

Years 1 - 10 (see below for years 11 - 25)

WSWG BUSINESS PLAN APPENDIX BP9a: FINANCIAL PROJECTIONS to 10 and 25 YEARS											
	Years 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	10 year total
WSWG ENTERPRISES & TRADING ACTIVITIES											
INCOME											
Budget Level 1											
Logger's Shieling	£1,692	£4,230	£5,076	£5,922	£6,768	£7,614	£8,460	£8,460	£8,460	£8,460	£65,142
Artists' Bothy	£5,820	£7,699	£12,660	£12,660	£12,660	£12,660	£12,660	£12,660	£12,660	£12,660	£102,139
Sub total Community enterprises BL1	£1,692	£10,050	£12,775	£18,582	£19,428	£20,274	£21,120	£21,120	£21,120	£21,120	£167,281
Woodland enterprises - Living Forest TW	£10,100	£17,100	£22,100	£27,800	£33,300	£46,250	£55,355	£59,990	£67,900	£74,810	£414,705
Woodland enterprises Timber TW	£124,540	£122,570	£122,570	£0	£0	£97,722	£450	£450	£450	£450	£469,203
Woodland enterprises - Living Forest FMW	£10,100	£15,420	£20,420	£25,420	£30,420	£35,420	£40,100	£40,100	£40,100	£40,100	£297,600
Woodland enterprises - Timber FMW	£114,746	£0	£0	£0	£0	£17,950	£0	£0	£0	£0	£132,696
Sub total forest enterprises BL1	£259,486	£155,090	£165,090	£53,220	£63,720	£197,342	£95,905	£100,540	£108,450	£115,360	£1,314,204
Budget Level 2											
Camp 53 Café						£30,000	£45,000	£45,000	£60,000	£60,000	£240,000
Camp 53 Shop						£5,000	£7,500	£10,000	£12,500	£15,000	£50,000
Camp 53 Exhibition Space						£200	£1,000	£2,000	£3,000	£4,000	£10,200
Camp 53 Meeting Room						£4,500	£7,250	£7,250	£9,750	£9,750	£38,500
Sub total Community enterprises BL2	£0	£0	£0	£0	£0	£39,700	£60,750	£64,250	£85,250	£88,750	£338,700
Budget Level 3											
Craft Hamlet											£0
Sub total community enterprises BL3	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Income running totals BL1 + BL2 + BL3	£261,178	£165,140	£177,865	£71,802	£83,148	£257,316	£177,775	£185,910	£214,820	£225,230	£1,820,185
ENTERPRISE AND TRADING VARIABLE COSTS											
Budget Level 1											
Logger's Shieling	£910	£910	£910	£910	£910	£910	£910	£910	£910	£910	£9,100
Artists' Bothy	£2,688	£2,718	£3,738	£4,728	£3,738	£4,038	£4,728	£3,738	£3,738	£3,738	£33,852
Sub total community ents BL1	£910	£3,598	£3,628	£4,648	£5,638	£4,648	£4,948	£5,638	£4,648	£4,648	£42,952
Woodland enterprises - Living Forest TW	£2,810	£15,355	£4,070	£7,560	£6,110	£7,135	£8,848	£9,960	£11,160	£12,360	£85,368
Woodland enterprises Timber TW	£10,120	£100	£100	£100	£100	£1,045	£145	£145	£145	£145	£12,145
Woodland enterprises - Living Forest FMW	£710	£1,242	£1,742	£5,742	£2,842	£3,342	£3,810	£3,710	£3,710	£3,710	£30,560
Woodland enterprises - Timber FMW	£4,500	£200	£200	£0	£300	£0	£0	£0	£0	£0	£5,200
Sub total forest enterprises BL1	£18,140	£16,897	£6,112	£13,402	£9,352	£11,522	£12,803	£13,815	£15,015	£16,215	£133,273
Budget Level 2											
Camp 53 Café						£10,500	£14,250	£14,450	£18,400	£18,750	£76,350
Camp 53 Shop						£1,250	£1,875	£2,500	£3,125	£3,750	£12,500
Camp 53 Exhibition Space						£150	£150	£150	£150	£150	£750
Camp 53 Meeting Room						£464	£689	£689	£764	£764	£3,370
Sub total community enterprises BL2	£0	£0	£0	£0	£0	£12,364	£16,964	£17,789	£22,439	£23,414	£92,970
Budget Level 3											
Craft Hamlet											£0
Sub total community enterprises BL3	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Variable costs running totals BL1 + BL2 + BL3	£19,050	£20,495	£9,740	£18,050	£14,990	£28,534	£34,715	£37,242	£42,102	£44,277	£269,195

Years 1 - 10 (see below for years 11 - 25)

Gross Margins:												
Budget Level 1												
	<i>Logger's Shieling</i>	£782	£3,320	£4,166	£5,012	£5,858	£6,704	£7,550	£7,550	£7,550	£7,550	£56,042
	<i>Artists' Bothy</i>		£3,132	£4,981	£8,922	£7,932	£8,922	£8,622	£7,932	£8,922	£8,922	£68,287
	Sub total community ents BL1	£782	£6,452	£9,147	£13,934	£13,790	£15,626	£16,172	£15,482	£16,472	£16,472	£124,329
	<i>Woodland enterprises - Living Forest TW</i>	£7,290	£1,745	£18,030	£20,240	£27,190	£39,115	£46,507	£50,030	£56,740	£62,450	£329,337
	<i>Woodland enterprises Timber TW</i>	£114,420	£122,470	£122,470	-£100	-£100	£96,677	£305	£305	£305	£305	£457,058
	<i>Woodland enterprises - Living Forest FMW</i>	£9,390	£14,178	£18,678	£19,678	£27,578	£32,078	£36,290	£36,390	£36,390	£36,390	£267,040
	<i>Woodland enterprises - Timber FMW</i>	£110,246	-£200	-£200	£0	-£300	£17,950	£0	£0	£0	£0	£127,496
	Sub total forest enterprises BL1	£241,346	£138,193	£158,978	£39,818	£54,368	£185,820	£83,102	£86,725	£93,435	£99,145	£1,180,931
Budget Level 2												
	<i>Camp 53 Café</i>						£19,500	£30,750	£30,550	£41,600	£41,250	£163,650
	<i>Camp 53 Shop</i>						£3,750	£5,625	£7,500	£9,375	£11,250	£37,500
	<i>Camp 53 Exhibition Space</i>						£50	£850	£1,850	£2,850	£3,850	£9,450
	<i>Camp 53 Meeting Room</i>						£4,036	£6,561	£6,561	£8,986	£8,986	£35,130
	Sub total community enterprises BL2	£0	£0	£0	£0	£0	£27,336	£43,786	£46,461	£62,811	£65,336	£245,730
Budget Level 3												
	<i>Craft Hamlet</i>											
	Sub total community enterprises BL3	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Gross margins annual totals for WSWG Enterprises and Trading Activities BL1 + BL2 + BL3		£242,128	£144,645	£168,125	£53,752	£68,158	£228,782	£143,060	£148,668	£172,718	£180,953	£1,550,990
WSWG Enterprises and Trading Activities												
FIXED COSTS:												
STAFF TIME ALLOCATION: COMMUNITY ENTERPRISE PROGRAMME TW												
Hub and Enterprise Manager - staff costs budgeted in Operations with view to self-funding from Year 8												
	Hub Staff costs (ie counter and waiting staff)	£0	£0	£0	£0	£0	£31,122	£31,122	£31,122	£31,122	£31,122	£155,610
	<i>WSWG Enterprises Capital Investment</i>	£22,912	£32,172			£33,223						£88,307
Net Annual Trading Surplus / Loss BL1+BL2+BL3		£219,216	£112,473	£168,125	£53,752	£34,935	£197,660	£111,938	£117,546	£141,596	£149,831	£1,307,073
Cumulative Net Annual Trading Surplus / Loss		£219,216	£331,690	£499,815	£553,567	£588,502	£786,162	£898,100	£1,015,646	£1,157,242	£1,307,073	
Summary Note:												
	Net surplus BL1 after capital	£236,466	£222,919	£168,125	£53,552	£35,235	£183,196	£117,224	£102,207	£109,907	£115,617	£1,344,448
	Net surplus BL2 after capital and hub staff						-£3,786	£12,664	£15,339	£31,689	£34,214	£90,120
	Net surplus BL3 N/A											
Combined Net Annual Trading Surplus/Loss												£1,434,568
NB: Some but not all of the Trading Surplus from the WSWG Enterprise and Trading activities will be used to support the WSWG Charitable Activities and Services as is outlined in the tables below which start with the costs for these activities and services defined according to Budget Level priority.												

WSWG CHARITABLE ACTIVITIES & SERVICES (CAS)	Years 1 - 10 (see below for years 11 - 25)										
FORECAST EXPENDITURE FOR WSWG CHARITABLE ACTIVITIES & SERVICES	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	10 year total
Budget Level 1											
Allocated Staff costs											
<i>Community Benefit TW</i>	£13,250	£17,250	£17,250	£17,250	£17,250	£17,250	£17,250	£17,250	£17,250	£17,250	£168,500
<i>Community Benefit FMW</i>	£13,250	£17,250	£17,250	£17,250	£17,250	£17,250	£17,250	£17,250	£17,250	£17,250	£168,500
<i>Community Green Enterprise TW</i>	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
<i>Community Green Enterprise FMW</i>	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
<i>Forestry, Ecology and Forestry Enterprise TW</i>	£12,250	£12,250	£12,250	£12,250	£12,250	£12,250	£12,250	£12,250	£12,250	£12,250	£122,500
<i>Forestry, Ecology and Forestry Enterprise FMW</i>	£5,250	£5,250	£5,250	£5,250	£5,250	£5,250	£5,250	£5,250	£5,250	£5,250	£52,500
<i>Operations (including Team share of field staff above)</i>	£70,000	£62,000	£62,000	£62,000	£62,000	£62,000	£62,000	£62,000	£62,000	£62,000	£628,000
Sub-total allocated Staff Costs BL1	£114,000	£114,000	£114,000	£114,000	£114,000	£114,000	£114,000	£114,000	£114,000	£114,000	£1,140,000
Year Round Activities Programmes TW & FMW - operational at scale up to or beyond:	£12,000	£12,000	£12,000	£12,000	£12,000	£12,000	£12,000	£12,000	£12,000	£12,000	£120,000
Welcome, Access and Accessibility Infrastructure Improvements: TW & FMW	£39,671	£127,705	£2,500	£3,500	£2,500	£3,500	£2,500	£3,500	£2,500	£3,500	£191,376
Flagship Project - Five Mile Wood Woodland Observatory Project	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Flagship Project - Taymount Hub Construction	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
<i>Habitat restoration: species and habitat improvements; surveying and equipment, reintroductions etc</i>	£33,000	£15,100	£16,800	£17,000	£23,000	£16,000	£20,500	£15,000	£15,000	£20,000	£191,400
Operations net of staff costs	£157,637	£88,862	£50,280	£50,180	£50,280	£53,950	£52,280	£52,180	£52,280	£52,180	£660,109
Sub-total Other CAS Costs BL1	£242,308	£243,667	£81,580	£82,680	£87,780	£85,450	£87,280	£82,680	£81,780	£87,680	£1,162,884
Sub-total CAS costs - Budget Level 1 -including Staff costs	£356,308	£357,667	£195,580	£196,680	£201,780	£199,450	£201,280	£196,680	£195,780	£201,680	£2,302,884
Budget Level 2											
Allocated Staff costs											
<i>Life-Long Learning Manager</i>	£0	£0	£29,250	£29,250	£29,250	£29,250	£29,250	£29,250	£29,250	£29,250	£234,000
<i>Operations (including Team Share of field staff above)</i>	£0	£0	£3,250	£3,250	£3,250	£35,750	£35,750	£35,750	£35,750	£35,750	£188,500
Sub-total allocated Staff Costs BL2	£0	£0	£32,500	£32,500	£32,500	£65,000	£65,000	£65,000	£65,000	£65,000	£422,500
Year Round Activities Programmes	£48,000	£48,000	£48,000	£48,000	£48,000	£48,000	£48,000	£48,000	£48,000	£48,000	£480,000
Welcome, Access and Accessibility Infrastructure Improvements	£9,625	£57,288	£14,400	£42,000	£12,400	£800	£200	£200	£0	£0	£136,913
Flagship Project - Five Mile Wood Woodland Observatory Project	£0	£0	£8,000	£10,500	£5,500	£5,500	£5,500	£5,500	£5,500	£5,500	£51,500
Flagship Project - Taymount Hub Construction & Endow't (utilities connections included in Operations)	£0	£0	£5,000	£0	£350,000	£0	£0	£0	£0	£0	£355,000
Operations - net of staff costs - corrected omission of this row 161122	£0	£21,702	£2,621	£1,660	£6,660	£14,831	£13,170	£13,170	£13,170	£13,170	£100,154
Sub-total Other CAS Costs BL2	£57,625	£126,990	£78,021	£102,160	£422,560	£69,131	£66,870	£66,870	£66,670	£66,670	£1,123,566
Sub-total CAS costs - Budget Level 2 -including Staff costs	£57,625	£126,990	£110,521	£134,660	£455,060	£134,131	£131,870	£131,870	£131,670	£131,670	£1,546,066
Budget Level 3											
Allocated Staff costs											
Year Round Activities Programmes	£60,000	£60,000	£60,000	£60,000	£60,000	£60,000	£60,000	£60,000	£60,000	£60,000	£600,000
Welcome, Access and Accessibility Infrastructure Improvements											
Flagship Project - Five Mile Wood Woodland Observatory Project											
Flagship Project - Taymount Hub Construction & Endowment											
Sub-total CAS costs - Budget Level 3 -including Staff costs	£60,000	£60,000	£60,000	£60,000	£60,000	£60,000	£60,000	£60,000	£60,000	£60,000	£600,000
Total Annual Expenditure WSWG Charitable Activities and Services Budget Levels 1 to 3	£473,933	£544,656	£366,101	£391,340	£716,840	£393,581	£393,150	£388,550	£387,450	£393,350	£4,448,950

Years 1 - 10 (see below for years 11 - 25)

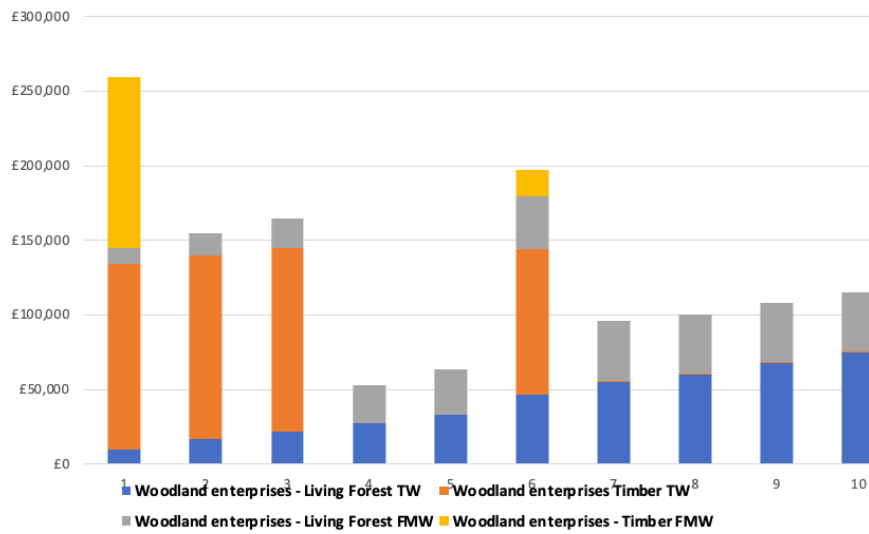
CAS BUDGET LEVEL 1 P&L											
FUNDING CAS BL1											
A) Funding from trading activities:											
ANNUAL SURPLUS FROM TRADING ACTIVITIES	£236,466	£222,919	£168,125	£53,552	£35,235	£183,196	£117,224	£102,207	£109,907	£115,617	£1,344,448
PROPOSED ALLOCATION TO CAPITAL RESERVE	£100,000	£100,000	£100,000	£50,000	£30,000	£100,000	£100,000	£100,000	£100,000	£100,000	£880,000
AMOUNT LEFT TO ALLOCATE TO BL1 CAS	£136,466	£122,919	£68,125	£3,552	£5,235	£83,196	£17,224	£2,207	£9,907	£15,617	£464,448
Opening Balance	£0	£136,466	£259,385	£327,510	£331,062	£336,297	£419,493	£436,717	£438,924	£448,831	
SURPLUS AVAILABLE FOR Charitable Activities=	£136,466	£122,919	£68,125	£3,552	£5,235	£83,196	£17,224	£2,207	£9,907	£15,617	£464,448
Closing Balance	£136,466	£259,385	£327,510	£331,062	£336,297	£419,493	£436,717	£438,924	£448,831	£464,448	
CONTINGENCY (%)											
10%											
TOTAL FUNDING REQUIRED FOR WSWG CHARITABLE ACTIVITIES AND SERVICES BL1.											
Annual Expenditure Budget + contingency CAS	£391,938	£393,433	£215,138	£216,348	£221,958	£219,395	£221,408	£216,348	£215,358	£221,848	£2,533,173
Fundraising Plan:											
Support from WSWG Enterprises trading activities	£0	£136,466	£122,919	£68,125	£3,552	£5,235	£83,196	£17,224	£2,207	£9,907	£448,831
Public:											
<i>Scottish Land Fund</i>	£225,000	£150,000	£0	£0	£0	£0	£0	£0	£0	£0	£375,000
<i>IIC Fund</i>	£97,195	£53,710	£0	£0	£0	£0	£0	£0	£0	£0	£150,905
<i>Scottish Forestry Grants (£2,870 included within WSWG Enterprises)</i>											£0
<i>Other Public Grants</i>					£35,000		£5,000		£25,000		£65,000
Lottery		£25,000		£25,000		£50,000				£50,000	£150,000
Corporate	£25,000	£10,000	£25,000	£25,000	£25,000	£25,000	£25,000	£50,000	£75,000	£75,000	£360,000
Charitable Funding	£40,000	£10,000	£50,000	£100,000	£100,000	£100,000	£100,000	£100,000	£100,000	£100,000	£800,000
Crowd Funding	£10,000	£10,000	£10,000	£10,000	£10,000	£10,000	£10,000	£10,000	£10,000	£10,000	£100,000
Benefactors			£10,000		£50,000	£50,000		£50,000	£10,000		£170,000
Loans etc	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Other	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total	£397,195	£395,176	£217,919	£228,125	£223,552	£240,235	£223,196	£227,224	£222,207	£244,907	£2,619,736
Annual surplus from fundraising activity BL1	£5,257	£1,743	£2,781	£11,777	£1,594	£20,840	£1,788	£10,876	£6,849	£23,059	£86,563

Years 1 - 10 (see below for years 11 - 25)

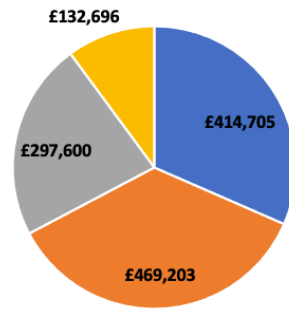
CAS BUDGET LEVEL 2 P&L											£2,619,736
FUNDING CAS BL2											
A) Funding from trading activities:											
SURPLUS FUNDING >BL1 target fundraising met	£5,257	£1,743	£2,781	£11,777	£1,594	£20,840	£1,788	£10,876	£6,849	£23,059	£86,563
ALLOCATED TO CAPITAL RESERVE	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
SURPLUS FROM BL2 ENTERPRISES	£0	£0	£0	£0	£0	£-3,786	£12,664	£15,339	£31,689	£34,214	£90,120
AMOUNT LEFT TO ALLOCATE TO CAS BL2	£5,257	£1,743	£2,781	£11,777	£1,594	£17,054	£14,452	£26,215	£38,538	£57,273	£176,683
Opening Balance	£0	£5,257	£6,999	£9,780	£21,557	£23,151	£40,205	£54,657	£80,872	£119,410	
SURPLUS AVAILABLE FOR Charitable Activities=	£5,257	£1,743	£2,781	£11,777	£1,594	£17,054	£14,452	£26,215	£38,538	£57,273	£176,683
Closing Balance	£5,257	£6,999	£9,780	£21,557	£23,151	£40,205	£54,657	£80,872	£119,410	£176,683	
CONTINGENCY (%)											
10%											
TOTAL FUNDING REQUIRED FOR WSWG CHARITABLE ACTIVITIES AND SERVICES BL2											
Annual Expenditure Budget + contingency	£63,388	£139,688	£121,573	£148,126	£500,566	£147,544	£145,057	£145,057	£144,837	£144,837	£1,700,673
Fundraising Plan:											
Surplus from BL1 activities	£5,257	£1,743	£2,781	£11,777	£1,594	£17,054	£14,452	£26,215	£38,538	£57,273	£176,683
Public:											
<i>Scottish Land Fund</i>	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
<i>IIC Fund</i>	£76,525	£42,725	£0	£0	£0	£0	£0	£0	£0	£0	£119,250
<i>Scottish Forestry Grants</i>	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
<i>Other Public Grants</i>											£0
Lottery					£10,000						£10,000
Corporate		£50,000	£50,000	£50,000	£200,000	£75,000	£75,000	£75,000	£50,000	£50,000	£675,000
Charitable Funding		£50,000	£75,000	£75,000	£200,000	£75,000	£75,000	£50,000	£50,000	£50,000	£700,000
Crowd Funding					£100,000						£100,000
Benefactors				£15,000					£15,000		£30,000
Loans etc											£0
Other											£0
Total	£81,782	£144,468	£127,781	£151,777	£511,594	£167,054	£164,452	£151,215	£153,538	£157,273	£1,810,933
Annual surplus from fundraising activity BL2	£18,394	£4,779	£6,208	£3,651	£11,028	£19,510	£19,395	£6,158	£8,701	£12,436	£110,261

Years 1 - 10 Summary

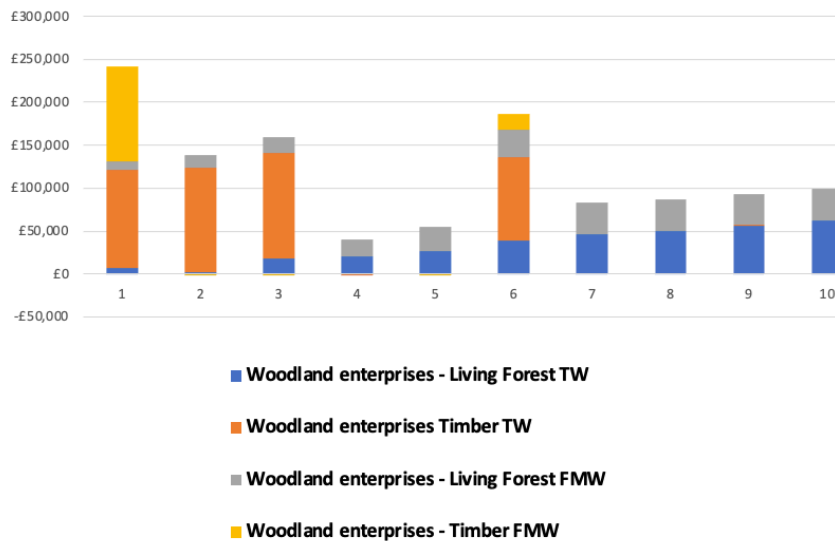
Years 1 - 10 BL1 Income from Timber sales and Living Forest



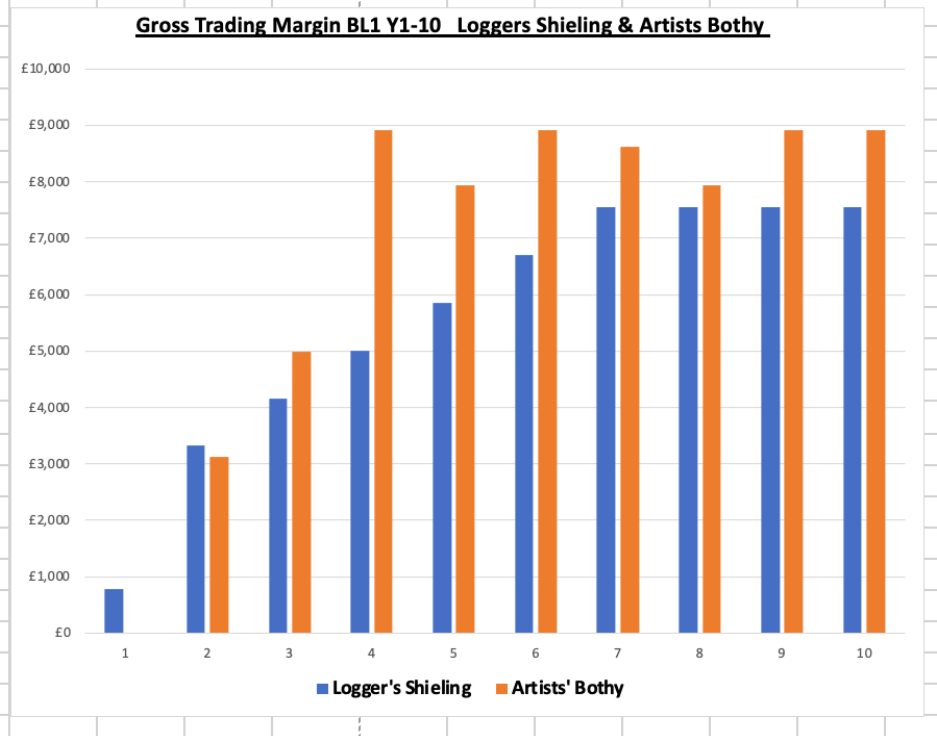
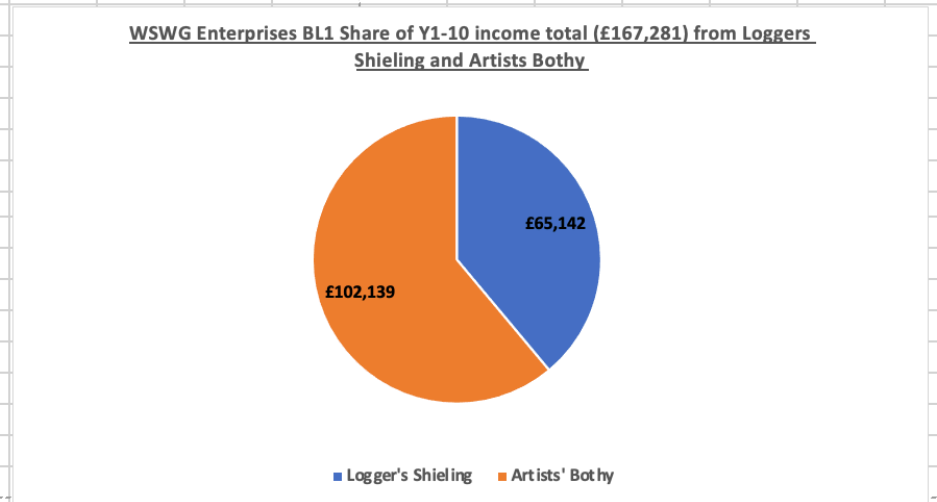
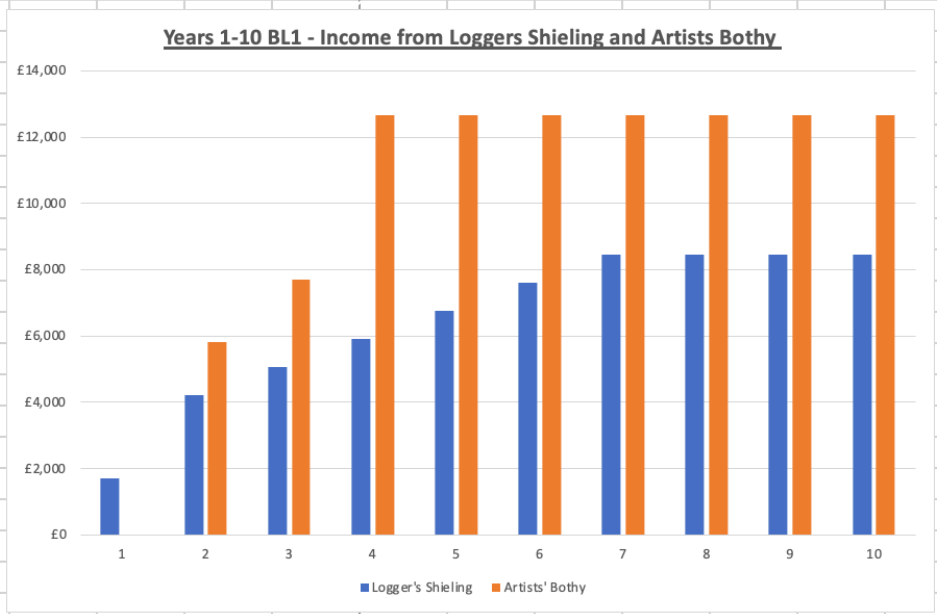
WSWG Enterprises BL1 Share of Y1-10 income total (£1.314m) from Timber & Living Forest for each wood



Gross Trading Margin BL1 Y1-10 Woodland Enterprises

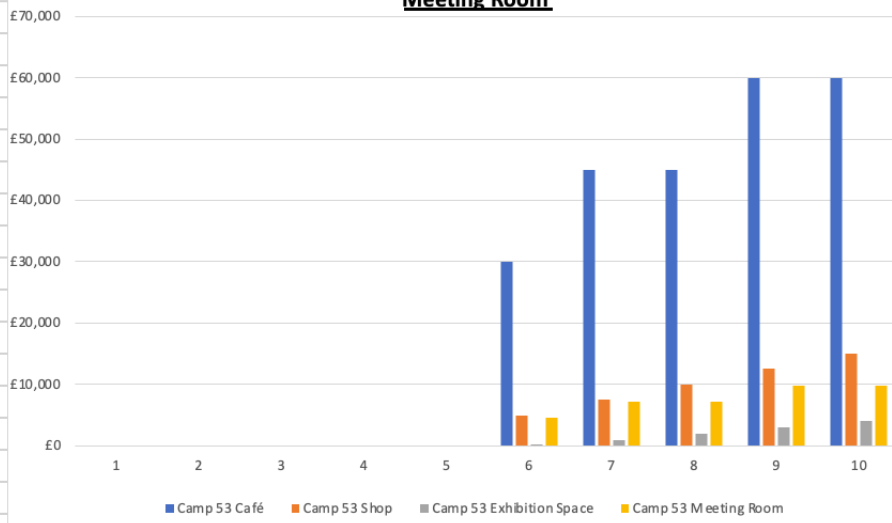


Years 1 - 10 Summary

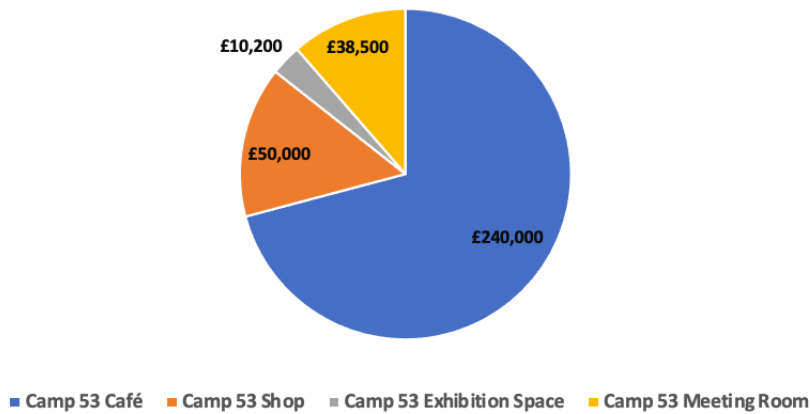


Years 1 - 10 Summary

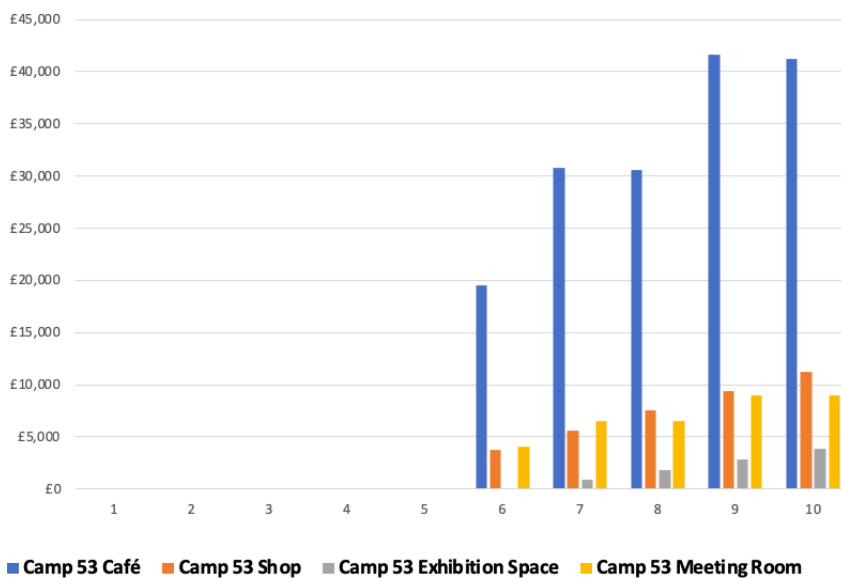
Years 1 -10 BL2 Income from Camp 53 Cafe, Shop, Exhibition space and Meeting Room



WSWG Enterprises BL2 Share of Y1-10 income total (£338,700) from Camp 53 Activities

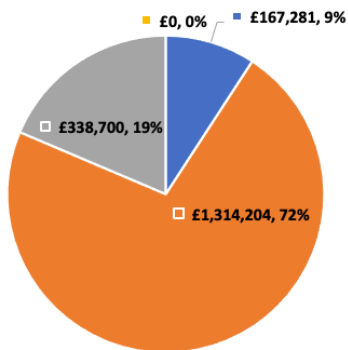


Gross Trading Margin BL2 Y1-10 from Camp 53 Cafe, Shop, Exhibition Space & Meeting Room



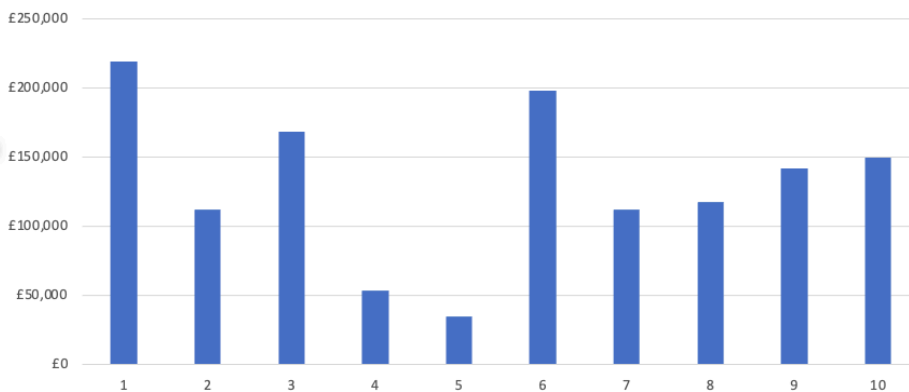
Years 1 - 10 Summary

Years 1-10 Total Income Community Enterprises (BL1 +BL2 + BL3) + Forest Enterprises (BL1)

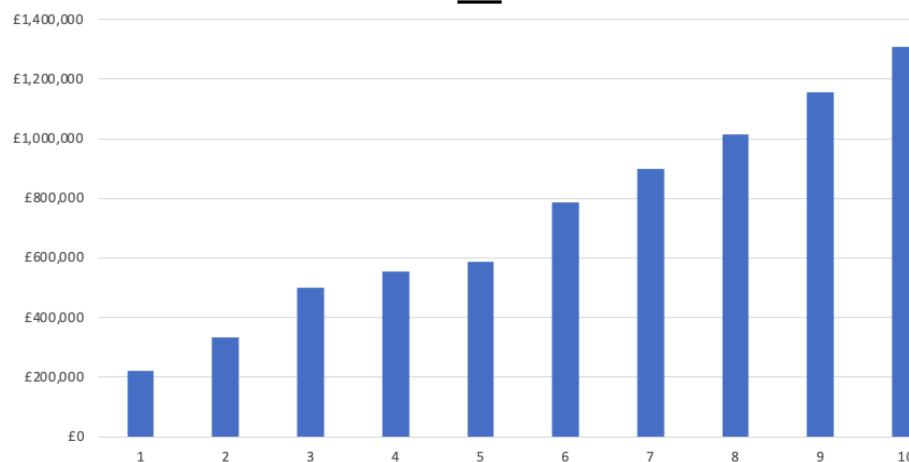


- Sub total Community enterprises BL1 ■ Sub total forest enterprises BL1
- Sub total Community enterprises BL2 ■ Sub total community enterprises BL3

WSWG Enterprises Y1-10 BL1 & 2 Net Annual Trading Surplus / Loss



WSWG Enterprises Y1-10 BL1 & 2 Cumulative Net Annual Trading Surplus / Loss



Years 11 - 25

WSWG BUSINESS PLAN APPENDIX BP9a: FINANCIAL PROJECTIONS to 10 and 25 YEARS	Yr 11	Yr 12	Yr 13	Yr 14	Yr 15	Yr 16	Yr 17	Yr 18	Yr 19	Yr 20	Yr 21	Yr 22	Yr 23	Yr 24	Yr 25	Years 11-25	GRAND TOTALS YEARS 1-25
WSWG ENTERPRISES & TRADING ACTIVITIES																	
INCOME																	
Budget Level 1																	
Logger's Shieling	£ 8,460	£ 8,460	£ 8,460	£ 8,460	£ 8,460	£ 8,460	£ 8,460	£ 8,460	£ 8,460	£ 8,460	£ 8,460	£ 8,460	£ 8,460	£ 8,460	£ 8,460	£126,900	£192,042
Artists' Bothy	£ 12,660	£ 12,660	£ 12,660	£ 12,660	£ 12,660	£ 8,460	£ 12,660	£ 12,660	£ 12,660	£ 12,660	£ 12,660	£ 12,660	£ 12,660	£ 12,660	£ 12,660	£185,700	£287,839
Sub total Community enterprises BL1	£ 21,120	£ 21,120	£ 21,120	£ 21,120	£ 21,120	£ 16,920	£ 21,120	£ 21,120	£ 21,120	£ 21,120	£ 21,120	£ 21,120	£ 21,120	£ 21,120	£ 21,120	£312,600	£479,881
Woodland enterprises - Living Forest TW	£ 74,810	£ 74,810	£ 74,810	£ 74,810	£ 74,810	£ 74,810	£ 74,810	£ 74,810	£ 74,810	£ 74,810	£ 74,810	£ 74,810	£ 74,810	£ 74,810	£ 74,810	£1,122,150	£1,536,855
Woodland enterprises Timber TW	£ 92,331	£ 450	£ 450	£ 450	£ 450	£ 44,953	£ 450	£ 450	£ 450	£ 450	£ 145,661	£ 450	£ 450	£ 450	£ 450	£288,345	£757,548
Woodland enterprises - Living Forest FMW	£ 40,100	£ 40,100	£ 40,100	£ 40,100	£ 40,100	£ 40,100	£ 40,100	£ 40,100	£ 40,100	£ 40,100	£ 40,100	£ 40,100	£ 40,100	£ 40,100	£ 40,100	£601,500	£899,100
Woodland enterprises - Timber FMW	£ 17,950	£ -	£ -	£ -	£ -	£ 24,103	£ -	£ -	£ -	£ -	£ 17,950	£ -	£ -	£ -	£ -	£60,003	£192,699
Sub total forest enterprises BL1	£ 225,191	£ 115,360	£ 115,360	£ 115,360	£ 115,360	£ 183,966	£ 115,360	£ 115,360	£ 115,360	£ 115,360	£ 278,521	£ 115,360	£ 115,360	£ 115,360	£ 115,360	£2,071,998	£3,386,202
Budget Level 2																	
Camp 53 Café	£ 60,000	£ 60,000	£ 60,000	£ 60,000	£ 60,000	£ 60,000	£ 60,000	£ 60,000	£ 60,000	£ 60,000	£ 60,000	£ 60,000	£ 60,000	£ 60,000	£ 60,000	£900,000	£1,140,000
Camp 53 Shop	£ 17,500	£ 20,000	£ 20,000	£ 20,000	£ 20,000	£ 20,000	£ 20,000	£ 20,000	£ 20,000	£ 20,000	£ 20,000	£ 20,000	£ 20,000	£ 20,000	£ 20,000	£297,500	£347,500
Camp 53 Exhibition Space	£ 5,000	£ 5,000	£ 5,000	£ 5,000	£ 5,000	£ 5,000	£ 5,000	£ 5,000	£ 5,000	£ 5,000	£ 5,000	£ 5,000	£ 5,000	£ 5,000	£ 5,000	£75,000	£85,200
Camp 53 Meeting Room	£ 11,000	£ 11,000	£ 11,000	£ 11,000	£ 11,000	£ 11,000	£ 11,000	£ 11,000	£ 11,000	£ 11,000	£ 11,000	£ 11,000	£ 11,000	£ 11,000	£ 11,000	£165,000	£203,500
Sub total Community enterprises BL2	£ 93,500	£ 96,000	£ 96,000	£ 96,000	£ 96,000	£ 96,000	£ 96,000	£ 96,000	£ 96,000	£ 96,000	£ 96,000	£ 96,000	£ 96,000	£ 96,000	£ 96,000	£1,437,500	£1,776,200
Budget Level 3																	
Craft Hamlet	£ 2,290	£ 2,850	£ 5,300	£ 6,840	£ 10,090	£ 11,520	£ 11,520	£ 14,150	£ 14,640	£ 14,640	£ 14,640	£ 14,640	£ 14,640	£ 14,640	£ 14,640	£167,040	£167,040
Sub total community enterprises BL3	£ 2,290	£ 2,850	£ 5,300	£ 6,840	£ 10,090	£ 11,520	£ 11,520	£ 14,150	£ 14,640	£ 14,640	£ 14,640	£ 14,640	£ 14,640	£ 14,640	£ 14,640	£167,040	£167,040
Income running totals BL1 + BL2 + BL3	£ 342,101	£ 235,330	£ 237,780	£ 239,320	£ 242,570	£ 308,406	£ 244,000	£ 246,630	£ 247,120	£ 247,120	£ 410,281	£ 247,120	£ 247,120	£ 247,120	£ 247,120	£3,989,138	£5,809,323
ENTERPRISE AND TRADING VARIABLE COSTS																	
Budget Level 1																	
Logger's Shieling	£ 910	£ 910	£ 910	£ 910	£ 910	£ 910	£ 910	£ 910	£ 910	£ 910	£ 910	£ 910	£ 910	£ 910	£ 910	£13,650	£22,750
Artists' Bothy	£ 3,738	£ 3,738	£ 3,738	£ 3,738	£ 3,738	£ 3,738	£ 3,738	£ 3,738	£ 3,738	£ 3,738	£ 3,738	£ 3,738	£ 3,738	£ 3,738	£ 3,738	£56,070	£89,922
Sub total community ents BL1	£ 4,648	£ 4,648	£ 4,648	£ 4,648	£ 4,648	£ 4,648	£ 4,648	£ 4,648	£ 4,648	£ 4,648	£ 4,648	£ 4,648	£ 4,648	£ 4,648	£ 4,648	£69,720	£112,672
Woodland enterprises - Living Forest TW	£ 12,360	£ 12,360	£ 12,360	£ 12,360	£ 12,360	£ 12,360	£ 12,360	£ 12,360	£ 12,360	£ 12,360	£ 12,360	£ 12,360	£ 12,360	£ 12,360	£ 12,360	£185,400	£270,768
Woodland enterprises Timber TW	£ 145	£ 145	£ 145	£ 145	£ 145	£ 145	£ 145	£ 145	£ 145	£ 145	£ 145	£ 145	£ 3,745	£ 145	£ 145	£5,775	£17,920
Woodland enterprises - Living Forest FMW	£ 3,710	£ 3,710	£ 3,710	£ 3,710	£ 3,710	£ 3,710	£ 3,710	£ 3,710	£ 3,710	£ 3,710	£ 3,710	£ 3,710	£ 3,710	£ 3,710	£ 3,710	£55,650	£86,210
Woodland enterprises - Timber FMW	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£0	£5,200
Sub total forest enterprises BL1	£ 16,215	£ 16,215	£ 16,215	£ 16,215	£ 16,215	£ 16,215	£ 16,215	£ 16,215	£ 16,215	£ 16,215	£ 16,215	£ 16,215	£ 19,815	£ 16,215	£ 16,215	£246,825	£380,098
Budget Level 2																	
Camp 53 Café	£ 19,000	£ 19,500	£ 19,500	£ 19,500	£ 19,500	£ 19,500	£ 19,500	£ 19,500	£ 19,500	£ 19,500	£ 19,500	£ 19,500	£ 19,500	£ 19,500	£ 19,500	£292,000	£368,350
Camp 53 Shop	£ 4,375	£ 5,000	£ 5,000	£ 5,000	£ 5,000	£ 5,000	£ 5,000	£ 5,000	£ 5,000	£ 5,000	£ 5,000	£ 5,000	£ 5,000	£ 5,000	£ 5,000	£74,375	£86,875
Camp 53 Exhibition Space	£ 150	£ 150	£ 150	£ 150	£ 150	£ 150	£ 150	£ 150	£ 150	£ 150	£ 150	£ 150	£ 150	£ 150	£ 150	£2,250	£3,000
Camp 53 Meeting Room	£ 839	£ 839	£ 839	£ 839	£ 839	£ 839	£ 839	£ 839	£ 839	£ 839	£ 839	£ 839	£ 839	£ 839	£ 839	£12,585	£15,955
Sub total community enterprises BL2	£ 24,364	£ 25,489	£ 25,489	£ 25,489	£ 25,489	£ 25,489	£ 25,489	£ 25,489	£ 25,489	£ 25,489	£ 25,489	£ 25,489	£ 25,489	£ 25,489	£ 25,489	£381,210	£474,180
Budget Level 3																	
Craft Hamlet	£ 464	£ 295	£ 540	£ 694	£ 1,469	£ 1,162	£ 1,162	£ 1,425	£ 1,474	£ 1,474	£ 1,474	£ 1,474	£ 1,474	£ 1,474	£ 1,474	£17,529	£17,529
Sub total community enterprises BL3	£ 464	£ 295	£ 540	£ 694	£ 1,469	£ 1,162	£ 1,162	£ 1,425	£ 1,474	£ 1,474	£ 1,474	£ 1,474	£ 1,474	£ 1,474	£ 1,474	£17,529	£17,529
Variable costs running totals BL1 + BL2 + BL3	£45,691	£46,647	£46,892	£47,046	£47,821	£47,514	£47,514	£47,777	£47,826	£47,826	£47,826	£47,826	£51,426	£47,826	£47,826	£715,284	£984,479

Years 11 - 25

Gross Margins:		Years 11 - 25																	
		Budget Level 1																	
Logger's Shieling		£ 7,550	£ 7,550	£ 7,550	£ 7,550	£ 7,550	£ 7,550	£ 7,550	£ 7,550	£ 7,550	£ 7,550	£ 7,550	£ 7,550	£ 7,550	£ 7,550	£ 7,550	£ 7,550	£113,250	£169,292
Artists' Bothy		£ 8,922	£ 8,922	£ 8,922	£ 8,922	£ 8,922	£ 8,922	£ 8,922	£ 8,922	£ 8,922	£ 8,922	£ 8,922	£ 8,922	£ 8,922	£ 8,922	£ 8,922	£ 8,922	£133,830	£202,117
Sub total community ents BL1		£ 16,472	£ 16,472	£ 16,472	£ 16,472	£ 16,472	£ 16,472	£ 16,472	£ 16,472	£ 16,472	£ 16,472	£ 16,472	£ 16,472	£ 16,472	£ 16,472	£ 16,472	£ 16,472	£247,080	£371,409
Woodland enterprises - Living Forest TW		£ 62,450	£ 62,450	£ 62,450	£ 62,450	£ 62,450	£ 62,450	£ 62,450	£ 62,450	£ 62,450	£ 62,450	£ 62,450	£ 62,450	£ 62,450	£ 62,450	£ 62,450	£ 62,450	£936,750	£1,266,087
Woodland enterprises Timber TW		£ 92,186	£ 305	£ 305	£ -	£ 305	£ 44,808	£ 305	£ 305	£ 305	£ -	£ 145,516	£ 305	£ -	£ 3,295	£ 305	£ 305	£281,960	£739,018
Woodland enterprises - Living Forest FMW		£ 36,390	£ 36,390	£ 36,390	£ -	£ 36,390	£ -	£ 36,390	£ 36,390	£ 36,390	£ 36,390	£ 36,390	£ 36,390	£ -	£ 36,390	£ 36,390	£ 36,390	£436,680	£703,720
Woodland enterprises - Timber FMW		£ 17,950	£ -	£ -	£ -	£ -	£ -	£ 24,103	£ -	£ -	£ -	£ -	£ -	£ 17,950	£ -	£ -	£ -	£60,003	£187,499
Sub total forest enterprises BL1		£ 208,976	£ 99,145	£ 99,145	£ 62,450	£ 99,145	£ 107,258	£ 123,248	£ 99,145	£ 99,145	£ 98,840	£ 244,356	£ 62,755	£ 113,495	£ 99,145	£ 99,145	£1,715,393	£2,896,324	
Budget Level 2																			
Camp 53 Café		£ 41,000	£ 40,500	£ 40,500	£ 40,500	£ 40,500	£ 40,500	£ 40,500	£ 40,500	£ 40,500	£ 40,500	£ 40,500	£ 40,500	£ 40,500	£ 40,500	£ 40,500	£ 40,500	£608,000	£771,650
Camp 53 Shop		£ 13,125	£ 15,000	£ 15,000	£ 15,000	£ 15,000	£ 15,000	£ 15,000	£ 15,000	£ 15,000	£ 15,000	£ 15,000	£ 15,000	£ 15,000	£ 15,000	£ 15,000	£ 15,000	£223,125	£260,625
Camp 53 Exhibition Space		£ 4,850	£ 4,850	£ 4,850	£ 4,850	£ 4,850	£ 4,850	£ 4,850	£ 4,850	£ 4,850	£ 4,850	£ 4,850	£ 4,850	£ 4,850	£ 4,850	£ 4,850	£ 4,850	£72,750	£82,200
Camp 53 Meeting Room		£ 10,161	£ 10,161	£ 10,161	£ 10,161	£ 10,161	£ 10,161	£ 10,161	£ 10,161	£ 10,161	£ 10,161	£ 10,161	£ 10,161	£ 10,161	£ 10,161	£ 10,161	£ 10,161	£152,415	£187,545
Sub total community enterprises BL2		£ 69,136	£ 70,511	£ 70,511	£ 70,511	£ 70,511	£ 70,511	£ 70,511	£ 70,511	£ 70,511	£ 70,511	£ 70,511	£ 70,511	£ 70,511	£ 70,511	£ 70,511	£1,056,290	£1,302,020	
Budget Level 3																			
Craft Hamlet		£ 1,826	£ 2,555	£ 4,760	£ 6,146	£ 8,621	£ 10,358	£ 10,358	£ 12,725	£ 13,166	£ 13,166	£ 13,166	£ 13,166	£ 13,166	£ 13,166	£ 13,166	£ 13,166	£149,511	£149,511
Sub total community enterprises BL3		£ 1,826	£ 2,555	£ 4,760	£ 6,146	£ 8,621	£ 10,358	£ 10,358	£ 12,725	£ 13,166	£ 13,166	£ 13,166	£ 13,166	£ 13,166	£ 13,166	£ 13,166	£149,511	£149,511	
Gross margins annual totals for WSWG Enterprises and Trading Activities BL1 + BL2 + BL3		£ 296,410	£ 188,683	£ 190,888	£ 155,579	£ 194,749	£ 204,599	£ 220,589	£ 198,853	£ 199,294	£ 198,989	£ 344,505	£ 162,904	£ 213,644	£ 199,294	£ 199,294	£3,168,274	£4,719,264	
WSWG Enterprises and Trading Activities																			
FIXED COSTS:																			
STAFF TIME ALLOCATION: COMMUNITY ENTERPRISE PROGRAMME TW																			
Hub and Enterprise Manager - staff costs budgeted in Operations with view to self-funding from Year 8																			
Hub Staff costs (ie counter and waiting staff)		£31,122	£31,122	£31,122	£31,122	£31,122	£31,122	£31,122	£31,122	£31,122	£31,122	£31,122	£31,122	£31,122	£31,122	£31,122	£31,122	£466,830	£622,440
WSWG Enterprises Capital Investment		£16,150	£100	£12,200	£200	£25,850	£350	£350	£6,400	£400	£400	£400	£400	£400	£400	£400	£400	£64,400	£152,707
Net Annual Trading Surplus / Loss BL1+BL2+BL3		£ 265,288	£ 157,561	£ 159,766	£ 124,457	£ 163,627	£ 173,477	£ 189,467	£ 167,731	£ 168,172	£ 167,867	£ 313,383	£ 131,782	£ 182,522	£ 168,172	£ 168,172	£ 2,701,444	£4,008,517	
Cumulative Net Annual Trading Surplus / Loss		£265,288	£422,849	£582,615	£707,072	£870,699	£1,044,176	£1,233,643	£1,401,374	£1,569,546	£1,737,413	£2,050,796	£2,182,578	£2,365,100	£2,533,272	£2,701,444			
Summary Note:																			
Net surplus BL1 after capital																			
Net surplus BL2 after capital and hub staff																			
Net surplus BL3 N/A																			
Combined Net Annual Trading Surplus/Loss																			
NB: Some but not all of the Trading Surplus from the WSWG Enterprise and Trading activities will be used to support the WSWG Charitable Activities and Services as is outlined in the tables below which start with the costs for these activities and services defined according to Budget Level priority.																			

Years 11 - 25

WSWG CHARITABLE ACTIVITIES & SERVICES (CAS)																	
FORECAST EXPENDITURE FOR WSWG CHARITABLE ACTIVITIES & SERVICES	Yr 11	Yr 12	Yr 13	Yr 14	Yr 15	Yr 16	Yr 17	Yr 18	Yr 19	Yr 20	Yr 21	Yr 22	Yr 23	Yr 24	Yr 25	Years 11-25	GRAND TOTALS YEARS 1-25
Budget Level 1																	
Allocated Staff costs																	
<i>Community Benefit TW</i>	£17,250	£17,250	£17,250	£17,250	£17,250	£17,250	£17,250	£17,250	£17,250	£17,250	£17,250	£17,250	£17,250	£17,250	£17,250	£258,750	£427,250
<i>Community Benefit FMW</i>	£17,250	£17,250	£17,250	£17,250	£17,250	£17,250	£17,250	£17,250	£17,250	£17,250	£17,250	£17,250	£17,250	£17,250	£17,250	£258,750	£427,250
<i>Community Green Enterprise TW</i>	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
<i>Community Green Enterprise FMW</i>	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
<i>Forestry, Ecology and Forestry Enterprise TW</i>	£12,250	£12,250	£12,250	£12,250	£12,250	£12,250	£12,250	£12,250	£12,250	£12,250	£12,250	£12,250	£12,250	£12,250	£12,250	£183,750	£306,250
<i>Forestry, Ecology and Forestry Enterprise FMW</i>	£5,250	£5,250	£5,250	£5,250	£5,250	£5,250	£5,250	£5,250	£5,250	£5,250	£5,250	£5,250	£5,250	£5,250	£5,250	£78,750	£131,250
<i>Operations (including Team share of field staff above)</i>	£62,000	£62,000	£62,000	£62,000	£62,000	£62,000	£62,000	£62,000	£62,000	£62,000	£62,000	£62,000	£62,000	£62,000	£62,000	£930,000	£1,558,000
Sub-total allocated Staff Costs BL1	£114,000	£114,000	£114,000	£114,000	£114,000	£114,000	£114,000	£114,000	£114,000	£114,000	£114,000	£114,000	£114,000	£114,000	£114,000	£1,710,000	£2,850,000
Year Round Activities Programmes TW & FMW - operational at scale up to or beyond:	£12,000	£12,000	£12,000	£12,000	£12,000	£12,000	£12,000	£12,000	£12,000	£12,000	£12,000	£12,000	£12,000	£12,000	£12,000	£180,000	£300,000
Welcome, Access and Accessibility Infrastructure Improvements: TW & FMW	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£37,500	£228,876
Flagship Project - Five Mile Wood Woodland Observatory Project	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Flagship Project - Taymount Hub Construction	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
<i>Habitat restoration: species and habitat improvements; surveying and equipment, reintroductions etc</i>	£22,000	£20,000	£16,000	£16,000	£21,000	£7,500	£18,500	£17,500	£15,000	£17,500	£21,000	£10,000	£19,000	£18,000	£19,000	£258,000	£449,400
Operations net of staff costs	£88,715	£49,680	£49,730	£49,680	£49,730	£50,280	£49,730	£49,680	£49,730	£49,680	£89,115	£49,680	£49,730	£49,680	£49,730	£824,570	£1,484,679
Sub-total Other CAS Costs BL1	£125,215	£84,180	£80,230	£80,180	£85,230	£72,280	£82,730	£81,680	£79,230	£81,680	£124,615	£74,180	£83,230	£82,180	£83,230	£1,300,070	£2,462,954
Sub-total CAS costs - Budget Level 1 -including Staff costs	£239,215	£198,180	£194,230	£194,180	£199,230	£186,280	£196,730	£195,680	£193,230	£195,680	£238,615	£188,180	£197,230	£196,180	£197,230	£3,010,070	£5,312,954
Budget Level 2																	
Allocated Staff costs																	
<i>Life-Long Learning Manager</i>	£29,250	£29,250	£29,250	£29,250	£29,250	£29,250	£29,250	£29,250	£29,250	£29,250	£29,250	£29,250	£29,250	£29,250	£29,250	£438,750	£672,750
<i>Operations (including Team Share of field staff above)</i>	£35,750	£35,750	£35,750	£35,750	£35,750	£35,750	£35,750	£35,750	£35,750	£35,750	£35,750	£35,750	£35,750	£35,750	£35,750	£536,250	£724,750
Sub-total allocated Staff Costs BL2	£65,000	£65,000	£65,000	£65,000	£65,000	£65,000	£65,000	£65,000	£65,000	£65,000	£65,000	£65,000	£65,000	£65,000	£65,000	£975,000	£1,397,500
Year Round Activities Programmes	£48,000	£48,000	£48,000	£48,000	£48,000	£48,000	£48,000	£48,000	£48,000	£48,000	£48,000	£48,000	£48,000	£48,000	£48,000	£720,000	£1,200,000
Welcome, Access and Accessibility Infrastructure Improvements	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£136,913
Flagship Project - Five Mile Wood Woodland Observatory Project	£5,500	£5,500	£5,500	£5,500	£5,500	£5,500	£5,500	£5,500	£5,500	£5,500	£5,500	£5,500	£5,500	£5,500	£5,500	£82,500	£134,000
Flagship Project - Taymount Hub Construction & Endow't (utilities connections included in Operations)	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£355,000
Operations - net of staff costs - corrected omission of this row 161122	£ 12,050	£ 12,050	£ 13,570	£ 12,770	£ 12,770	£ 14,990	£ 13,490	£ 13,490	£ 13,490	£ 13,490	£ 13,490	£ 12,050	£ 12,050	£ 12,050	£ 13,490	£195,290	£295,444
Sub-total Other CAS Costs BL2	£195,550	£195,550	£197,070	£196,270	£196,270	£198,490	£196,990	£196,990	£196,990	£196,990	£196,990	£195,550	£195,550	£195,550	£196,990	£2,947,790	£4,916,356
Sub-total CAS costs - Budget Level 2 -including Staff costs	£195,550	£195,550	£197,070	£196,270	£196,270	£198,490	£196,990	£196,990	£196,990	£196,990	£196,990	£195,550	£195,550	£195,550	£196,990	£2,947,790	£4,916,356
Budget Level 3																	
Allocated Staff costs																	
Year Round Activities Programmes	£ 60,000	£ 60,000	£ 60,000	£ 60,000	£ 60,000	£ 60,000	£ 60,000	£ 60,000	£ 60,000	£ 60,000	£ 60,000	£ 60,000	£ 60,000	£ 60,000	£ 60,000	£900,000	£1,500,000
Welcome, Access and Accessibility Infrastructure Improvements																£0	£0
Flagship Project - Five Mile Wood Woodland Observatory Project																£0	£0
Flagship Project - Taymount Hub Construction & Endowment																£0	£0
Sub-total CAS costs - Budget Level 3 -including Staff costs	£60,000	£60,000	£60,000	£60,000	£60,000	£60,000	£60,000	£60,000	£60,000	£60,000	£60,000	£60,000	£60,000	£60,000	£60,000	£900,000	£1,500,000
Total Annual Expenditure WSWG Charitable Activities and Services Budget Levels 1 to 3	£494,765	£453,730	£451,300	£450,450	£455,500	£444,770	£453,720	£452,670	£450,220	£452,670	£495,605	£443,730	£452,780	£451,730	£454,220	£6,857,860	£11,729,310

Years 11 - 25

SUMMARY TABLE		Years 11 - 25																	
INCOME		Years 11 - 25																	
BUDGET LEVEL 1																			
	Community Enterprises	£21,120	£21,120	£21,120	£21,120	£21,120	£16,920	£21,120	£21,120	£21,120	£21,120	£21,120	£21,120	£21,120	£21,120	£21,120	£21,120	£312,600	£479,881
	Woodland Enterprises	£225,191	£115,360	£115,360	£115,360	£115,360	£183,966	£115,360	£115,360	£115,360	£115,360	£278,521	£115,360	£115,360	£115,360	£115,360	£115,360	£2,071,998	£3,386,202
BUDGET LEVEL 2	Community Enterprises	£93,500	£96,000	£96,000	£96,000	£96,000	£96,000	£96,000	£96,000	£96,000	£96,000	£96,000	£96,000	£96,000	£96,000	£96,000	£96,000	£1,437,500	£1,776,200
BUDGET LEVEL 3	Community Enterprises	£2,290	£2,850	£5,300	£6,840	£10,090	£11,520	£11,520	£14,150	£14,640	£14,640	£14,640	£14,640	£14,640	£14,640	£14,640	£14,640	£167,040	£167,040
	Sub-total Trading Income	£342,101	£235,330	£237,780	£239,320	£242,570	£308,406	£244,000	£246,630	£247,120	£247,120	£410,281	£247,120	£247,120	£247,120	£247,120	£247,120	£3,989,138	£5,809,323
EXPENDITURE																			
VARIABLE COSTS																			
BUDGET LEVEL 1		£20,863	£20,863	£20,863	£20,863	£20,863	£20,863	£20,863	£20,863	£20,863	£20,863	£20,863	£20,863	£24,463	£20,863	£20,863	£20,863	£316,545	£492,770
BUDGET LEVEL 2		£24,364	£25,489	£25,489	£25,489	£25,489	£25,489	£25,489	£25,489	£25,489	£25,489	£25,489	£25,489	£25,489	£25,489	£25,489	£25,489	£381,210	£474,180
BUDGET LEVEL 3		£464	£295	£540	£694	£1,469	£1,162	£1,162	£1,425	£1,474	£1,474	£1,474	£1,474	£1,474	£1,474	£1,474	£1,474	£17,529	£17,529
	Sub-total VARIABLE COSTS	£45,691	£46,647	£46,892	£47,046	£47,821	£47,514	£47,514	£47,777	£47,826	£47,826	£47,826	£47,826	£51,426	£47,826	£47,826	£47,826	£715,284	£984,479
	CHECK TOTAL	£45,691	£46,647	£46,892	£47,046	£47,821	£47,514	£47,514	£47,777	£47,826	£47,826	£47,826	£47,826	£51,426	£47,826	£47,826	£47,826	£715,284	£984,479
	GROSS MARGINS	£296,410	£188,683	£190,888	£155,579	£194,749	£204,599	£220,589	£198,853	£199,294	£198,989	£344,505	£162,904	£213,644	£199,294	£199,294	£199,294	£3,168,274	£4,719,264
TOTAL CHARITABLE ACTIVITIES AND SERVICES COSTS																			
BUDGET LEVEL 1		£239,215	£198,180	£194,230	£194,180	£199,230	£186,280	£196,730	£195,680	£193,230	£195,680	£238,615	£188,180	£197,230	£196,180	£197,230	£197,230	£3,010,070	£5,312,954
BUDGET LEVEL 2		£195,550	£195,550	£197,070	£196,270	£196,270	£198,490	£196,990	£196,990	£196,990	£196,990	£196,990	£195,550	£195,550	£195,550	£196,990	£196,990	£2,947,790	£4,916,356
BUDGET LEVEL 3		£60,000	£60,000	£60,000	£60,000	£60,000	£60,000	£60,000	£60,000	£60,000	£60,000	£60,000	£60,000	£60,000	£60,000	£60,000	£60,000	£900,000	£1,500,000
	NET ANNUAL TRADING SURPLUS / LOSS BL1+BL2+BL3 (before external fundraising)	-£198,355	-£265,047	-£260,412	-£294,871	-£260,751	-£240,171	-£233,131	-£253,817	-£250,926	-£253,681	-£151,100	-£280,826	-£239,136	-£252,436	-£254,926	-£254,926	-£3,689,586	-£7,010,046
OF WHICH:																			
	STAFF COSTS																		
BUDGET LEVEL 1		£114,000	£114,000	£114,000	£114,000	£114,000	£114,000	£114,000	£114,000	£114,000	£114,000	£114,000	£114,000	£114,000	£114,000	£114,000	£114,000	£1,710,000	£2,850,000
BUDGET LEVEL 2		£65,000	£65,000	£65,000	£65,000	£65,000	£65,000	£65,000	£65,000	£65,000	£65,000	£65,000	£65,000	£65,000	£65,000	£65,000	£65,000	£975,000	£1,397,500
	CAPITAL COSTS																		
BUDGET LEVEL 1:																			
	Temporary staff base (portacabins and office set-up)																		£55,084
	Loggers' Shieling and Artists' Bothy																		
BUDGET LEVEL 2																			
	Toy Mount Hub building																		£355,000
	Toy Mount Hub Camp 53 Enterprises																		£33,223
BUDGET LEVEL 3																			
	Craft hamlet	£16,150	£100	£12,200	£200	£25,850	£350	£350	£6,400	£400	£400	£400	£400	£400	£400	£400	£400	£64,400	£64,400