



Business Plan

October 2024

**IONAD
THRÒNDAIRNIS
THE TROTTERNISH
CENTRE**



Business Plan

*Tha m' aigne air a lìonadh
le iarrtas ro-mhòr,
Gum faicinn Eilean Sgiathach
nan siantannan 's a' cheò.*

Màiri Mhòr nan Òran
Mary MacPherson,
Isle of Skye, 1821—1898

Photography
*Cailean Maclean
Calum Munro*

Architectural concepts
Rural Design

Design
Andy Graham



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This Business Plan has been prepared by Christine Jamieson, Identitas Consulting, for Ionad Thròndairnis. It is a revised, updated and edited version of the original plan prepared by Faye MacLeod, Duncan Macpherson and Dr Calum MacLeod.

For full financial projections prepared by Campbell Stewart MacLennan & Co Chartered Accountants please contact info@trotternish.org.

This Business Plan comprises three parts: first, the context and the case for the Centre, and second an in-depth description of what the Centre will offer to both the local population and the many annual visitors to Skye. The third part outlines the projected costs for the Centre and the anticipated income streams.



Executive Summary

The concept of Ionad Thròndairnis has been taking shape for over a decade now. The creation of a purpose-built community language, art and heritage centre that would fill the very considerable gap in provision for both the local population and the one million visitors who come to this stunning part of Scotland makes intuitive sense. During this long gestation the vision has matured and been refined to create a fully considered, costed and viable plan.

Initially, the principal driver for this plan was the promotion and furtherance of the Gaelic language, in an area that is home to one of the remaining Gaelic speaking communities in Scotland. However, the process of delineating what this Centre could deliver sparked a host of possibilities that would serve both the residents of Trotternish and the many tourists who flock to this part of Scotland. This business plan examines these potential functions, explores the possible revenue streams and considers the implications for the overall concept of Ionad Thròndairnis.

This Centre has been imagined by a dynamic community who for the last fifteen years have held a hugely successful annual Fèis. In the process they have recognised the pent-up demand for a facility in which many more events and classes could be hosted, more interpretation of the local landscape could be provided to help visitors and where more essential accommodation, catering and local enterprise could be sited. The Trotternish community exists in an area that has been under-invested for decades in what is classed as a fragile area¹. Yet it is situated in an area that Scotland proudly holds up as one of its most iconic landscapes as it markets itself to an international audience. Whilst the moral and cultural case for Ionad Thròndairnis is irrefutable, the economic case is financially and practically sound, which this plan demonstrates.

¹ By HIE's definition a fragile area has particular challenges in terms of a low and ageing population, remote situation, employment levels and opportunities, health outcomes and limited access to services.

See also the Scottish Index for Multiple Deprivation, the Scottish Government's analysis which shows that Trotternish is amongst the most deprived rural areas in Scotland when it comes to measures of income, employment and access to services. (www2.gov.scot/Topics/Statistics/SIMD/deprivedruralpaper)



The benefits of the Centre can be realised immediately. Culturally and socially, it will provide a large function hall for a wide variety of events, classrooms for a dynamic programme of language, music and heritage education, and a library and digital hub stored in an invaluable community heritage archive. In addition, it will offer a vibrant café/ restaurant, safe parking and importantly a scalable development of quality accommodation to serve not only the users of the Centre but also address the chronic shortage of bed spaces at this end of the island.

Ionad Thròndairnis has already achieved a great deal in the furtherance of its vision. Land for the Centre has been identified and purchased, detailed architectural plans have been developed and full planning consent has been approved. Educational programmes have been designed and content for interpretation displays is currently being collated under a successful project in collaboration with a major heritage charity. Environmental activities are being developed with local wildlife guides and in collaboration with the archaeological and historical experts currently working in this area. The tourist market has been widely researched in consultation with Visit Scotland, Skye Connect and many other tourism bodies. The many strands of this enterprise weave together to create something truly special in a unique and unforgettable landscape – something that the people of Trotternish, Skye and Scotland can be truly proud of.

Whilst the moral and cultural case for Ionad Thròndairnis is irrefutable, the economic case is financially and practically sound, which this plan demonstrates.



Part 1

The Project context and its objectives

1



The Trust and its mission

Ionad Thròndairnis Trust* has for some time been concerned with the most effective way to preserve and strengthen the community's heritage, both linguistically and culturally.

As a vibrant and proactive community development trust, it has undertaken important initiatives such as the annual Fèis where the community host an impressive programme of events in conjunction with Sabhal Mòr Ostaig (part of the University of the Highlands and Islands), Scotland's National Centre for Gaelic Language and Culture and Guthan na Tìre, a community digital mapping project.

Founded in 2009, the Trust aims to:

- Promote Gaelic as an integral part of Scotland's culture
- Arrest the intensifying language shift in the remaining vernacular communities
- Create a recognised Gàidhealtachd to expand the provision of more services through the medium of Gaelic and extend opportunities to use Gaelic in everyday situations and formal settings. In particular, the Trust aims to provide specific support to make it possible for the Gaelic language to be used more often in the home and community.

The Trust's objectives are:

- Community development and the advancement of citizenship.
- The preservation of the local culture, Gaelic heritage and arts.
- To give people a sense of pride in their community and to increase their welfare.
- The protection and improvement of the unique environment of the Trotternish peninsula.

* Formerly known as Urras Baile Fhlodaihearraidh, Ionad Thròndairnis was formed as a result of an event held in August 2009 to celebrate 100 years of the development of Flodigarry Farm / Estate as a crofting township. The name change reflects the focus on the development of the Centre for the whole peninsula.

Ionad Thròndairnis has been conceived as a community interpretative centre in Flodigarry, which would act as a focal point for all residents of Trotternish and for the many visitors to the area. Ionad Thròndairnis will be sited in an area where the Gaelic speaking community still exists.

Importantly, it would help retain young people in the area and to encourage them to keep the Gaelic language alive and thriving. The local community's strong links with Sabhal Mòr Ostaig would help the Centre provide a complementary resource to the College by offering a dedicated facility where Gaelic language students could experience the language of everyday life in a Gaelic community. It will involve its residents and tourists alike in the community through language, traditional music and dance, the visual arts, heritage and the local environment, local food and drink and interpretative facilities.

The principal benefits of the Centre will be:

- Provision of a vibrant Gaelic-medium cultural hub for the Trotternish area
- A stunning architect-designed building sympathetic to the unique natural environment surrounding it
- Year-round direct employment for at least 10 full-time, two part-time and eight seasonal posts
- A venue for multiple functions as described in **Part 2**
- Educational courses in Gaelic and music in partnership with Sabhal Mòr Ostaig
- Improved facilities for the million tourists who drive through the Trotternish area giving them reason to stay longer in the area
- Café facilities including provision for large coach parties
- A vital social hub for residents of Trotternish

The national context

Ionad Thròndairnis is significantly placed to contribute to the delivery of **Scottish Government Priorities for Gaelic** by:

- Enhancing opportunities for the delivery of Gaelic medium education in Scotland
- Creating an environment for communities and networks of Gaelic speakers, both young and old, to use Gaelic
- Creating employment opportunities where Gaelic skills are required in order to enable service delivery in the language
- Development of Gaelic arts and media as a means of promoting the language, attracting people to it and enhancing their commitment through opportunities to learn, use and develop Gaelic.
- Delivering many of the outcomes of the National Gaelic Language Plan 2023-28 (NGLP)

The Report to the Cabinet Secretary for Finance and the Economy containing the recommendations of the Short Life Working Group on Economic and Social Opportunities for Gaelic published in June 2023² identified some key recommendations, including some of the following, to which Ionad Thròndairnis will significantly contribute:

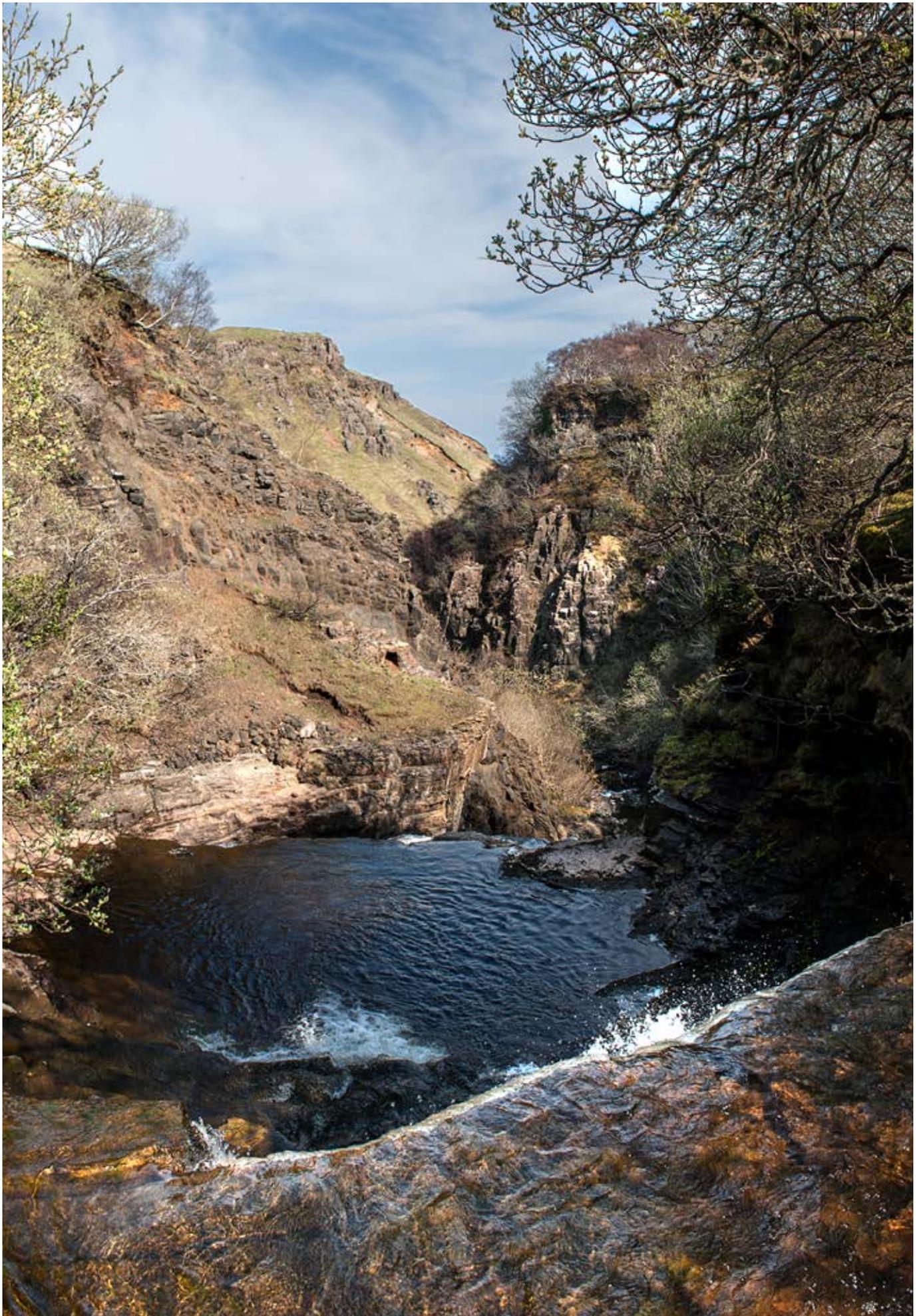
- Communities across Scotland should benefit from investment in the skills and industries of the future.
- The demographic trends facing the communities in which Gaelic is spoken must be acknowledged and there must be greater urgency in empowering people to ensure the viability of their communities, with the Gaelic language much more to the fore in considerations as to how this may be achieved.
- There should be increased activity in key sectors – early years and social care, the creative industries, culture, heritage, tourism, sport, food and drink and the natural environment as the main drivers of social Gaelic use and economic outputs.
- Increased funding will be required to stimulate more activity, and investment will deliver social, economic and wellbeing outcomes.
- Gaelic is not only for the Scottish Government and Bòrd na Gàidhlig to support. A range of public bodies and local authorities must have a greater role in ensuring its future as well as the potential it presents for economic wellbeing.

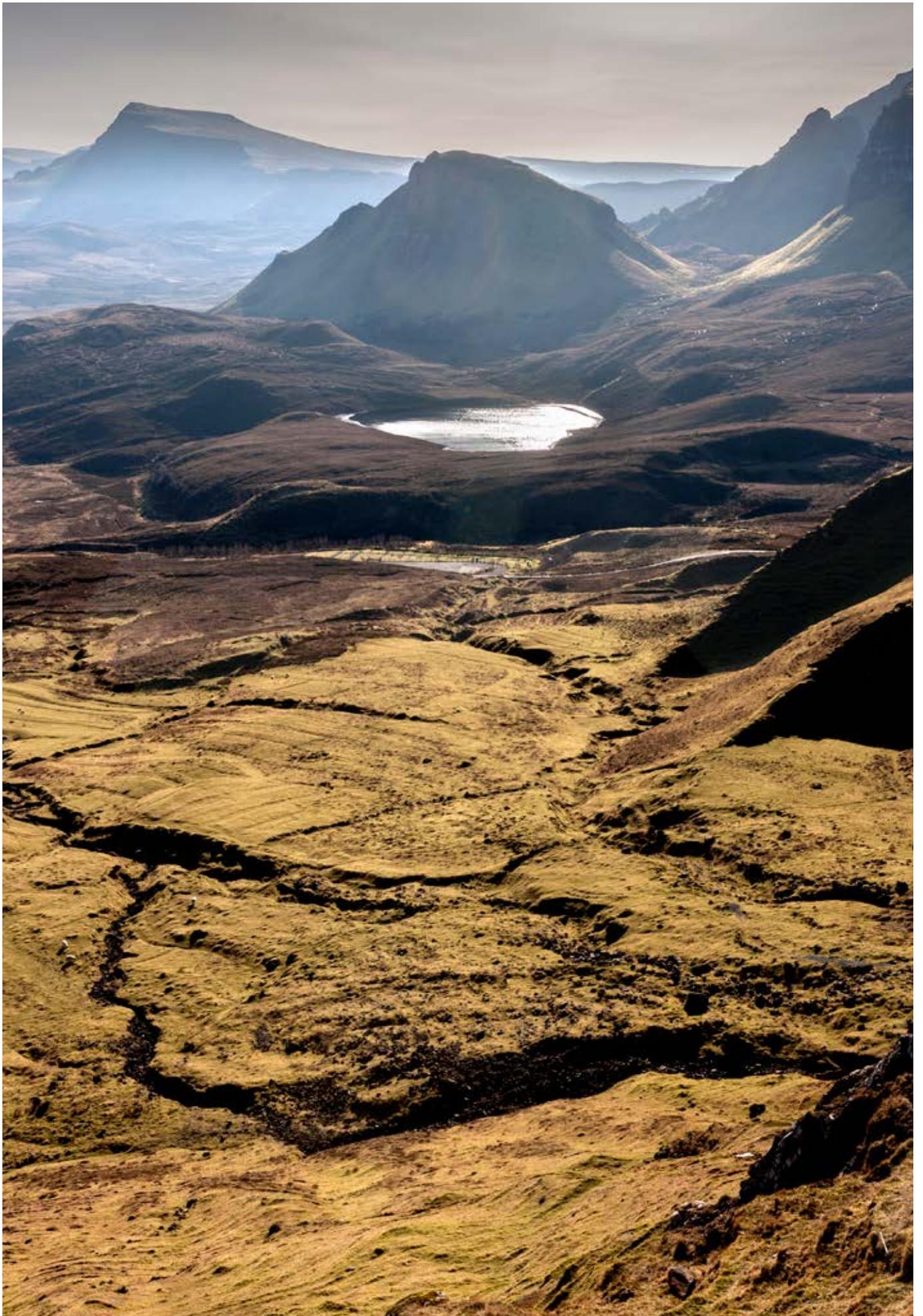
² www.gov.scot/publications/short-life-working-group-economic-social-opportunities-gaelic-report-cabinet-secretary-finance-economy/documents/

Importantly, Ionad Thròndairnis will contribute to the delivery of many of the Scottish Government's current programmes for economic, social, health, cultural and environmental advancement for the nation as well as Highlands and Islands Enterprise's Strengthening Communities Strategy.

The Centre offers a perfect showcase for Gaelic as the nation's most valuable living asset. There are very limited opportunities for the steadily increasing number of tourists to this part of the country to gain exposure to the language, perhaps only fleetingly glimpsing dual language roadside place name signs. The Centre can function as the perfect bridgehead to offer deeper understanding of the language, assist visitors with a basic competency in greetings and pronunciation, gain exposure to the sound and feel of the language and experience the wider Gaelic traditions of music and poetry – all within a stunning setting.

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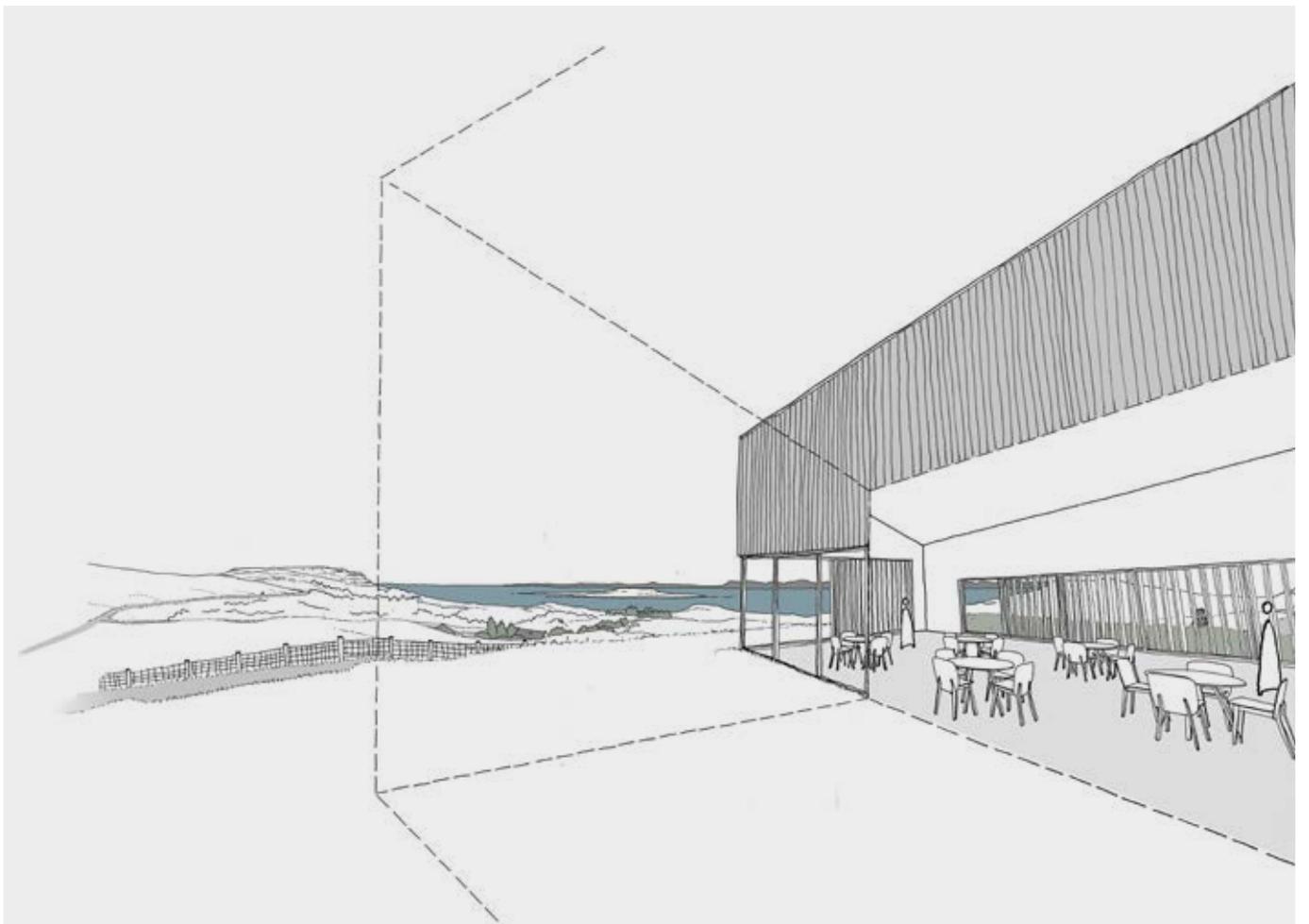




Part 2

Ionad Thròndairnis's
proposed design and function

2



The Centre - form and function

The design of Ionad Thròndairnis will incorporate the following elements:

- a main function hall,
- four classrooms
- a café and gallery/exhibition space.
- a library and digital hub
- 12 accommodation units (sleeping up to 24 people)

The main function hall and classrooms

These will principally be used for the following activities:

Courses

Gaelic, music, local culture and family week/weekends. The Gaelic courses will build upon the existing model of providing immersive contexts for speakers who already have a good level of language competency and are seeking to improve their idiomatic understanding of and expression in the language. They will be based at the Centre making use of the classroom facilities and combining these with engagement on site and in the community with local native Gaelic speakers. The practical emphasis of the courses will be complementary to the academic nature of the formal education provided by Sabhal Mòr Ostaig (SMO) in Sleat in the south of Skye. Ionad Thròndairnis will aim to continue to deliver courses in partnership with SMO but will also seek independently to develop and offer a wider range of courses than are achievable within the current resources of SMO.

Fèis Thròndairnis

The Fèis is a week-long festival teaching Gaelic music, song drama and shinty for school children. It has been held each July over the last 15 years in a variety of locations including Columba 1400 and Staffin Primary School, catering on average to 50-60 students. The provision of purpose-built facilities would provide a better-quality teaching and performing experience and eliminate the uncertainty over future venue availability. Highlights of the week are a tutors' ceilidh and a performers' ceilidh (held on separate nights) to which the public (including visitors to the island) are invited.

Guthan na Tìre

This is a cultural project with Gaelic at its heart, developed by Ionad Thròndairnis with support from Inherit – the York Archaeological Trust’s Institute for Heritage and Sustainable Human Development. The project has had four strands to date including:

- collecting oral histories;
- mapping the different ways that people experience place;
- organising Fèis na Tìre (a two-day event in 2022 to celebrate land, Gaelic and culture); and
- Photovoice, a project where local people photograph and write about places of importance to them.

It is planned to expand this work much further with the provision of the Centre as a base. There is currently no substantial visitor centre, visual art space or gallery space within Trotternish, one of the most visited parts of Skye. Ionad Thròndairnis will provide a hub for this ongoing work including rooms for workshops and classes, and a bigger venue for major cultural events such as Fèis na Tìre. It will also provide exhibition space for temporary and permanent exhibitions, enabling Ionad Thròndairnis to showcase and celebrate the distinctive Gaelic, crofting and musical culture of Trotternish.

Exhibitions

In addition to exhibitions associated with Guthan na Tìre as described above, the Centre could be used to host short-term exhibitions of art or photography by local or visiting artists exploring Skye’s landscape, culture and people. Revenue would be generated from a commission on sales. Art and photography workshops held in a venue like Ionad Thròndairnis would offer an invaluable experience, especially with the residential capacity.

Regular specialist music tuition

Building on the work of the Fèis in providing such sessions, regular tuition can be offered during the rest of the year (piano, fiddle, keyboard, drums, accordion) strengthening traditional music culture within the community.

Music event/concerts

Sufficient space in the main hall would enable larger touring orchestras/choirs/groups to perform in this special setting.

Drama events

Fundraising events for Fèis Thròndairnis

Wedding venue

There has been an increasing trend for couples seeking to get married in scenic locations, with Skye a very popular choice. The size of the venue space will enable both large and small weddings to be hosted with full catering provision and accommodation included in this very attractive and distinctive setting.

Public meetings

Community social hub

The health and well-being benefits of such a social space, where the silos of age and rural isolation can be broken down, have long been recognised. There are few social spaces for the Trotternish community to meet up or host support groups.

Conference venue facilities

Café and catering provision

The café facility will be designed to cater for both the independent visitors to the area, currently estimated at one million per annum, and coach tour groups who currently have difficulty finding catering facilities which are sufficiently spacious and have appropriate parking. The kitchen facilities can be used by external caterers for large scale events such as conferences and weddings until such a time as the Centre has the capacity to provide them in-house.

Interpretative and gallery space

The Centre has been conceived to allow space for interpretative facilities for Trotternish – something currently lacking for visitors to the area who drive through the peninsula with very little information on the local landscape. This would of course link to Guthan na Tìre's output.

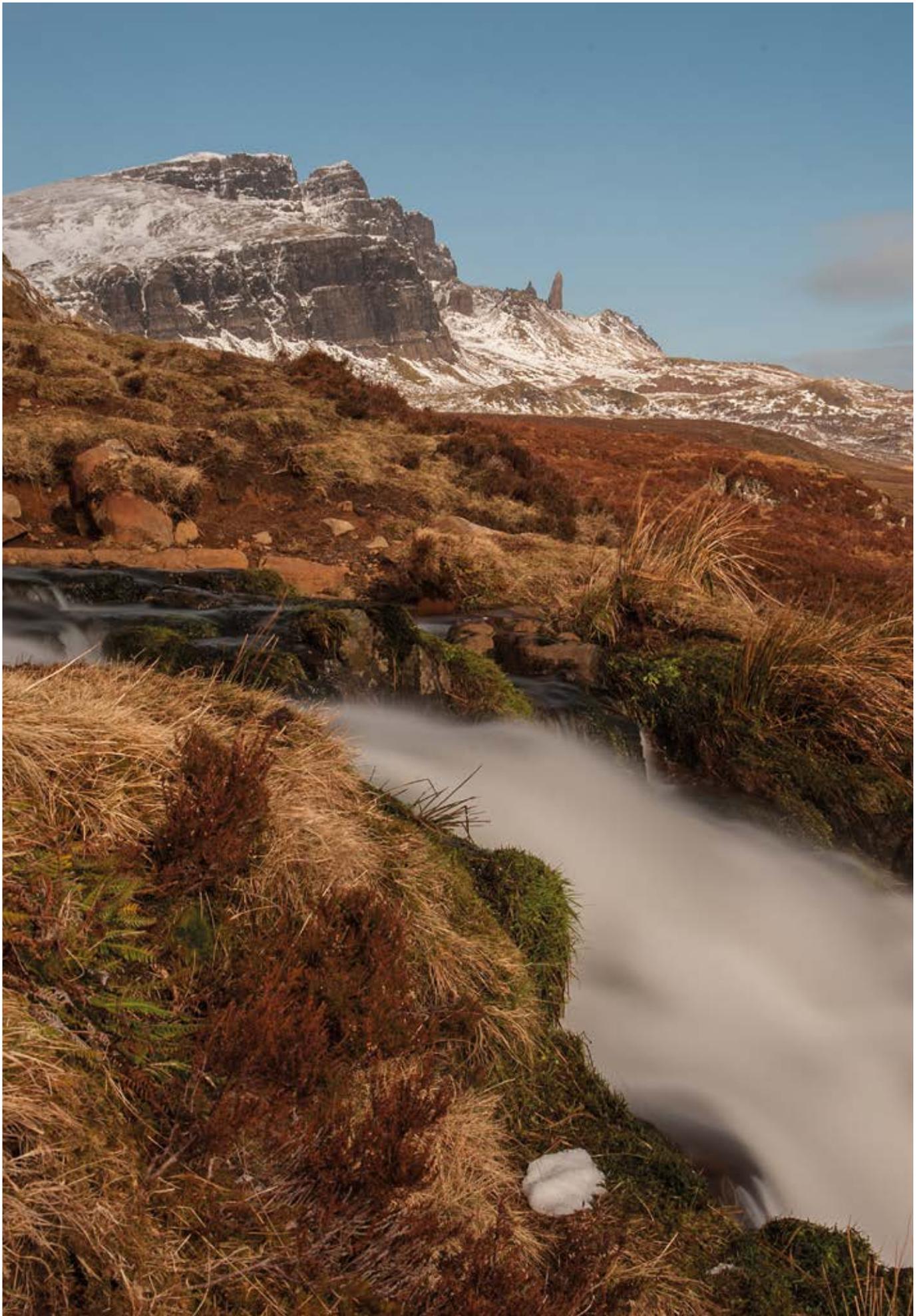
Retail

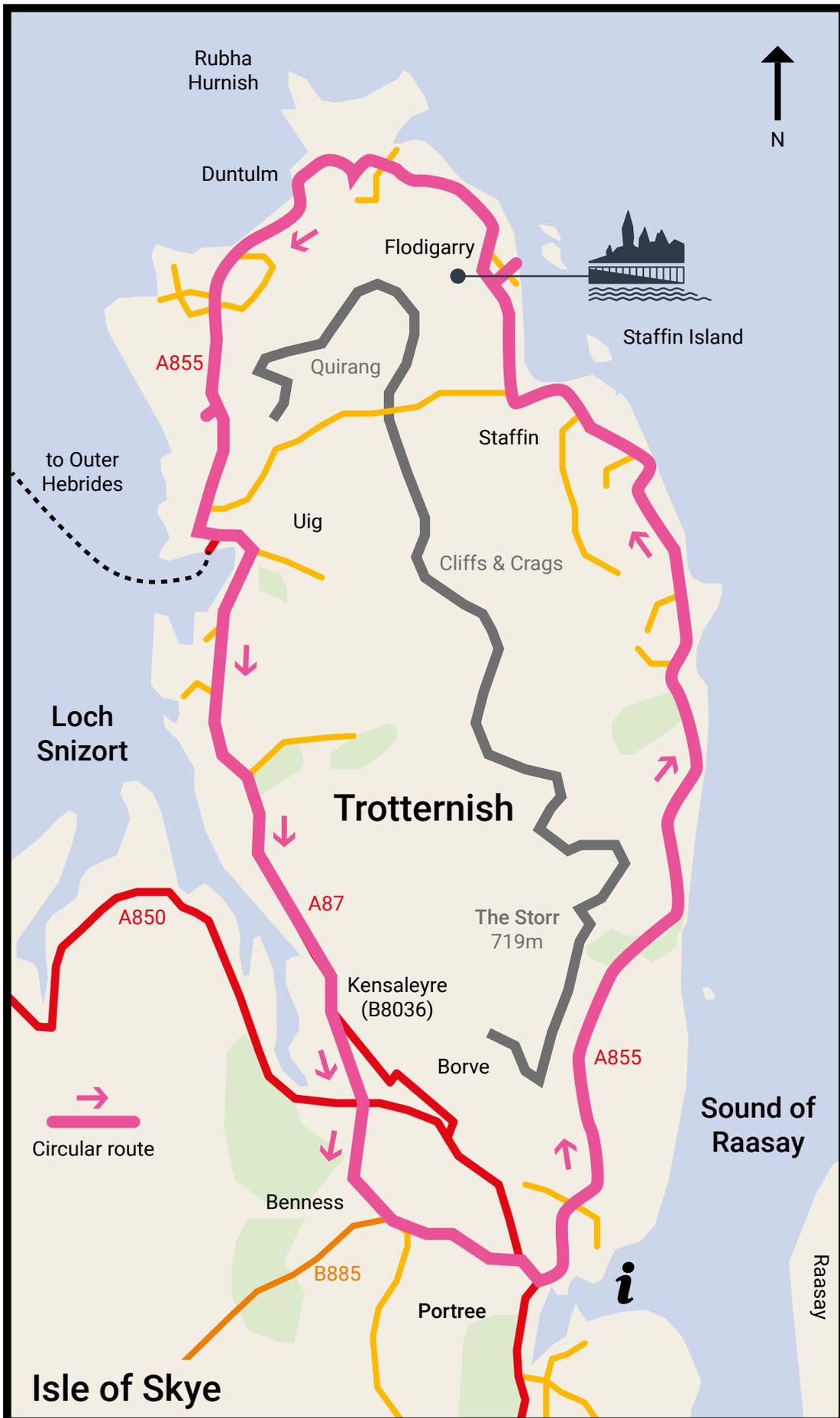
There will be an on-site shop showcasing local products with an emphasis on quality and sustainability.

Accommodation units

Research on the business case for the Centre highlighted the fact that the existing Gaelic courses pose a challenge in terms of the limits of local accommodation provision. It quickly became apparent that the viability of Ionad Thròndairnis itself would be undermined by a lack of suitable accommodation in the area. This would be solved by the inclusion of a modest development of 12 individual accommodation units, which would be scalable if demand were sufficient. The additional income potential of these units, when not in use for course attendees, would also be an important consideration in the financial projections. They would allow the Centre to function as an event venue, outside of course bookings, as on-site accommodation would offer a very attractive proposition.

Importantly the significant increase of reasonably-priced accommodation at Ionad Thròndairnis will inject the local economy with a more sustained footfall, keeping tourists in the area for longer, and hence producing marked spin off benefits for other Trotternish businesses.





The setting

Flodigarry, where the Centre will be sited, lies in the north-east of Trotternish, the most northerly peninsula on the Isle of Skye. It stretches between five and nine miles wide and is dominated by the Trotternish ridge with its highest peak, the Storr, at 2359ft (719m). The landscape is dramatic with the north-eastern corner being designated as a National Scenic Area. The amazing basalt columnar structures of the Quiraing, and the majestic Old Man of Storr have been famous with visitors since Victorian times. The vista encompasses the mountains of Wester Ross extending from Rubha Rèidh to Torridon, in an area rich in geological wonders, stunning wildlife, history and culture.

The Trotternish ridge dictates the coastal settlement pattern of approximately 20 crofting townships around the perimeter of the peninsula, served by a circular road system with the A87 and A855 both departing Portree and terminating in Uig, which provides ferry services to Harris and Uist. The principal landowner in the area is the Scottish Government, following the state purchase of private estates and farms in the 20th century and their division and settlement as crofting townships. The history of clearance and settlement of Gaelic speaking people has had a powerful influence on local culture to the present day.

Traditional crofting is still the way of life for a good number of the residents, and it is one of only a few places where Gaelic is still spoken as a community language. Descendants of twelve of the original fourteen families still live on and work their crofts in the township of Flodigarry.

In addition to this rich linguistic heritage, the history, music and the outstanding physical environment represent a significant community asset which must be cherished.



Part 3

Project schedule and budget

3



Project schedule and budget

Ionad Thròndairnis successfully raised funding for design to RIBA Stage 3 in 2022 enabling the proposal to be further developed and planning permission secured.

Capital costs

High level feasibility estimates for the construction were completed by Torrance Partnership Chartered Surveyors in October 2022 – see **Appendix 1**. This development proposal broadly comprises the following:

- Construction of visitor centre and associated facilities
- Construction of small accommodation units and associated facilities
- Associated site development and servicing
- Work to existing ruins

The design has an internal floor area of 969m² with construction costs estimated at an initial £5.994M. An additional £2M has been budgeted to include the following:

- Increased groundwork costs after further engineering surveys
- The addition of a further four accommodation units (from the eight that were originally costed) to ensure greater profitability of the Centre.
- The appointment of a professional project manager over the construction phase
- Contingencies
- Inflation

For the current design statement and plans please see www.trotternish.org/the-centre/

Total construction costs (September 2024) £7.994M

Ionad Thròndairnis financial projections

The following projected financial statements for the three-year period ending 31 March 2030 were prepared by Campbell Stewart MacLennan and Company, Chartered Accountants. For copies of the full costings and projections please contact info@trotternish.org.

On the assumption that the Centre will be ready and operational by March 2027, the summary projected operating position (including development post funding for years one to three) is as follows:

| | Year 1 | Year 2 | Year 3 |
|-----------------|---------|---------|---------|
| Turnover | 866,165 | 909,474 | 985,481 |
| Surplus | 56,053 | 77,008 | 79,949 |

The projections have been prepared on a highly conservative basis, keeping accommodation and café pricing at a modest level. There is scope to increase pricing and income, particularly to cover rising food and salary costs. The financial projections demonstrate that Ionad Thròndairnis has the potential to be viable but will require tight financial management, due to significant staff recruitment issues and the current challenging trading conditions for the hospitality sector nationally.

The availability of housing for staff should be considered to ensure that any potential staffing shortages can be minimised.

Ionad Thròndairnis: Projected Trading and Profit and Loss Account

For the three periods ending 31 March 2030

Summer: April to October Winter: November to March

| | 2027 | 2028 | Year 1 | YOY | 2028 | 2029 | Year 2 | YOY | 2029 | 2030 | Year 3 | Grand Totals |
|-----------------------------------|----------------|------------------|----------------|-----|----------------|------------------|----------------|-----|----------------|------------------|----------------|------------------|
| | Summer | Winter | Total | % | Summer | Winter | Total | % | Summer | Winter | Total | |
| Turnover | | | | | | | | | | | | |
| Cafe | 554,060 | 27,529 | 581,589 | 5% | 581,763 | 28,905 | 610,668 | 10% | 639,939 | 31,796 | 671,735 | 1,863,992 |
| Centre income | 6,773 | 4,838 | 11,610 | 5% | 7,111 | 5,079 | 12,191 | 5% | 7,467 | 5,333 | 12,800 | 36,601 |
| Centre accommodation | 182,544 | 8,102 | 190,646 | 5% | 191,671 | 8,507 | 200,178 | 5% | 201,255 | 8,932 | 210,187 | 601,011 |
| Net course income | 11,530 | - | 11,530 | 5% | 12,107 | - | 12,107 | 5% | 12,712 | - | 12,712 | 36,348 |
| Shop | 63,219 | 7,572 | 70,791 | 5% | 66,380 | 7,951 | 74,331 | 5% | 69,699 | 8,348 | 78,047 | 223,169 |
| Subtotal | 818,126 | 48,040 | 866,165 | | 859,032 | 50,442 | 909,474 | | 931,072 | 54,409 | 985,481 | 2,761,120 |
| Cost of Sales | | | | | | | | | | | | |
| Cafe purchases | 193,921 | 9,635 | 203,556 | 5% | 203,617 | 10,117 | 213,734 | 10% | 223,979 | 11,128 | 235,107 | 652,397 |
| Wages | 294,931 | 127,189 | 422,119 | 3% | 303,779 | 131,004 | 434,783 | 3% | 312,892 | 134,934 | 447,827 | 1,304,729 |
| Accommodation | 18,254 | 810 | 19,065 | 5% | 19,167 | 851 | 20,018 | 5% | 20,125 | 893 | 21,019 | 60,101 |
| Shop purchases | 37,931 | 4,543 | 42,475 | 5% | 39,828 | 4,770 | 44,598 | 5% | 41,819 | 5,009 | 46,828 | 133,901 |
| Laundry | 18,254 | 810 | 19,064 | 5% | 19,167 | 851 | 20,017 | 5% | 20,125 | 893 | 21,018 | 60,100 |
| Subtotal | 563,292 | 142,987 | 706,279 | | 585,557 | 147,593 | 733,150 | | 618,941 | 152,858 | 771,799 | 2,211,228 |
| Gross Profit | 254,834 | (94,948) | 159,887 | | 273,474 | (97,151) | 176,323 | | 312,131 | (98,449) | 213,682 | 549,892 |
| Other Income | | | | | | | | | | | | |
| Development grant | 21,000 | 15,000 | 36,000 | | 21,000 | 15,000 | 36,000 | | - | - | - | 72,000 |
| Interest receivable | 763 | 583 | 1,346 | | 1,182 | 915 | 2,097 | | 1,707 | 1,288 | 2,995 | 6,438 |
| Subtotal | 21,763 | 15,583 | 37,346 | | 22,182 | 15,915 | 38,097 | | 1,707 | 1,288 | 2,995 | 78,438 |
| Total Income | 276,597 | (79,364) | 197,233 | | 295,657 | (81,237) | 214,420 | | 313,838 | (97,161) | 216,677 | 628,329 |
| Overheads | | | | | | | | | | | | |
| Development manager | 21,000 | 15,000 | 36,000 | 0% | 21,000 | 15,000 | 36,000 | 0% | 21,000 | 15,000 | 36,000 | 108,000 |
| Administrator | 7,000 | 5,000 | 12,000 | 3% | 7,210 | 5,150 | 12,360 | 3% | 7,426 | 5,305 | 12,731 | 37,091 |
| Rates & water | 4,667 | 3,333 | 8,000 | 3% | 4,807 | 3,433 | 8,240 | 3% | 4,951 | 3,536 | 8,487 | 24,727 |
| Insurance | 2,917 | 2,083 | 5,000 | 3% | 3,004 | 2,146 | 5,150 | 3% | 3,094 | 2,210 | 5,304 | 15,454 |
| Light & heat | 14,000 | 10,000 | 24,000 | 3% | 14,420 | 10,300 | 24,720 | 3% | 14,853 | 10,609 | 25,462 | 74,182 |
| Telephone | 1,750 | 1,250 | 3,000 | 3% | 1,803 | 1,288 | 3,090 | 3% | 1,857 | 1,326 | 3,183 | 9,273 |
| Postage & stationery | 1,680 | 1,200 | 2,880 | 3% | 1,730 | 1,236 | 2,966 | 3% | 1,782 | 1,273 | 3,055 | 8,902 |
| Marketing | 7,000 | 5,000 | 12,000 | 3% | 3,090 | 5,150 | 8,240 | 3% | 3,183 | 5,305 | 8,487 | 28,727 |
| Repairs & renewals | 3,500 | 2,500 | 6,000 | 3% | 3,605 | 2,575 | 6,180 | 3% | 3,713 | 2,652 | 6,365 | 18,545 |
| Sundry expenses | 3,500 | 2,500 | 6,000 | 3% | 3,605 | 2,575 | 6,180 | 3% | 3,713 | 2,652 | 6,365 | 18,545 |
| Training | 3,300 | 500 | 3,800 | 3% | 721 | 515 | 1,236 | 3% | 743 | 530 | 1,273 | 6,309 |
| Licences | 875 | 625 | 1,500 | 3% | 901 | 644 | 1,545 | 3% | 928 | 663 | 1,591 | 4,636 |
| Professional fees & subscriptions | 2,100 | 1,500 | 3,600 | 3% | 2,163 | 1,545 | 3,708 | 3% | 2,228 | 1,591 | 3,819 | 11,127 |
| Accountancy | 4,200 | 3,000 | 7,200 | 3% | 4,326 | 3,090 | 7,416 | 3% | 4,456 | 3,183 | 7,638 | 22,254 |
| Bank charges | 3,500 | 2,500 | 6,000 | 3% | 3,605 | 2,575 | 6,180 | 3% | 3,713 | 2,652 | 6,365 | 18,545 |
| Travel & expenses | 2,450 | 1,750 | 4,200 | 0% | 2,450 | 1,750 | 4,200 | - | 350 | 250 | 600 | 9,000 |
| Subtotal | 83,438 | 57,742 | 141,180 | | 78,440 | 58,971 | 137,411 | | 77,990 | 58,738 | 136,728 | 415,319 |
| Profit / (Loss) | 193,159 | (137,106) | 56,053 | | 217,217 | (140,208) | 77,008 | | 235,848 | (155,899) | 79,949 | 213,010 |

Projection assumptions

The main assumptions contained in the financial projections are as follows:

General

- The projected expenditure figures are based on the general cost levels seen for other comparable businesses.
- A business development manager will be required to help establish the Centre, shop, café and accommodation operations. The manager will also look to develop other business opportunities prior to the Centre opening and continue in this role when it starts trading. It is assumed that a grant will be available to help cover the costs of this salary in the first two years of operation, but thereafter the operation should grow to support it. In addition, a part-time administrator will be required to support the business development manager and the Centre manager for two days a week.

Café

- In year one, café customers are assumed to include an average of one large coach per day (50 passengers from April – October only) and three small coaches (18 passengers). The average spend per person on a coach is assumed to be £12 per head. In addition, the number of independent customers is assumed to vary from an average of 20 people per day in the winter season up to 120 per day in the summer with an average spend of £20 per person. It is assumed that café sales will increase by 5% in year two and 10% in year three.
- Sales are based on aiming to achieve a gross profit of 65% on café sales - the ultimate target should be 70% gross profit, but the café is unlikely to operate at this ideal level of efficiency due to keeping prices attractive to locals and operating in the winter when the café will be quieter and there will be greater amounts of stock spoilage.

Shop

- It is assumed that shop sales will be based on 25% of café customers spending £6 per head as a conservative estimate. The projections assume a 40% gross profit on shop sales assuming a high proportion of gifts are sold (against the alternative of a lower gross profit on food/grocery type sales).

Centre

- A separate schedule of potential Centre income has been prepared and, for the purpose of the projections, it is assumed that the income will spread evenly across the year.

Accommodation

- It is assumed that the Centre will have 12 rooms to accommodate up to 24 people and that the Centre's own courses will require approximately 10 weeks of accommodation (on a single occupancy basis). The projections are roughly based on a rate per person per room of £75 including breakfast (or £90 including VAT). Additional income will be earned during the rest of the year when there is excess capacity at a rate of £140 per room (including breakfast) from March – October at the rate of average Highland hotel occupancy. These figures are considered to be conservative estimates of the potential accommodation income.
- Accommodation related food and consumable purchases are assumed to be approximately 10% of income generated.

Sales

- Whilst much of the sales income is assumed to be on a cash basis, with income received in the same period in which it is earned, regular coach company café customers will expect to pay on account, so trade debtors are assumed within the projections. It is assumed that café sales will increase by approximately 5% in year two and 10% in year three, whilst accommodation and Centre income are projected at increasing by 5% in years two and three.

Purchases

- Normal credit terms will be taken from suppliers with payment terms of 28 days. Purchases are therefore recognised in the cash flow as being 80% unpaid at the end of the month incurred and settled in the following month and recognised as creditor balances for cash flow purposes.

VAT

- It is assumed that a VAT rate of 20% is applicable and returns will be made on a quarterly basis as is reflected in the cash flow projections. Output VAT will be payable on café sales, but cold takeaway food will be zero rated. Shop sales will be charged at the appropriate VAT rate.

Overheads

- It is assumed that utilities and overheads will be spread across the year on a monthly basis, by taking advantage of direct debit payment arrangements where available.

Wages

- Wages will be paid at the end of each month in which the costs have been incurred. For cash flow purposes related PAYE liabilities are also accounted for as paid at the end of each month.

Proposed staff structure

The assumptions included in the financial statements suggest that the following employment will be created as a minimum:

Full time staff (year round)

- Chef
- Two kitchen assistants
- Kitchen porter
- Two waiting staff
- Two receptionists
- Centre manager
- Development manager

Part time staff

- Cleaner
- Administrator

Seasonal

- Three waiting staff
- Three housekeeping staff
- Two kitchen porters

This level of employment is considerable, not only for Flodigarry, but also for Trotternish as a whole and will provide year-round work for at least 12 people. These jobs will help to stem the tide of young people leaving the area for employment opportunities.

It is anticipated that there will be opportunities for growth in indirect employment as well through the anticipated increase in the tourist numbers generated by having the new Ionad Thròndairnis.

Projected cash flow and balance sheet

Ionad Thròndairnis: Projected cash flow

For the three periods ending 31 March 2030

| | 2027 | 2028 | Year 1 | 2028 | 2029 | Year 2 | 2029 | 2030 | Year 3 | Grand Totals |
|----------------------------------|----------------|------------------|---------------|----------------|------------------|---------------|----------------|------------------|---------------|----------------|
| | Summer | Winter | Total | Summer | Winter | Total | Summer | Winter | Total | |
| Working Capital Movements | | | | | | | | | | |
| Stocks | (15,000) | | (15,000) | | | - | | | | (15,000) |
| Debtors | (7,051) | 3,944 | (3,107) | (4,296) | 4,141 | (155) | (4,511) | 4,348 | (163) | (3,425) |
| Creditors | 23,014 | (15,095) | 7,919 | 16,245 | (15,849) | 396 | 17,911 | (17,277) | 635 | 8,950 |
| VAT | 16,232 | (10,310) | 5,922 | 11,114 | (10,841) | 272 | 11,755 | (12,886) | (1,131) | 5,064 |
| Subtotal | 17,195 | (21,461) | (4,265) | 23,063 | (22,550) | 513 | 25,156 | (25,815) | (659) | (4,411) |
| Profit / Loss | 193,159 | (137,106) | 56,053 | 217,217 | (140,208) | 77,008 | 235,848 | (155,899) | 79,949 | |
| Net Increase | 210,354 | (158,567) | 51,787 | 240,279 | (162,758) | 77,521 | 261,004 | (181,714) | 79,290 | (4,411) |
| Bank Balances | | | | | | | | | | |
| B/Fwd | | 210,354 | 51,787 | 51,787 | 292,067 | 129,309 | 129,309 | 390,313 | 208,599 | 208,599 |
| C/Fwd | 210,354 | 51,787 | | 292,067 | 129,309 | | 390,313 | 208,599 | | |

Ionad Thròndairnis: Projected balance sheet

For the three periods ending 31 March 2030

| | Year 1 | Year 2 | Year 3 |
|-----------------------------------|---------------|----------------|----------------|
| | 31 March 2028 | 31 March 2029 | 31 March 2030 |
| Fixed Assets at WDV | | | |
| Ionad Fhlodaigearraidh | 7,658,310 | 7,658,310 | 7,658,310 |
| Current Assets | | | |
| Stocks | 15,000 | 15,000 | 15,000 |
| Debtors | 3,107 | 3,262 | 3,425 |
| Bank Account | 51,787 | 129,309 | 208,599 |
| | 69,894 | 147,571 | 227,024 |
| Current Liabilities | | | |
| Creditors | 7,919 | 8,315 | 8,950 |
| VAT | 5,922 | 6,195 | 5,064 |
| Deferred Grants | 7,658,310 | 7,658,310 | 7,658,310 |
| | (7,672,151) | (7,672,820) | (7,672,324) |
| Profit / Loss | 56,053 | 133,061 | 213,010 |
| Profit & Loss Account: | | | |
| Brought Forward | - | 56,053 | 133,061 |
| Profit / (loss) for period | 56,053 | 77,008 | 213,010 |
| | 56,053 | 133,061 | 213,010 |

Grants received

It is assumed that the grant funding to assist with the development manager's post will be claimable quarterly in arrears and this is reflected in the cash flow projections.

Stock

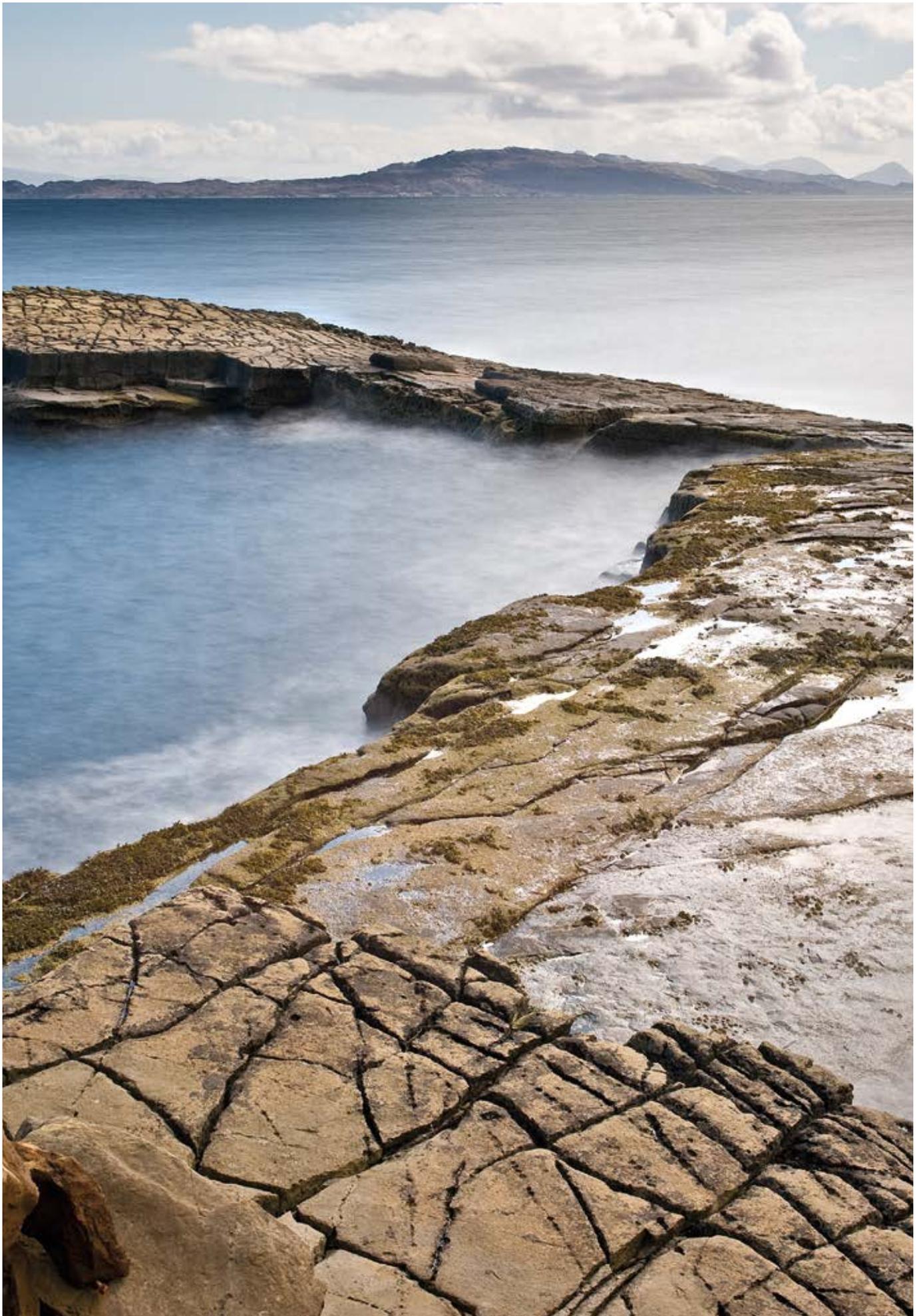
It is assumed that a stock level of approximately £5,000 will need to be purchased in advance of the café opening, and around £10,000 of stock for the shop. This will be payable in the subsequent month on normal credit terms.

Start up costs

There will be a need to incur costs in the period from before the Centre opens. It is anticipated that additional costs of £2,700 will include recruitment and training. These costs have been included in month one of the projections. It is anticipated that an overdraft facility of approximately £15,000 will be required to ensure that there is sufficient finance available to more than cover these costs in the initial period of the first year.

Depreciation

Depreciation has been left out of the projections in order to focus on the operation of the Centre.



Appendix 1

Construction costs

prepared by Torrance Partnership

1



Urras Baile Fhlodaigearraidh

Ionad Thronðairnis Development, Flodigarry, Isle of Skye

FEASIBILITY CONSTRUCTION COST ESTIMATE

Version 1.0

22.030

06 October 2022



Torrance Partnership LLP
165 High Street
Invergordon
IV18 0AL

E&OE

EXECUTIVE SUMMARY



22.030

Ionad Thronðairnis Development, Flodigarry, Isle of Skye

Urras Baile Fhlodaigearraidh

06 October 2022

1.0

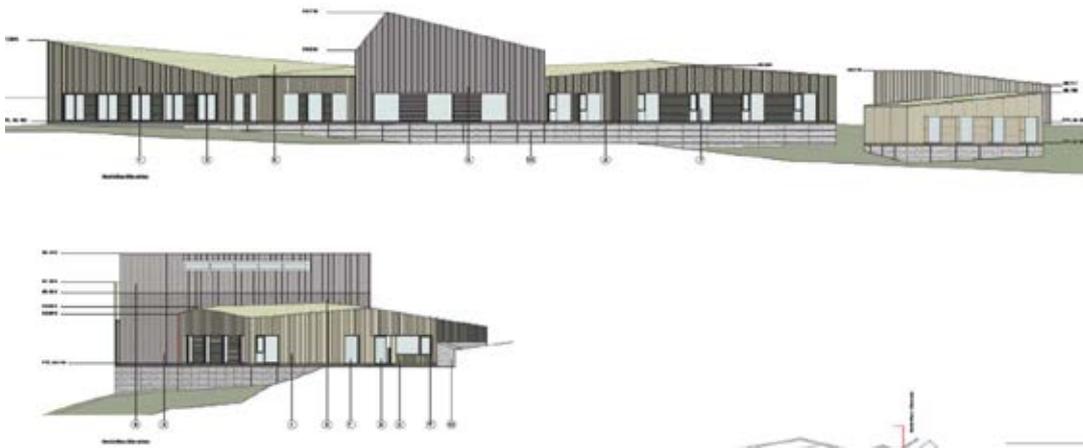
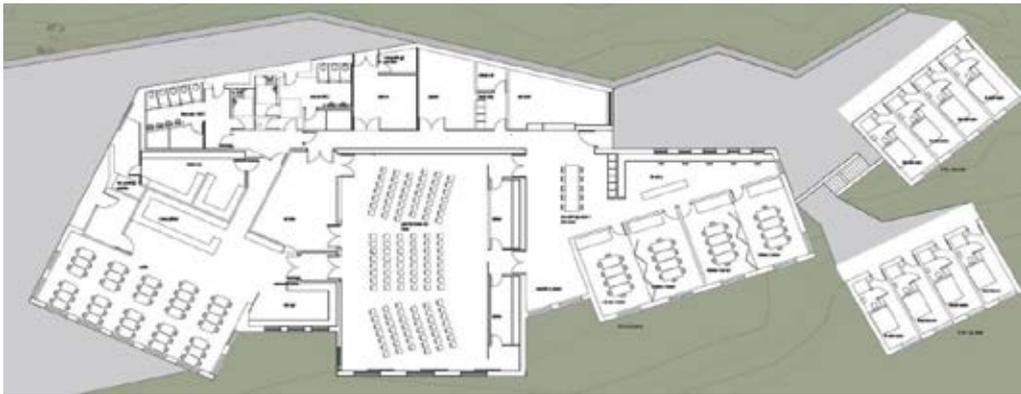
Project/Scope

This development proposal broadly comprises the following:

- Construction of Visitor Facility and associated Facilities
- Construction of Small Accommodation Units and associated Facilities
- Associated Site Development & Servicing
- Work to Existing Ruins



06/10/2022



06/10/2022

Cost Overview

This Feasibility Estimate incorporates the above elements and we note our anticipated cost below:

| | | | |
|---|---|---------|-------------|
| Estimated Feasibility Construction Cost | £ | 5.994 m | (excl. VAT) |
|---|---|---------|-------------|

06/10/2022

BASIS OF INFORMATION, ASSUMPTIONS AND EXCLUSIONS



22.030

Ionad Thronairnis Development, Flodigarry, Isle of Skye
Urras Baile Fhlodagearraidh

06 October 2022

1.0

Basis of Information

RD Drawing Set '20220922_Flodigarry_submission' - 3rd October 2022
HGA Drainage Assessment & Site Investigation
Envirocentre Geological Assessment
Caintech Topographical Survey

Prepared E&OE

Assumptions

Costs are based on tender in 4Q 2022, with no allowance for Inflation beyond. ****To be discussed with Client****
Construction works to be delivered through PCS/OJEU Open Procurement., i.e. SBCC with Contactor Design, NEC 4 etc
External walls to be insulated timber frame, clad in timber/zinc, steel frame; turf/zinc roof; associated glazing
Steel pile foundations with concrete ring beam; suspended ground floor slab [NO DETAILS AVAILABLE]
Retaining Walls
Access Road, Permeable surfaced parking areas; terrace areas; paths on site
Utilities and Services for the site

Tendering Climate : Tendering climate across Scotland generally and Highlands and Islands specifically have been affected by the Covid 19 pandemic, Brexit and ongoing material and labour supply shortages; at present it is not possible to quantify this effect and costs have therefore been based on current 'in house' information.

Exclusions

The Client is advised to ensure that it makes additional finance available to cover these works which may represent an additional cost to the project (where required):

Legal Fees (including legal and/or lease/agreements costs)
Bank Fees & Charges (where necessary)
Out of hours working and overtime
Costs associated with Planning/RCC Consents, Building Standards & Associated Surveys/Studies
Planning Gain
Client/Tenant Fit-out, Exhibition or other specialist installations
Foundations and groundworks in relation to any potential future expansion of the building
Utility and SSE network reinforcement/upgrade costs [beyond those stated].
Excavation, disposal or treatment of contaminated material.
Exception measures to meet landslip requirements
Archaeology requirements
Client's direct costs including all loose Furniture, Fittings and Equipment associated with the new building and use.
VAT
Capital Allowances
Client Contingency

Notes

An allowance of 12% for the Contractors Management of the Project, in relation to 'Preliminaries', People and Equipment costs and/or Direct/Sub-Contract fee has been included.

An allowance of 10.0% for Design Development has been included noting the feasibility stage of the proposals.

06/10/2022

FEASIBILITY ESTIMATE



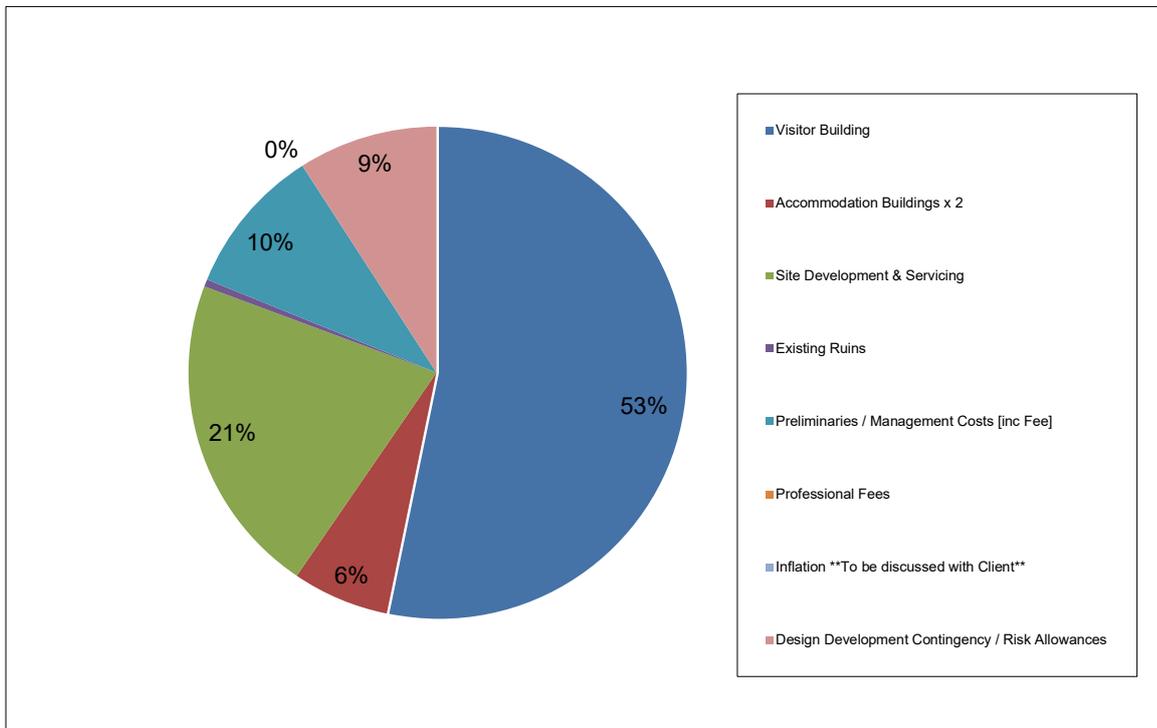
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Ionad Thròndairnis Development, Flodigarry, Isle of Skye
Urras Baile Fhlodaigearraidh

06 October 2022 1.0

Gross Internal Area 1,132 m²

| Element | | Cost £ | £ / m ² | % |
|--|--------|---------------------|--------------------|----------------|
| Visitor Building | | 3,188,903.00 | 2,817.00 | 53.21% |
| Accommodation Buildings x 2 | | 378,456.00 | 334.00 | 6.31% |
| Site Development & Servicing | | 1,270,079.00 | 1,122.00 | 21.19% |
| Existing Ruins | | 27,500.00 | 24.00 | 0.46% |
| Preliminaries / Management Costs [inc Fee] | 12.00% | 583,792.00 | 516.00 | 9.74% |
| Professional Fees | 0.00% | - | - | 0.00% |
| Inflation **To be discussed with Client** | 0.00% | - | - | 0.00% |
| Design Development Contingency / Risk Allowances | 10.00% | 544,873.00 | 481.00 | 9.09% |
| Estimated Feasibility Construction Cost (excl. VAT) | | 5,993,603.00 | 5,295.00 | 100.00% |



06/10/2022

| Element | Description | Unit | Element unit quantity | Element unit rate | Total cost of Element |
|------------------------------|--|------|-----------------------|-------------------|-----------------------|
| Building Construction | | | | | |
| Visitor Building | | | | | |
| | Exhibition building | m2 | 1004 | 1,814 | 1,821,256 |
| | EO grass roof | m2 | 1004 | 91 | 91,364 |
| | EO zinc cladding | m2 | 1004 | 163 | 163,652 |
| | EO enhanced finishes | m2 | 1004 | 136 | 136,544 |
| | EO Toilets | m2 | 91 | 145 | 13,195 |
| | EO Kitchen/Servery | m2 | 48 | 207 | 9,936 |
| | EO Piled foundation [ave 10m]/ring beam; suspended GF | m2 | 1004 | 181 | 181,724 |
| | M&E provision | m2 | 1004 | 558 | 560,232 |
| | EO Renewables/LZCT provision | Sum | 1 | 50,000 | 50,000 |
| Ancillary | Commercial Kitchen | Sum | 1 | 75,000 | 75,000 |
| | Reception Counter | Sum | 1 | 10,000 | 10,000 |
| | Meeting Rooms/IT | No | 4 | 4,000 | 16,000 |
| | Signage | Sum | 1 | 10,000 | 10,000 |
| | Library/Shop Fittings | Sum | 1 | 20,000 | 20,000 |
| | Laundry | Sum | 1 | 10,000 | 10,000 |
| | Acoustic partitions | No | 2 | 10,000 | 20,000 |
| | Sub-total | | | | 3,188,903 |
| | Preliminaries / Management Costs [inc Fee] | % | 12.0% | | 382,668 |
| | Sub-total | | | | 3,571,571 |
| | Professional Fees | % | 0.00% | Elsewhere | - |
| | Sub-total | | | | 3,571,571 |
| | Inflation **To be discussed with Client** | % | 0.0% | | - |
| | Sub-total | | | | 3,571,571 |
| | Design Development Contingency / Risk Allowances | % | 10.0% | | 357,157 |
| | Estimated Feasibility Construction Cost (excl. VAT) | | | | 3,928,728 |
| Revision | | | 1.0 | | |
| Date | | | 06 October 2022 | | |

06/10/2022

| Element | Description | Unit | Element unit quantity | Element unit rate | Total cost of Element |
|--|---|------|-----------------------|-------------------|-----------------------|
| <u>Building Construction</u> | | | | | |
| <u>Accommodation Buildings x 2</u> | | | | | |
| | Exhibition building | m2 | 128 | 1,969 | 252,032 |
| | EO grass roof | m2 | 128 | 96 | 12,288 |
| | EO enhanced finishes | m2 | 128 | 147 | 18,816 |
| | EO Piled foundation [ave 10m]/ring beam; suspended GF | m2 | 128 | 220 | 28,160 |
| | M&E provision | m2 | 128 | 345 | 44,160 |
| | EO Renewables/LZCT provision | Sum | 1 | 8,000 | 8,000 |
| Ancillary | Fitted beds etc | No | 4 | 2,500 | 10,000 |
| | Signage | Sum | 1 | 5,000 | 5,000 |
| Sub-total | | | | | 378,456 |
| Preliminaries / Management Costs [inc Fee] | | % | 12.0% | | 45,415 |
| Sub-total | | | | | 423,871 |
| Professional Fees | | % | 0.00% | Elsewhere | - |
| Sub-total | | | | | 423,871 |
| Inflation **To be discussed with Client** | | % | 0.0% | | - |
| Sub-total | | | | | 423,871 |
| Design Development Contingency / Risk Allowances | | % | 10.0% | | 42,387 |
| Estimated Feasibility Construction Cost | | | | | 466,258 |
| (excl. VAT) | | | | | |
| Revision | | | 1.0 | | |
| Date | | | 06 October 2022 | | |

06/10/2022

| Element | Description | Unit | Element unit quantity | Element unit rate | Total cost of Element | |
|--|--|----------------|-----------------------|-------------------|-----------------------|---|
| <u>Building Construction</u> | | | | | | |
| <u>Site Development & Servicing</u> | | | | | | |
| <u>Site Works</u> | | | | | | |
| Site | Site clearance | m2 | 11163 | 1 | 11,163 | |
| | Earthworks - cut and fill with material | m3 | 22326 | 3 | 66,978 | |
| | Material off site - say 25% | m3 | 5582 | 45 | 251,190 | |
| | Overlay existing surfacing, top coat | m2 | 263 | 102 | 26,826 | |
| | Signage | Sum | 1 | 5,000 | 5,000 | |
| | External Lighting | Sum | 1 | 10,000 | 10,000 | |
| | Point of entry feature | Sum | 1 | 10,000 | 10,000 | |
| | Path | Site clearance | m2 | 96 | Included | - |
| | Fill and scalping finish; timber edging | m2 | 96 | 82 | 7,872 | |
| | Parking | Site clearance | m2 | 1961 | Included | - |
| permeable surfacing | | m2 | 1961 | 104 | 203,944 | |
| Gravel/Type 1 finish in Bodpave or the like | | m2 | 135 | 64 | 8,640 | |
| EO camper van area power/water | | No | 5 | 3,000 | 15,000 | |
| EO Electrical vehicle charging | | No | 10 | 4,000 | 40,000 | |
| Entrance | Site clearance | m2 | 65 | Included | - | |
| | Adoptable bitmac | m2 | 65 | 125 | 8,125 | |
| | Kerbing etc | m2 | 65 | 25 | 1,625 | |
| | White lining | Sum | 1 | 3,000 | 3,000 | |
| Service Area | Site clearance | m2 | 336 | Included | - | |
| | Adoptable bitmac | m2 | 336 | 125 | 42,000 | |
| | Kerbing etc | m2 | 336 | 25 | 8,400 | |
| | White lining | Sum | 1 | 2,000 | 2,000 | |
| | Bin store | Sum | 1 | 5,000 | 5,000 | |
| Cycle Area | Site clearance | m2 | 34 | Included | - | |
| | Reinforced concrete | m2 | 34 | 86 | 2,924 | |
| | Hoops/shelter | Sum | 1 | 7,500 | 7,500 | |
| Terrace Area | Site clearance | m2 | 390 | Included | - | |
| | HQ reconstituted stone finish | m2 | 390 | 120 | 46,800 | |
| | EO steps/rails | Sum | 1 | 7,500 | 7,500 | |
| Site | Capping Layer - 500mm thick below all external areas | m3 | 1441 | 56 | 80,696 | |
| | Retaining Walls | m2 | 152 | 325 | 49,400 | |
| | Landscaping; allowance | Sum | 1 | 20,000 | 20,000 | |
| | Fencing | m | 490 | 18 | 8,820 | |
| | CCTV installation [external] | Sum | 1 | 7,500 | 7,500 | |
| | Signage | Sum | 1 | 5,000 | 5,000 | |

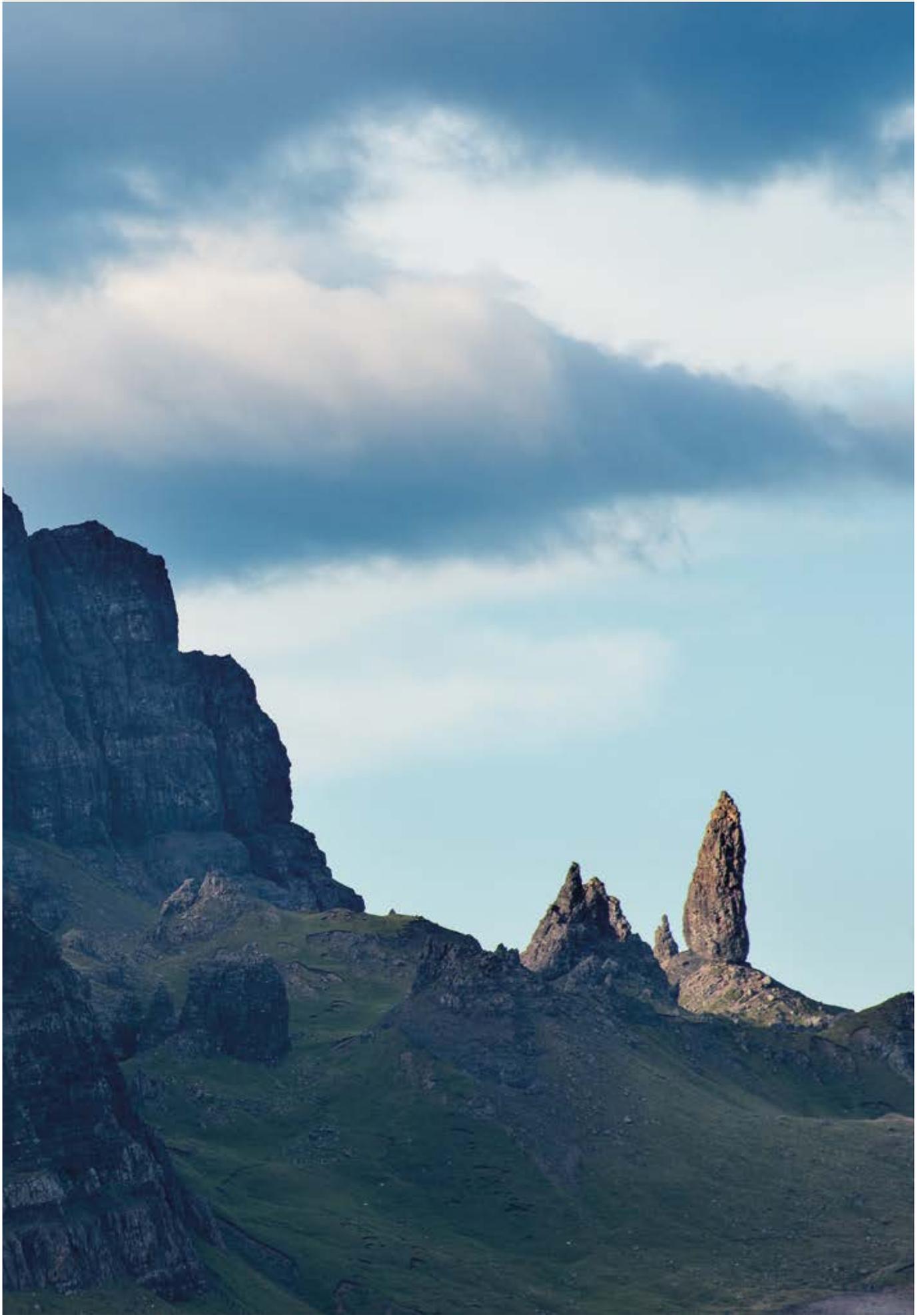
06/10/2022

| | | | | |
|--|-----|-----------------|-----------|------------------|
| <u>Drainage</u> | | | | |
| General allowance for SUDS, rainwater etc | m2 | 588 | 52 | 30,576 |
| E.O. for Stormcell Attenuation | Sum | 1 | 40,000 | 40,000 |
| E.O. for Petrol Interceptor and Treatment Unit | Sum | 1 | 10,000 | 10,000 |
| | | | | |
| General allowance for Treatment Plant and soakaway | Sum | 1 | 40,000 | 40,000 |
| Treatment system for camer waste | Sum | 1 | 15,000 | 15,000 |
| <u>External Services</u> | | | | |
| Electricity connection charge/sub station | Sum | 1 | 75,000 | 75,000 |
| Electrical cable and tracking | m | 200 | 14 | 2,800 |
| BT connection charge | Sum | 1 | 5,000 | 5,000 |
| BT cabling and tracking | m | 200 | 14 | 2,800 |
| Water; connection application charge | Sum | 1 | 30,000 | 30,000 |
| Water pipes and tracking, etc. | m | 250 | 24 | 6,000 |
| Sewage connection charge | Sum | 1 | Private | - |
| <u>Archaeological/Environmental Services</u> | | | | |
| Archaeological Watching Brief | Sum | 1 | 30,000 | 30,000 |
| Environmental Watching Brief | Sum | 1 | 20,000 | 20,000 |
| | | | | |
| Sub-total | | | | 1,270,079 |
| Preliminaries / Management Costs [inc Fee] | % | 12.0% | | 152,409 |
| Sub-total | | | | 1,422,488 |
| Professional Fees | % | 0.00% | Elsewhere | - |
| Sub-total | | | | 1,422,488 |
| Inflation **To be discussed with Client** | % | 0.0% | | - |
| Sub-total | | | | 1,422,488 |
| Design Development Contingency / Risk Allowances | % | 10.0% | | 142,249 |
| Estimated Feasibility Construction Cost (excl. VAT) | | | | 1,564,737 |
| Revision | | 1.0 | | |
| Date | | 06 October 2022 | | |

06/10/2022

| Element | Description | Unit | Element unit quantity | Element unit rate | Total cost of Element |
|-------------------------------------|--|------|------------------------|-------------------|-----------------------|
| <u>Building Construction</u> | | | | | |
| <u>Existing Ruins</u> | | | | | |
| | Protect and stabilise cairn | Sum | 1 | 7,500 | 7,500 |
| | Protect and stabilise ruin | Sum | 1 | 15,000 | 15,000 |
| | Signage/Wayfinding/Interpretation | Sum | 1 | 2,500 | 2,500 |
| | External Lighting | Sum | 1 | 2,500 | 2,500 |
| | Sub-total | | | | 27,500 |
| | Preliminaries / Management Costs [inc Fee] | % | 12.0% | | 3,300 |
| | Sub-total | | | | 30,800 |
| | Professional Fees | % | 0.00% | Elsewhere | - |
| | Sub-total | | | | 30,800 |
| | Inflation **To be discussed with Client** | % | 0.0% | | - |
| | Sub-total | | | | 30,800 |
| | Design Development Contingency / Risk Allowances | % | 10.0% | | 3,080 |
| | Estimated Feasibility Construction Cost (excl. VAT) | | | | 33,880 |
| | Revision | | 1.0 | | |
| | Date | | 06 October 2022 | | |

06/10/2022



Appendix 2

Ionad Thròndairnis's

Board of Directors and legal structure

2

Director Profiles

Margaret Nicolson (Chair)

Margaret Nicolson, originally from Benbecula, has lived on Skye since 1983, and in Flodigarry since 2001. Her first language is Gaelic, which is the language of the home and community. She is a retired primary school teacher with 38 years of experience in education, and 30 of those as a head teacher of several Skye schools.

At its inception Margaret joined the board of Urras Baile Fhlòdaigearraidh, which subsequently officially became Ionad Thròndairnis in March 2020. She is currently chairperson of the Trust.

In 2011, she became a member of the organising committee for Fèis Thròndairnis, which restarted having been in abeyance for eight years. She is currently chairperson of Fèis Thròndairnis.

Margaret, in her time with the Trust, has been actively involved with planning and delivery of short courses in collaboration with Sabhal Mòr Ostaig, Scotland's National Centre for Gaelic Language and Culture. She has also helped in the delivery and provision of courses for visiting adult groups from Ireland, mainland high schools, and adults with special needs, university groups as well as youth camp groups.

She also enables the Trust to work collaboratively with Blas, the annual Fèisean nan Gàidheal arts programme.

Margaret is currently a board member of Urras an Eilein (Skye's Gaelic Trust), whose primary objectives are to support and develop opportunities for the furtherance of the Gaelic language.

She is also a committee member of Mòd Ionadail an Eilein Sgitheanaich (Skye's local Mòd).

Margaret served as a director of Community Land Scotland for two years.

Arthur Cormack

Arthur Cormack was born on Skye, won the National Mòd Gold Medal at the age of 18 and, as a singer, has several solo albums to his credit as well as recordings with Gaelic bands, Mac-talla and Cliar. He is one of the founders of the Gaelic music production company, Macmeanmna, and still sings as much as work commitments allow. Arthur is also one of the regular presenters of BBC Radio nan Gàidheal's *Na Dùrachdan*.

For over 30 years Arthur has worked at Fèisean nan Gàidheal, now as its Chief Executive. The Fèisean supports 47 Fèisean across Scotland and runs the formal education Fèisgoil service, the annual Blas Festival. It organises a wide programme of Gaelic medium and Gaelic-related arts activities which support over 100 FTE posts and engage around 100,000 people annually.

Arthur has been active in Gaelic affairs for many years and was involved in successful campaigns to establish Gaelic schools in Edinburgh and Portree. He is a former Cathraiche of Bòrd na Gàidhlig and has served on the boards of a range of organisations, including Sabhal Mòr Ostaig, Hi-Arts and Eden Court. He was one of the founders of Aros (Isle of Skye) Ltd., which operated the visitor centre on the outskirts of Portree for nearly 30 years and was inducted into the Scottish Traditional Music Hall of Fame in 2011 on receiving the Hamish Henderson Award for Services to Traditional Music. Recently he chaired a short life working group, which made a series of recommendations to the Scottish Government on economic and social opportunities for Gaelic.

Christine Nicolson

Christine Nicolson is a retired primary school teacher, with 17 years experience in Gaelic medium early years' education. She has lived on a working croft in Flodigarry for well over 50 years, bringing up her family with Gaelic as their first language. Christine first came to the Board of Urras Baile Fhlòdaigearraidh (now Ionad Thròndairnis) in 2010, becoming chairperson for three years. She has served on the board continuously over these years, and in the role of treasurer from 2018.

In 2011, she was instrumental in re-establishing Fèis Thròndairnis after a break of seven years. Fèis Thròndairnis has become a great success. Christine has been involved in delivering SMO short-term Gaelic and Colm Cille (Irish) courses as well as Gaelic conversation in schools. She has undertaken social enterprise, voluntary group and Board training, as well as food hygiene and safeguarding courses. She has also played her part in a fundraising group, comprising Board members and the local community, in organising social and cultural events, catering for short-term courses for university arts groups, high school groups, Gaelic youth camps and more, raising tens of thousands of pounds for the Trust. She has also taken part in public consultations on behalf of Ionad Thròndairnis. The development of the digital mapping programme, Guthan na Tìre (Voices of the Land) is important to her as part of the whole project as is being part of the Blas Festival.

Christine is committed to the realisation of Ionad Thròndairnis, a purpose-built community language, art and heritage centre, along with its social and financial benefits to residents of the Trotternish area along with the thousands of visiting tourists. She gives her time, willingly, to attend meetings, organise events and actively contribute to decisions.

Norman N Gillies

Norman N Gillies is a native of the Isle of Skye. Born and brought up in Flodigarry and a fluent Gaelic speaker, he has enjoyed a lifelong career in management. In 1983 he joined Sabhal Mòr Ostaig, the National Centre for Gaelic Language and Culture, where he spent twenty-five years heading up an ever-expanding institution. He has board level experience of development agencies and arts organisations.

In January 2009 he joined the Clan Donald Lands Trust, a Scottish charity which owns 20,000 acres of land in south Skye, as Development Director, and with colleagues produced a twenty-year development plan for the estate, a major plank of which was the creation of a new village at Kilbeg. In his three years with the Trust a Master Plan and Design Code for the new village was finalised. The Master Plan covers 17 hectares of land, and the project is long term (15–20 years), with a £50M plus development potential.

He is an Emeritus Professor of the University of the Highlands and Islands and holds an Honorary Chair in Contemporary Highland Studies with the University of Aberdeen who also awarded him an Honorary Doctor of Laws in 2000. Norman was awarded an OBE in 2003 for services to education and Gaelic. A recipient of a Saltire Award in 2008, he was made an Honorary Member of the Saltire Society in 2009. In 2011 he was awarded an honorary degree (Doctor of the University) by the Open University for work in areas of special educational concern to the University and exceptional contribution to education and culture.

He served on the Board of Governors of the Royal Conservatoire of Scotland for nine years and was awarded a fellowship in 2019. With his wife and friends, he helps to run a charity "Friends of Hope and Faith School" which supports the work of a school in Lusaka, Zambia.

Emma MacColl

Emma MacColl was brought up in Flodigarry and has lived there for most of her life; her first language is Gaelic. She spent six years living in Sleat studying Gaelic language and culture at Sabhal Mòr Ostaig followed by working with the short courses team at the college, delivering short courses in Gaelic, music and culture.

Emma had the opportunity to spend four months in Canada, during her time at Sabhal Mòr Ostaig and used that time to study the importance of Gaelic in the communities of Cape Breton and the strong cultural heritage that still holds.

After moving back home to Flodigarry to work the family croft, she started up her own dog grooming business, Skye Dog Shed, where she now happily balances work along with crofting life. It then became a natural decision to join the Board of Ionad Thròndairnis in the hope of retaining the community's heritage and culture.

Anna Nicolson

Anna Nicolson was brought up in Flodigarry and has been living there for 23 years. She has been speaking Gaelic since primary school and studied Gaelic and Education at Sabhal Mòr Ostaig from 2019 until 2023. Anna is now a Gaelic medium primary teacher and has also recently been a Gaelic tutor on one of SMOs summer short courses.

During Anna's time as a student, she was an events officer for the student association. As part of this, she was involved in planning and organising a variety of events including ceilidhs, quiz nights and outdoor activities, and was also involved in general matters and decision making for the association.

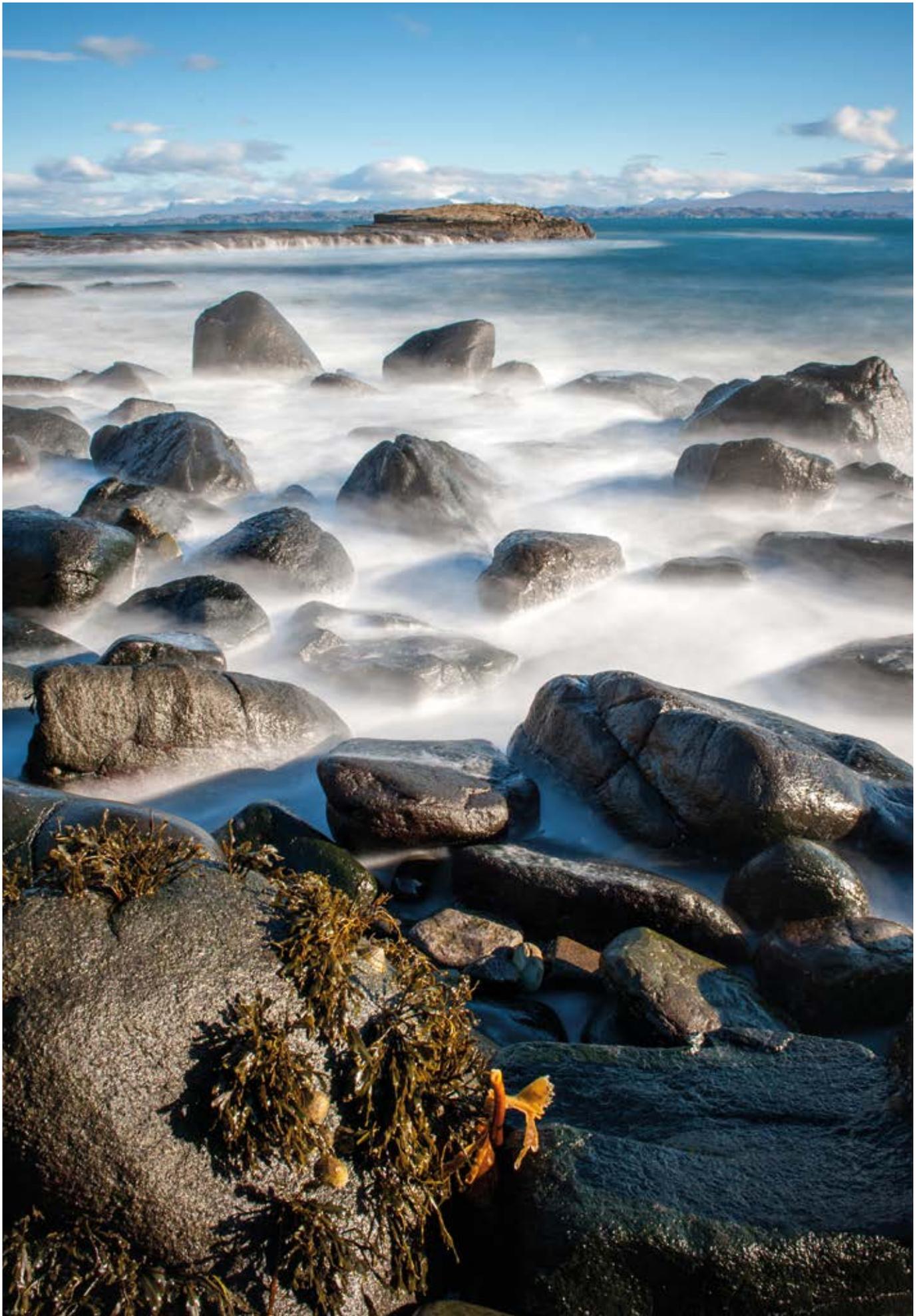
Anna is a clàrsach player and Gaelic singer who has been performing locally for many years. She has also performed at various events further afield including as part of the Edinburgh International Harp festival and the Pan Celtic Festival in Ireland. As well as performing, she has competed in and adjudicated a range of competitions throughout the country. Having attended Fèis Thròndairnis as a child, Anna has now been involved as a clàrsach tutor for the past three years.

Legal structure

Urras Baile Fhlòdaigearraidh (SC473087) was incorporated on 20 March 2014 and is a company limited by guarantee and a registered charity (SC040726). In March 2020 the Trust became known officially as Ionad Thròndairnis.

Whilst the charity is an entirely suitable vehicle for taking forward the development of the Centre and its construction, the operation of the Centre café and accommodation will require a separate trading company to ensure that the charitable status of the parent company is not jeopardised.

The organisational structure and legal position should periodically be reviewed as the company develops and its circumstances change to ensure that its structure remains appropriate to its activities and ambitions.



Appendix 3

Community consultation

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Community consultation

Extensive community consultation was undertaken as part of the feasibility study with stakeholders, community groups and the general public, including the following organisations:

- Bòrd na Gàidhlig
- Comunn na Gàidhlig
- Countryside Ranger Service
- Creative Scotland
- Crofters Commission
- European Transitional Programme
- Fèisean nan Gàidheal
- Forestry Commission Scotland
- Hi-Arts/ATLAS
- Highlife Highland
- Highland Council
- Highland Council Planning
- Highlands & Islands Enterprise
- Museum Galleries Scotland
- National Archives of Scotland
- Sabhal Mòr Ostaig, UHI
- Scottish Natural Heritage
- Staffin Community Trust
- Ward Members for Highland Council Ward 11 Eilean a' Cheò
- Skye Museum of Island Life, Kilmuir
- West Highland College, UHI

Extensive community consultations have taken place from the time of the initial feasibility and design study and all issues raised have been addressed. Consultations on the long-term plans for the development of Ionad Thròndairnis and how it might benefit the community have included:

- public meetings and drop-in sessions around Trotternish in 2009, 2010, 2012, 2014 and 2015
- meetings with local crofters in 2014 and 2015
- meetings with local councillors and council officials in 2014 and 2019
- Gàidhlig family days in 2016 and 2017
- meetings with Staffin Community Trust in 2018 and 2020

The proposal for Ionad Thròndairnis has been conceived to give the Centre a strong focus on the Gaelic language and culture with its primary aim being the delivery of Gaelic and music courses, with other complementary activities on the same theme. The addition of accommodation to the Centre will ensure that it is sustainable into the future, and these have been detailed in this plan.

Ionad Thròndairnis will continue to liaise with local community trusts and councils to ensure that its aspirations and mission align fully with perceived community needs.

Crofter consultation

Subsequent to the initial feasibility study, Ionad Thròndairnis trustees followed up on early discussions with the Flodigarry crofters on the purchase of the Dunans Common Grazings site and obtained consent from the crofters to purchase the site. The support of a substantial majority of the crofters was not only for the purchase of the site, but also a vote of strong support for Ionad Thròndairnis as a positive initiative sustaining the community, language and heritage of Trotternish for future generations of crofting families to enjoy.

Ionad Thròndairnis was successful in taking ownership of the site above Flodigarry in April 2019.

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Cailean Maclean