

A scenic landscape with a dirt path, green hills, a body of water, and mountains in the background. A wooden signpost is in the foreground.

# Asset and Development Manager's Report

Annual General Meeting

27 November 2025

Alicja Newbrook

---

# Contents

01 Introduction

02 Development projects

03 Challenges and risks

04 What's next

# 01 Introduction

Since joining the charity in August 2024, my focus has been on strengthening key assets, improving infrastructure, securing project funding, and putting clearer processes in place.

It has been a busy year with real progress across Ulva, and I appreciate everyone's support along the way.

This report summarises projects delivered or developed over the last 12 months.

## Year At a Glance

**£451,686**

Funding secured  
for Ulva's development\*

**14**

Grant applications

**9**

Grants secured

**11**

Active projects

**19**

Current Ulva population

\*This figure includes £80,000 secured for water treatment upgrade in May 2024 , as the project is ongoing and part of the grant remains unspent.

# 02 Development projects

# Development projects | Infrastructure

Project	Aim	Status	Funders	Timeframe
Water Treatment Upgrade	Improve water quality for residents of Ulva (Stage 1; Stage 2 will focus on)	In progress	Argyll & Bute Strategic Housing Fund	May 24 – ongoing
Ulva Pathways	Protect the island's visitor economy and resident wellbeing by improving pathways, drainage, and footbridges. Achieved through purchasing equipment and training of the maintenance operative	In progress	The Waterfall Fund NWMWCW own funds	Jun 25 – ongoing
Ulva Landing Craft	Improve Ulva's sustainability and resilience by building a community landing craft. This stage is to engage with a specialist consultancy firm to develop vessel specifications and business model to ensure long-term viability, before vessel build in. 2026/27	At open procurement; tender closing date 15 Dec 25	Island's Programme	Jul 25 – Mar 26
Septic/Waste Management	Develop practical waste handling process, inc septic tank emptying for all properties, and removing discarded items such as broken-down vehicles	Partially started/ in progress	None	Ongoing



# Development projects | Community Assets

Project	Aim	Status	Funders	Timeframe
Sheila's Cottage	Restore a heritage asset (Stage 1: thatching the roof; Stage 2 focuses on internal development)	In progress	Historic Environment Scotland; National Heritage Lottery Fund	2023 – ongoing
Ulva House	Restore a deteriorating community asset and provide long-term income generation for Ulva	In progress	Community Ownership Fund; Historic Environment Scotland; The Waterfall Fund; Green Shoots Fund; NWMCWC own funds	Jan 25 – Dec 25
Ulva Walled Garden	Provide community food growing space and shelter for volunteers and visitors	In progress	UK Shared Prosperity Fund	Jul 25 – Mar 26
Ulva Church	Bring the Church back to community use by first creating a proof of concept (through community engagement) to later inform capital funding applications	In progress	Community Led Local Development Fund	Nov 25 – Mar 26
Ulva Producers Market	Strengthen the island's economy by providing local producers with space to sell their products	On hold	-	-

# Development projects | Governance

Project	Aim	Status	Who's involved
Handling expressions of interests (EOIs) in community-owned assets	Develop procedure for handling EOIs and Asset Use Policy to ensure fairness and transparency of decision making	Active	NWMCWC's Board
Vehicle Policy Review	Prompted by a request to allow a new land rover on the island, consultation with community to review the existing vehicle policy	In progress*	NWMCWC's Board Ulva Residents
Ulva Residents Association	Initially to take ownership of the electric ATV.  Long-term, I hope the RA will help with steering the charity's work on the island, and contribute to community development	Active	Ulva Residents

\*Transport policy implementation remains ongoing due to mixed resident preferences and practical constraints.

# 03 Challenges and risks

Capacity	With two office staff working at a combined hours equivalent to 1 FTE, there's not enough capacity to manage the extensive assets, from residential and commercial tenancies, aging infrastructure, development of underutilized assets etc.
Funding	Limited funds to manage assets which require constant and ongoing repairs, and insufficient funds to increase staff capacity. External revenue funding is limited and difficult to obtain, but options are actively explored.
Reliance on external contractors	Delays with addressing issues due to reliance on external contractors (electricians, plumbers etc). Where possible, NWMCWC explores maintenance contracts to ensure emergencies on Ulva are addressed promptly by contractually obliged workers.
Transport dependency	Bakkafrost continues to generously support freight transport for Ulva, but long-term sustainability requires an independent solution. On-island transport also remains challenging, with the electric ATV frequently breaking down or needing replacement parts. Alternative options need to be explored.



04  
What's next

---

# Top priorities for 2026

1. **Complete key projects:**
  - Ulva House (Stage 1)
  - Ulva Pathways
  - Landing Craft consultancy
  - Ulva Church – proof of concept
2. **Undertake a Strategic Review** – clarify Charity’s aims, Ulva’s long-term vision, asset priorities, and future investment needs<sup>1</sup>
3. **Secure funding for the Development Manager role**
4. **Explore major funding applications:**
  - Ulva Landing Craft build
  - Ulva Church next development stage
5. **Continue working with funders to resolve the situation with Sheila’s Cottage**
6. **Strengthen partnership with the Ulva Residents Association** – support the RA to become a strong community voice and play a role in development activity

<sup>1</sup>Funding dependent – application will be submitted to DTAS Resilience Programme in Dec 2025