Appendix 1 St Ronan's Wells - Business Plan Budget and Forecast (Median)

Salaries, Fees & Overheads (non Construction)	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Notes
Business Planning	£2,400	£1,200	£0	£0	£0	**£3,600**	This covers finalisation of the Business Plan, budget assumptions and financial modelling in Year 1. A smaller Year 2 allowance is included to update the Business Plan once survey findings, capital cost information, funding decisions, governance arrangements and operating assumptions are confirmed. No further business planning allowance is included in Years 3–5, on the assumption that review and monitoring will form part of normal management and trustee activity.
Fundraising Support	£4,500	£4,500	£3,000	£2,500	£2,000	**£16,500**	Years 1 and 2 include external fundraising support to help and advise volunteers with fundrasiing effort development, case for support materials, reporting to prospective funders and coordination of capital campaign activity. The Year 1–2 allowance is based on approximately 15 days per annum at £300 per day, or an equivalent consultancy arrangement. Years 3–5 include a reduced annual allowance for occasional support where needed.
Ronan's Wells Manager	£0	£0	£25,000	£25,750	£26,500	**£77,250**	This line provides for a part-time Community Asset and Site Operations Manager from Year 3, when the site is expected to move from capital development into regular operation. The post is budgeted at 0.6 FTE, based on a full-time equivalent salary of approximately £35,000, inclusive of employer National Insurance and pension contributions. The role would coordinate site activity, volunteer support, hall bookings, accommodation oversight, events, partner liaison, basic charity administration, reporting and day-to-day operational management. Years 4 and 5 include an indicative 3%
General Utilities	£2,000	£3,000	£5,000	£5,250	£5,500	**£20,750**	This covers general site utilities and standing charges, including water, waste, basic power, lighting, heating and common-area costs not directly attributable to hall use or accommodation. The allowance increases as the site moves from transfer and stabilisation into fuller public use. Separate allowances are included elsewhere for hall/event utilities and additional accommodation-related utilities. Years 4 and 5 include a modest inflationary uplift.
Insurance	£3,000	£3,000	£3,000	£3,000	£5,000	**£17,000**	This is a provisional allowance for buildings insurance, public liability, employers' liability once staff are employed, trustee indemnity, volunteer activity, events and accommodation-related cover. The figure should be replaced by broker quotations once the transfer basis, reinstatement value, condition of the building, public access arrangements, hall use, events programme and accommodation model are confirmed. The allowance increases from Year 3 to reflect wider operation and public use.
Accountancy, Bookkeeping, Payroll and Independent Examination	£1,000	£2,000	£3,000	£3,000	£4,500	**£13,500**	Covers bookkeeping support, annual accounts, OSCR reporting, payroll support, management accounts and independent examination. A full statutory audit is not assumed at this stage, as Scottish charity audit thresholds rise to £1 million of gross income for accounting periods beginning on or after 1 January 2026, subject to the charity's assets, governing document and funder requirements. The allowance increases from Year 3 to reflect regular trading activity, hall hire, accommodation income, donations, Gift Aid/GASDS, restricted funds and payroll. There is strong voluntary support within the charity around bookkeeping
Website/ Social Media & Marketing	£1,000	£1,000	£2,000	£2,000	£3,000	**£9,000**	Website/ and Social Media is being run by volunteers with no cost to the charity apart from nominal costs. A nominal allowance has been allowed for marketing support as again there is good experience within the volunteer team
Volunteer Costs	£2,000	£2,000	£2,500	£2,500	£2,500	**£11,500**	This provides a modest allowance for volunteer induction, training, travel and subsistence where appropriate, refreshments, protective equipment, basic volunteer support and recognition. The assumption is based on an active volunteer pool of up to 40 people per annum across gardening, events, interpretation, fundraising, visitor welcome, maintenance support and community activity. Volunteer value in kind is shown separately.
Compliance/licences/safety checks	£1,500	£2,500	£3,500	£3,500	£3,500	**£14,500**	This covers routine compliance and safety costs, including fire safety servicing, PAT testing, emergency lighting checks, alarm servicing, first aid requirements, health and safety reviews, event-related permissions, food hygiene requirements if light refreshments are piloted, and other routine statutory checks. Capital-stage professional surveys, listed building consent, building warrant fees and major compliance works are budgeted separately under capital development.
Office, Administration, IT and Software	£800	£1,000	£1,500	£1,500	£1,500	**£6,300**	This covers routine administration costs including email, cloud storage, software subscriptions, data protection support, printing, stationery, telephone, online meeting tools, basic IT and general office costs. The allowance increases from Year 3 once the site is operating more regularly and the manager role is active.
Ongoing Maintenance and Repairs	£0	£0	£15,000	£15,750	£16,500	**£47,250**	Allowance for ongoing needs once capital works have been completed
Legal & Governance	£500	£500	£500	£500	£500	**£2,500**	This covers non-capital legal, governance and HR support, including policy review, employment templates, trustee support, governance advice, HR guidance and general charity compliance. Acquisition, conveyancing, title, lease, asset transfer and construction-related legal costs should be shown separately within the capital/acquisition budget.There is legal and governance expertise in the volunteer team
TOTAL SALARIES, FEES & OVERHEADS	**£18,700**	**£20,700**	**£64,000**	**£65,250**	**£71,000**	**£239,650**	

Capital Acquisition and Development Costs	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Notes
Property Purchase	£50,000	£0	£0	£0	£0	**£50,000**	Provisional acquisition/transfer assumption only. DM Hall valued the asset at £210,000, but this budget assumes a potential discounted community asset transfer price of £50,000, subject to negotiation with Scottish Borders Council and recognition of wider community benefit.
External Renovations	£150,000	£0	£0	£0	£0	**£150,000**	Provisional allowance for external fabric repairs and weatherproofing works, potentially including roof, rainwater goods, render, masonry, timber repairs, windows/doors, damp-related works and external fabric stabilisation. Subject to condition survey, conservation architect advice, statutory consent requirements and a QS cost plan.
Professional Fees	£25,000	£50,000	£0	£0	£0	**£75,000**	Professional fees cover conservation architect, quantity surveyor, structural/M&E/fire/access advice where required, planning and listed building consent support, building warrant support, tender documentation, procurement advice, contract administration and project management. The current allowance represents approximately 15% of direct capital works and should be reviewed once the scope of professional services is confirmed.
External Painting works	£10,000	£0	£0	£0	£0	**£10,000**	Allowance for external painting and protective finishes to timber, render or other external elements, subject to confirmation of appropriate materials, conservation requirements and whether this is included within the wider external renovation allowance.
Hall Renovations	£0	£60,000	£0	£0	£0	**£60,000**	Allowance for bringing the hall/community space back into safe and usable condition, including kitchen and toilet improvements, access, heating, lighting, electrical works, finishes, storage, fire safety measures and basic fixtures required for community use. Final cost to be confirmed through design and cost planning.
Accomodation Renovations & Fit Out	£0	£150,000	£0	£0	£0	**£150,000**	Allowance for refurbishment of the former living accommodation as a single heritage short-stay unit, potentially sleeping up to four. Includes internal repair, services, bathroom/kitchen provision, heating, fire safety, finishes and compliance works, subject to survey, licensing advice and design development. Fit out to use local textiles and crafts
Work on Gardens	£0	£10,000	£0	£0	£0	**£10,000**	Capital allowance for garden improvements associated with transfer and reopening, including paths, seating, planting infrastructure, access, safety works, interpretation links and biodiversity improvements. Annual garden materials, volunteer support and maintenance are shown separately under operating costs.
Exhibitions Works	£0	£35,000	£0	£0	£0	**£35,000**	Allowance for layerd digital and physical interpretation and exhibition works, including display design, panels, basic digital content, cases or display furniture, graphic production and installation.
Textiles Workshop Equipment & Storage	£0	£5,000	£0	£0	£0	**£5,000**	This is a one-off capital allowance for the needed to establish the textile and intergenerational skills programme. It may include worktables, chairs, secure storage, sewing and textile equipment, display materials, basic tools, workshop lighting, protective covers, cupboards, and equipment needed to support repair, reuse, traditional skills and creative enterprise activity. This line supports the Vision's ambition to reconnect the Wells with Innerleithen's textile heritage and create a practical workshop strand within the wider Community Event Space. Ongoing tutor, material and activity costs are shown separately under direct operating costs.
Community Cuppa n Chat Setup	£0	£1,500	£1,500	£0	£0	**£3,000**	This is a one-off capital allowance for the initial set-up of a modest Cuppa n Chat / light refreshment offer. It may include basic catering equipment, crockery, urn or coffee-making equipment, storage, food-safe surfaces, signage, initial supplies, cleaning materials and any small adaptations required to support safe, volunteer-led refreshment provision. The line is included to support the Vision's wellbeing objective of creating a welcoming community space that helps reduce social isolation and encourages regular local use of the Wells. Ongoing refreshment costs are shown separately under direct operating costs.
Signage, Wayfinding, Access, Bike Facilities and Minor Works	£0	£10,000	£10,000	£10,000	£0	**£30,000**	Allowance for site signage, visitor wayfinding, minor access improvements, small fixtures, noticeboards, donation points, visitor information and miscellaneous enabling works not included elsewhere. Installation of Bike Storage and charging points
Contingency	£35,250	£48,225	£1,725	£1,500	£0	**£86,700**	Contingency is calculated at approximately 15% of direct capital works, excluding acquisition, professional fees, inflation, VAT and ongoing maintenance. This reflects the early stage of cost planning, listed building risk and potential hidden defects. The percentage should be reviewed after survey, design development and tendering.

Inflationary Allowances	£7,050	£9,645	£345	£300	£0	**£17,340**	Inflation allowance reflects expected movement in construction prices between current estimates, procurement and delivery. This should be reviewed against QS/BCIS advice once the programme is confirmed. It is shown separately from contingency because it relates to time-based price movement rather than unknown scope or risk.
TOTAL CONSTRUCTION COSTS	**£277,300**	**£379,370**	**£13,570**	**£11,800**	**£0**	**£682,040**	

Direct Operating Costs (Hall/Accomodation/Exhibition/Garden	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total**	**Notes**
Hall & Events Space Costs	0.00	0.00	2,000.00	3,000.00	4,000.00	9,000.00	Allowance for additional cleaning, consumables, heating, lighting and utility use associated with regular hall and event space activity. The median income assumption includes regular weekly community use plus private/full-day bookings, so the running cost should reflect more than occasional use. General utilities and standing charges are budgeted separately under overheads; this line covers incremental hall/event use.
Cleaning and laundry turnover	0.00	0.00	3,000.00	7,000.00	9,600.00	19,600.00	Based on a single heritage short-stay unit operating at approximately 55% occupancy, with around 201 occupied nights per annum by Year 5. The allowance assumes an average stay of around two nights, resulting in approximately 100–110 changeovers per year, with cleaning and laundry costs averaging around £65–£75 per turnover. Scaled as occupancy builds and we may be to make savings against this line
Booking/platform/card/marketing fees	0.00	0.00	3,500.00	3,650.00	3,800.00	10,950.00	Allowance for booking platform fees, card processing charges, listing fees, accommodation marketing and related digital costs. The allowance is based on gross accommodation income of approximately £24,120 and recognises that platform/management fees can vary significantly depending on whether bookings are handled directly, through Airbnb/Booking.com, or through a holiday-let agency.
Accommodation consumables and replacement reserve	0.00	0.00	2,000.00	2,000.00	2,000.00	6,000.00	overs guest consumables, toiletries, cleaning supplies, kitchen basics, replacement linens, small equipment, breakages, minor furnishings and an allowance for maintaining a good guest standard. This is separate from major repairs and from the planned maintenance reserve.
Additional accommodation utilities/broadband	0.00	0.00	2,500.00	2,625.00	2,750.00	7,875.00	Allowance for accommodation-related electricity, heating, hot water, broadband and other guest-related utility costs. General building utilities are shown separately under overheads. The figure will be reviewed once heating type, insulation, guest occupancy, metering and tariff information are confirmed.
Exhibition refresh, interpretation materials and activity costs	0.00	0.00	2,000.00	2,000.00	2,000.00	6,000.00	Covers small-scale exhibition refresh, interpretation materials, printing, temporary displays, handling materials, event-linked interpretation and minor display replacement. Capital exhibition fit-out is shown separately under capital costs. This line allows the interpretation offer to remain active rather than becoming static after installation.
Digital interpretation / hosting / light technical support	0.00	0.00	2,000.00	2,000.00	2,000.00	6,000.00	Allowance for digital interpretation hosting, updates, technical support and minor content maintenance.
Textile Workshops, Tutor, Materials and Activity Costs	0.00	0.00	1,000.00	1,000.00	1,000.00	3,000.00	This covers the annual delivery costs associated with the textile and intergenerational skills strand, including freelance tutor or workshop leader fees, materials, consumables, small equipment replacement, preparation time and activity support. The programme is intended to preserve and share Innerleithen's textile heritage, support intergenerational learning, encourage repair, reuse and sustainable textile practice, and provide creative activity linked to the Community Event Space. The Year 3 figure assumes a modest pilot programme once the building is operational, with small inflationary uplifts in Years 4 and 5. Any larger programme involving schools, universities, artists or specialist textile practitioners should be supported through separate programme funding where possible. Will have volunteer support
Community Cuppa n Chat / Light Refreshment Costs	0.00	0.00	500.00	1,000.00	1,000.00	2,500.00	This covers the annual running costs of a modest volunteer-supported Cuppa n Chat and light refreshment offer, including tea, coffee, basic refreshments, consumables, cleaning supplies, food hygiene requirements, volunteer support and small replacement items. This is budgeted primarily as a community wellbeing activity rather than a commercial café. Its purpose is to support social connection, reduce isolation, encourage local use of the Wells, and provide a welcoming setting for garden volunteers, visitors, community groups and event participants. Income from donations or light refreshment sales areshown separately and treated prudently.
Garden materials, tools, plants, compost etc	1,000.00	1,000.00	2,000.00	2,000.00	2,000.00	8,000.00	Covers garden materials, plants, compost, tools, small equipment, volunteer gardening supplies, seasonal planting, minor repairs, plant-sale preparation and basic support for the volunteer garden programme. Reflects that there will be more Garden Visitors year 3.
TOTAL DIRECT OPERATING COSTS	**1,000.00**	**1,000.00**	**20,500.00**	**26,275.00**	**30,150.00**	**78,925.00**	
TOTAL COSTS	***297,000.00***	***401,070.00***	***98,070.00***	***103,325.00***	***101,150.00***	***1,000,615.00***	

INCOME	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total**	**Notes**
Grants and Donations	£297,000.00	£401,070.00	£25,000.00	£25,000.00	£25,000.00	£773,070.00	Grants and donations to support community benefit activity, including textile and intergenerational skills, wellbeing gardens, Cuppa n Chat, heritage interpretation, youth engagement, volunteering, and access to affordable community use. This is shown separately from earned income and should be treated as a funding requirement to be secured annually or through multi-year programme support.
Day Visitor Donations	£0.00	£0.00	£13,800.00	£14,950.00	£16,100.00	£44,850.00	The median forecast assumes 6,000 day visitors in the first full operating year, rising to 6,500 in Year 4 and 7,000 in Year 5. This reflects the enhanced future offer at St Ronan's Wells, including gardens, interpretation, community activity, textile workshops, Games Week programming, Cuppa n Chat, contactless/QR donation infrastructure, and wider visitor growth linked to the Mountain Bike Innovation Centre and the River Tweed Trail.General access to the gardens and basic interpretation is assumed to remain free, with donations encouraged through clear on-site messaging and a suggested donation range. General site donations are modelled at £1.50 per visitor, with an additional 50p per visitor assumed from Cuppa n Chat / light refreshment giving. Gift Aid/GASDS uplift is modelled prudently at 20% of general site donations only, recognising that not all visitors will be UK taxpayers, not all donations will have valid declarations, and refreshment-linked income may not qualify as a Gift Aid donation.
Friends and Supporter Scheme	£0.00	£0.00	£7,000.00	£9,000.00	£11,000.00	£27,000.00	his line assumes the development of a regular supporter giving scheme rather than a paid membership scheme, as formal membership of St Ronan's Wells Support Group is free under the constitution. The scheme would invite local residents, former residents, garden users, heritage supporters, visitors and wider friends of Innerleithen to make regular voluntary donations towards the care of St Ronan's Wells. The median forecast assumes 50 regular supporters in Year 3, rising to 65 in Year 4 and 80 in Year 5, giving an average of £10 per month. The budget includes a prudent allowance for Gift Aid where eligible and assumes that not all supporters will be UK taxpayers or complete valid declarations. Income from this line would provide flexible unrestricted support for the building, gardens, maintenance, volunteer activity, interpretation and affordable community access. This is a modest assumption when set against the current wider supporter base and social media following, but it will require active promotion, clear donation messaging, simple online giving, regular updates, and visible evidence that supporter donations are being reinvested in the public benefit of the Wells.
Heritage/Short Stay Accomodation	£0.00	£0.00	£32,160.00	£33,120.00	£34,080.00	£99,360.00	Median assumption based on one self-catering Heritage Short Stay unit, sleeping up to 4–6 people, positioned as a distinctive stay within a restored historic spa building. The nightly rate is modelled at £160, reflecting the enhanced heritage proposition, local textiles/craft fit-out, integrated storytelling, garden setting and links to Innerleithen, the Tweed Valley, walking, cycling and cultural tourism. Year 3 assumes 55% occupancy, equivalent to 201 occupied nights and gross income of £32,160. Years 4 and 5 assume modest occupancy growth to 207 and 213 nights respectively, generating £33,120 and £34,080. These are gross income figures; cleaning, laundry, booking/platform fees, utilities, consumables, co-host/emergency support, maintenance and licensing costs are shown separately under direct accommodation operating costs.
Hall Hires	£0.00	£0.00	£10,000.00	£10,500.00	£11,000.00	£31,500.00	Median assumption based on the Community Event Space operating as an affordable, heritage and garden-linked venue for local use, workshops, wellbeing activity, small events, community gatherings, textile activity, talks, markets and occasional private hire. The pricing model is based on SRWSG's proposed accessible rates: £10 per hour community rate, £15 per hour non-community rate, £25 per morning or afternoon session, £30 per evening session and £175 for a full-day booking. Year 3 assumes two weekday afternoon hires per week, one evening hire per week, 25 full-day or private/community event bookings, and a modest contribution from workshop/event use, generating £10,000. Years 4 and 5 assume modest growth to £10,500 and £11,000 as awareness, programming and repeat use develop. The figures are gross income; hall/event cleaning, utilities and consumables are shown separately under direct operating costs.
Community Markets & Plant Sales	£1,000.00	£1,500.00	£3,200.00	£3,500.00	£4,000.00	£13,200.00	Community market stall income is based on a modest quarterly market programme linked to the Community Event Space, gardens, heritage activity and local makers. The median assumption is 4 markets per annum, with around 20 stalls in Year 3 at £20 per stall, rising modestly in Years 4 and 5 as awareness and participation develop. The £20 stall rate is deliberately accessible and sits below more commercial farmers' market benchmarks. Garden and plant sales income reflects the existing volunteer-led garden activity and the potential for seasonal plant sales, garden open days and small garden fundraising activity. The median assumption is £1,500 in Year 3, rising to £2,000 by Year 5.

Small retail / publications / local craft income	£0.00	£0.00	£1,500.00	£2,000.00	£2,500.00	£6,000.00	This line assumes modest ancillary income from small-scale retail, publications and locally made items linked to the story and setting of St Ronan's Wells. Potential items could include postcards, guidebooks, heritage trail leaflets, small publications, garden-related items, textile-themed products, locally made craft, ceramics or gifts connected to the Spa Story, Innerleithen's textile heritage, the gardens and the wider Tweed Valley. The median forecast assumes a cautious level of income, beginning at £1,500 in Year 3, rising to £2,000 in Year 4 and £2,500 in Year 5 as visitor numbers, events, workshops and accommodation use develop. This is not intended to represent a full retail operation. The preferred approach should be low-risk, using small stock levels, local makers, sale-or-return arrangements, commission-based sales or print-on-demand publications wherever possible. This assumes sale-or-return or commission arrangements are used, this income line can be treated as an indicative net contribution after maker payments or direct stock costs.
Talks/workshops/ticketed heritage events	£0.00	£0.00	£5,500.00	£6,250.00	£7,000.00	£18,750.00	Assumes an annual programme of such events
TOTAL INCOME	**£298,000.00**	**£402,570.00**	**£98,160.00**	**£104,320.00**	**£110,680.00**	**£1,013,730.00**	
BALANCE	***£1,000.00***	***£1,500.00***	***£90.00***	***£995.00***	***£9,530.00***	***£13,115.00***	