

1999 – Knoydart Foundation then.....



- Own 5 residential properties
- 1 hydro (not grid connected)
- 1 bunkhouse
- Lots of land and old buildings
- 3 staff
- 2 trading subsidiaries
- Population 70

1999 – ££££.....financially.....

- Money in Foundation bank account (from fundraising for buyout)
- 2 trading subsidiaries (both needing support of parent charity)
- Dependant on lottery for revenue support
- Apart from grants, income was from property rental (and bank interest)

2017 – Knoydart Foundation now.....



- 11 residential properties, providing affordable rented housing (more options still needed)
- 3 shared equity plots sold
- 3 shared equity plots due to start planning
- Hydro functional (but still constant reinvesting), load management systems, flow battery trial,
- Bunkhouse upgraded through volunteer effort and employment of quality wardens
- 12 staff (16 different jobs, most part time)
- 250 Friends of Knoydart
- Buildings utilised for local businesses
- Land leased for local businesses
- Community shop established providing base for local crafts, venison products etc
- Venison processing
- Community maintenance company established as independent CIC
- Ranger service offering guided walks, cycle hire, low key campsite, walks leaflets
- Community garden active
- New water and sewage systems installed
- Broadband
- Active deer management group with current deer management plan
- Deer management breakeven
- Population 115

2017 - ££££..... financially.....

- Trading companies generating surplus back to parent charity/reinvesting in own business
- 15 different sources of income
- Finance manager recruited
- Several small scale cost centres
- Reasonable reserves
- 2 posts have revenue grant support – rest self supporting

Lessons learnt

- ‘Success’ can bring its own issues
- Community expectations (and assumptions)
- Communications /consultation /engagement
- Learning to say no
- Clarity on priorities
- What are we
 - – charity, development trust, social enterprise, community council, social service, service provider?
- Learn to make the most of what you have got – small scale improvements