Hynish
Development Plan

Hynish Trust



2023-2028



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1.0 Introduction

The Hynish Trust is proposed as the successor to The Hebridean Trust (SOIC SC038956) that has been the custodian of Hynish and major investor in its restoration since 1982. The Hynish Trust will operate as a Scottish Charitable Incorporated Organisation (SOIC) registered with the Scottish Charity Regulator.

Our Development Plan outlines our vision and values that will guide the work of the Hynish Trust and aligns our priorities with the aspirations of local communities, strategic partners and our collective responsibilities as custodians of Hynish as a nationally important and designated heritage site.

The plan presents our Vision, Values and Priorities and sets out a 'route-map' of planned activities that will build a new more inclusive future for Hynish based on the 'whole place' concept and the Smart Clachan model that will combine stewardship of the heritage asset with the needs of the local community and building a vibrant, successful place aligned to national policy and outcomes as set out in the National Planning Framework (NPF4) .

The Development Plan sets out to summarise our values, future role and priorities that demonstrate our capacity to work with the Tiree community to make a lasting difference, both physically to the historic environment, and also socially and economically to Tiree.

The Development Plan forms part of a suite of documents and studies undertaken to set out how Hynish can contribute to island life, deliver new homes addressing the islands housing need, create opportunity for social enterprise and importantly tell the story of Hynish and support the cultural life of the island.



2.0 Hynish - Historic Environment of National Importance

Hynish – Land Base for the Construction & Operation of Skerryvore Lighthouse

Hynish is a small crofting township lying on the most southerly point on the west of Tiree. The group of buildings were built under the direction of Alan Stevenson, between 1837-40, for the construction and servicing/maintenance of Skerryvore Lighthouse. The buildings are listed as Category A by Historic Environment Scotland.

The name, Skerryvore, is derived from the Gaelic words “Sgeir” meaning the rock and “mhor” (“mh” is pronounced “v”) meaning big. The Skerryvore Lighthouse was designed by Alan Stevenson and is the tallest lighthouse in the country and took 7 years to build. The lighthouse is 42m (138 feet) high and constructed, all but the lower four courses of granite quarried on the Island of Mull. Huge blocks of stone were ferried to Hynish to be dressed before being taken to the site around 10 miles south-west of the island.

The Buildings @Hynish

“They are as a group, and in their relation to Skerryvore, unique in Scotland and survive in a good sympathetic state recognised by its listing at the highest level.” (Extract from Surveyors report August 2016)

Hynish provided the harbour, construction yard and Shore Base for the construction. The facility provided homes, support facilities and workshops for those involved in the building of the Skerryvore Lighthouse.

Hynish – Early History

Hynish was also an important fortified enclosure on Am Barra. The enclosed site comprise structures classified as forts and duns which at Hynish has only been partially investigated. RCAHMS investigators noted enclosed banking implying that rather than a small dun on the summit, this may have been a much larger enclosure, and thus accounting for their inclusion of it in the County Inventory for Argyll in the fort category (RCAHMS 1980, 84, no.150).

The banking may form part of the remains of a defensive wall, the topography of the outcrops would seem to indicate a promontory fort of some 1.5ha in extent, extending down to the rocky shore on the NE and SE.



Hynish Today

Hynish is a ‘unique and special place’. Hynish provides a tangible connection to the past and to better appreciate the achievements and events of Scotland’s and Tiree’s leading role in the development and construction of lighthouses. Hynish provides a very tangible link to a shared history and cultural identity, connecting with the past, helping to respond to the needs of today and capacity to shape and contribute to the island’s future.

Hynish provides a window into the past, in a place and setting that is a source of inspiration, a celebrated environment and a very real and tangible part of to Tiree’s identity and future.



Community



Events & Education



Hospitality

Conversations for a Community Future

Hynish Trust is a Community based charitable organisation (SOIC) that exists to ensure Hynish can build on its legacy and continue to have a strong and positive role for the community of Tiree.

The Hynish Trust has put community at the heart of the Trust's programme. This means listening and engaging with the community and involving community members in shaping out programme and priorities. The start of this process is engagement. Starting a *'big conversation'* on what Hynish means to local communities and how Hynish can help to support local communities as a place to live, work, learn, visit and enjoy.

Our first engagement is the start of many 'Open Days' drawing the community together at Hynish and building an understanding and getting people engaged in their heritage, place and the opportunities for the future.

The Hynish open Day brought 150 people to Hynish. It has allowed young people to talk to its future, to engage with specialists in architecture, place-planning, conservation, heritage and history. We thank everyone for their contributions and willingness to engage and help shape our Development Plan.

A number of points were raised and discussed at length and have helped consolidate our priorities:

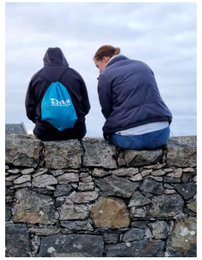
- 'the importance of Hynish in helping to address the islands housing crisis'
- 'key need for live-work opportunity and craft activity space'
- 'Hynish needs to be a destination, vibrant, active and a place to enjoy'.
- 'it's a 'special place' and a key part of our history, heritage and culture'

Hynish Trust will continue to work across the community to build a positive future and we welcome all contributions and are open to all ideas that will help to deliver our vision and objectives.



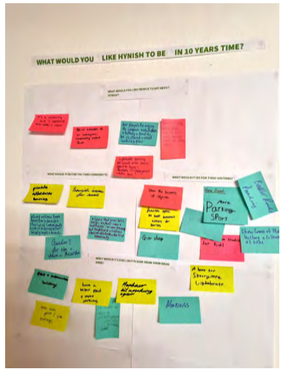


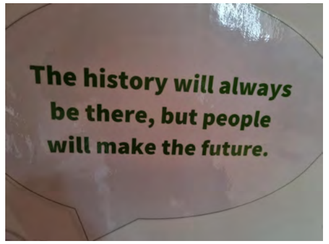


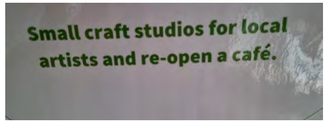
















3.0 Community Vision & Values

The reorganisation of the governance of Hynish allows our vision to be developed, shaped and delivered in collaboration with the local community.

Our Vision:

'Celebrates Hynish as a place that enhances the economic, social and environmental values of Tiree animating our heritage and culture heritage through our shared historic environment, meeting the needs of today through the legacy of yesterday.'

The Hynish Trust are seeking to create a strong and locally accountable new management structure that can support the vision and ensure Hynish retains its important role for the island of Tiree – past, present and future. The Hynish Trust as future guardians of this important asset, have a responsibility to:

- develop Hynish in a way that is sympathetic to ensuring the long term future
- preserve the buildings, land, history and culture
- ensure there is a sense of community
- develop partnerships with the community and with other groups/people
- develop partnerships with interests in heritage/housing/sustainability
- continue the policy of employing local people and businesses

The future for Hynish is as a living heritage village combining live-work-visit activities that create a vibrant self-sustaining place. The modern Clachan is seen as an exemplar for the ambition with Hynish capable of developing its mix of heritage, residential, live-work and workshops units.

Our Values:

- **Community embedded and valued**
  Promoting partnerships at all levels (local, regional and national) to deliver the Hynish Trust objectives developing strong connections across our local communities and community organisations.

- **Responsible & relevant to current & future generations**
  Building on our strengths and recognising our core custodial role in making Hynish as relevant to tomorrow as to its past, reinvigorating its special qualities of place and ensuring the site and its buildings have a full and positive role in the island future.

- **Smart & responsive to the needs of all stakeholders**
  Aligning our activity with partners, sister organisations and local communities to make best use of resources and build on all available skills, knowledge, enthusiasms and interests to make Hynish as inclusive and responsive to island needs as possible.

- **Sustainable, Liveable, Productive**
  Giving priority to responsible financial, environmental and sustainable management of all assets, programmes and projects delivering benefits to the island community and aligned with national (NPF4) and regional place based priorities.

Our Objectives:

- **To conserve and enhance Hynish to deliver island economic and social benefit** Improving the condition of the historic environment will support Tiree by delivering local affordable housing, support the tourism economy and contribute to the cultural life and well-being of the island.

- **To promote the positive management and maintenance of Hynish.**
  Promoting and supporting better stewardship of the historic environment developing innovative energy solutions and measures to support biodiversity and climate change adaptation

- **To support local enterprise activity and local skills related to the historic environment.**
  Supporting local enterprise and measures to facilitate local businesses and individuals live and work at Hynish and inline with the Smart Clachan Model build new capacity.

- **To work in partnership with local / regional / national organisations.**
  Working collaboratively with local and other regional / national organisations to align with external partnership outcomes and support, share knowledge and lessons learnt to create additional platforms for collaboration and add to the resilience of our programmes

- **To improve understanding of the historic environment**
  Promote learning and engagement around the story of Hynish through education museum activity, research and curatorship and nurture understanding, and ‘ownership’ of our shared historic environment



4.0 Hynish Trust - Plan

The Hynish Trust will conserve, enhance, and promote increased understanding of Hynish's unique story and historic environment for the benefit of residents, visitors and future generations.

Our Themes:
The Development Plan represents the first plan of the new Hynish Trust organisation. The new organisation will form a legally constituted incorporated Trust Body registered and operating under the regulatory auspices of the Scottish Charity Regulator as a SOIC (Scottish Charitable Incorporated Organisation).

Details of the governance arrangements and transfer of assets is a key early action for Hynish Trust. The core themes that define our Development Plan 2023-2028 are as follows:

Theme 1: Trust Governance – Transitional working Group
Theme 2: Community & Partner Participation & Engagement
Theme 4: Homes for Islanders Programme
Theme 4 Celebrating our Island Heritage
Theme 5: Sustainable Communities

The themes which effectively form a programme of activity (range of projects / activities / tasks) are tabulated and summarised in Appendix 1. These include an indication of current priorities, potential partners and an indicative programme.

Our Priority Projects:
The early focus of resources will be to extend engagement and shape a new structure for the organisation and governance of Hynish. Clearly this will engage most of the existing resources in 2023 and provide the platform for further engagement and project development for the period 2024-2028.

However, a number of projects form important and key priorities and working with partners it will be important to

Our High Priority projects are as follows:

The Hynish Trust – Legals & Governance

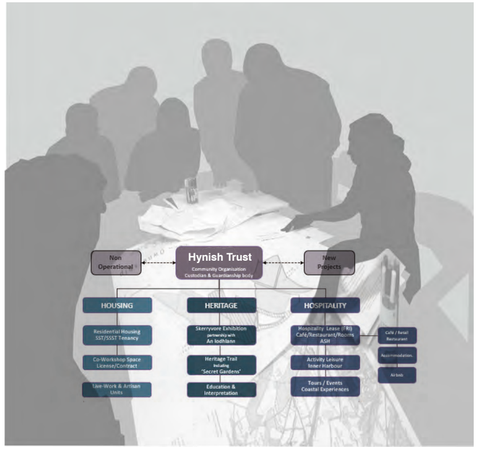
- Establishment of Transitional Working Group / Working Groups
- The Hynish Trust SCIO Legal Structure
- Trust Working Group and thereafter Board/Employees /volunteers
- The Hynish Trust - Administration & Management

Community & Partner Participation & Engagement
- Partner & Stakeholder Participation & Engagement
- The Hynish Trust Online Engagement - Web/SM/FB/Twitter
- OUR Hynish – Community Participation & Events
- Open Day (s)

Homes for Islanders Programme
- Key Worker Homes – Upgrading the Upper Square
- Key Worker Homes – Creating New Homes in The Barracks
- Smart Clachan – Live-Work Artisan Workspace
- Strengthening Place: Live/Work/Learn/Visit/Enjoy

Celebrating Heritage
- Hynish Educational & interpretation Tours
- Exploring Hynish's history (Bronze Age to 20th Century)
- Museum Initiative with An Iodhlann
- New Exhibition / Museum Signal Tower Upgrade

Sustainable Place Programme
- Place-Shaping: Building a Shared Vision
- Energy Efficient – Low Carbon Homes
- Partnership Collaboration & Funding
- Digital Hynish – 3G/4G digital infrastructure



Hynish Trust – Legals & Governance

Hynish Trust are transitioning to a new governance and management model. This model will provide for significantly greater local participation and accountability and provide a sustainable structure for the long-term management of the Hynish site.

Core activities that are currently being advanced are the establishment of the necessary legal entity and formal articles of associated of the new Hynish Trust organisation including office bearers/ trustees. This includes:

- The Hynish Trust SCIO Legal Structure
- Trust Transitional Working Group and thereafter the Hynish Board
  - Strategic Leadership Team - Administration & Management
  - Working Groups aligned to Themes

The Hynish Trust are keen to create an inclusive management structure and the widest participation. Our Development Plan seeks to reach out to all parties and participants: with a passion or interest in community development, heritage and environmental management.

The Hynish Trust are seeking to build a strong network of individuals and stakeholder organisations who are committed to supporting Tiree's cultural heritage for future generations. The structure will be open, inclusive and seek to encourage participation across the community and with other community organisations. A Transitional Working group has been established to review details of governance and the links with engagement, day-to-day operational management and leadership around the Trust's key themes.

The board will provide a structure for strategic decision making and leadership supported by a a number of Working Groups. Working groups will seek to take advantage of local expertise and resources and are envisaged to include:

- Housing & Homes for Islanders Programme Working Group
- Celebrating Heritage Working Group
- Project Development Working Group(s)

Community & Partner Engagement

The Hynish Trust are seeking to build a strong programme of partner and stakeholder engagement. We recognise that this needs communication and developing a better understanding of both community and stakeholder partner interests and we are seeking over the next 12-24 months to share our aims and objectives and better understand community and partners needs and interests.

The Hynish Trust will develop its Participation, Communication & Partnership Plan (PCP) and extend engagement with local community stakeholders and partners. The Hynish Trust will establish look to develop effective communication channels including a new website , social media channels and , contacts network to facilitate participation and communicate our activity. Key activities

- Developing the Web Site with Community Links and Contact Details
- Creating a social media platform / presence for news and events
- Direct contact and consultation through the Working Group (s)
- Our Hynish – connecting to young people and wider community









Homes for Islanders Programme

The Hynish Trust is committed to developing Hynish to deliver positive benefits to the Tiree community and island economy. The 'Homes for Islanders' programme is a core element of our property management objective.

The Homes for Islanders programme will provide key worker homes designed to provide affordable housing to key workers, such as local healthcare professionals, teachers, emergency services personnel, who have key roles within the island community but may struggle to afford housing in due to Tiree's housing shortage and market values.

The Hynish Trust within its Outline Business Case has set out a strategy for establishing Hynish as a 'Smart Clachan' with affordable homes under secure Scottish tenancy agreements and promoting enterprise and live-work units to create a strong local township model. The capital programme will look to deliver 6 additional units within the restored Barracks Building along with a Creative Shared Workspace within the Old Stables.

Celebrating Heritage

The Hynish Trust is committed to protecting and enhancing the heritage of Hynish to Improve the condition and operational value of the historic environment to strengthen the economic and social benefit that Hynish provides to the island of Tiree.

Celebrating heritage recognises the importance of Hynish to the past, present and future of Tiree. Heritage is not simply related to the past but a living and dynamic contributor that connects people and place. Hynish has a vital role in bringing communities together, addressing the needs of today, building resilience and wellbeing, and strengthening sustainable development.

The Hynish Trust will in the immediate future focus on conservation, restoration and renewing the facilities at Hynish and building through education and participation stronger awareness of Hynish's role going forward. This will be advanced by supporting closer participation and engagement prioritised around four project elements: Hynish Educational & interpretation Tours; Exploring Hynish's history (Bronze Age to 20th Century); a partnership development project Museum Initiative working with An Iodhlann including it is hoped a New Exhibition / Museum Upgrade.

Sustainable Place Programme

Sustainable Place-Making is at the heart of the Hynish Trust programme. The Trust is working with Rural Housing Scotland to develop the Smart Clachan model at Hynish offering new housing and a place and live-work environment suitable for modern life in a rural island location.

Hynish will become a community based programme to support new homes and island repopulation by creating affordable housing and shared facilities with a focus on key workers and creative enterprise. The community ethos will be fostered through a range of shared services and facilities to enhance community and connectivity, including a community work hub to enable residents to establish or maintain their own enterprises and enjoy a place supporting the place qualities of live-work-visit.

Sustainable places are shaped through the input and involvement of local communities and making the best use of assets in a manner that is responsible and responsive to the needs of communities today and into the future. Hynish can be an exemplar for the management of heritage assets, protection and enhancement of environmental assets and a pilot for low energy /net zero energy conservation of Listed Buildings.

The Hynish Trust will adopt a holistic approach to conservation management and build wherever possible strong and practical connections across all the communities of interest to celebrate the special qualities of place evidenced at Hynish.

5.0 Governance & Resources

The Hynish Trust
Transitional Working Group

Working to support the transition from the Hebridean Trust to the Hynish Trust.
Working group focus is on establishing a clear and accountable re-structuring of the Trust's activities around a new governance and management model that is Island Based and can collaborate closely with sister organisations across the island community to support strong and accountable local governance and be a part of the wider Hebridean heritage network

The Traditional Working Group is currently working through the detailed arrangements for transition including financial management and future funding in accordance with the Business Case. The Trust are mindful of the need for careful budgeting, the management of financial resources, and working with partners on grant support and fundraising. This includes developing a sustainable funding model to ensure the long-term viability of the Hynish Trust. The Transitional Working Group will continue to engage with the community, building partnerships with local groups, businesses, and wider agencies.

Board Membership:

The Transitional Working Group will establish the arrangements and support the establishment of the new Hynish Trust Board. The new board will draw on a range of skills and capabilities drawing on relevant expertise in fields such as heritage, conservation architecture, , law, finance, and marketing. The Hynish Trust will continue to build on the clear understanding of the significance of Hynish and its engagement with community, as well as a strategic plan for place, site and building conservation and promotion.

The Hynish Trust Working Group(s)

A series of Working Groups have been established to support the transition from the Hebridean Trust Board to the Hynish Trust and to provide continuity and re-shape our programme for the period 2023-2025. Working Group members can support the day-to-day activity of the Trust and these groups will look to extend participation, create opportunity for young people participation and be as inclusive as possible.

Staffing & Voluntary Support

The Hynish Trust is very appreciative of the contribution of voluntary support that forms such an important element of all Hynish Trust operations and the value it generates to the community. Volunteering embraces all activity (from Board to Youth Workers) including volunteering time across a range of expertise, providing financial contributions, or simply being ambassadors for the Trust's mission and goals.

The Working group would like to positively acknowledge all the very valuable work of individuals (past, present and future) and their contributions to both the Hebridean Trust and Hynish Trust including those within partner agencies and organisations. Hynish is very special in terms of a place and its heritage but is also special in terms of the collaborative work, commitment and contribution of individuals to sharing its story.

6.0 Funding Plan

The Hynish Trust as custodians of the assets at Hynish has the lead role in working with partners to develop a funding strategy for Hynish and to bid for support funding (capital and revenue) to support the objectives and delivery programmes set out in this Development Plan.

Revenue Funding

The Hynish Trust have completed a Feasibility Study / Outline Business Assessment that advises that the new body should be able to create a financially sustainable long-term operational model based on the projected residential and commercial and visitor income. The feasibility study noted the importance of robust financial management and a focused Management/ Operational Plan. Important to the revenue funding model is ensuring the consistent lease/tenancy income from all residential and commercial leased properties.

Revenue Funding – Operations Sustains Day-to-Day Activity	Funding Source	Funding Resource
Residential & Commercial Leases	Property Management	Return on Annual Rents / Leases
Grant & Funding awards	S Govt / Rural Housing Scotland / Others	Funding secured through Grant Awards
Donations & Contributions and funding support	Visitors and guided Walks and events	Local Donations & Contributions

Capital Investment

Hynish has seen significant investment over the past 20 years secured through a range of funding routes (Scottish Government / Rural Homes Scotland / Highlands & Island Enterprise/ Other) and will require external funding to advance the main capital works programme associated with building conservation and restoration.

The future programme of work will involve significant capital spend focussed on delivering the priority projects. External funding will be required to advance these projects to Building Contracts. Grant supported investment funding for the priority projects are considered to be of the order of:

Priority Projects – Capital Investment Sums for Conservation	Funding Source	Funding Requirement
The Barracks Restoration of 6 Live-Work Units	External. Combination of Partner Funds	£5 million
The Stables: Smart Clachan Live-Work Workspace	External. Combination of Partner Funds	£0.5million

Detailed studies have been completed and further architectural assessments are currently in progress to establish the most sustainable and cost effective approach to restoration of The Barracks with further investigation required to ensure other medium/high priority buildings (The Stables /Cowshed) can be brought back into positive use.

An initial assessment of potential funding programmes that are aligned with heritage projects and building restoration / re-use are outlined in Appendix 2.



7.0 Engagement & Outreach

Our Development Plan will help shape a much closer island-wide engagement in the future of Hynish. We are committed and passionate about Hynish's importance first to the historic environment and story of Tiree but as importantly socially and economically in meeting the needs of the future and creating opportunity for a more successful, sustainable, liveable and productive place

As a community based organisation, we are looking for your support either directly to help advance our project programmes, contribute to Working Groups or as importantly to voice your support and become an ambassador to the Hynish Trust objectives and mission. Our key partners and heritage and social enterprise network includes:

- Tiree Community
- TCDT (Urras Thiriodh) & subsidiaries
- Tiree Community Council
- The Hebridean Trust
- An Iodhlann
- Argyll Estates
- Scottish Government
- Argyll & Bute Council
- Highland & Islands Enterprise
- Historic Environment Scotland
- Rural Housing Scotland
- Energy Trust
- Others

We are seeking through engagement and outreach to be an island community-centred organisation and are very happy to collaborate with all groups, organisations and interests to help ensure the outcomes and benefits that Hynish can contribute to are real, deliverable and as fully inclusive as possible.

Please feel free to review all the material on our website - www.HCH.org.uk (news / information /project updates / publications) and contribute to an exciting and deliverable new vision for Hynish.



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