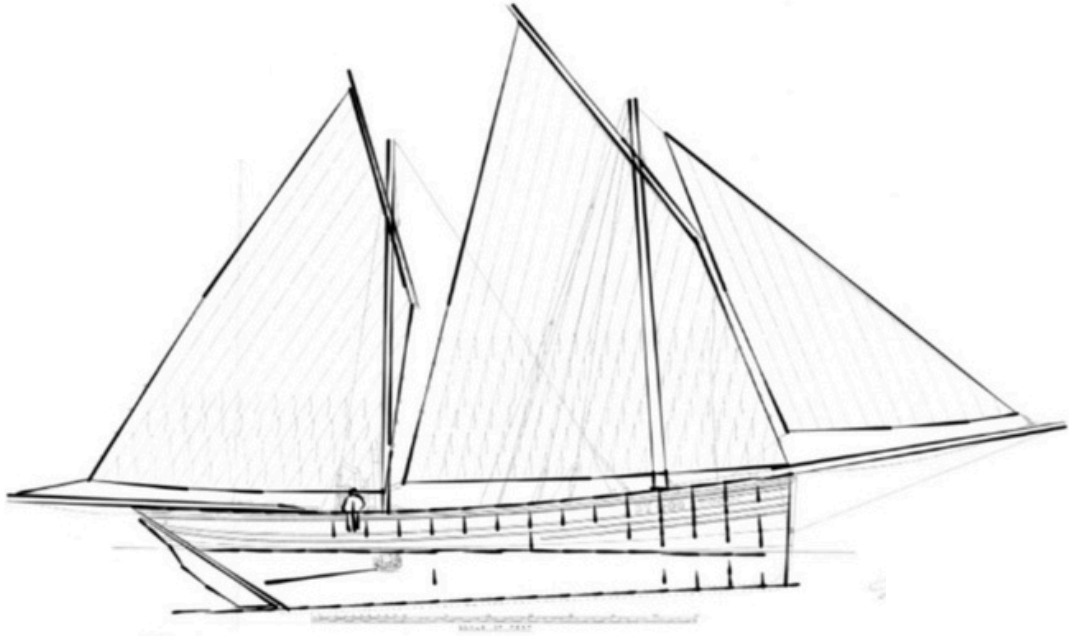


MUIRNEAG



A historic sail training ship for Scotland:

- furthering youth development
- community engagement with the marine environment
- preserving heritage skills
- building a link to history



Muirneag na Mara

Scottish Charitable Incorporated Organisation
Charity number SC053930,
Company Number CS007312

Registered address:

208 Altandhu, Achiltibuie, Ullapool, IV262YR
Scotland

Email: info@muirneag.org

Website: www.muirneag.org

- IMPORTANT INFORMATION ABOUT ACCESS TO THE MUIRNEAG FUNDRAISING BROCHURE.
- This brochure, the information contained within and any associated fundraising are purely charitable and are not a financial promotion nor subject to any similar law in any local jurisdiction. Accordingly, the brochure should only be accessed by persons located in a jurisdiction or country where such access is not contrary to any local law or regulation. Information in the brochure must not be relied or acted upon as an investment in any country or jurisdiction by any person. All persons accessing this brochure do so on an unsolicited basis and on their own initiative.



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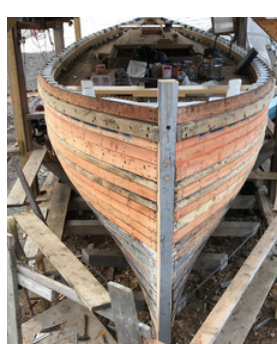
- Introduction
- The History of SV Muirneag
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- SV Muirneag in Operation
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INTRODUCTION

Ullapool was founded in 1788 by the British Fisheries Society, laid out to a plan by Thomas Telford, to harvest the herring of Loch Broom. The village exists because of the herring, yet today that story is barely visible to residents or to the many visitors who arrive by road, ferry and cruise ship.

Muirneag na Mara (SCIO) has been established to make this heritage of time and place visible again. Working with the local community we will uncover, preserve and share the heritage of the herring fleet: its stories, its skills, and the music and Gaelic that were part of everyday life.

At the centre of the project is SV Muirneag (*Darling Girl* in Gaelic), an 80ft (24m) Class One Zulu herring lugger. Recreated from historic plans and built in public view in Ullapool, she will be the only seaworthy Class One Zulu in existence: a living exhibit based in Ullapool and Stornoway, and a driver for apprenticeships, sail training, citizen marine science and community engagement across NW Scotland, the Hebrides and beyond.



The SCIO trust is seeking sponsorship to cover the £1.8m cost associated with the 3 year build phase of the project. Beyond that point it is intended that the SV Muirneag will be self sustaining through revenue generating activities including sail training, private charter, brand partnership, hospitality, film/media, and accommodation.

Donations can be in the form of:

- "Sponsor a Plank" crowd funding - individuals or companies can be an integral part of the Muirneag with name inscribed on the sponsored item.
- Brand partnerships, donations in kind, team events for businesses.
- Grants from Foundations and Trusts aligned with the sectors impacted by the Muirneag project (heritage skills, community involvement, youth development, marine conservation, sport, Scottish history)

The SCIO trust has robust governance in place to ensure responsible and effective use of all donations.

THE HISTORY

For decades, Zulus were the beating heart of the sail powered Scottish fishing industry. The most highly evolved of the herring luggers, they sported colossal, aerodynamically efficient lug sails; essential at a time where fortunes could be made or lost by a vessel's speed and power.

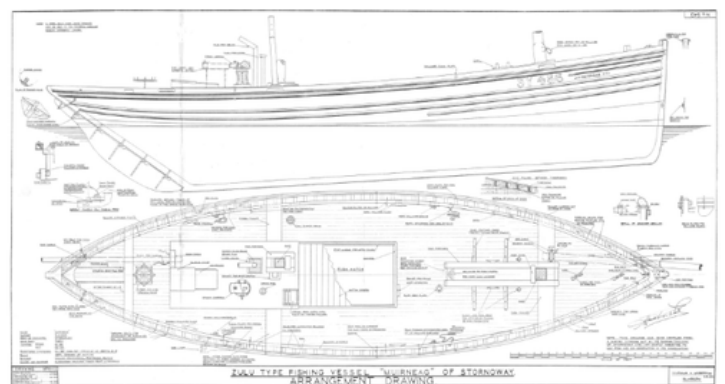
Herring was one of Scotland's greatest industries: at its 1907 peak some 2.5 million barrels were cured and exported across northern Europe, and by 1913 over 10,000 boats worked the fishery. Today almost no trace of the Zulus remains, and no Class One Zulu survives anywhere. She is the missing link in Scotland's floating seafaring heritage.



Ullapool itself was founded in 1788 by the British Fisheries Society to harvest the herring of Loch Broom. The original SV Muirneag was ordered in 1903 by a Lewis man, Sandy MacLeod, who worked her continuously until 1939. Both vessel and captain had a formidable reputation, hard-driving, fast and able. In her later years, Muirneag was the last herring drifter to fish solely under sail.

In 1945, at the age of eighty, MacLeod took her to sea for a night before finally laying her up; he had skippered her for forty-two years. In 1947 she was sold at public auction at Stornoway for fifty pounds, from where she was towed to Loch Erisort to be broken up for fence posts.

While she was being broken up a local man, George MacLeod, surveyed her, taking painstaking measurements which formed the basis of meticulous, comprehensive plans subsequently drawn out by Harold A Underhill, of Glasgow. These plans give us the blueprint for recreating SV Muirneag



THE BUILD



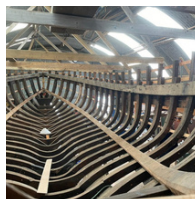
The largest of SV Muirneag's Ribs

In terms of wooden boatbuilding, sailing, and Scotland's maritime and fishing heritage, the recreation of SV Muirneag will be an event of historic importance.

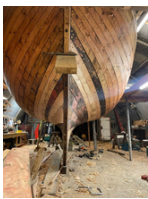
This will be the largest wooden boat build to have been undertaken in Scotland in decades.

Not only will the build restore a missing link in our heritage, it will also serve to strengthen and **expand the nation's traditional skill base**. In 2023, wooden boat building, rope, sail and spar making were included in the UNESCO recognised Red List of Endangered Crafts* for the first time.

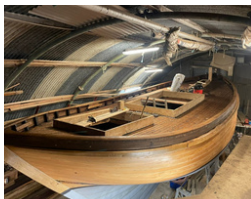
The recreation of the SV Muirneag will showcase all of the above **Heritage Skills** at the very highest levels, while also maintaining those skills into the future.



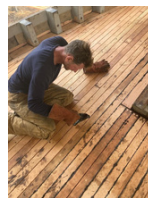
Framing



Planking



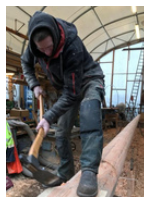
Decking



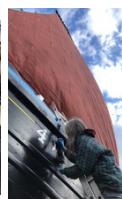
Caulking



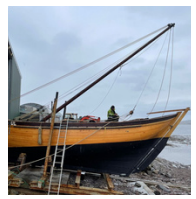
Blacksmithing Spar making



Blockmaking



Painting



Commissioning

Whilst remaining true to the original design, the new Muirneag will incorporate modern safety and regulatory requirements to make it a safe vessel for sail training and public use.

The project will provide significant, multi-year employment to existing practitioners, as well as developing the next generation, by providing a number of high-quality apprenticeships (which we aim to fund with support from Ullapool Harbour Trust and Stornoway Port Authority), in order to pass these traditional craft skills on to the next generation.

Timeline:

The construction phase of the project is anticipated to take three years. The objective of passing on heritage skills from experienced Ship Wrights and Boat Builders to a new generation will be achieved during each of the 5 build phases of the project, each taking ~6 months:

Development phase;
fundraising and yard prep

Hull: Keel,
backbone,
framing and
planking

Hull:
Bulkheads,
deck frame &
planking

**Systems
installation**

**Interior
Joinery**

**Rig &
commission**

Operate

**Crafts classified as 'endangered' are those which currently have sufficient craftspeople to transmit the craft skills to the next generation, but for which there are serious concerns about their ongoing viability. This may include crafts with a shrinking market share, an ageing demographic or crafts with a declining number of practitioners.*

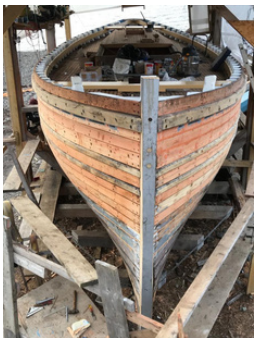
THE BOAT BUILDERS



Following a competitive tendering process, West Coast Working Boats - a collaboration between [Johnson & Loftus](#) and [Isle Ewe Boat Builders](#), have been selected as principal contractors on the build.

Both yards have a significant track record of working with historic vessels and made a compelling case in terms of their ability to host apprentices and facilitate public access to the build.

Their collaboration formed while simultaneously restoring two smaller vessels with historical significance - a smaller Zulu - [St Vincent](#), and Loch Fyne Skiff - [Clan Gordon](#). Both builds were nominated for restoration of the year at the 2024 Classic Boat Awards.



St Vincent and Clan Gordon under restoration



Clan Gordon



St Vincent

Location: Muirneag will be built at the Johnson & Loftus yard at Corrie, Ullapool.

Public and community access:

From "tree to sea" the build site will be publicly accessible, with access facilitated by a team of volunteers. Community & public engagement will be at the heart of the project.

Partnerships with relevant heritage and cultural organisations, documentary footage and social media activity will extend the project's reach wider still.

It is expected that the scale and historical significance will attract significant media attention, which will be capitalised on through an extensive network of contacts across print, broadcast and digital.

SV MUIRNEAG IN OPERATION

Recent decades have given rise to a new role for historic working boats - embodying cultural links to our past while providing life changing opportunities to young people through sail training.

In operation, SV Muirneag's primary function will be as a **Sail Training** ship:

- Providing life changing opportunities for young people
- Preserving and promoting at risk traditional seafaring skills
- Providing new opportunities for experienced crew and seafarers.
- A living exhibit of Scotland's herring heritage: a highly visible and accessible centrepiece of Ullapool Harbour, bringing the heritage story to life.



Community Access & Engagement: The vessel's annual program will include frequent and varied opportunities for community and public engagement including:

- Regular day sails and passenger trips
- Open days while alongside
- Collaborations with museums, heritage and cultural organisations
- Representing Scotland, our maritime and seafaring heritage at traditional boat festivals across northern Europe.

Citizen Science: The herring story is also an environmental one. The great shoals left Loch Broom in the late 18th century, probably through overfishing, and the collapse of stocks in the 1970s led to a ban on herring fishing: lessons in how fragile our seas are, which matter all the more as the climate changes. Muirneag's onboard laboratory, developed with Ullapool Sea Savers, will let passengers, trainees and volunteers record water quality, sea temperature, mammal and seabird counts and carry out remote beach cleans, including monitoring around the Western Isles HVDC landfall at Little Loch Broom.

Volunteering: Volunteering opportunities will be provided for the sailing and operation of SV Muirneag. For young people interested in a career at sea, volunteering is a key (and often difficult to access) step in the transition from sail trainee to paid crew. As well as the required input from professional contractors, we will provide opportunities for volunteers to become involved in the ongoing maintenance program, further developing heritage skills.

SV MUIRNEAG OUTREACH

Community engagement is at the heart of the project. Our outreach runs on five themes, each led by a Muirneag focal point and delivered with collaborating partners, so the heritage of the herring fleet reaches schools, museums, young people and communities across the north west and the islands, plus UK wide impact.

Heritage Skills

Focal point: Tim Loftus

Manx Beauty

Ullapool High School

West Highland College

City of Glasgow College

Shipshape Network

Pioneer Sailing Trust

History

Focal point: Charlotte Watters & Meg Loftus

Ullapool Museum

Stornoway Museum

National Boat Museums

National Historic Ships

Youth Development & Sail Training

Focal point: Charlotte Hathaway & Ruth Green

Ocean Youth Trust

UK Sail Training (ASTO)

Sail Training International

The Swan Trust

Sail Training Shetland

RYA Scotland

Windseeker

Sea Cadets

Marine Science

Focal point: Meg Loftus & Ailsa McLellan

Ullapool Sea Savers

SAMS

Hebridean Whale & Dolphin Trust

Sea Watch Foundation

Sea Mammal Research Unit (St Andrews)

Seas of the Outer Hebrides

Coastal Communities Network Scotland

Marine Conservation Society

Wester Ross Fisheries Trust

Traditional Music & Language

Focal point: Music: Mike Vass · Gaelic: TBC

Traditional Arts and Culture Centre

Fèis Rois

Plockton Music School

Bòrd na Gàidhlig

SV MUIRNEAG FUNDRAISING

Striking a careful balance of community benefit and engagement with income generating activities, Muirneag na Mara intend to steward the vessel into the next century, as a primarily self-sustaining entity.

However, **the Build Phase involves significant capital outlay, with the cost of build estimated at £1.8 million over three years. Sponsorship is therefore required to bring this project to fruition.**

The National Lottery Heritage Fund supported our 2025 Expression of Interest at 25% of project cost, and as of October 2026 we have reapplied for an increased share of support from the Lottery Fund. Ullapool Harbour Trust has pledged 10%, and donations from the Swire Charitable Trust (£80k) and the public (£10k+) have been received.

The trust is engaging with national funding bodies, trusts and foundations, business and enterprise, private donors and the general public to build positive, mutually beneficial partnerships that will bring this once-in-a-lifetime opportunity to life.

Fundraising opportunities are outlined below;

Private donors and the general public;

- **Crowd funding via the "Sponsor a Plank" scheme** - see next page

Businesses and Suppliers

- **Sponsor a plank scheme** – company sponsorship of one of the larger components of Muirneag (e.g. keel, mast) - see next page
- **Brand partnerships;** Visually striking, and clearly linked to a number of marketable themes, SV Muirneag has strong potential as a compelling addition to marketing activities across a range of sectors.
- **Sponsorship in kind** through donation or discounting of key components of the build
- **Team building opportunities** – bring your team to be part of the build and learn some heritage boatbuilding skills
- **Forward selling of charter opportunities** - (once operational) for team building, conferences or as a unique board meeting location (at berth or under sail).

Foundations and Trusts

The SV Muirneag project will have an impact across many sectors (e.g. heritage skills, community involvement, youth development, marine conservation, sport, Scottish history) and hence be a good fit to the ethos of many foundations.

SV MUIRNEAG FUNDRAISING

Sponsor a plank scheme



Any donations, small or large will help toward getting the boat built and up and running.

For a lasting impression of individual or company donations we have a "sponsor a plank scheme", where your name or a short message will be inscribed on the inside of the hull planking or ribs – providing a lasting legacy for the donation.

- Donate up to £100 – and be included in the list of sponsors on the website
 - £10 for one of the 4000 nails in the hull
 - £50 for one of the keel bolts
- £100 – small (6x3") area on plank
- £250 – larger (12x3") area on plank
- £500 – largest (12x6") area on plank
- £1000 – A small frame
- £2000 – A large frame
- £10,000 - A mast (2x available)
- £20,000 – Muirneag's Keel (1x available)
- £100,000 - Mainsail with your logo stitched on

This is run via the Muirneag Crowd funding site, access via our website www.muirneag.org

All sponsors will be listed on our physical sponsor wall of fame in Ullapool, and virtual wall of fame on the website. For larger donations companies can have their logos on the website for branding and publicity.

SV MUIRNEAG

INCOME GENERATION

Please see our financial appendix for cashflow projections

In order to sustain SV Muirneag as a primarily self sustaining entity and steward her in to the next century, the vessel's primary operations (as a community asset and delivering sail training voyages), will be complemented by a program of income generating activities:

Charter:

From the example of similar ships, there is clear and significant demand for private and corporate charter, especially the following use cases:

- Drinks receptions, product launches, award ceremonies - functions and events that need an unforgettable location
- Team building and corporate retreats - traditional sailing skills are the ultimate test and team-builder.
- Charters - fully crewed opportunities for private clients and other small groups to explore the West Coast of Scotland and Western Isles



Brand partnerships:

Visually striking, and clearly linked to a number of marketable themes, SV Muirneag has strong potential as a compelling addition to marketing activities across a range of sectors. Taking a collaborative and flexible approach, we will work with partners and clients to ensure maximum impact and return on investment across a variety of use-cases.



One area in which we anticipate particular demand is for the use of SV Muirneag for small volume cargo **deliveries of heritage products** such as whisky and traditional foodstuffs.

Filming Location/Media Appearances:

SV Muirneag will be made available and marketed in relevant directories as a location for film and TV, both docked and at sail.

Accommodation

In the winter months, where far less sailing activity is possible, we are exploring the feasibility of SV Muirneag as a unique accommodation destination in Ullapool or Stornoway.

Tours

Ullapool is a vibrant tourist location on the WC500 route and also attracting cruise visitors. Paid tours of the Muirneag will be conducted whilst at berth to showcase the history of the vessel and to be a centre piece for Ullapool Harbour.



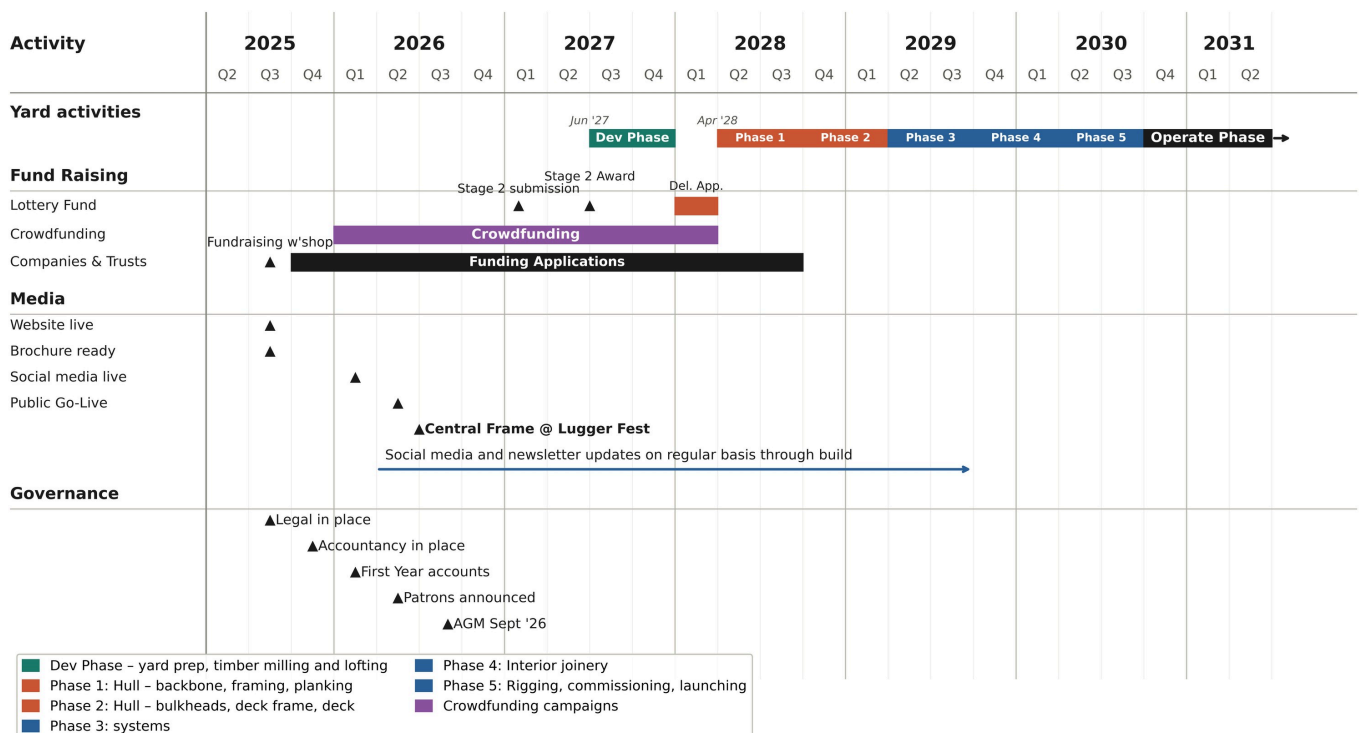
TIMELINE

Activities completed to date.

Plans, governance, website, social media and this business plan were put in place in 2025, with fundraising under way from September 2025. In 2026 we published our first accounts, held our AGM, appointed our patrons, Sir Andrew Cubie and Chris Smith, and installed a replica of the vessel's central frame with story boards on the Ullapool harbour front, launched at Lugger Fest 2026.

Fundraising Strategy :

- Fundraising across trusts, businesses and the public began in Q4 2025. Ullapool Harbour Trust has pledged 10% of project costs, the Swire Charitable Trust has donated £80,000 and over £10,000 has been raised from more than 50 public donors.
- Large trusts typically commit only once a lead funder is in place, so in October 2026 we submitted a new Expression of Interest to the National Lottery Heritage Fund for an increased share of costs.
- Subject to the Fund's support: development application February 2027; development phase of 6 to 12 months from June 2027; delivery application late 2027 to early 2028; 36 month delivery phase from 2028 to 2031 (five phase public build, launch, sea trials and evaluation).
- Start of construction (Phase 1) will be dependent* on the majority of funds being received, with the remainder pledged or underwritten. Fundraising will continue in parallel until full funding is achieved.



*Full fundraising (or underwriting) prior to start of construction is a pre-condition set by the board (and also by the Heritage Lottery Fund) to ensure completion of the project. If insufficient funds have been raised or underwriting is not forthcoming then the start of construction will be deferred to allow for additional fundraising.

GOVERNANCE

Muirneag na Mara has been established as a Scottish Charitable Incorporated Organisation (SCIO – registration number SC053930) to oversee the build and operation of the Muirneag.

Our voluntary directors have a collective wealth of experience in the public, private and charitable sectors.

This includes a significant track record in partnership working, capital infrastructure project delivery, press and communications, public and community engagement, but also as mariners.

Further recruitment of trustees will take place as expertise requirements dictate, up to a maximum of ten.

The presence of appropriate accounting, auditing and legal services is in place to provide assurance to our partners and sponsors in terms of rigorous governance, and maximum efficiency of all donations.

Although “West Coast Working Boats” play an active part in driving the project forward, they do not have a seat on the board of trustees to ensure objectivity of decision making and avoid conflict of interest.

Updates on fundraising and construction progress will be provided regularly via the website and social media. A full report including financial details will be issued on an annual basis.

APPENDICES

OUR TRUSTEES

Greg Stone

Chair



With 30 years experience in the Energy Sector, including project management for multi-billion pound infrastructure and offshore projects, Greg brings project management and governance experience to the Trust. He is skilled in decision analysis, risk and uncertainty management, project management, regulatory engagement and stakeholder management, having worked projects across many international settings. He is passionate about youth development and sail training.

Kevin Peach MBE

Trustee



Kevin has a 45 year seafaring/management career, including 5 years as a fisherman, 26 years as a seagoing marine scientist, and 18 years as harbourmaster. He has extensive experience on charitable trusts including being founder member of the Ullapool Community Trust, and formerly chair of Lochbroom Woodfuels, West Highland College board member, and Calmac Community board member.

As fulltime CEO/Harbourmaster of Ullapool Harbour, he has fundraised and delivered circa £40M worth of harbour infrastructure and local community projects. He is immersed in local education, conducting mock interviews, offering work experience opportunities and instrumental in setting up sail training programmes with 250 local youths undertaking fully sponsored sail training voyages globally. He is passionate to assist in preserving our rich maritime history with the creation of a new/old herring lugger for future generations.

Adrian Smith

Secretary (Legal)



Adrian has over 25 years' experience as a lawyer, having qualified in both Scotland and England and Wales. He has extensive management, personnel and governance experience having worked in various Legal, Compliance and Risk areas in the Financial Services industry. On qualifying in 1997, he was initially a corporate lawyer working in Corporate Finance and Mergers & Acquisitions in London and Edinburgh before moving in-house in 2003 with First State Investments, a fund management company (now First Sentier Investments). In 2008 he was made Head of Legal and a member of the management board of First State Investments before moving to become a senior manager and Head of Regulatory at Kames Capital (now Aegon Asset Management) in 2014. In 2019, for personal reasons, he set up a private consultancy called FMS Positive Limited, initially aimed at giving legal and compliance advice, but more recently aimed at coaching young lawyers through the challenging environment of the legal profession. Adrian has a Level 1 ICF coaching qualification alongside his legal qualifications. Adrian has also sailed all his life, has his Day Skipper qualification and has sailed extensively around Britain and in the Mediterranean.

OUR TRUSTEES

Charlotte Watters

Trustee (Community Outreach focus)



As an artist and arts facilitator who has returned to her home port of Ullapool, Charlotte works for the community arts charity An Talla Solais as Events and Volunteer Coordinator. Working with community and school groups, through teaching and inspiring initiatives she creates projects and assists development of the Events programme. This included delivery of ART WEEK 2024 the Arts Festival. Charlotte was a key committee member for the inaugural Lugger Fest 2024, the Ullapool traditional Sail Festival and brought boats, people and love of traditional sail to the newly developed, historic harbour.

As the daughter of a fisherman, she is keen to be on the water herself and has sailed and cruised extensively; 72 degrees North, the west coast of Africa, the Caribbean, as well as the many inaccessible bays and lochs of the west coast of Scotland.

Joseph Peach

Treasurer (& Heritage focus)



Joseph Peach is currently Director of Policy and Public Affairs with Culture Counts - Scotland's network of arts, creative industries and heritage organisations. Prior to this he's filled a variety of policy, advocacy and communications roles with organisations including NorthWest 2045, abrdn Financial Fairness Trust, Royal Conservatoire of Scotland and Scottish Parliament. This work accompanies a career in traditional music, as a performer, composer, educator and artist manager.

Ferga Perry

Trustee (Youth Development focus)



Ferga brings a wealth of experience in project management, grant funding, and leadership, with a proven track record of driving positive change in the community. She has a passion for supporting young people to develop their interpersonal skills and increase their aspirations for life, demonstrated as Team Leader at Fairbridge Edinburgh, Project Worker at Action for Children's Intensive Support and Monitoring Service and Operations Manager at Calman Trust.

In 2012 Ferga founded the community based Velocity Café and Bicycle Workshop in Inverness, promoting health, wellbeing and sustainability. As Projects Coordinator for 12 years, she successfully led a range of projects to foster community engagement and social impact, and was instrumental in generating annual grant funding ranging from £280k to £450k.

Her career also includes 2 years as Bosun's mate on STS Lord Nelson providing sail training to able bodied and disabled trainees, plus time as trainee mate on the Spirit of Fairbridge sailing with young people with experience of a range of adverse circumstances including poor mental health, criminal justice involvement, drug addiction and homelessness.

OUR PATRONS

We are grateful to be supported by patrons who bring experience, insight, and advocacy to the Muirneag Na Mara project. They play an important role in guiding the charity's development, helping shape our long-term vision, and connecting us with the networks needed to bring Muirneag to life.

Sir Andrew Cubie

Sir Andrew Cubie was born in Yorkshire to Scottish parents shortly after the Second World War and spent his early years overlooking Loch Leven, where his father served as Medical Superintendent of a tuberculosis sanatorium. His upbringing instilled a lifelong appreciation for both the outdoors and community service.

He studied law at the University of Edinburgh and went on to become Senior Partner of what was then the largest law firm in Scotland, specialising in corporate law.

Alongside his legal career, he played a significant role in public life, serving as Chairman of the CBI Scotland and contributing to national policy. He chaired the Cubie Committee, whose 1999 recommendations led to the abolition of tuition fees in Scotland. In recognition of his public service, he was knighted in 2008. Andrew has also maintained a deep and enduring connection to the sea.

From sailing dinghies in the Kyles of Bute as a child to racing keelboats and cruising the west coast of Scotland with his family, maritime life has been a constant. He has been involved with the RNLI for over 60 years, including serving as Chairman in Scotland and Deputy Chairman of the organisation. He also served as Chairman of the Northern Lighthouse Board.

His extensive experience across public service, charity, and maritime life brings valuable perspective to the Muirneag Na Mara project and in helping guide the Trustees in the running of Muirneag Na Mara.



Chris Smith

Chris Smith was born and raised in Yorkshire and enjoyed a long and highly rewarding career in the Royal Navy. During his later service, he was based primarily in Faslane and Rosyth, culminating in his role as Regional Commander for Scotland and Northern Ireland, a position he held for nine years before retiring in 2021.

Since leaving the Navy, Chris has remained actively involved in maritime and educational work. He holds a part-time role at the City of Glasgow College, is Chair of the RNLI's Scottish Council, and serves as a Trustee of Rothiemurchus Lodge in the Cairngorm National Park.

A lifelong sailor and water sports enthusiast, Chris is passionate about creating opportunities for young people to experience the same sense of adventure and connection to the sea that shaped his own life.



OUR TEAM

Muirneag is reliant on a team of part time employees and volunteers to deliver the elements required of a Scottish Charity and drive the project forward.

Marketing and Social Media

Andrew Maher

Marketing and Social Media

Stephen Gourlay

Videography and Photography

Administration and Accounts

Meg Loftus

HSSE, Policies and Safeguarding

Iain Barraclough

HSSE Advisor

Matthew Holmes

Safeguarding Officer

Outreach Team

Heritage Skills

Tim Loftus

History

Charlotte Watters & Meg Loftus

Youth Development & Sail Training

Charlotte Hathaway & Ruth Green

Marine Science

Meg Loftus & Ailsa McLellan

Traditional Music & Language

Music: Mike Vass · Gaelic: TBC

Other volunteers very welcome - please reach out!

POLICIES

Full policy documents are available
via our website www.muirneag.org

Safety:

Throughout construction the Corrie Yard will be managed in accordance with the HSE Executives standards.

Special attention will be given to ensure safe public access to the facility through a dedicated viewing area.

During Operational phase the vessel will be fully coded and registered and hence be in compliance with maritime safety regulations.



Environmental responsibility :

Our environmental impact is also a key consideration.

- Timber - the main material for the vessel - some fifty trees - will be locally sourced from small yield, sustainable forestry.
- Many of the skills and methods involved in the construction of this historic vessel pre-date carbon intensive manufacturing techniques, serving both as example and inspiration for other parts of the maritime sector.
- For each tree used in the build, we will re-plant a further ten, more than three times the Woodland Trust's recommendation of planting 3 trees per 1 felled.

Safeguarding Policy:

Muirneag Na Mara is committed to the protection of vulnerable children, young people and adults, with a full Safeguarding policy in place. We consider it the duty of all trustees, staff and volunteers involved with the project to promote the wellbeing and safety of all children, young people and vulnerable adults with whom they come into contact. All trustees, staff and volunteers working with such groups will be carefully selected (including PVG disclosures where required), supervised and appropriately trained for their role.

Diversity, Equality and Inclusion (DE&I) Policy:

Muirneag Na Mara is dedicated to ensuring equal opportunities for its workers, participants and volunteers. This commitment applies to the selection and recruitment of workers, volunteers and to participants.

Equality, diversity, and inclusion are core values guiding the Trust's mission and integral to the principal of maximum outreach in order to re-establish heritage skills and building a link to Scotland's rich seafaring heritage. The aim of this policy is to ensure that everyone is treated equally irrespective of age, disability, ethnicity including race, colour and nationality, gender, religion or belief, sexual orientation, marriage and civil partnership, pregnancy and maternity, refugees and asylum seekers, people who are neurodivergent and ex-offenders.



Anti Harassment Policy:

Muirneag Na Mara acknowledges that harassment and sexual harassment have potentially serious, long term effects on mental health, well being and ability to work. The Trust promotes a safe, inclusive and respectful environment for staff, volunteers, and participants alike, regardless of gender, race, disability, sexual orientation or any other personal attribute. Behaviour which makes people feel threatened or unsafe is not acceptable and will not be tolerated.

RISK DISCLOSURES 1

The Trustees of the SCIO trust ("the Trustees") believe that the following are the key risks associated with the project to build, maintain and run a new Class-One Zulu ship, the SV Muirneag, as a sea-going sail training boat (the "Project").

Some of the mitigants to these risks are also identified below. Other risks and/or mitigants than those detailed below may also apply. The Trust has a Risk Management process in place and the Trustees continue to monitor active risks and consider any new risks to the Project. This document may be updated by the Trustees at any time to reflect this process.

Following consideration of the risks and the mitigants, the Trustees believe that all current risks known to the Project are within acceptable limits.

Failure to secure lottery funding

The Project may not secure the funds from the National Lottery for which the SCIO trust has applied. This would mean that more money would need to be raised from other sources. The Trustees have considered how much to apply for from the National Lottery as a percentage of the total estimated funding requirement and are trying to meet all stipulations to ensure that National Lottery funds are secured. In addition, other sources of funding are constantly being considered and addressed.

Failure to raise sufficient funds

The Project may fail to raise the estimated £1.8m in funds from donor sources. This would seriously impact the Project to the point of not being able to deliver the project. In addition, sufficient funds may not be available to ensure that the Project starts on its anticipated start date. In this scenario, the start date of the Project may be delayed. The Trustees contain experience in raising revenue for charitable projects and believe that the Project should be able to gain enough support to proceed. The project will only be started once the majority of funds are in place and there is line of sight to the remainder.

The SCIO constitution includes an "asset lock and dissolution" clause which ensures that if in the worst case scenario the trust is wound up any funds transfer to another charity with similar objectives.

Fire, storm or other damage during build

The Project may be imperilled by an act of God such as fire or other storm damage during the build phase of the Project. The Trustees are arranging for insurance in the event that this event happens and continue to ensure that all relevant Health and Safety protocols are followed.

Fire, collision, storm or other damage during operation

Once built and in operation, the Project may be imperilled by an act of God such as fire, collision, storm or other damage. The Trustees are arranging for insurance in the event that this event happens and continue to ensure that all relevant Health and Safety protocols are followed. In addition, the operation of the SV Muirneag will only ever be under the oversight of an experienced captain and crew with all requisite qualifications and experience.

RISK DISCLOSURES 2

Public access to boat yard refused

The National Lottery funding is conditional on public and community access to the boat yard. The access to the boat yard is owned by parties external to the boat yard owner themselves. If access owners restrict access, this may in turn imperil the monies to be raised from the National Lottery or other sources of funding. The Trustees are seeking to put in place a contract with the owners of the access to the boat yard to ensure that all necessary access is maintained.

Cyber attack

The SCIO trust's website, crowdfunding or other social media sites may be attacked leading to loss or reputational damage. The relevant media are all protected by normal levels of security but may still be compromised. The Trustees are aware of the risk, are utilising reputable sites, and maintain an oversight of the issue.

Serious injury in yard or during operation

The boat yard is, by necessity, a place of manual labour with some potential for physical harm to employees or visitors. However, all necessary health and safety protocols apply, the boat yard is staffed by experienced personnel and there is insurance in place.

Key materials may not be available at the appropriate time

The Project relies on certain key materials being available at the right time to ensure the build remains on time and budget. To mitigate against this risk, contracts are in place for provision of long lead-time items and additionally the boat yard has already built stores of appropriate timber.

Theft or vandalism in yard or at berth

As with any physical project, the Project is threatened by theft or vandalism. However, the boat yard is in an area with low levels of crime and there are normal and appropriate levels of security in place, including ability to lock the construction shed within which the boat will be constructed.

Fraud

The Project is intending to raise significant sums of money and may be subject to increased levels of fraud or scams as a result. However, the Trustees have in place accountancy and audit processes and there will be review of physical bank statements on a regular basis (at board meetings).

Community objection

Insufficient or poor quality engagement with the local community may result in a lack of support or objection from the boat yard's local community leading to loss of community volunteering together with the potential for reputational damage or lack of funding. The boat yard is however a well-respected local resource and personnel live locally. The Trustees are building a local engagement plan to ensure that the community remains in support of the Project.

RISK DISCLOSURES 3

Poor governance

Business registration, charity or other law or accountancy breach may lead to loss or reputational damage. However, there is significant experience in the Trustees including legal and other board experience and the Project has the benefit of significant project management expertise to ensure that issues are identified, tracked and resolved.

Licence to operate withheld

Non-compliant design, equipment, materials or construction could lead to the Maritime Coastguard Agency refusing a coding or other licence application. The Trustees will ensure that all stakeholders, including key regulators, are engaged in the Project throughout all phases to ensure that any issues are identified and resolved.

Materials and/or labour costs increase significantly

The Project has been costed as at a particular date. These costs may increase due to supply or other factors, leading to an overrun in the Project timeframe or budget. The engine and other electronic parts may be most at risk as significant amounts of timber are already in-house. The boat yard maintains good levels of communication with suppliers and others in the market to keep such issues under control and observation.

Construction partnership relations

The boat yard is a partnership and the working relationship may break down. However, the relevant parties have a long friendship and a contractual document is being put in place,, including the identification of an independent mediator, to try to ensure that no such issue affects the Project.

Road traffic accident

A road traffic accident while transporting materials or personnel for the Project may lead to loss, injury or reputational damage. The constructors intend to identify a journey management process to try to ensure that no such issue arises.

Legal liability

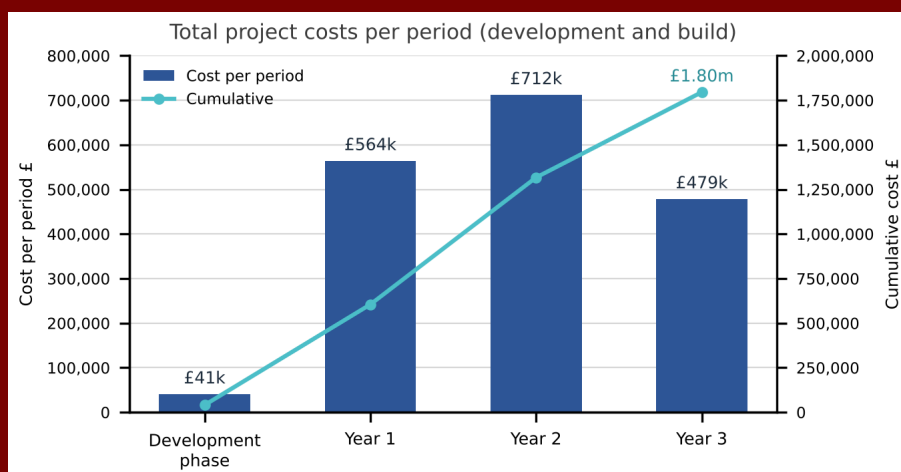
Customers, users or other third parties may claim loss or damage associated with the Project, either in construction phase or operational phase. However, both the construction yard and operational phase are under the control of very experienced personnel, users will have a legal contract to govern their relationship with the Project either during build or operational phases and appropriate insurance will also be in place.

Construction fault

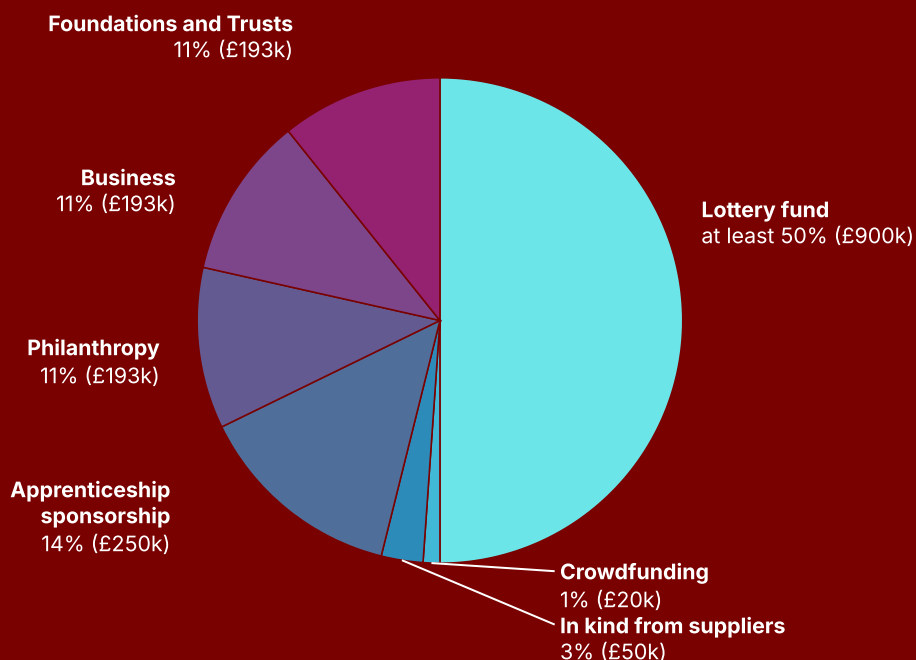
An error in construction may result in loss or reputational or other damage. The Trustees will ensure that surveyors are used to ensure construction is in line with all applicable standards and an independent inspection at the end of key phases is also being considered.

FINANCIAL OVERVIEW

Projected cost of build £1.8mln (~£600,000 per year)



Target fundraising



Projected revenue stream in Operational Mode

Operating costs comprising Crew/Staffing, Admin/Overhead and Maintenance costs are projected at ~£255,000 per year over the first 10 years, with harbour dues, office and haul out provided in kind (Table 5); seasonal crew contracts could save a further ~£20,000 pa.

Operational income from multi-day voyages, day sailing, private hire, in harbour tours, accommodation and film/media revenue is projected to provide revenue in the range of £262,000 to £295,000 per year over the first 10 years of service.

It is therefore anticipated that the project will be cashflow positive in operation.

Costs and revenue streams have been benchmarked against other similar vessels/enterprises. An independent review has been conducted by Master Mariner Paul Hailwood, which is available on request. **The review concluded that the proposal is practical, financially viable and achievable, with projected operational income exceeding operational costs and sail training income comparable with similar organisations.** Granularity of assumptions are provided in following sections.

BUILD COSTS

Costs as submitted by West Coast Working Boats (WCWB) as part of their successful tender submission form the basis for the build costs.

As part of the tender outcome WCWB were requested to review a number of cost areas including the following;

- Wage costs based on a 2.5 year construction timeline
- Wage levels reviewed in line with latest market analysis
- Costs for public access and viewing (previously out with the tender scope)

The estimate was updated in October 2026 to align with the tender, separating in tender items from out of tender items to be sourced by Muirneag na Mara (engines and shafts, sails, navigation, safety and electrical systems), and to add project management, an outreach and communications officer, an outreach budget and a costed development phase. A 10% contingency is applied to materials and yard overheads. Inflation is assumed not to have a significant impact given the relatively short build time (2.5 years).

Cost element	Includes	Total
Development phase (6 months)	Lofting floor, naval architect (detailed plans to achieve coding), project manager and communications officer, outreach activities, accounting/audit/legal	£40,724
Materials (in tender)	Timber, fastenings, rudder and steering gear, masts, rigging, galley, gas and heating, tanks, interior joinery, painting, tooling, ballast and shed	£431,896
Materials (out of tender)	Engines and shafts, sails, navigation, safety and electrical systems	£195,000
Labour	Lead, senior and junior shipwrights, labourer, 4 apprentices, naval architect (build phase), surveyors, electrician, gas engineer, build administrator	£849,300
Yard overheads	Yard fees and insurance	£103,000
Organisation costs	Project manager, outreach/communications/admin officer, accounting/audit/legal and outreach activities for the build (development phase months shown above)	£101,620
Contingency (10%)	On materials and yard overheads	£73,990
Total project (development and delivery)		£1,795,530

Indicative phasing of project costs

Development phase ~2%	Year 1 ~31%	Year 2 ~40%	Year 3 ~27%
Lofting, naval architecture, project set up and outreach	Shed and Phase 1: hull backbone, framing and planking	Phases 2 and 3: bulkheads, deck frame, deck and systems	Phases 4 and 5: interior joinery, rig and commissioning

OPERATIONAL COSTS (1)

Operational costs have been estimated under the following 3 themes:

Staffing costs (for crew and staff): ~£155,000 pa (see Table 1)

It has been assumed that crewing levels for a vessel of Muirneag's size will require a full time crew of 4 (Skipper, Mate, Boson, Cook).

A booking administrator (80% time) is also assumed to ensure that bookings are in place to ensure the vessel is fully utilised throughout the operational season. This assumes crew are kept on year round, whereas staffing costs could be reduced by ~£20k pa through seasonal contracts for some staff (e.g. Boson, Cook) and the use of volunteer crew; these savings are not included in the estimates (see Table 5).

Overhead costs: ~£62,900 pa (see Table 2)

These include insurance, harbour fees, vessel inspections/surveys, engine fuel, heating/cooking fuel, office costs and promotional/admin costs.

Harbour dues (~£10k pa) and office space within the harbour building (~£10k pa) are assumed to be provided in kind by Ullapool Harbour Trust (see Table 5).

Table 1

Staff Costs	Cost Pa
Skipper	£55,000
Mate	£30,000
Boson	£26,000
Cook	£24,000
Booking admin (80% time)	£20,000
Total	£155,000

Table 2

Overhead Costs	Cost Pa
Insurance	£20,400
Fuel	£25,000
cooking/heating fuel	£3,000
Harbour dues	In kind
Promotion/admin	£10,000
Surveys	£4,500
Office costs	In kind
TOTAL	£62,900

Maintenance costs: ~£37,400 pa (see Table 3, next page)

Maintenance costs have been estimated based on short term (monthly), yearly, 5 yearly and 10 yearly maintenance requirements. It should be noted that as Muirneag will be a new build vessel the maintenance in the early years of operation should be less than some of the other sail training vessels in operation which are significantly older (e.g. The Swan).

Haul out and maintenance yard costs (~£11k pa) are assumed to be provided in kind by Isle Ewe Boats (part of West Coast Working Boats) or Stornoway Harbour (see Table 5).

OPERATIONAL COSTS (2)

Table 3: Maintenance Costs

Maintenance item	monthly cost	yearly cost	5 yearly cost	10 yearly cost
oil/filters	£200			
regular touchups/adhoc fixes	£500			
Paint/ slipping/general repairs		£10,000		
Soft furnishing cleaning/replacement		£1,000		
Navigation equipment repairs/replacement		£2,000		
Haul out/maintenance yard costs		In kind		
Rigging repairs			£10,000	
life saving/fire fighting equipment			£10,000	
engine rebuilds/shafts out/ masts out repairs			£20,000	
One off major issue/accident repairs/contingency			£10,000	
new sails / new generator				£60,000
Total Pa	£8,400	£13,000	£10,000	£6,000
TOTAL Per Year	£37,400			

Table 4: Total Operational Costs

Operational Cost area	Annual cost
Staffing	£155,000
Maintenance	£37,400
Overheads	£62,900
Total	£255,300

Table 5: In-kind support and potential savings

Item	Per year
In kind support (assumed in the costs above)	
Harbour dues (Ullapool Harbour Trust)	~£10,000
Office space (Ullapool Harbour Trust)	~£10,000
Haul out and yard costs (Isle Ewe Boats or Stornoway Harbour)	~£11,000
Potential saving (not included)	
Seasonal crew contracts (e.g. Boson, Cook) and volunteer crew	~£20,000

OPERATIONAL REVENUE (1)

Operational Schedule assumptions.

Operational revenue is premised on operational schedule assumptions.

A number of operational schedule scenarios are presented on the next page.

The following assumptions underpin the revenue generation associated with each of those scenarios.

Common assumptions include:

- Operational sailing window in NW Scotland runs from April to October
- 3 months maintenance required
- Multi day trips are of 7 days. Price benchmarked against other sail training operators.
- Short trips are of 2.5hrs hence it is possible to have multiple trips in a day. Price benchmarked against other short trip operators in Ullapool.
- Accommodation (B&B) mostly only available when boat is not in operational mode. Price is benchmarked against other accommodation options in the region (yurts, cabins etc).
- Guided tours can be a popular option for tourists to Ullapool including Cruise Liner visitors. Price assumption is intentionally kept low to attract interest in the vessel. Assumption that tours are mostly outside of main operational window.

	Unit price	Units per day	Revenue per day
Multi day trip	1200	1	£1,200
Half day or evening trip	45pp x 25 pax = £1125	2	£2,250
In harbour guided tours	£10ppx40pax =£400	4	1600
Accommodation (B&B)	£60pp x 10pax = £600	1	£600
Film/TV set	£1000	1	£1000

From the comparison of the operational scenarios shown on the next pages it is apparent that operational revenue only varies by ~5% across these scenarios. This is due to the fact that for periods of time when there is less sailing (shoulder seasons, poor weather), the revenue lost from multiday trips or short trips is offset by increased revenue from accommodation and/or tours.

The breadth of revenue streams available provides coverage against risk of shorter operational windows, or down turn in trip bookings.

Fundraising in Operational Phase:

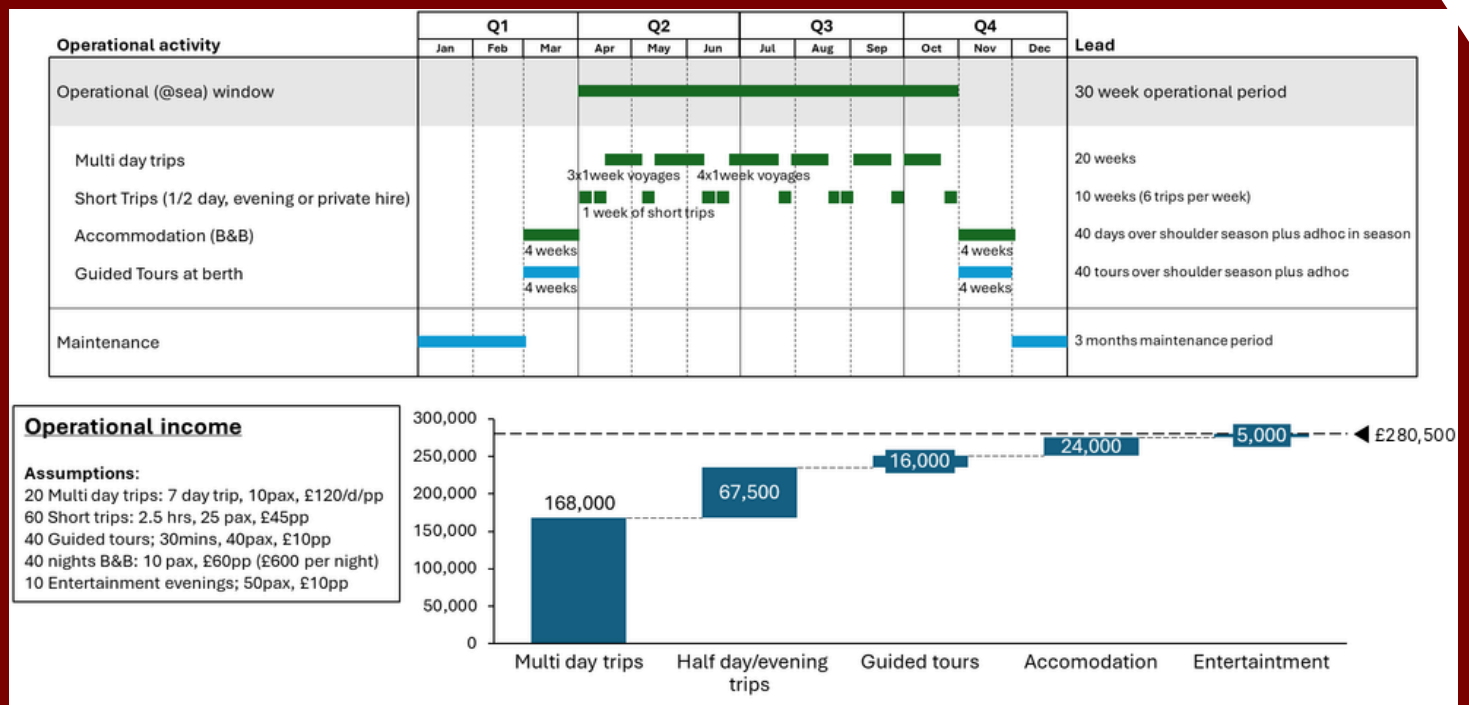
Fundraising will continue in the Operational Phase to provide bursaries for individuals or organisations who may not be in a position to fund their own trip, and to provide a buffer for any extraordinary costs that may eventuate.

OPERATIONAL REVENUE (2)

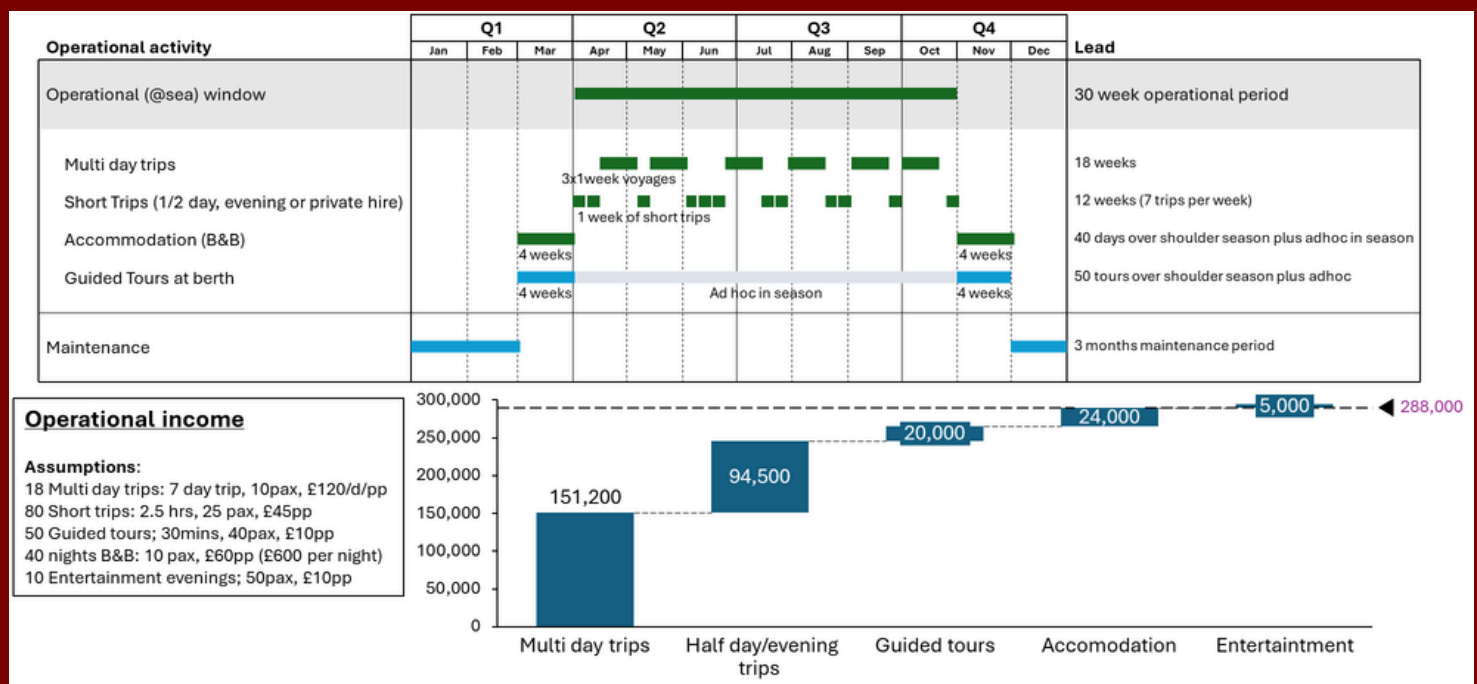
Operational Schedule Scenarios.

The following operational scenarios have been evaluated to build a realistic estimate of operational income

Scenario 1; 20 weeks of multi day voyages, 10 weeks of day trips



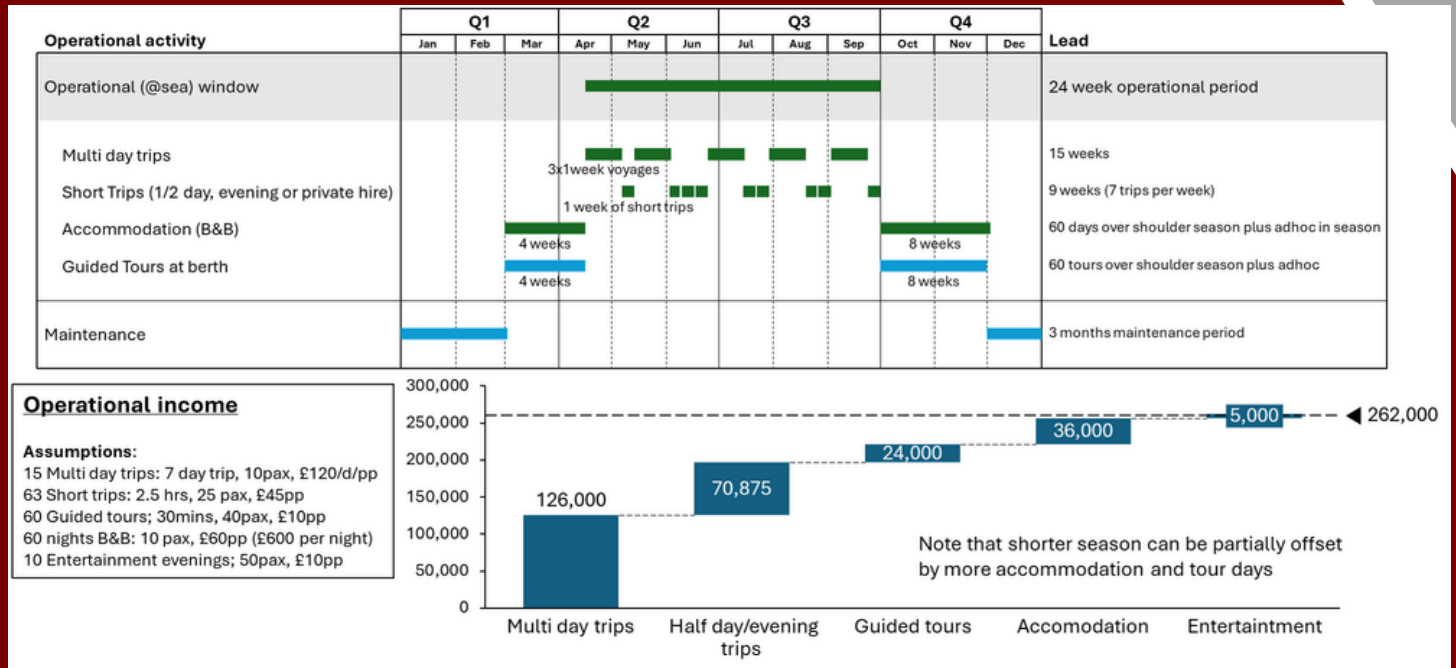
Scenario 2: 18 weeks of multi day voyages, 12 weeks of day trips, increased number of guided tours in peak season



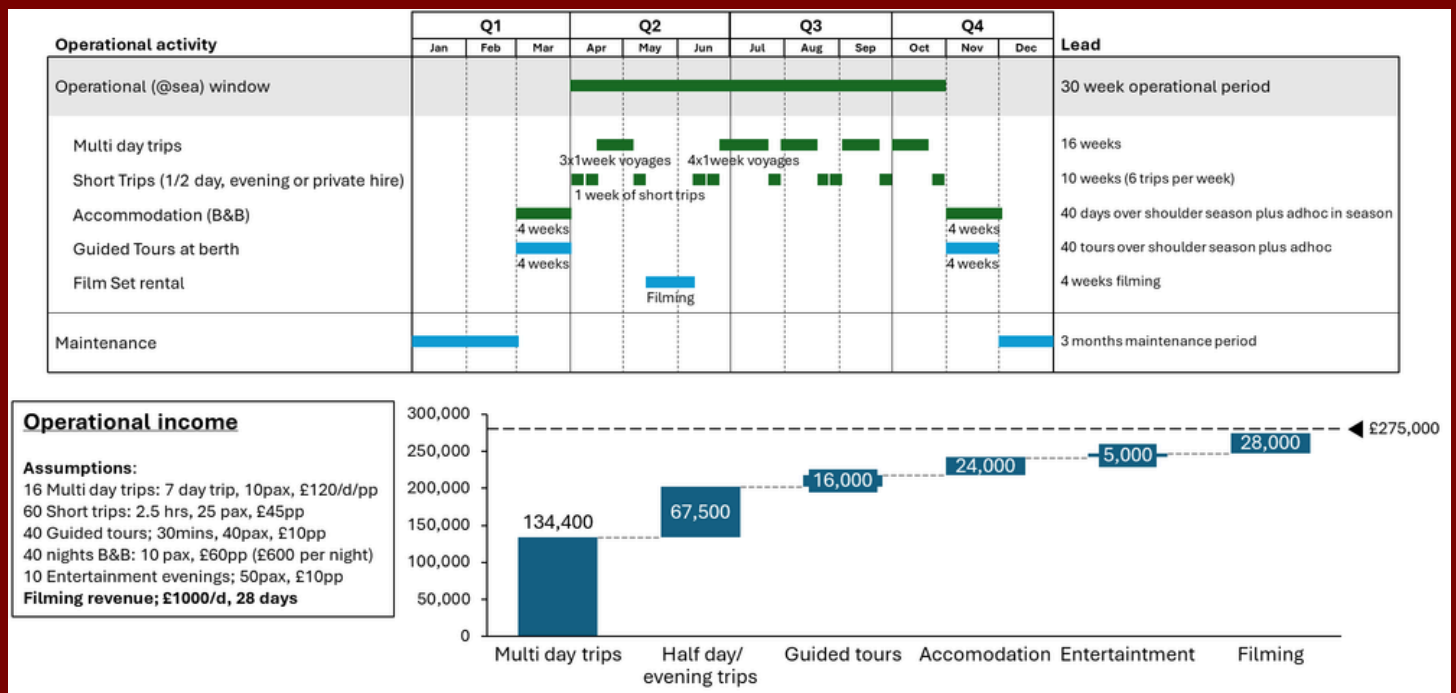
OPERATIONAL REVENUE (3)

Scenario 3: Short sailing season (i.e. due to weather)

15 week voyages, 9 weeks of short trips, more guided tours in peak season



Scenario 4: 16 weeks voyaging, 10 weeks day trips, 4 weeks film set rental



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