grants Community Share Loans  Total income  Dutgoings Salaries & other staff costs Sub-contract costs (drivers & transfers) Vehicle Leasing, repairs & exception Tic - Ren, rates Utilifies (Water, electricity) TIC - Repairs and renewals of property & equipment Phone, fax & stationary Bank & credit card charges Accountancy and professional fees Other business expenses Loan repayment for pruchase of TIC building Purchase of TIC building Transfer to GURCA Total Outgoings	€ 154,902 € 34,890 €	£ 24,124	E 13 E 2 E E E E E E E E E E E E E E E E E	6,421 7,703	E278  May 10% E 5,230 E 6,230 E - 24,820  E 24,820  E 6330 E 979 E 6 333 E 979 E 7 6 300 E 7 7 6 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7	£14,965  £14,965  £14,965  £13,965  £ 23,235  £ 6,150  £ 3000  £  £ 32,385  £ 45,588  £ 2,658  £ 603  £ 979  £  £ 333  £ 519  £ 301  £ 292  £ 46  £ 42  £ 2,719  £  £ 22,378	E13,497  Jul 20% E 30,980 E 6,230 E 4,650 E  E 41,860 E 13,885 E 2,658 E 603 E 603 E 603 E 519 E 62,205 E 301 E 292 E 42 E 42 E 2,205 E 42 E 2,705 E 2,719 E E 2,719	£14,847  £43,309  £ 30,840  £ 30,980  £ 5,480  £ 4,550  £  £ 41,110  £ 13,885  £ 2,658  £ 6 333  £ 979  £ 5 319  £ 519  £ 32,719  £ 292  £ 4,510  £ 32,719	E13,117  E56,427  Sep 200,80 E 300,80 E 5,400 E 300,80 E 3,000 E E E 39,380  E 13,885 E 26,588 E 603,380 E 5019 E E 333 E 519 E E 301 E 292 E 46 E E 2,719 E E 22,378	E16,963  E73,369  Oct 15% E 23,235 E E 1,550 E E 24,785  E 5,636	Nov   O%   E   -	E63,967  Dec 0% E - E - E 310  E - E - E 310  E - E - E 6033 E - E 6033 E - E 301 E - E 292 E 42 E 42 E 42 E 42 E 2,719 E - E 2,719 E - E 5,636	E 5,241  - (£4,931)  - (£4,931)  - (£59,036)  - (£	E 554,075  Feb 0% 6 - 6 - 6 - 6 - 6 - 6 - 6 - 6 - 6 - 6 -	E19,609  Mar  OK  E -  E -  E 75  E -  E 775  E -  E 333  E -  E 333  E -  E 321  E 30,000  E 35,636
Closing Bank Balance  Income  Baggage transfer business Retail Provision of Public toolets Grants Community Share Loans  Total Income  Total Income  Salaries & other staff costs Sub-conkract costs (drivers & transfers) Vehicle Leasing, repairs & servicity Fuel Costs Business Insurance Tic - Ren, rates Utilities (Water, electricity) TIC-Repairs and renewals of property & equipment Phone, fax & stationary Bank & credit card charges Accountancy and professional card charges Accountancy and professional card Usin repayment for purchase of LNT Dividend payment for community share Purchase of TC building Transfer to GURCA Total Outgoings Monthly Cash Flow Monthly Cash Flow Monthly Cash Flow Monthly Cash Flow	€ 154,902 € 34,800 € 23,875 € € € 15,948 € 7,240 € 5,877 € 500 € 6 3,500 € 551 € 2,205 € 5,877 € € 3,000 € 5 3,000 € 5 5 5,000 € 5 5,000 € 5 5		611  App ON E  E 13  E 2  E 2  E E  E E  E E  E E  E E  E	6,421 7,703	E278  May 10% E 5,230 E 6,230 E - 24,820  E 24,820  E 6330 E 979 E 6 333 E 979 E 7 6 300 E 7 7 6 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7	£14,965  £14,965  £14,965  £13,865  £ 3,000 £ - £ 3,235  £ 6,150 £ 3,000 £ - £ 3,235  £ 13,885 £ 2,658 £ 603 £ 603 £ 519 £ 31 £ 301 £ 292 £ 46 £ 42 £ 42 £ 42 £ 42 £ 2,278	E13,497  Jul 20% E 30,980 E 6,230 E 4,650 E  E 41,860 E 13,885 E 2,658 E 603 E 603 E 603 E 519 E 62,205 E 301 E 292 E 42 E 42 E 2,205 E 42 E 2,705 E 2,719 E E 2,719	£14,847  £43,309  £ 30,840  £ 30,980  £ 5,480  £ 4,550  £  £ 41,110  £ 13,885  £ 2,658  £ 6 333  £ 979  £ 5 319  £ 519  £ 32,719  £ 292  £ 4,510  £ 32,719	E13,117  E56,427  Sep 20% E 30,980 E 5,400 E E 3,9380  E 13,885 E 26,538 E 979 E E 333 E 519 E 301 E 301 E 301 E 301 E 301 E 292 E 46 E E E E 22,378	E16,963  E73,369  Oct 15% E 23,235 E E 1,550 E E 24,785  E 5,636	Nov   O%   E   -	E63,967  Dec 0% E - E - E 310  E - E - E 310  E - E - E 6033 E - E 6033 E - E 301 E - E 292 E 42 E 42 E 42 E 42 E 2,719 E - E 2,719 E - E 5,636	E 5,241  - (£4,931)  - (£4,931)  - (£59,036)  - (£	E 554,075  Feb 0% 6 - 6 - 6 - 6 - 6 - 6 - 6 - 6 - 6 - 6 -	E19,609  Mar  OK  E -  E -  E 75  E -  E 775  E -  E 333  E -  E 333  E -  E 321  E 30,000  E 35,636

# **Funding & borrowing**

A combination of grant funding and borrowing will be used to fund the purchase of the building and the baggage handling business.

Support on suitable sources of funding for the business purchase was received following a successful DTAS referral to Community Enterprise to identify funder's with eligibility criteria applicable to GURCA (see Enterprise Accelerator report Nov18)

# Purchase of building

# Expected to be undertaken by GURCA as the parent company

Grant funding - 95% Scottish Land Fund t.b.c, 5% Soirbheas t.b.c.

#### For the purchase of business -

# Expected to be undertaken by Loch Ness Travel Services the trading subsidiary of GURCA

Note for the business plan the breakdown shown below has been used to determine loan interest costs (P&L impact). Intention will be to maximise grant funding opportunities. Current financial assumptions are based on 100% of the cost of the business being borrowed.

Loan – 100% Combination of Social Investment Scotland funding streams & other potential funders.

Further Grant funding – A Tier 3 grant of £30k to be sought from the local community development company Soirbheas.

An application to the Princes Countryside Trust for £25k has also been submitted to support cash flow and running costs through the start-up

A future community share to re-finance the portion of funding from an initial loan will also be evaluated

For the detail of expected borrowing costs see section 8.7

Expected costs of TIC building and baggage business

Estimated cost of TIC Building	£	70,000	
Financing			
Grant (SLF)	£	66,500	95%
Other	£	3,500	Soirbheas
Estimated cost of business	£	185,000	
Financing			
SIS - ASDA Loan	£	50,000	5% Interest over 5 years
SIS - Community Finance or other	£	135,000	7% Interest over 10 years
Grant Funding	£	-	Soirbheas
	£	185,000	

# 7. Operating Plan

The four core services to be provided by Loch Ness Travel Services are

- Management of the TIC building and the back-office operation of the baggage business (bookings, planning of bags & transfers and invoicing)
- The movement of bags between accommodation providers & transfers for walkers on the Great Glen Way
- The operation of the tourist information centre and retail sales
- The cleaning and maintenance of the public toilet facilities

#### **Service Provision**

The success of the baggage business relies on accuracy of information, attention to detail in planning and organising daily schedules and flexibility – key skills and competencies that will be part of the job specification for the management/supervisory role that will undertake the back-office activities. Reliability and attention to detail will be key attributes for the drivers collecting and delivering bags to the accommodation providers along the Great Glen Way.

Tourist information will be provided to the same standards as Visit Scotland – staff will be expected to be friendly, welcoming and knowledgeable enabling them to place emphasis on and promote local heritage sites, attractions and businesses. Scope exists for the inclusion of a small local heritage display within the TIC building.

Retail space is limited but will provide opportunities for local businesses to sell appropriate products. It will also be used to enable local manufacturers of arts and crafts to showcase and sell their products.

Toilets will be maintained to high standards of cleanliness.

Additional revenue generating services could be provided from the building and added to the operation in future years, bike hire, installation of ATM. The merits of these can be considered on a case by case basis.

#### **Headcount Summary**

	Emp	loyee Num	bers	
Role	Year 1	Year 2	Year 3	Notes
TIC & back office operation for baggage & transfers	1	1	1	Full time management position (52 weeks), part-time work in winter (10hrs/wk)
Provision of tourist information & retail sales	1	2	2	Full time position (seasonal), some part- time hours in winter. Additonal staff added member in year 2
Cleaning & Maintenance of toilets	0	1	1	Part time (52 weeks)
Movement of bags & transfers	2	2	2	Two full time positions (seasonal, 31 wks)
Total	4	6	6	

# **Key Notes & Assumptions**

- Two staff based in the TIC building through the summer season in year 1 increasing to three in the 2<sup>nd</sup> year of operation to increase capacity for the provision of tourist information
- Back office activity for baggage operation (bookings) takes place throughout the year allowing for the provision of tourist information in winter months (part time basis/4hrs per day)
- Toilet cleaning and maintenance (including cash collection) undertaken at least twice per day on a part time basis throughout the year
- Two staff undertaking baggage transfer work remotely from the TIC
- Sub-contractor used for baggage transfers between Fort William
   & Spean Bridge
- Sub-contractor used for walker transfers in years 1 & 2 before bringing this in-house in year 3 after a handover from the current owner and the completion of relevant training/licensing for employee to undertake walker transfers (taxi service)

See section 8 for detailed breakdown

# **Opening Hours for Tourist Information Building**

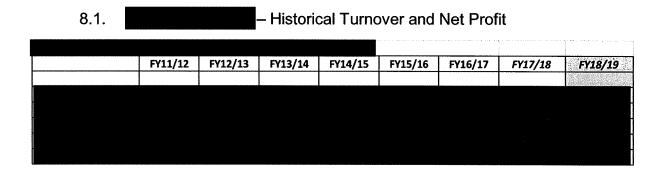
Manning plan (including rest days/holidays) will support the opening hours for the facility as shown below. This represents 2,032 hours of operation for the tourist information office over the year.

	Days	Hours
October to March (Inc)	5 days (Wed - Sun)	10am - 2pm
April to Sept (Inc)	7 days	10am - 6pm

The toilets at the rear of the building can be opened /closed independently of the tourist information office and will be available to the public 24/7.

# 8. Supporting Evidence

# Income



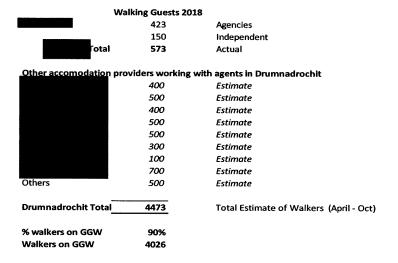
## 8.2 Assessment of market size

Report from Scottish National Heritage – page 6 "Great Glen Way: 30,000 visits, including 4,500 end to end users"

Self-guided walking GGW Market Value	£2,359,060	Mickle	dore pricing	2018	£586 pp	7 night self guided	l package
Number of walkers - local estimate	4026						
Number of walkers - Scottish National Heritage	4500			Bag charge	£50		
			:				:
Baggage transfer - Market Value	£201,285.0		1		8.5%	Of total market va	alue

Independent estimate of walker numbers based on local accommodation providers

#### Market Size - Estimate of walkers on the Great Glen Way Assessment of Walker Numbers through Drumnadrochit



# 8.3 Baggage and transfer volumes and revenue estimates

Rates & Pr	icing		
	Ex VAT	VAT	Total
Bags	£52	£10.40	£62.40
Transfers	£60	£12.00	£72.00

imate of	ag and	Transfer N	umbers										
	Apr	May	Jun	lut	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Days	30	31	30	31	31	30	31	30	31	31	28	31	
Clients/day	6	15	15	20	20	15	0	0	0	0	0	0	
Clients/month	180	465	450	620	620	450	0	0	0	0	0	0	2,789
Bags/client	0.9	0.9	0.9	0.9	0.9	0.9	1	1	1	1	1	1,	
Total Bags	162	418.5	405	558	558	405	0	0	0	0	0	0	2,507
Transfer percentage	25%	25%	25%	25%	25%	25%	0%	0%	0%	0%	0%	0%	
Total people transfers	45	116	113	155	155	113	0	0	0	0	0	0	69
Bags (£)	£8,424	£21,762	£21,060	£29,016	£29,016	£21,060	£0	£0	£0	£0	£θ	£0	£130,33
Transfers (£)	£2,700	£6,975	£6,750	£9,300	£9,300	£6,750	£Ο	£0	£0	£0	£0	£0	£41,77
Tumover (Ex VAT)	£11,124	£28,737	£27,810	£38,316	£38,316	£27,810	£O	£0	£0	£0	£0	£0	£172,11

Estimated T	irnover for P	&L .
Year 1	80%	£137,690
Year 2	80%	£137,690
Year 3	90%	£154,902

Note: Estimated turnover reflects market share with adjustments for the risks and uncertainties identified in SWOT analysis

# 8.4 Estimated revenue from public conveniences & retail

(É) Visitors Total (É)  0.5 47,750 £23,875  Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Total	lan l	Eah	Man	<b>A</b>	10	I	 		 T	!	
(E) Visitors Total (E)	 0.5	47,730	123,073								
	 A.F	47.750	C22 07F			:			 : 	· · · · · · ·	
	 Cost/visit (£)	Total Visitors	Total (£)								

Revenue estimates from public conveniences based on an initial sub-set of data provided by Highland Council for Oct 2018

etail FY17/18	£25-30k @	10.45%	margin									ľ	3			
ommission on ticket								ļ	ļ		<del>-</del> ,	*		÷	÷	
Offiniassion off ticket	EZJ-E4UK	(13% 01)	sales)		<u>.</u>				ļ	i		ļ		ļ		
		Jan	Fe	b	Mar	İ	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Days		31	28	3	31		30	31	30	31	31	30	31	30	31	365
Daily Sales		£-	£	-	£ -	£	200	£ 200	£ 200	£ 200	£ 200	£ 200	£ -	£ -	£ -	
Retail (Turnover)		£ -	£	-	£ -	£	6,000	£ 6,200	£ 6,000	£ 6,200	£ 6,200	£ 6,000	£ .	£ -	£ -	£ 36,60
Margin (%)	40%	£ -	£	-	£ -	£	2,400	£ 2,480	£ 2,400	£ 2,480	£ 2,480	£ 2,400	£ -	£ -	£ -	£ 14,64
Daily Sales		£ -	£	-	£ -	£	667	£ 806	£ 833	£ 806	£ 645	£ 667	£ -	£ -	£ -	
Ticket Sales		£-	£	-	£ -	£	20,000	£ 25,000	£ 25,000	£ 25,000	£ 20,000	£ 20,000	£ -	£ -	£ -	£ 135,00
Commission (%)	15%	£ -	£	-	£ -	£	3,000	£ 3,750	£ 3,750	£ 3,750	£ 3,000	£ 3,000	£ -	£ -	£ -	£ 20,25
					1								1			:
		£ -	£	-	£ -	£	5,400	£ 6,230	£ 6,150	£ 6,230	£ 5,480	£ 5,400	£ -	£ -	£ -	£ 34,89

# Costs

8.5 Loch Ness Travel Services -Labour & wage assumptions

- One management / supervisory post at £15/hr
- All other employees paid at expected Scottish national living wage rate (2020) of £10.00/hr
- Sub-contractors at an agreed rate including fuel and other overheads

usiness Plan Manning	Key	<b> </b>	JSub-contr	acted activit	<u>y</u>		Loch Ness Tra	vel Services	activity
Activity/Hours & Headcount Estimate April - October	В	lags	People	Transfers	LNT Bar	k Office	Tourist Inf	ormation	Total
	Who	Hrs/wk	Heads	Hrs/wk	Heads	Hrs/wk	Heads	Hrs/wk	Hrs/wl
7.4444444444444444444444444444444444444	3.44	-	1					<del>                                     </del>	
GGW - Fort William to Spean Bridge	SC 1	14							
GGW - Spean Bridge to Laggan	200000000000000000000000000000000000000								
GGW - Laggan to Fort Augustus	OP 1								
GGW - Fort Augustus to Invermoristion	OP 1			<u> </u>					
GGW - Invermorsiton to Drumnadrochit	OP 1	42							
GGW - Drumnadrochit to Inverness	OP 2	21	SC 2	14					
AKW - Drum to Cannich	OP 2	5							
AKW - Cannich to Morvich	OP 2	5							
		ļ							
LNT Back office (bookings, daily plan, invoices), Tourist Information					OP 3	30	OP 3	12	
Tourist Information							OP 4	40	
Tourist Information - From Year 2							OP 5	40	
Toilets		<u> </u>					OP 6	20	
Total		87		14		30		112	2
		1	Ì	<u> </u>		i	Fully Loaded	i	
			Pay		Wks /	Basic Pay	(NI/Pension)		Total S
Payroll & Sub-contract Estimates - Year 2 Numbers		Hrs/wk	Rate/hr	Pay /wk	year	p.a.	+20%	Week/yr	Costs
				1					
Subcontract driver (Bags F William to Spean Bridge)	SC 1			£ 308.00	Contract to the Contract to th			31	£ 9,54
Driver for bags (Spean Bridge to Drum)	OP1	42		£ 420.00		£ 10,922	£ 13,106		
Driver for bags (Drum to Inverness & Cannich)		31	£ 10.00	-	26	£ 8,061	£ 9,673		
Driver for people transfers (Drum to Abriachan)				£ 308.00				31	£ 9,54
LNT Back Office/Tourist Information	OP 3	26		£ 390.00		£ 20,280			
Tourist Information	OP 4	40	£ 10.00	£ 400.00		£ 10,402	£ 12,482		
Tourist Information - Year 2	OP5	40		£ 400.00		£ 10,402	£ 12,482		
Toilets	OP 6	20	£ 10.00	£ 200.00	52	£ 10,400	£ 12,480		
	SC 3	<u> </u>		£ 245.00				20	£ 4,9
	SC 4	1	ļ	£ 75.00				20	£ 1,50
Total		207	-	£ 3,056		£ 70.466	6 04 550		
IOIAI	ı	207	I	E 3,030	ì	L /U,400	£ 84,559	1	£ 25,49

8.6. Vehicles and Fuel

	Lease	Service	Repair	Insurance	Total	1
Van 1	£ -	£ 500	£ 500	£ 500	£ 1,500	1
Van 2	£ -	£ 500	£ 500	£ 500	£ 1,500	
Minibus	£ 3,240	£ -	£ -	£ 1,000	<del></del>	£270 per me
				, , , , , , , , , , , , , , , , , , , ,	£ 7,240	<u> </u>
						†
				Year 1	£ 3,000	1
				Year 2	£ 3,000	1
				Year 3	£ 7,240	<b>1</b>
el Cost Estimate						
· · · · · · · · · · · · · · · · · · ·			Total/day		Miles /	i
Van 1	Miles	Trips/day	(miles)	Total Wk	season	
an Bridge to Drumnadrochit	41	2	82			
						<u> </u>
Fuel costs (£/litre)	1.344					AA Oct 2018
Consumption (miles /litre)				8		
Consumption (litres)				71.75		
Cost per week (£)				£ 96.43		
Weeks per season	31				17,794	Total miles
Cost per season					£ 2,989	<u> </u>
			Total/day	I	Miles /	
Van 2	Miles	Trips/day	(miles)	(miles)	season	
Drumnadrochit to Inverness	15	2	30	210		
				ļ		
Fuel costs (£/litre)	1.344					AA Oct 2018
Consumption (miles /litre)				8		
Consumption (litres)				26.25		ļ
Cost (£)				£ 35.28		ļ
						<u> </u>
Weeks per season	31				<del></del>	Total miles
Cost per season		l	L	ļ	£ 1,094	<u> </u>
			Total/day	Total Wk	Miles /	i
Van 2	Miles	Trips/day	(miles)	(miles)		
Drumnadrochit to Cannich	12	1 rips/day	(miles)		season	<del> </del>
Diamiladiocnic to Cannien	12		24	108		<del> </del>
Fuel costs (£/litre)	1.344					<del> </del>
Consumption (miles /litre)	1.544			10	<del> </del>	-
Consumption (miles / litre)				16.8		<del> </del>
Consumption (litres)				£ 22.58		<b> </b>
COST (E)			<b></b>	E 22.58		<del> </del>
Weeks per season	31		<b></b>	ļ	5,208	Total miles
				1	1 3.408	

# 8.7 Utilities and repairs

# Data for FY15/16 – FY17/18 reflect actuals provided by Highland Council

		Historic		Forecast				
	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21		
Water	£1,419	£2,111	£2,282	£2,396	£2,516	£2,642		
Electricity	£2,802	£3,236	£3,103	£3,258	£3,421	£3,592		
Total	£4,221	£5,347	£5,385	£5,654	£5,937	£6,234		
Maintenance	£664	£2,488	£3,121	£3,277	£3,441	£3,613		
Total	£4,885	£7,835	£8,506	£8,931	£9,378	£9,847		

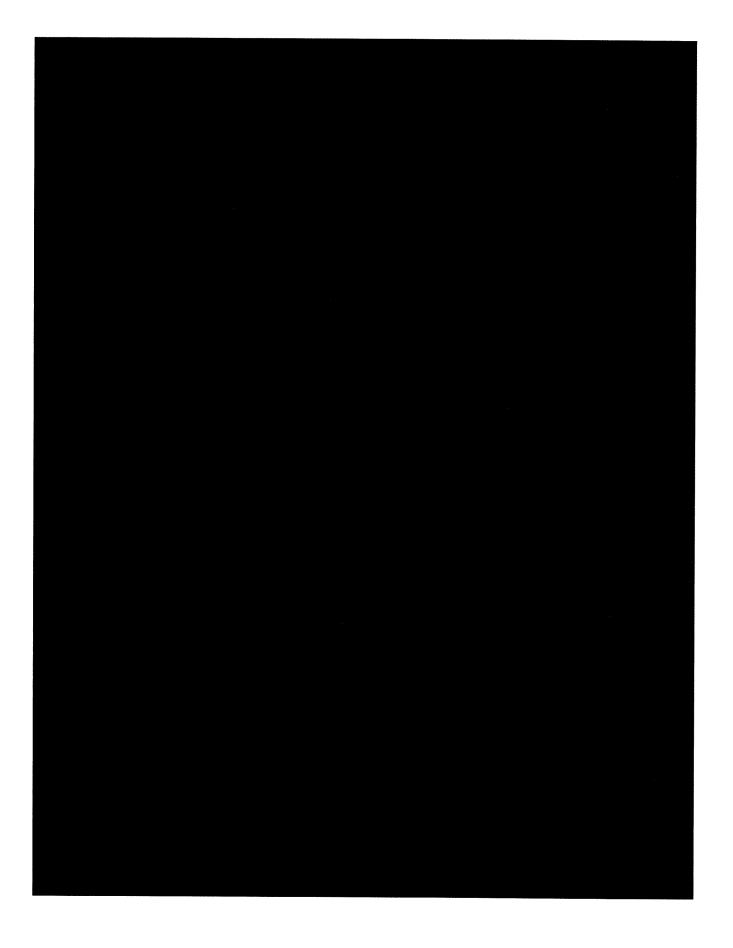
# 8.7. Financing cost estimates

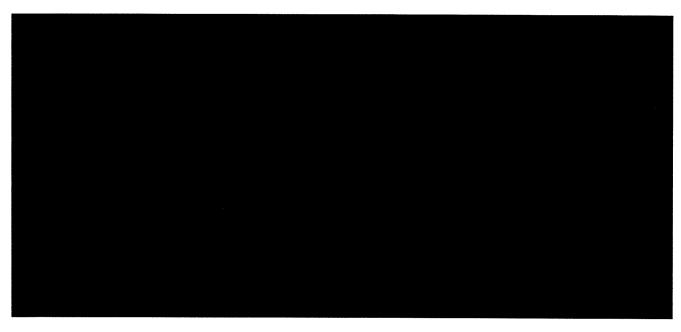
SIS - Asc													dominar militari	
			<u></u>				ļ	1 to 2 11 to 1 - 20 - 20 - 20 - 20 - 20 - 20 - 20 -			inte	erest rate		
Estimate	ed rep	ayment ov	er 5yrs	, 5% p.a	•							5%		
Paymen	t holi	day in first	year, n	o capita	l or	interest pa	ymer	nts						
Marin Principles State College									ļ.,					and distributed and adapted by the distributed by
			<u></u>						ļ					
	Brea	kdown of	Loan C	osts			-							
		W-13-W-13-W-13-W-13-W-13-W-13-W-13-W-13			ľ	Monthly	Ir	nterest	Ir	terest		Capital		Capital
	Tota	l repayable	Total	Interest	!	Payment		p.a.	r	nonth		p.a.		Month
	£	55,274	£	5,274	£	1,151.54								
		Opening		1										
Year	E	Balance												
1	£	50,000					£		£	-	£	-	£	-
2	£	50,000					£	2,239		186.54	£	11,580	£	965.00
3	£	38,420					£	1,646	£	137.13	£	12,173		1,014.42
4	£	26,247					£	1,024	£	85.29	£	12,795	£	1,066.25
5	£	13,452			<u> </u>		£	367	£	30.54	£	13,452	£	1,121.00
							£	5,274			£	50,000		
		ty Finance									Inte	erest rate		
SIS Com	muni	ty Finance	or othe	<u>er</u>							Inte	erest rate		
		ty Finance			a.						Into	erest rate 7%		
					<b>a.</b>						Into			
	ed rep		er 10yı	rs, 7% p.	a.						Into			
	ed rep	ayment ov	er 10yı	rs, 7% p.		Monthly	Ir	nterest	Ir	nterest				Capital
	ed rep Brea	ayment ov	er 10yı Loan C	rs, 7% p.	P	Monthly Payment	I	nterest p.a.		nterest nonth		7%		Capital Month
Estimato	ed rep Brea	ayment ov	er 10yı Loan C	rs, 7% p.	P		Ir					<b>7%</b> Capital		
Estimato	Brea Tota	ayment ov ikdown of I repayable	er 10yı Loan C	rs, 7% p. osts Interest	P I	Payment	Ir					<b>7%</b> Capital		
Estimato	Brea Tota	ayment ov akdown of I repayable 188,103	er 10yı Loan C	rs, 7% p. osts Interest	P I	Payment	Ir					<b>7%</b> Capital		
Estimate	Brea Tota £ £	akdown of I repayable 188,103 Opening	er 10yı Loan C	rs, 7% p. osts Interest	P I	Payment	Ir		r			<b>7%</b> Capital		Month
Year	Brea Tota	ayment ov kdown of I repayable 188,103 Opening Balance	er 10yı Loan C	rs, 7% p. osts Interest	P I	Payment		p.a.	f £	762.11 703.86		<b>7%</b> Capital p.a.		Month 805.42
Year 1	Brea Tota £ £	l repayable 188,103 Dpening 3alance 135,000	er 10yı Loan C	rs, 7% p. osts Interest	P I	Payment	£	p.a. 9,145	f £	762.11	£	7% Capital p.a. 9,665	£	805.42 863.67
Year  1 2	Brea Tota £ £ £	l repayable 188,103 Dpening 3alance 135,000 125,335	er 10yı Loan C	rs, 7% p. osts Interest	P I	Payment	£	9,145 8,446	f f f	762.11 703.86	££	7% Capital p.a. 9,665 10,364	£	805.42 863.67 926.17
Year  1 2 3 4 5	Brea  Tota £ £ £ £ £	l repayable 188,103 Dpening Balance 135,000 125,335 114,971	er 10yı Loan C	rs, 7% p. osts Interest	P I	Payment	£ £	9,145 8,446 7,696	f f f	762.11 703.86 641.36	£££	7% Capital p.a. 9,665 10,364 11,114	£££	805.42 863.67 926.17 993.08
Year  1 2 3 4 5 6	Brea  Tota £ £ £ £ £ £	I repayable 188,103 Dpening Balance 135,000 125,335 114,971 103,857	er 10yı Loan C	rs, 7% p. osts Interest	P I	Payment	£ £ £	9,145 8,446 7,696 6,893	f f f f	762.11 703.86 641.36 574.44	£ £ £	7% Capital p.a.  9,665 10,364 11,114 11,917	£££££	805.42 863.67 926.17 993.08 1,064.83
Year  1 2 3 4 5 6 7	Brea  Tota £ £ £ £ £ £ £	l repayable 188,103 Dpening 3alance 135,000 125,335 114,971 103,857 91,940 79,162 65,455	er 10yı Loan C	rs, 7% p. osts Interest	P I	Payment	£ £ £ £	9,145 8,446 7,696 6,893 6,032	£ £ £ £	762.11 703.86 641.36 574.44 502.69	£ £ £ £	7% Capital p.a.  9,665 10,364 11,114 11,917 12,778	£ £ £ £	805.42 863.67 926.17 993.08 1,064.83
Year  1 2 3 4 5 6 7 8	Brea  Tota £ £ £ £ £ £ £	l repayable 188,103 Dpening Balance 135,000 125,335 114,971 103,857 91,940 79,162	er 10yı Loan C	rs, 7% p. osts Interest	P I	Payment	£ £ £ £	9,145 8,446 7,696 6,893 6,032 5,103	f f f f f f	762.11 703.86 641.36 574.44 502.69 425.28	£ £ £ £ £	7% Capital p.a.  9,665 10,364 11,114 11,917 12,778 13,707	£ £ £ £	805.42 863.67 926.17 993.08 1,064.83 1,142.25 1,224.08
Year  1 2 3 4 5 6 7 8 9 9	Brea  Tota £ £ £ £ £ £ £ £	l repayable 188,103 Dpening Balance 135,000 125,335 114,971 103,857 91,940 79,162 65,455 50,766 35,010	er 10yı Loan C	rs, 7% p. osts Interest	P I	Payment	£ £ £ £	9,145 8,446 7,696 6,893 6,032 5,103 4,121	f f f f f f f f f f f f f f f f f f f	762.11 703.86 641.36 574.44 502.69 425.28 343.44	£ £ £ £ £	7% Capital p.a.  9,665 10,364 11,114 11,917 12,778 13,707 14,689	£ £ £ £ £ £ £	805.42 863.67 926.17 993.08 1,064.83 1,142.25 1,224.08 1,313.00
Year  1 2 3 4 5 6 7 8	Brea  Tota £ £ £ £ £ £ £	l repayable 188,103 Dening 3alance 125,335 114,971 103,857 91,940 79,162 65,455 50,766	er 10yı Loan C	rs, 7% p. osts Interest	P I	Payment	£ £ £ £ £	9,145 8,446 7,696 6,893 6,032 5,103 4,121 3,054	f f f f f f f f f f f f f f f f f f f	762.11 703.86 641.36 574.44 502.69 425.28 343.44 254.53	£ £ £ £ £ £ £ £	7% Capital p.a.  9,665 10,364 11,114 11,917 12,778 13,707 14,689 15,756	£ £ £ £ £ £ £	805.42 863.67 926.17 993.08 1,064.83 1,142.25 1,224.08 1,313.00

# 8.8. Board Member CV's

# **Loch Ness Travel Services CV's**

Information Confidential to Glen Urquhart Rural Community Association (GURCA)
Not to be Shared without Consent of the Trustees





**GURCA TRUSTEES Brief CV's** 

