

# Raasay Development Trust

## Community Pontoon Development

### Business Plan

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## 1. Introduction

The Isle of Raasay is a small island of 7,337ha situated immediately to the east of the Isle of Skye. At the 2011 census it had a population of 164, a fall of 15.5% from the 2001 census figure of 2001. It is connected to the Isle of Skye via a 25 minute ferry sailing from Inverarish to Sconser. Principal economic activities on the island are tourism, crofting and fishing and a significant number of people travel daily to work on Skye, principally Portree.

Raasay has a number of attractions including Raasay House, Raasay Distillery, and our community owned shop as well as independent shops and galleries. There is amazing geology and wildlife to be discovered as well as historical sites and the inspiring “Calum’s Road”. Raasay also has a rich cultural history with links to the Jacobite uprising, evidence of depopulation during the highland clearances and the important poetry of Sorley Maclean.

In order to enhance community resilience, to promote the attractions Raasay has to offer and to encourage tourism to the area RDT are looking to install a pontoon to provide safe berthing and easy access to the marine environment at all tides. RDT would also like to provide onshore facilities in and adjacent to the ferry terminal building. This business plan builds upon a feasibility study by Wallace Stone which showed that a pontoon system in the bay is feasible (See Appendix 1).

With the exception of the ferry pier the existing facilities are not suitable as they do not provide safe access to the sea at all tides or are in a dilapidated state. The existing pier and slipway facilities lack the services such as fresh water, electricity and WIFI that the modern sailor expects.

The proposed development aligns with the Scottish Governments “Giant Strides”<sup>1</sup> marine Tourism strategy and has considered Scotland’s National Marine Plan. The development aligns with both the plans vision of creating additional berths along the west coast, increasing facilities for both visitors and local users as well as benefitting coastal communities. Raasay distillery is part of a network of distilleries that have set up the Hebridean Whisky Trail and the pontoon will provide another option for reaching Raasay as part the trail.

The proposal will provide much needed business and employment opportunities which will ensure that Raasay continues to be a vibrant community with a diverse population demographic. The pontoon would also encourage visitors with their own boats and kayaks to visit the area as would the opportunity for a sailing school, boat hire and cruises.

At the moment medical evacuations, out with the ferry operating hours, are undertaken by the Portree RNLI and the pontoon would provide easier transfer of patients under these difficult circumstances.

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<sup>1</sup> [https://scottishtourismalliance.co.uk/wp-content/uploads/2020/08/FINAL-Strategy-Dokument\\_Giant-Strides-2020-2025.pdf](https://scottishtourismalliance.co.uk/wp-content/uploads/2020/08/FINAL-Strategy-Dokument_Giant-Strides-2020-2025.pdf)

## 2. Raasay Development Trust

In 2011 Raasay Community Council (RCC), Raasay Community Association (RCA), Raasay School Board, Raasay heritage Trust, Raasay House Community Company (RHCC) formed the Raasay Development Partnership with the intention to create an overall development plan for Raasay. The development plan once produced included a proposal to develop a pontoon.

In 2012 the Raasay community took over the local shop which was threatened with closure. Raasay Development Partnership created a new group, Community of Raasay Retail Association (CORRA), and secured the funding to acquire the shop. Raasay Community Stores has received the Scotland Award as part of the Rural Community Ownership Awards 2016.

In 2014 Raasay Development Partnership became a constituted body and changed its name to Raasay Development Trust (RDT). RDT are registered with Companies House as a company limited by guarantee. RDT are registered as a charity with OSCR.

In 2017 the community purchased the 'Pit' an old quarry site situated on the outskirts of the village for the development of a local wood fuel supply enterprise run by RDT. The land purchase was funded from the Scottish Land Fund.

The Boathouse located down by the ferry pier is also now under community ownership with RDT holding the title deeds

In 2018 RDT updated its 5 year development plan and a copy of the executive summary is included as an appendix to this business plan.

In 2019/2020 we focused on our three main projects, making significant progress

- Affordable Housing – We purchased 2.4 acres of land, appointed a contractor and entered into a development agreement with the Communities Housing Trust to build and Lochalsh and Skye Housing association to build 5 properties and to offer 5 self-build plots. We hope to start construction in spring 2021. This was funded by the Rural and Island Housing Fund and the Scottish Land Fund.
- Hydro – We pre-accredited two run of river hydro schemes with OFGEM, these sites are fully consented. We were awarded £300,000 towards to capital costs of construction and we are aiming to run a Community Shares Offer in December 2020 to raise the remaining finance. We have constituted a new Community Benefit Company to take the development of the Hydro forward. This work was funded by a CARES Loan and support from Community Shares Scotland.
- Pontoon/Tourism Infrastructure – We secured a Marine Licence for a pontoon. We appointed a consultant to take forward the preparation of a business plan and we had drawings prepared for a smaller, more viable, pontoon and for the Community Asset Transfer of the Ferry Terminal Building. This work was funded by LEADER and HIE.

RDT comprises of a board of nine volunteer directors and a part time Local Development Officer (LDO) who has also taken on the role of administration assistant.

### 2.1.1 Directors and Staff details

<b>Name</b>	<b>Skills and Experience</b>	<b>Involvement with the project</b>
Donnie Oliphant	Previous RDT Chair Retired Police Inspector	
Darryl Simpson	RDT Director Retired teacher	
Artemis Pana	RDT Treasurer 3 <sup>rd</sup> Sector management	
David Westgarth	RHCC Chair & RDT Director Retired microelectronics development physicist. Retired economic development manager. Retired Y2K officer.	
Alasdair Macinnes	RDT Director CalMac staff member	Project Lead
Calum Gillies	RDT Director Marketing and Communications for Raasay Distillery	Tourism sub-group member
Barbara Martin	RDT Director Local business owner/Artist	Tourism sub-group member
Iain Ross	RDT Chair Guest services manager at Raasay Distillery	
Trevor Stratford	RDT Director	Project lead
Elizabeth Macleod	RDT LDO and Admin Assistant. MSc Coastal Zone Management. Previous experience of taking marine developments, including pontoons, through the planning and consenting process.	Main point of contact for all parties involved. Preparation of funding applications Provide assistance with preparation of planning applications and associated consents

### 3. What does Raasay have to offer?

Raasay is a small, close knit community where warmth and friendship are found in abundance. There is a strong cultural tradition of coming together for events and working together for the benefit of the community. Residents and visitors can access our community owned shop and post office. There are also a number of independent shops and galleries to be enjoyed.

The famous Gaelic poet Sorley Maclean was born at Osaig on Raasay and lived on the Island until 1929 when he moved to Edinburgh to study. Gaelic was his first language, and his poetry was at times influenced by the effect of the clearances, this influence can be seen in his poem "Hallaig". Maclean maintained links with Raasay throughout his life.

Calum's Road on Raasay has an inspirational story that has been immortalised in song and books. When the council refused to build a road on North Raasay Calum decided to build it himself. The road took 10 years to construct and Calum used little more than a shovel, a pick and a wheelbarrow.

Our moors, forests and sea cliffs are home to golden eagle and sea eagle. There is a large population of Red Deer on Raasay and the name Raasay comes from the Norse "Isle of the Roe Deer". Otters are also found on Raasay and thrive on the habitat and food available to them. There are a number of rare ferns and orchids found on Raasay which flourish in the variety of habitats found. There are many forestry and coastal paths where this flora and fauna can be explored, or you could climb the instantly recognisable Dun Caan with its flat top. In the seas surrounding Raasay you might see Basking sharks, Minke whales and Orca. Dolphins and porpoises are regular visitors and grey seals breed and raise their pups in the area. There is great fishing to be had in the waters between Raasay and Skye, especially small scale creel fishing.

Historical sites on Raasay include the ruins of Brochel Castle which sits on Raasay's north eastern shore. Brochel castle was once a MacLeod stronghold and the castle has a strategic and imposing position high in the landscape with fantastic views. The castle can be reached as part of one of the many walks and pathways on Raasay.

The Macleod's of Raasay built a stronghold at Clachan and this original Raasay House was burnt to the ground by government troops due to the Macleod's of Raasay offering support and refuge to Bonnie Prince Charlie. Bonnie Prince Charlie spent two days on Raasay hiding from government troops before he escaped to the mainland and finally to France. He was taken from Skye to Raasay with the help of Flora Macdonald.

Raasay House has had a number of owners including William Baird & Co Ltd. William Baird & Co Ltd bought the Isle of Raasay Estate to mine for iron ore but due to WW1 production was halted. Production recommenced in 1916 as part of the war effort with German POW's working the mines. You can still visit the remains of the mines today and see the dismantled tramway that took the iron from the mines to the pier. The main township on Raasay, Inverarish, is a short walk from the ferry and comprises of houses constructed for the mine workers.

Raasay House is now community owned and operates as a thriving outdoor centre which also provides food and accommodation. Raasay House, and the activities available, are a great asset to the Island and a number of events are held within the building including music recitals, themed food nights and a weekly Sunday roast. Raasay House is supportive of the pontoon development, with Raasay House Community Company funding the marine licence application.

Raasay Distillery is also a fantastic asset to the community. The distillery is the 1st legal still on Raasay but Raasay has a history of illicit distilling with stills being hidden in caves and amongst rocks beside streams. The distillery provides tours and accommodation as well as putting on events for the community and visitors, with 8000 visiting in 2019. Raasay Distillery has shown support for the development by funding a feasibility study.

## 4. Existing facilities

The pier at Clachan is a substantial pier providing an overnight berth for the lifeline car ferry mv Hallaig, operated by CalMac between Raasay and Skye. The pier and slipway are owned by the Highland Council and operated by their Highland Harbours team. The pier sits in Churchton Bay and provides a degree of shelter in the area between the pier itself and the peninsula Aird Ghiuthais and Eilean Aird nan Gobhar to the west. The pier, outside the ferry slipway, can accommodate vessels up to 30 metres in length and with a draft of up to 4 metres. The pier has good pier head facilities for current uses including parking and turning areas, public waiting room, fresh water and toilets.

The weaknesses of the current pier for small boats and yachts are several:

- There is no accessible access to berths
- There are no shower facilities for overnight stays
- There is no electricity or water provision to berthed vessels
- There is no wifi provision

Prior to the construction of the new pier at Clachan, the ferry operated from the pier at Suisnish, around 3km south of Clachan. The pier at Suisnish is in a dilapidated state and is currently unusable. The slipway, although serviceable, is very exposed to southerly and south westerly winds and wave action.

To the north and behind the pier at Clachan are a number of old slipways and piers which dry out at low tides. In the area around these structures small local boats are drawn up on the shore for storage or maintenance. A few local boats lie at anchor in the bay in the vicinity of the four public moorings provided by the Highland Council. A number of old jetties, piers and slipways exist at other sites around the island, notably at Suisnish and Arnish. These structures are in poor or unusable condition.

At present there is 24 hour medical cover on Raasay, provided by an on call nurse but in the event of a resident requiring emergency care out with ferry operating hours they are evacuated from the island by the Portree Lifeboat. The RNLI have undertaken 23 medical evacuations from Raasay in the three years up to November 2018. The Portree lifeboat crew have indicated that the pontoon would be of use for berthing the lifeboat during call outs.

The Boathouse is at present a single story, single room stone building with a slate roof. The area to the left of the Boathouse includes the remains of out buildings and to the right we have an area for parking/boat storage. The building is not listed but it is within a designed landscape designation. There are currently no services to the building. The boathouse has recently been used to hold small community events and initial consultation on its future use has been undertaken, but it is not particularly suited to conversion to an onshore facilities building.

The Ferry Terminal building is located at the ferry boarding area and provides toilets and shelter for those waiting on the ferry. The building is owned and maintained by Highland Council. It is a relatively new building. The toilets provide disabled access but do not provide showers or additional facilities for visitors. However, the building is spacious and could be converted to provide additional facilities.



#### 4.1.1 Comparison of community owned pontoon facilities on the West coast of Scotland with the proposed Raasay Pontoon Development

<i>Comparison of community owned pontoon facilities on the West coast of Scotland with the proposed Raasay Pontoon Development</i>			
LOCATION	PLOCKTON	LOCHALINE	Proposed Raasay Pontoons
Number of Berths	8/16	24	26
Completion Date	2006	2011	Target completion date summer 2021
Project Cost	£250,000	£600,000	*
Type of Berths	Spine only	Finger piers	Spine/fingers
Water depth at Berths	0.7 to 1.5m	3.5 to 4.0m	0.5 to 2.5m
Operational Months	April - Sept	April - Sept	Year round with south side finger piers removed in the winter
Mooring System	Chain & Anchor	Chain & Anchor	Chain and anchor
Services	None	Power and water	Power, water and WIFI
Funders	HIE, THC, local	Sail West, HIE, Leader	Local, TBC
Turnover	£29k	£54.5k	Predicted yr 5 turnover of £54,230
Mix of visitors/locals	75/25	80/20	No data yet
Toilets available	Yes	Yes	Yes
Assessed economic benefit	'Noticeable benefit to community'	'Huge benefit to shop and hotel'	No data yet but predicted to be a huge asset to the Island

\* Indicative cost and inclusive of VAT

<i>Comparison of community owned pontoon facilities on the West coast of Scotland with the proposed Raasay Pontoon Development</i>				
LOCATION	TARBERT & SCALPAY	CASTLEBAY	LOCHMADDY	
Number of Berths	47	32	26	
Completion Date	2018	2018	2014	
Project Cost	£1.4m	£1.7m	£400,000	
Type of Berths	Spine/fingers	Spine/fingers	Spine/fingers	
Water depth at Berths			1.0 to 3.0m	
Operational Months	Mainly seasonal plus local use all year round	Mainly seasonal plus local use all year round	Mainly seasonal plus local use all year round	
Mooring System	Chain & Anchor	Chain & Anchor	Chain & Anchor	
Services	Power, water and WIFI	Power, water and WIFI	Power and water	
Funders	HIE, Leader, CCF, SRDP, CNES, SG	HIE, Leader, CCF, EMFF, CNES, SG	Crown Estate	
Turnover	£29k	£25k	£21k	
Mix of visitors/locals			80/20	
Toilets available	Yes	No	No	
Assessed economic benefit			'Too early to comment'	

\* Indicative cost and inclusive of VAT

The Wallace Stone study indicates that providing a network of facilities along the West coast has not resulted in displacement between locations. The shorter distance between locations has actually increased the appeal of marine tourism. Three community owned pontoon facilities were looked at as case studies and the information gained is summarised in table [4.1.1](#) and compared to the proposed Raasay Pontoon Development.

## 5. Stakeholder Engagement

Consultations were undertaken with a number of stakeholders including representatives from Raasay House, Isle of Raasay Distillery, two cruise/boat trip operators (Seaflower Skye and The Majestic Line) and two local fishermen. The representatives of Raasay House, the Distillery and the two cruise/boat trip operators were all highly supportive of the installation of a pontoon as a way of stimulating more visitor footfall on the island which would support the local economy and also increasing the scope for residential marine-based recreational activities. The local fishermen were also supportive of a pontoon in principle but had concerns about its technical viability due to issues of water depth and adverse weather conditions.<sup>2</sup>

Raasay House offers a wide range of outdoor activities, many of which are marine-based (e.g. rib boat trips to Skye, Rona and around Raasay; sea and loch kayaking and traditional dingy sailing in sound of Raasay), provides conference, workshop and meetings facilities and works with Glasgow and Highland schools to provide 4 day residential outdoor courses.

The Distillery is a major employer on the island, providing 20 jobs during the tourism season and between 10 and 15 jobs all year round. It has approximately 8,000 visitors annually on its Distillery tour with scope to grow its capacity in that regard to capitalise on the increasingly popular whisky tourism market<sup>3</sup>.

Both cruise/boat trip operators make frequent trips to Raasay and Rona with customers having the opportunity to come ashore on Raasay to explore the island. One of the boat operators noted that prior to the Covid-19 pandemic there had been an increase in enquires from clients wanting to visit Raasay, which may have been as a result of publicity from a recent series of Celebrity SAS being filmed on the island.

The representatives of all of the above businesses agreed that the lack of a pontoon was a barrier to increasing visitor numbers and by extension contributing to the local economy on the island. Currently, the 'on-island' businesses are highly dependent on the ferry service to get visitors onto Raasay. That is considered problematic because there are no facilities to attract people to Sconser, the ferry's departure point on Skye, thereby undermining the island's capacity to attract passing trade.

There was consensus from the consulted businesses that that access to the island via the pier is problematic for non-ferry or fishing vessels. It was noted that the pier steps are poorly maintained and extremely slippery, causing potential health and safety issues for people with limited mobility issues when embark or disembarking from boats. Limited pier access results in boats being tied up alongside each other. The consultee from Seaflower Skye considered that to present an unprofessional image when it resulted in visitors having to occasionally clamber across other boats to get ashore. Other issues highlighted by that consultee included an inability to maximise their trips to Raasay due to having to work within the constraints of ferry timetable to access the pier and having to juggle with ropes due to the tidal nature of the pier. The consultee also noted that their boat can get damaged when tied up at the pier as well as having barnacles attach

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<sup>2</sup> The Churchton Bay, Wave disturbance modelling report (HR Wallingford, 2001) gives a clear understanding of wave conditions and was used by Wallace Stone to inform their feasibility study. The contract specification will require a pontoon that meets all expected wave conditions.

<sup>3</sup> The Talisker Distillery in North West Skye had 71,006 visitors to its Visitor Centre in 2017.

themselves to the hull. Both operators occasionally resort to dropping anchor in the bay and bringing clients ashore via smaller crafts. Skye Seaflower have previously used the Highland Council owned moorings. However, they were poorly maintained, and lacked ropes, leading to the company putting their own ropes in place to use the moorings. The moorings are no longer in place. It was also noted by consultees that a pontoon could help attract more of the visiting yachting market to the island, especially if additional onshore facilities were also developed. There was also recognition that a pontoon could have considerable benefits for local residents, in terms of enabling them to tie-up their own boats there and access the water more easily than is currently the case. A pontoon was also considered to help facilitate and extend other marine-based leisure activities such as small dingy sailing and kayaking, such as that offered by Raasay House as part of its package of activities.

Skye Seaflower and Raasay House both take clients to and from Portree on an occasional basis and the Distillery has been considering the possibility of offering a water taxi service. However, they would be content for another operator to provide such a service of appropriate to do so. There were mixed views as to the viability of a 'commuter' water-taxi service if it was competing with the ferry service which operates with the assistance of a state subsidy. Both cruise/boat trip operators pay access fees of £5 per passenger per trip to access pontoons elsewhere and indicated that they would be prepared to do so to access a pontoon on Raasay. It was also suggested that there was potential to install a visitor mooring with an honesty box system to cover its maintenance that could be administered by a local Moorings Association on Raasay.

Some consultees were keen that a pontoon should be appropriate in terms of scale and cost and that opting for a 'gold standard' top of the range option might not be the best option. Instead, they suggested starting from a lower base with scope to develop the facility in stages over time. They also suggested that a pontoon should be low maintenance. It was also suggested that the community should be careful not to 'bite off more than they can chew' in terms of capacity to manage a pontoon and any related onshore developments, and associated liabilities. The need for appropriate onshore infrastructure was also highlighted if seeking to encourage yachts to use the facility, as was the need to avoid littering and other anti-social waste disposal.

Both of the consulted local fishermen were in favour of the idea of a pontoon in principle. However, both had doubts as to the technical viability of locating a pontoon in its proposed location due to issues relating to water depth and adverse weather conditions that could lead to damage to the pontoon and boats berthed there. It was stated that west and south westerly winds can produce 6 to 8 feet waves, even in summer, leading to a high risk of damage to berthed boats. One consultee indicated that he would not berth his fishing boat on a pontoon there due to the perceived risk of damage to it in adverse weather conditions. Some scepticism was also expressed as to whether the depth of water in the proposed pontoon location would be sufficient to accommodate larger yachts berthed there, especially during spring tides. It was also suggested that a further factor against the siting of a pontoon in its proposed location was the destabilising effects of a strong tidal surge at the south end of the pier.

## **6. Policy Context**

The proposed development aligns with the aims of Scotland's National Marine Plan as it will create another berthing hub along the west coast and will provide facilities for the visitor market and benefit the Island of

Raasay. The following table details the policies considered and how the proposed Raasay pontoon development will work within the policy guidance.

### 6.1.1 Scotland’s National Marine Plan relevant policies

Policy	
GEN 3 Social benefit	RDT are a not for profit community company and charity which work with the local community to benefit residents and visitors to Raasay. The pontoon system will provide a major improvement to the facilities available for emergency patient evacuation by the Portree Lifeboat. The community will have improved access to the sea for work and leisure, including training skills to young people.
GEN 4 Co-existence	The development has been designed after consultation with CalMac to ensure the facility does not impact on the life line ferry service. The pontoon will act as a drag break in the unlikely event that the ferry suffers a loss of power as it comes into port.
Gen 7 Landscape/seascape	The location of the development is in an area already developed as a port with the addition of the pontoon enhancing the facilities. The pontoon will be designed to be dark muted colours to minimise the impact on the areas landscape and seascape character. The onshore facilities will be designed taking the designed landscape designation into account.
GEN 9 Natural heritage	The marine portion of the development is situated out with the Inner Hebrides and Minches SAC and due to the proximity of the ferry should not impact on the adjacent SAC conservation objectives or on any priority marine features. The onshore portion of the development is within a designed landscape designation and through sympathetic design and early input from the planning department the impact on the designed landscape will be minimised.
GEN 18 Engagement	Early and effective engagement has been undertaken with the general public and all interested stakeholders as part of a feasibility study.
REC & TOURISM 1	The proposed pontoon promotes the sustainable development of marine recreation and tourism through providing facilities and business opportunities while minimising the impact on the marine environment through careful site selection.
REC & TOURISM 2	<ul style="list-style-type: none"> <li>• The proposed development will enhance the qualities important to recreational users by providing infrastructure that will ensure safe access to the sea at all tides.</li> <li>• The proposed development will enhance access to the water at all tides without interfering with existing access to and along the shore. A traffic light system is proposed for navigational safety to minimise impact on the ferry.</li> <li>• A number of existing but unused/dilapidated facilities were highlighted as part of a feasibility study although these are not viable alternatives.</li> <li>• The pontoon will act as a drag break in the unlikely event that the ferry suffers a loss of power as it comes into port at no cost to those using the facilities.</li> </ul>
REC & TOURISM 3	The proposed development will take advantage of the new distillery being part of the Hebridean Whisky Trail and will link with similar facilities along the West coast.
REC & TOURISM 4	Sailing and regatta events will be held at the facility.
REC & TOURISM 6	Codes of Practice for invasive non-native species and Marine Wildlife Watching will be made available to users and complied with.

The proposed development aligns with the Scottish Governments marine tourism strategy “Giant Strides” as it will

- Provide visitors with an authentic experience by taking part in themed route initiatives and through hosting events. Raasay distillery is part of a network of distilleries that have set up the Hebridean Whisky Trail and the pontoon will provide another option for reaching Raasay as part the trail. <https://hebrideanwhisky.com/>
- Improve visitors journey by providing facilities and infrastructure as well as information and an online app and booking system.
- Build on our capabilities by adding another stopping off point to the network of existing facilities.

## 7. What has been achieved so far?

The following table provides a project timeline detailing the activities undertaken to date on the proposal to install a pontoon.

### 7.1.1 Project Timeline

Year	Actions taken
<b>2013</b>	5 year plan for Raasay was produced which included a proposal to develop a pontoon.
<b>2014</b>	Funding was secured from HIE for feasibility work.
<b>2014/15</b>	Wallace Stone undertook a feasibility survey and consultation activities. CalMac requests that any pontoon development be able to act as a drag break in the unlikely event of the ferry suffers an emergency loss of power.
<b>2015</b>	Wallace Stone provided RDT with feasibility survey report including proposed layout and equipment specification agreed with CalMac.
<b>2017</b>	Boathouse ownership transferred to RDT with the plan to develop it as a multi-purpose facility and to provide onshore facilities for the pontoon.
<b>July 2018</b>	<ul style="list-style-type: none"> <li>Local Development Officer with experience of marine developments appointed.</li> <li>Request for Wallace Stone to update the feasibility survey report.</li> <li>Financial support to update the feasibility survey received from Raasay Distillery.</li> </ul>
<b>August 2018</b>	<ul style="list-style-type: none"> <li>Location plan produced.</li> <li>Updated Wallace Stone feasibility report received</li> <li>FLAG EOI Submitted</li> <li>LEADER EOI Submitted</li> <li>Crown Estate Contacted</li> <li>Big Lottery Fund Contacted</li> </ul>
<b>September 2018</b>	<ul style="list-style-type: none"> <li>Architects contacted to quote for preparing drawings for the Boathouse redevelopment</li> <li>Our solicitor contacted to quote for legal assistance with the Crown Estate lease</li> <li>Request for RHCC to cover Marine Licence Application fee</li> <li>Marine Licence Application prepared</li> <li>Revised LEADER EOI prepared to cover obtaining consents and development work only</li> <li>Request for HIE financial support</li> </ul>
<b>October 2018</b>	<ul style="list-style-type: none"> <li>Confirmation that RHCC will assist RDT and cover the cost of the Marine Licence</li> <li>Application for HIE financial support prepared</li> </ul>
<b>November 2018</b>	<ul style="list-style-type: none"> <li>Meeting with Highland Council and Kate Forbes MSP to discuss the project. The councillors and MSP were supportive of the project.</li> <li>Business plan completed</li> <li>Application to HIE submitted</li> <li>Application to LEADER prepared</li> </ul>
<b>November 2019</b>	<ul style="list-style-type: none"> <li>Plans shared with wider community which was supportive but some concerns expressed that facility may be too big</li> </ul>
<b>May – August 2020</b>	<ul style="list-style-type: none"> <li>Update to business plan</li> <li>Wallace Stone report updated for 12 berth option</li> </ul>

## 8. Details of proposed pontoon and onshore facilities

### *Project rationale*

Raasay is a small island with limited access to the sea which is hampering its social and economic development. A pontoon system will increase community resilience, enhance opportunities for major local employer Raasay House to provide water sports activities and enable increased numbers of visitors to access Raasay and support businesses such as the distillery.

The proposed project will combine a number of elements that will maximise revenue-generating capacity, return on investment and social benefit to the Raasay community. These elements are:

### *Pontoon System*

The location and layout of the pontoon has been agreed through previous community consultation and discussions with CalMac. The proposed pontoon installation at Clachan will remain afloat at all tides and will be accessed from the ferry carpark via a path and two bridges. The Pontoon will run East to West and include finger piers on either side of the outer two thirds of a straight walkway. This layout will provide 12 dedicated berths for yachts along with a further 9 alongside berths for smaller boats. There is also the potential to increase capacity by providing additional berths by rafting out from the shallower alongside berths. The deeper outer berths can accommodate 12m yachts in any tide and can accommodate 15m yachts at neap tides. The installed cost (including onshore works – see below) would be £552,970+ VAT, making a total of £663,564.

The current design has been reached through an iterative process. An earlier design had capacity for up to 26 yachts but this was considered to be too large a system for available demand and too expensive to deliver at the current time at a cost of £722,400. A much-reduced version with 6 yacht berths was then considered with an installed cost of £449,900 but financial analysis showed that this option was marginal and would not be large enough to take full advantage of available custom in peak season. The design will allow for expansion at a later date if demand demonstrates the need for it.

The pontoons moorings will be secured in place by a heavy chain and anchor system. The mooring system will be equipped with close-cantered over-weight anchors on the south side and the walkway spine units and connections would be extremely robust. This over engineering of the anchors and equipment is to allow the pontoon installation to act as a drag break in the unlikely event that the ferry suffers a catastrophic loss of power. The design will allow the anchors to drag over a distance of 5 meters, bringing the ferry to a halt before it runs aground. CalMac will be consulted with and a programme of construction created to minimise any potential disturbance to the lifeline ferry service.

The pontoon will be out with the boundary of the Inner Hebrides and the Minches SAC designated for the protection of the areas population of porpoises. As the development is close to the boundary we will consult with SNH to follow best practice to minimise disturbance to protected species during construction. Users of the pontoon will be advised to follow best practice to avoid disturbance to protected species.

The key services of electricity, water, WIFI and low level lighting will be provided in order to provide for safety, convenience and comfort for visiting boats and to maximise the appeal and use of the facility. Life rings and emergency escape ladders will be provided at appropriate locations.

Local knowledge indicates that at present two full time fishermen and six local small-scale fishermen working out of Raasay. A number of residents have boats for recreational use. The feasibility study indicates that an additional 4-5 boats would be acquired by members of the community on provision of pontoon facilities.

### *Redevelopment of Existing ferry terminal building*

Boats berthing at the pontoons will have their own toilet facilities on board. However, given the choice, boat-owners (like campervan users) prefer to use external facilities. These are usually more spacious, easy to use and mean that users have to empty their own on-board facilities less frequently. Shower facilities on the site would also be well-used by visitors and would add to the attractiveness of berthing on Raasay. Visiting yachts will also benefit from the provision of laundry facilities. A coin-operated washing machine and dryer will be provided which will generate additional revenues. The facility will also act as an important source of resilience for the local community, enabling householders to use it if their own personal machines break down at any time. These facilities will be provided within the existing ferry terminal building.

The ferry terminal building belongs to Highland Council and currently provides a waiting and toilet facility for the ferry to Skye. It is a modern building and is in a good state of repair. It has approximately 60m<sup>2</sup> of internal space incorporating:

- Waiting area. This room is approximately 20m<sup>2</sup> and has 14 seats for passengers waiting for the ferry. In practice, numbers of foot passengers are considerably less than this.
- Male and female disabled toilets. These are 6 and 6.5m<sup>2</sup> respectively and each contains toilet, wash hand basin and baby changing facilities.
- Store. This room has its own access and used to store supplies and cleaning products for the toilet facilities.
- Office space. The 16.5m<sup>2</sup> space is used by Calmac staff linked to the ferry operation.

An in-house study by an architect on the board of RDT (Appendix 2) has shown that the building could be reconfigured to provide improved toilet and shower facilities and incorporate a laundry facility:

- A partition could sub-divide the waiting room to provide additional laundry room and toilet/shower room facilities to the rear. The waiting room would still be capable of seating 10 passengers waiting for the ferry.
- The laundry room would hold 1 industrial washing machine and 1 dryer for use by visiting yachts. It would also be available for use by others visiting Raasay and would act as a useful facility for local people in an emergency.
- Showers would be incorporated into the existing toilets.
- Calmac usage would continue as existing.

Full details of the existing layout and potential layout options are found in Appendix 2.

This approach will provide an elegant solution to providing for the needs of pontoon users by improved use of an existing building with no need for new external construction works. Highland Council first suggested to RDT the potential for taking the building into community ownership. RDT is in the process of submitting a Community Asset Transfer (CAT) request to Highland Council to purchase the building using the relevant provisions of the Community Empowerment (Scotland) Act 2015.



**Figure 1: Raasay Ferry Terminal Building**



### *Campervan hook-ups*

The lack of facilities for campervans in the Highlands & Islands is well-documented. The number of such vehicles on the islands exceeds the supply of spaces by a considerable degree. There are currently no campervan facilities on Raasay. Key requirements for campervan users are a water and electricity supply, toilets and shower facilities, all of which will be provided on site for other users too. Therefore, there is an opportunity to provide dedicated spots for campervans at a relatively modest cost. There is space for these adjacent to the side road to the old pier immediately behind the terminal building. Wallace Stone have estimated the cost of providing pitches and services for 4 hook-ups at £14,000. The power supply for the hook-ups will be able to come from the same supply that feeds the terminal building.



### 8.1.1 Inner Hebrides and the Minches SAC

The screenshot displays the Scottish Natural Heritage Sitelink web application. At the top left is the logo for Scottish Natural Heritage, with the tagline "All of nature for all of Scotland". The main title "Sitelink" is centered at the top. Below the title is a navigation bar with "SiteLink Home" and "Help". A breadcrumb trail reads "Home >> Publications, data and research >> SNHi Information Service >> SiteLink >> Map Search".

The main section is titled "Map Search". On the left is a "Search Options" panel with a "Designated Sites" tab. It contains a list of site types with checkboxes and icons:

- Sites of Special Scientific Interest
- Special Areas of Conservation
  - Candidate SAC - submitted to EC
  - SCI (adopted cSAC)
  - SAC (Designated)
- Special Protection Areas
- Ramsar
- National Scenic Areas
- Local Nature Reserves
- National Nature Reserves
- National Parks
- Country Parks
- Regional Parks
- Marine Protected Areas
  - Joint Nature Conservation Committee, MPA
  - MS, Current
  - Scottish Natural Heritage, MPA

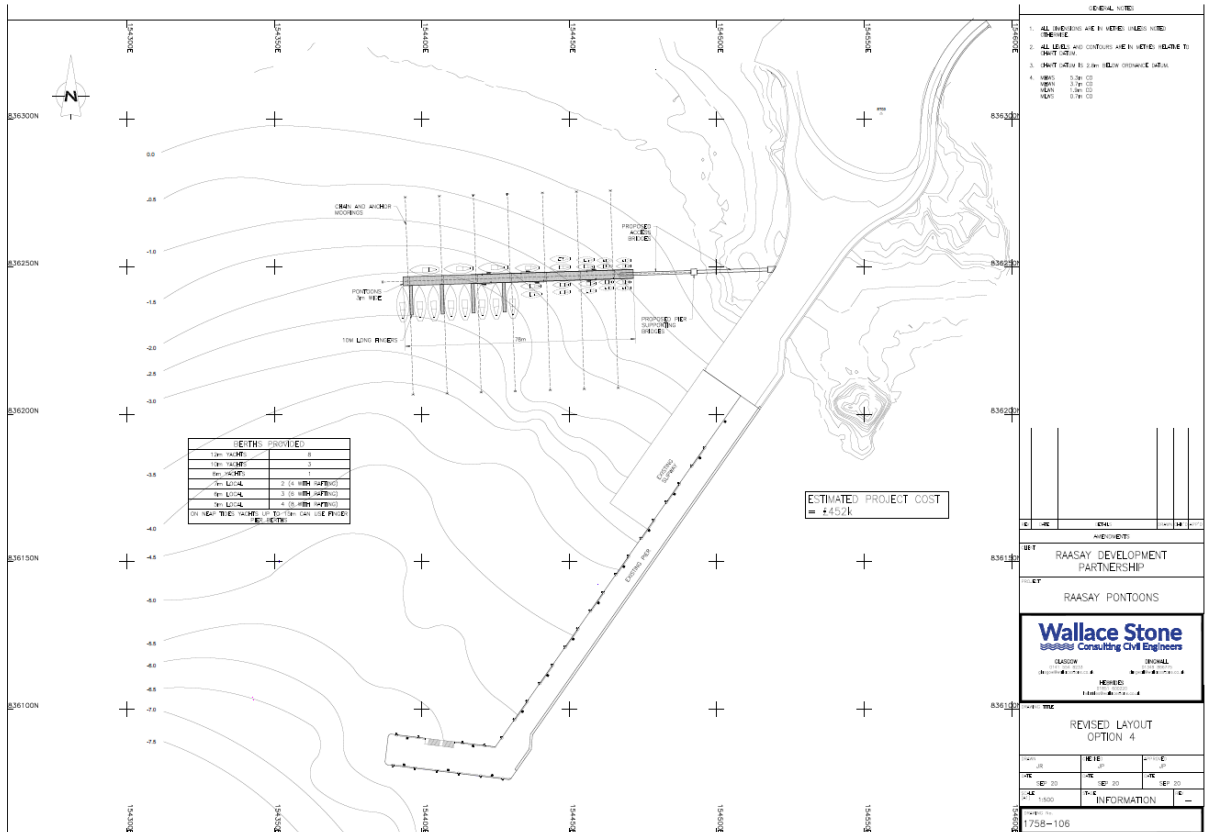
Below the list is a "Transparency" slider and an "Identify" button. The main map area shows a map of the Inner Hebrides and the Minches region, with the Special Area of Conservation highlighted in blue. Labels on the map include "Clachan", "Churchion Bay", "Oskalg Plantation", "The Orchard Cottage", "Roastry Forest", "Old Tree Church", "Manise", and "Church Wood". A search bar at the top of the map says "type a place name then hit Enter".

An "Identify Results" window is open at the bottom of the map, showing the following information:

Layer name	Site name
Special Areas of Conservation	Inner Hebrides and the Minches

At the bottom of the interface are a "Basemap transparency" slider, a "Ready" status indicator, and "Disclaimer" and "Copyright" links.

## 8.1.2 General arrangement



## 9. What resources will be required for project delivery?

<b><u>Staff</u></b>	Local Development Officer (LDO). The LDO will be the main contact and responsible for the day to day delivery of the project. The LDO has marine development experience. The LDO post is funded by HIE and is line managed and supervised by the RDT directors.
<b><u>Volunteers</u></b>	RDT directors Members of the community Local businesses
<b><u>External Contractors</u></b>	Wallace Stone, Marine Civil/Structural Engineers
<b><u>And contacts</u></b>	Architect Quantity Surveyor HIE contact Funding bodies Solicitor/Lawyer Consultancy services Building contractors Suppliers and manufacturers Installation services

## 10. How long will the project take?

It is proposed to undertake the project in a phased approach with the development being open and operational in summer 2022.

- Phase 2 – Funding the development
- Phase 3 – Developing the site
- Phase 4 – Operating the site

### 10.1.1 Activity Plan

ACTIVITY/TASK	ACHIEVED TO DATE	ACTIONS REQUIRED	RESOURCES REQUIRED	TIMEFRAME	ACTIVITY COMPLETE WITHIN TIMEFRAME?
<b>Phase 1 – Obtaining Consents</b>					
<b>Feasibility</b>	Wallace Stone report (2015) WS contacted.	Report requires updating to detail any changes in costs, income and expenditure. Raasay Distillery and its impact should also be included. LDO to contact Wallace Stone and Local businesses to arrange for the report to be updated and costs covered	LDO time Wallace Stone	3 weeks	Received 22/08/18
<b>Community Engagement</b>		RDT to hold community information event once updated Wallace Stone report is returned. LDO to prepare presentation / posters / handouts.	Hire of Raasay Community hall. LDO RDT Directors time.	Throughout project	
<b>Project / Business Plan</b>	Draft outline prepared	LDO to commence preparing business plan based on Wallace Stone report.	LDO time.	7 weeks from start date	
<b>Project Design Work - Pontoon</b>	Wallace Stone report (2015)	Should remain the same as within the original 2015 report unless due to a condition of Marine licence being granted. LDO/Wallace Stone to prepare the maps needed for consent applications. Coordinates and area covered by moorings required.	LDO time Wallace Stone RDT Directors time	7 weeks from start date	
<b>Project Design Work – Boathouse</b>	Purchased and now in community ownership	LDO to contact architects for quotes to convert the boathouse into onshore facilities – toilets, showers and storage facilities (if possible)	LDO time RDT Directors time Community input Architects/Quantity Surveyor/Structural Engineer	7 weeks from start date	
<b>Obtain Funding to apply for Consents</b>	Raasay distillery pledge of £150 for feasibility report. RHCC have agreed to cover the cost of the marine licence	Approach funders and local businesses and community groups to cover costs of applying for consents. Further funding to undertake procurement and installation/building work will be required and undertaken as part of phase 2 of the project	LDO time RDT Directors time Funding bodies Local business and groups	18 weeks from start date	
<b>Obtain Consents</b>	Pontoon and general arrangement drawings obtained.	LDO/RDT directors will work with external contractors to source or apply for <ul style="list-style-type: none"> <li>• Pontoon location plan and general arrangement drawings</li> <li>• Architects drawings of the Boathouse</li> <li>• Planning Permission/Building Warrant for Boathouse</li> <li>• Pontoon Marine Licence</li> <li>• Pontoon Crown Estate Lease</li> </ul>	LDO time. RDT Director time LDO to liaise with HC / MS / CE (via Bidwells Fort William office) Wallace Stone Legal support	40 weeks from start date	

		<ul style="list-style-type: none"> <li>• Pontoon Crown Estate Small Works Licence</li> </ul>	Architects/QS/SE		
<b>Transfer of ferry terminal building to RDT</b>	Opened discussions with HC	<ul style="list-style-type: none"> <li>• Complete CAT application</li> <li>• Apply to SLF for funding</li> <li>• Purchase building</li> </ul>	LDO time RDT Directors time Funding bodies	6-18 months	
<b>Obtain planning permission for campervan hook-ups and facilities building</b>		<ul style="list-style-type: none"> <li>• Drawings of proposed development</li> <li>• Application to HC</li> </ul>	LDO time RDT Directors time	3 months	October 2020
<b>Obtain funding for project build</b>	Stage 1 application submitted to RCGF. Initial discussions with HIE	<ul style="list-style-type: none"> <li>• Complete Stage 2 RCGF application</li> <li>• Further applications to RTIF, HIE</li> </ul>	LDO time RDT Directors time Funding bodies	6 months	March 2021
<b>Tender for project manager</b>		<ul style="list-style-type: none"> <li>• Prepare tender documents to appoint marine engineer to prepare tender brief for contractors and oversee construction and installation</li> <li>• Register and post tender documents on Public Contract Scotland portal</li> <li>• Assess tenders and appoint manager</li> </ul>	LDO time RDT Directors time	2-3 months	June 2021
<b>Tender for contractor to design and build system for local conditions</b>		<ul style="list-style-type: none"> <li>• Prepare tender documents</li> <li>• Post tender documents on Public Contract Scotland portal</li> <li>• Assess tenders and appoint contractor</li> </ul>	Project manager LDO time RDT Directors time	2-3 months	September 2021
<b>Fabrication of System</b>		<ul style="list-style-type: none"> <li>•</li> </ul>		4 months	January 2022
<b>Installation of pontoon</b>		<ul style="list-style-type: none"> <li>•</li> </ul>		1 month	March 2022
<b>Recruitment of staff</b>		<ul style="list-style-type: none"> <li>• Prepare job specifications and application forms</li> <li>• Advertise posts</li> <li>• Interview and appoint</li> </ul>		3 months	March 2022

10.1.2 Gantt Chart

Raasay Pontoon Development																				
Task	2020					2021												2022		
	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Planning Permission for onshore facilities	█	█	█																	
CAT process for terminal building	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Fundraising	█	█	█	█	█	█	█	█												
Tender for project manager									█	█	█									
Tender for contractor												█	█	█						
Fabrication of pontoon															█	█	█	█		
Installation of pontoon																			█	
Recruitment of Staff																		█	█	█

## 11. How much will the project cost?

Indicative costs have been provided by Wallace Stone as part of the feasibility study and are exclusive of VAT.

### 11.1.1 Breakdown of indicative project development costs

ITEM	£
Consents	15000
Design drawings and specification	8000
Contract documents and tendering	6000
Pontoon spine walkway	92200
Pontoon finger piers	20000
Mooring system	90000
Access bridges	65000
Support pier	12000
Shore abutment	5000
Walkway	8000
Services	20000
Traffic lights	13000
Power and water connections	20000
Ladders life-rings etc	2000
Navigation light 1	1000
Securing points for over-wintering fingers	1000
Contractor's management costs	6000
Contract management	7000
Site supervision	16000
Facilities Building	50000
Campervan Hookups	14000
Land & Legal Costs	28500
EV Charging points	3000
<b>TOTAL</b>	<b><u>502700</u></b>
<b>10% Contingency</b>	<b><u>50270</u></b>
	<b><u>552970</u></b>
<b>VAT @ 20%</b>	<b><u>110594</u></b>
<b>TOTAL with VAT added @ 20%</b>	<b><u>663564</u></b>

Items not included in the Wallace Stone breakdown of costs but will be included in the project are as follows

## 12. The project's financial appraisal

### Financial analysis

5 year Income and Expenditure projections have been prepared to illustrate the first 5 years of operating the pontoons. Full details are in Appendix 3.

### Assumptions

The main assumptions made in the preparation of the financial projections are as follows:

1. The capital costs of the pontoon construction are based on the detailed design and engineering work carried out by Wallace Stone. In addition, it is anticipated that there will be additional infrastructure costs associated with the onshore facilities.
2. Pier and pontoon pricing is based on charging rates which have been benchmarked against other pier and pontoon facilities on the West Coast of Scotland.
3. Demand and usage levels are considered to be conservative and it is anticipated that actual use could be considerably higher. It is assumed for the purposes of these projections that the facility will be fully open for a 4 month period aiming to achieve at least 40% yacht berth occupancy by year 3.
4. Income for ancillary services is based on market rates for other similar business operations. Actual footfall data for toilet facilities in Raasay have been used to estimate levels of usage although anticipating a lower level of paid use against the current free facilities.
5. Wage costs for the pontoon operation are assumed to be around 3 hours per week during the winter and an estimate of 5 hours per day (assuming 6 days per week) required in the summer months. It is assumed that a cleaner will be required for an hour per day (6 days a week).
6. Expenditure is based on data from other pontoon facilities on the Scottish West Coast and data for the operation of the facilities building have been taken from data provided by Highland Council.
7. A sinking fund cost has been added to the projections to take account of the anticipated cost of future chain maintenance.

### Financial Return on Project

The projections are prepared on the basis of the Raasay Development Trust operating the pontoons themselves.

This table provides a summary of the income and expenditure projected in the first five years of operation:

	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>INCOME</b>	44,888	47,965	51,175	52,686	54,230
<b>EXPENDITURE</b>	37,653	38,782	39,946	41,144	42,379
<b>NET INCOME</b>	<b>7,235</b>	<b>9,183</b>	<b>11,229</b>	<b>11,541</b>	<b>11,851</b>

The combination of the 12 berth pontoon and the onshore facilities should comfortably return a profit to the Trust for the furtherance of its community aspirations. The projections have been calculated on a conservative basis and it is believed that more income can be generated from the pontoon and onshore facilities.



### 13. Direct and Indirect Employment potential

Wallace Stone calculated the short-term and long-term employment potential of the development and predicted up to 9.5 ftes as outlined below.

	Short Term	Long Term Potential
Management & Administration	1.0	1.0
Boat crew spending	1.5	2.0
Local boat owner spending	0.5	0.5
Training in marine activities	---	1.0
Cruise liner visitor spending	---	1.5
Commercial boat operators	0.5	1.0
Special events	0.5	1.0
New small businesses	---	1.5
<b>Total</b>	<b>4.0 ftes</b>	<b>9.5 ftes</b>

### 14. Management of the facility

RDT commissioned a report into the range of options available for managing the pontoon and the most appropriate company structure for doing so and gave the options considerable consideration. Full details are available in Appendix 4.

RDT will initially construct the pontoon and associated onshore infrastructure through the charitable company and manage the facilities itself. In the longer term it will explore options to lease out the facilities to a private operator while retaining ownership by the charity. This would reduce the management burden upon RDT while allowing a private operator the opportunity to maximise the return from the infrastructure. The opportunity to lease will be made only after several years of operation have demonstrated the returns that can be made from the facility, thereby allowing the tenant to enter into an agreement with a degree of confidence as to the returns they will make, and therefore allow an optimum rent to be set. Any rent received will be retained for maintenance and replacement of the pontoon as required.

### 15. Our marketing and communication strategy

The RDT board and LDO will communicate openly with all interested parties. The LDO will be the first point of contact for any project specific communication.

Previous consultation was undertaken by Wallace Stone and the pontoon design proposed was agreed after extensive consultation with CalMac. The local community and businesses were also consulted by Wallace Stone. Ongoing consultation will be held to ensure those interested continue to have input into the project going forward. The development will also be open to consultation through the marine Licence and planning process.

Once operational the appointed manager will be responsible for marketing. It is hoped they will take advantage of social media, apps, websites and join various marine tourism groups.

The goals of our communication strategy are to:

- Raise awareness of the pontoon development with stakeholders
- Receive input on our proposal from stakeholders
- Identify and secure funding
- Publicise and promote the support we receive
- Publicise and promote the development once operational

Our target audience is:

- Local community
- Local businesses
- Ferry operator, CalMac
- Potential funders
- Potential users of the facilities

We will provide updates:

- Monthly to the community
- Monthly to the RDT board
- As and when requested to our funders
- As and when advances or milestones are met
- As and when asked by a stakeholder

Updates will be provided via:

- As part of the LDO report to the board at monthly meetings
- Open days and meetings
- In writing when requested
- Via email
- On social media
- In person.
- Weekly drop in session with the LDO on a Wednesday morning.

## **16. Our monitoring and evaluation strategy**

Section [3.1.1](#) details the actions taken to date and Gantt charts and activity plans will be prepared for each phase of the project going forward, see sections [9.1.1](#) and [9.1.2](#). Each phase will be broken down into activities and these activities will be realistically achievable by the individuals assigned to the work within the time frame. Progress will be measured against the Gantt Charts and Activity Plans with monthly progress updates submitted to the board of directors.

Long term monitoring will be undertaken to ensure project viability. Long term monitoring will include recording the number of boats/visitors using the facilities and gathering information on the length of stay, reason for stay and activities/attractions visited while on Raasay. This information will help to focus marketing and identify future business opportunities.

The following monitoring and evaluation matrix has been prepared for phase 1 of the pontoon project.

### 16.1.1 Monitoring and evaluation matrix

Deliverables	Baseline	Target	Timeframe	Outcome	Evaluation method	Reporting method
Feasibility Study	2015 report requires updating	Updated report from Wallace Stone	As per project plan	Updated report received		Circulated report when received
Community/ stakeholder engagement	Community engagement undertaken in 2015	Continued community/ stakeholder engagement	As per project plan	Attendance at events and input into project	Attendance figures at events Exit surveys	Report to board Feedback to community/ stakeholders
Business plan		completed business plan	As per project plan	Business plan		Circulated to board when completed
Obtain funding to apply for consents		Secure funding	As per project plan	Funding secured		Report to board
Agree project design– Pontoon	Design agreed in 2015	Complete	As per project plan	Design agreed		Feedback to community
Obtain funding to apply for consents		Secure funding	As per project plan	Funding secured		Report to board
Obtain consents		Submit applications	As per project plan	Consent granted		Report to board Feedback to community

## 17. The project's risk analysis

Risk Factors and Mitigation				
Risk Factor	Likelihood	Scale of Impact	Description of Impact	Mitigation
Lack of community support	Low	High	<ul style="list-style-type: none"> <li>Lack of support would delay/prevent project delivery</li> </ul>	<ul style="list-style-type: none"> <li>Continue to engage community at all stages of the project</li> </ul>
Failure to secure Crown Estate lease	Low	High	<ul style="list-style-type: none"> <li>Project unable to proceed</li> </ul>	<ul style="list-style-type: none"> <li>Continue cooperative approach with Crown Estate</li> </ul>
Highland Council refuses transfer request for the Ferry terminal building	Medium	Low to medium	<ul style="list-style-type: none"> <li>Unable to redevelop building to provide toilet/shower/laundry services</li> </ul>	<ul style="list-style-type: none"> <li>Install bespoke portacabin facilities</li> </ul>
Failure to secure planning permission for new building and campervan hook-ups	Low	High	<ul style="list-style-type: none"> <li>Inability to provide essential services to yachts</li> <li>Lost income from boat nights and hook-ups making scheme non-viable</li> </ul>	<ul style="list-style-type: none"> <li>Engage fully with planning service</li> <li>Clad portacabin in timber with profile sheeting roof</li> </ul>
RDT unable to secure complete funding package	Medium/High	High	<ul style="list-style-type: none"> <li>Unable to proceed with project</li> </ul>	<ul style="list-style-type: none"> <li>Fully engage with a diverse range of funders including HC, HIE, RCGF, RTIF</li> <li>Prepare crowdfunding appeal if additional funds required</li> <li>Engage with businesses and individuals with an interest in the project to maximise awareness and donation giving potential</li> </ul>

Risk Factors and Mitigation				
Risk Factor	Likelihood	Scale of Impact	Description of Impact	Mitigation
Unable to revenue support for early years	Medium	Medium	<ul style="list-style-type: none"> <li>Potential losses in years 1&amp;2</li> </ul>	<ul style="list-style-type: none"> <li>Early discussions with key potential funders.</li> <li>Include revenue funding request in applications</li> <li>Seek support from local businesses</li> <li>Consider short-term borrowing</li> </ul>
Extreme weather damage to pontoon	Low	High	<ul style="list-style-type: none"> <li>Damaged pontoon unable to take boats</li> <li>Loss of income</li> </ul>	<ul style="list-style-type: none"> <li>Use of design and build contract to place liability for repair on contractor</li> <li>Insure to full replacement value</li> <li>Remove finger piers and store safely over winter</li> <li>Regular checks of mooring chains and anchors by divers</li> </ul>
Inability to secure high calibre staff.	Medium	High	<ul style="list-style-type: none"> <li>May impact on ability to service system and collect revenues.</li> </ul>	<ul style="list-style-type: none"> <li>Offer flexibility of working arrangements</li> <li>Use advance online booking system to minimize collection requirements</li> </ul>
Inability to recruit within planned timescale.	Medium	Medium	<ul style="list-style-type: none"> <li>Burden of system management falls on volunteers</li> </ul>	<ul style="list-style-type: none"> <li>Advertise opportunity well in advance</li> <li>Encourage people with suitable skills to apply for the post</li> </ul>
Post Covid-19 negative impact on tourism	Medium	Medium	<ul style="list-style-type: none"> <li>Reduced revenues</li> </ul>	<ul style="list-style-type: none"> <li>Support activities to promote staycations</li> </ul>

Risk Factors and Mitigation				
Risk Factor	Likelihood	Scale of Impact	Description of Impact	Mitigation
Resurgence of Covid-19	Medium	Medium	<ul style="list-style-type: none"> <li>Lost income for all or part of season</li> </ul>	<ul style="list-style-type: none"> <li>Leave finger piers onshore for a season</li> <li>Do not recruit seasonal employee if virus resurgent</li> </ul>
Lack of skills/ capacity to deliver	Low	High	<ul style="list-style-type: none"> <li>Inability to secure funding package</li> <li>Failure to deliver funded project</li> <li>Failure to manage installed system properly</li> </ul>	<ul style="list-style-type: none"> <li>Use of Working Group oversee project</li> <li>Regular monitoring of project progress</li> <li>Fully document management procedures to ensure smooth transition in change of employee</li> </ul>

## 18. Discussion

The proposed facilities and the benefits they will bring are outlined in Section 8. An analysis of the benefits arising can be made in more detail through using several tools that are available. This section does this through the use of BEST, PEST, and SWOT analysis tools.

### 18.1.1 “BEST” for Raasay

“BEST” stands for Business, Environment, Social and Tourism.

#### Business

The proposed development will provide a sustainable business and increase employment opportunities. Direct opportunities include management and support for the day to day running of the facilities. Other direct opportunities include utilising the pontoon to provide access to marine activities through boat trips, boat hire and/or offering training in maritime skills. There is also the potential for small scale commercial fishing. Indirectly local businesses will also benefit from increased visitor numbers and spend.

The feasibility study indicates that the proposed pontoon would be beneficial for Raasay businesses, notably Raasay House and Raasay Distillery, resulting in increased income generation and employment. In a world that has to adapt to Covid-19 sailing is likely to be resilient and may become more popular as it is suitable for household units and involves limited contact with other parties. The diversification and increase in visitors arising from the pontoon will help Raasay businesses to recover from the impact of Covid-19.

## **Environment**

The proposed development will be sustainable, functional, and designed to complement the local environment. The pontoon will be over engineered to act as a drag break in the unlikely event that the ferry loses power as it comes into port. This will stop the ferry from potentially running aground and any resulting environmental damage.

The location of the pontoon is out with the Inner Hebrides and Minches SAC designated to protect the local population of porpoises. The pontoon will be adjacent to the SAC and there is still the potential to impact on the SAC's conservation objectives through noise disturbance during the construction phase and increased marine traffic once operational. As the ferry is a constant feature within the area the porpoises are likely to be accustomed to the noise and marine traffic, therefore with following best practice advice the development is unlikely to cause disturbance.

Scotland's National Marine plan has been consulted, relevant policies identified and incorporated into the development proposal. A number of policies relate to environmental impacts and best practice will be followed to minimise any potential impact.

To manage the impact on the Islands important landmarks and assets, it is proposed that information and guidance will be provided through interpretation boards.

## **Social**

The direct and indirect business opportunities highlighted above will provide additional employment and will encourage people to live and work on Raasay. Increasing employment opportunities and the number of residents living on Raasay will help to secure the future of local infrastructure and resources.

The facilities will make it easier for the Portree RNLI to undertake medical evacuations in the case of an emergency out with the ferry operating hours.

Table [11.1.4](#) details the findings of the feasibility study which indicates that the development has the long term potential to provide up to 9.5 fte jobs resulting in c£190,000 additional earning in the local economy.

## **Tourism**

Installing a pontoon, and providing onshore facilities, will ensure Raasay has the infrastructure to accommodate the increasing number of tourists visiting the area. Through marketing and working with local businesses, other piers, pontoons and marinas as well as national businesses and agencies we hope to increase the number of visitors to Raasay. To provide visitors with an authentic experience, while managing the impact on the islands important landmarks and assets, information and guidance will be provided through interpretation boards.

### **18.1.2 PEST analysis**

PEST uses the Political, Economic, Social and Technological lenses to analyse the project.

## **Political**



Marine Tourism is a growth industry and a strategic plan “Giant Strides”, and a National Marine Plan, have been prepared by industry and government agencies to assist in developing the industry. This project will refer to these plans to ensure the development best serves the marine environment, the growing marine tourism sector and Raasay. The pontoon will benefit visitors and improve their experience of visiting Raasay. Visitors will have access to the facilities necessary to safely berth which will allow them the opportunity to explore the Islands attractions.

### **Economic**

The feasibility study indicates that the long term employment potential, both direct and indirect, resulting from the development could be as many as 9.5fte positions.

The feasibility study also indicates that the development will provide RDT with an income that can be used to finance future projects aimed at benefiting residents of Raasay.

### **Social**

The employment opportunities resulting from the development will provide financial security to Raasay residents. The development will encourage younger residents to remain on Raasay and encourage new residents to move to Raasay, this will increase the islands population and generate a more diverse population demographic.

The facilities will make it easier for the Portree RNLI to undertake medical evacuations in the case of an emergency out with the ferry operating hours.

### **Technological**

The pontoons moorings will be over engineered to act as a drag break for the ferry, hopefully ensuring that in the unlikely event that it suffers a catastrophic loss of power the ferry will be brought to a halt before hitting land. This will result in less damage to the ferry and the pontoon system and will enable a speedier recovery of the lifeline service.

Electric Vehicle charging points will be provided, this ensures that visitors with electric cars can stay longer on Raasay and that we incorporate carbon reduction and new technologies into our development plans.

## **18.1.3 SWOT analysis**

### **Strengths**

The development has community and local business support

It is being led by a strong, experienced and committed board of directors.

The presence of a LDO with marine development experience further strengthens RDT’s ability to deliver the project.

Wallace Stone have considerable experience of designing and installing similar systems in ports and harbours along the west coast and in the islands.

Presence of existing businesses that could benefit from the new infrastructure e.g. Raasay House, Raasay Distillery

### **Weaknesses**

As RDT is a charity with limited funds there is a reliance on public funding to deliver the project.

RDT is supported by a number of volunteers and is reliant on the continuing support of those who volunteer to deliver the project.

Limited water depth for the largest yachts

The need to remove part of the system over the winter

### **Opportunities**

Provision of quality berthing for Portree lifeboat as and when required for emergency evacuations

Potential to develop a water taxi link with Portree

The economic, business, employment and social opportunities presented previously within this business plan represent a significant opportunity for the Raasay community.

The potential to increase visitor numbers by becoming part of themed route initiatives, staging events and linking with similar facilities along the West coast.

### **Threats**

The funding for our LDO is provided by HIE and has recently been reduced from full to part time. HIE review the funding provided to cover the LDO position annually and this creates insecurity.

The development is reliant of public funding to deliver the project and there is insecurity over future EU funding and sufficient funding being available to fulfil the project.

The future impact of Covid-19 on tourism numbers is unclear

## 19. Conclusion

The proposed pontoon and onshore facilities are a significant and ambitious development with the potential to increase community resilience, provide employment, create new opportunities for locals and visitors and put Raasay on the sailing map. The development creates another stopping off point along the West coast and, when joined with initiatives such as the Hebridean whisky trail, improves the attractiveness of Raasay and the West coast/Inner Hebrides to the marine tourist. It will increase the diversify of visitors to the island and support the recovery of local businesses from Covid-19. Raasay has a lot to offer visitors from its heritage and history to recent developments such as the Distillery and our visitors will benefit from the facilities being proposed.

The success of the pontoons reviewed in the case studies shows that community owned pontoons are an asset to communities and Raasay would be no different. The indirect benefit to the shops and businesses along with the benefits of increased employment and access to infrastructure will be transformational for Raasay. The income generated for RDT will be used to take forward projects to further benefit the community.

The pontoon will provide for safer medical evacuation of patients out with the ferry operating hours and this will offer some reassurance to residents.

As identified by the financial support obtained from RHCC and Raasay Distillery and from community consultation the development has the support of the community and businesses of Raasay and its progression should be a priority.

## **Appendices**

**Raasay Pontoon Development – Feasibility report. Wallace Stone**

**Ferry Terminal Building Sketch Design Proposal**

**5 year Income and Expenditure Projections**

**RDT legal structure and options report**

**RDT 5 Year Development Plan – Executive Summary**