



Isle of Kerrera Development Trust
Brief for Management of the Kerrera Community Hub Development Project

A. Background

The Isle of Kerrera Development Trust is the community organisation for the Isle of Kerrera. Its aims are to represent the views of islanders and to forward project and initiatives which will benefit both islanders and visitors alike. We have an active Board of ten residents, and membership on island is high, representing 85% of the adult population.

The Isle of Kerrera is a small Inner Hebridean island very close to Oban, known for its stunning landscape, abundant wildlife and the striking ruin of Gylen Castle, attractions which bring 15,000 visitors a year over on the short ferry ride from the mainland. Our beautiful island is also home to a small but vibrant full-time community of 48 adults and 16 children but despite the active community and visitor numbers, it has no community facilities and the primary school closed its doors to pupils in 1999.

Residents have long held an ambition to bring the former school building back into community use. The Isle of Kerrera Development Trust (IKDT) recently secured a Scottish Land Fund award which will enable the community to purchase the former school from the Argyll and Bute Council, with the aim of re-developing it into a community hub to meet the needs of our thriving community. The building itself is fundamentally structurally sound but in need of a full re-development and renovation having been partially stripped out and unused for a number of years. Significant work has already been undertaken, with an architectural feasibility study and business plan already completed.

In order to move the project forward, IKDT has set up a School Redevelopment Steering Group made up of residents and existing Board members, and this group will oversee the school redevelopment process. This group reports back to the IKDT Board.

At this stage, IKDT is seeking an experienced freelance development consultant with strong fundraising skills and project management experience who can effectively support the IKDT Board and Steering Group over a twelve month period and deliver key tasks associated with redeveloping the former school, including fundraising and renovation, in order to get us to the point where the school is ready to become operational as a community hub.

B. Purpose of the contract

The aim of this commission is to assist the Isle of Kerrera Development Trust in the development of the above project, to include:

1. Acquisition

- Working with the Steering Group, co-ordinate a community celebration event on completion of acquisition

2. Design & Build

- Working with the Steering Group and design team to ensure the design work for the renovation is finalised and is successfully taken through planning
- Working with the Steering Group to put the renovation works and any self building consultancy out to tender
- Using the VAT consultant identified by the Board, ensure the Board has appropriate VAT advice on the building costs
- Project management of the refurbishment of the school, working with the design and build team(s) to ensure the project is delivered on time and to standard and cost.

3. Finance & Fundraising

- Working with the design and build team to determine the project budget for the renovation works
- Based on the high level funding strategy in the business plan, to develop a detailed two to three year funding strategy for the redevelopment of the school, to meet the costs of refurbishment against the identified budget and the needs of the Hub beyond renovation – including funding to support the operation of the Hub, including staffing and resources for activities. The expectation is that a range of fundraising types will be explored to include crowdfunding, as well as more traditional funding routes
- Implementing the funding strategy and secure sufficient funds for the redevelopment of the school, with a key priority being raising the funds required for the initial phase of renovation
- Liaising with the Scottish Land Fund, administering and drawing down funds, keeping records and writing reports as required

4. Organisational Development

- Working with the Board to identify requirements and to develop a full set of organisational policies and procedures relating to the running of the Hub as a community facility, for example health and safety, lone working, volunteer management etc.
- Identify potential sessional staff and volunteer roles for when the Hub is operational and write role descriptions
- Work with Board to identify training needs and arrange relevant training across such areas as facilities management, staff and volunteer management etc.
- Sourcing expert advice and assistance where required from external organisations and agencies

5. Communications

- Reporting back to the Board regularly on progress against the project
- Communicating progress to local community

- Maintaining relationships with the Scottish Land Fund and other funders as required
- Promoting the project as required, in person through meetings and networking, through social media and the press as needed

6. General

- Local or national travel may be occasionally required to training and events, as agreed with the Board
- Evening and weekend working may occasionally be required
- Any other tasks as required by the project and agreed with the Board

C. Additional relevant information to the commission

IKDT has a business plan for the school project, along with an architect led feasibility study, both completed in 2018. These will be available to the consultant. The project is planned to be phased with renovation of the school building representing Phase One and potential development of an auxiliary storage building and self-contained accommodation unit ('the Bothy'), potentially using community self build, forming a secondary and tertiary phase. Phase One is expected to cost in the region of £200,000 - £250,000 although this figure will not be confirmed until the design work is completed.

We have been awarded funding from the Scottish Land Fund which is enabling us to acquire the building and which is also supporting this contract. The funder is supporting this project for a 12 month period. Finalising renovation costs and securing funding for Phase One is the project's immediate priority with the renovation phase following on from this.

Acquisition is due to be complete by end April 2019; design work is already underway and therefore some of the tasks and timescales may change before the commission starts, depending on progress.

D. Key Skills & Experience

Priority will be given to applicants with fundraising skills and experience, as the renovation project management will also be supported by a Trustee with experience in this area. The Trust is seeking skills and experience relevant to the following:

- Experience of developing funding strategies
- Track record of successful fundraising across a broad range of funding types
- Demonstrable track record of successful project management and co-ordination
- Experience of managing a capital build/renovation project
- Good communication skills, in particular the ability to liaise effectively with a broad range of stakeholders including the community, the IKDT Board, legal, design and building teams, the Council and funders
- Experience of developing organisational policies and procedures for a third sector organisation
- Experience of working with volunteers
- Ability to develop budgets, use forecasting and manage cashflow

E. Management and outputs of the contract:

- The applicant will report the IKDT Chair
- At the outset of the contract the consultant will agree and sign off a delivery plan and timeframes with the Chair, which will form the basis of reporting
- The applicant will be expected to attend Steering Group and Board meetings as agreed, usually one per month
- Monthly written progress reports should be submitted to the Steering Group

F. High level outputs required are:

- Acquisition of the school successfully completed
- Designs for the school finalised and put through planning
- Costs for the renovation finalised
- Funding for the first phase of renovation secured
- Sourcing and securing building contractors to deliver the renovation
- Renovation of the first phase of the project completed
- IKDT is organisationally fit for commencement of the Community Hub's operational phase – Board trained, policies and procedures in place, role descriptions finalised

The information gathered and created during the commission, including draft and final products, shall remain the sole property of the Isle of Kerrera Development Trust.

G. Remuneration and conditions

- The work is offered as a fixed-term contract
- The successful candidate will be self-employed and responsible for his/her own tax and professional indemnity insurance
- The successful consultant/s will be home based but must be available to visit Kerrera or Oban regularly
- The fee available is £150 per day for a maximum of 126 days of support. The period of delivery is expected to span approximately 12 months but may be longer, depending on progress with fundraising. It is anticipated that the successful consultant would be in a position to deliver an average of three days' support per week initially in order to ensure fundraising gains sufficient momentum.
- Payments will be made monthly on submission of invoice and a progress report.

H. Procedure for applying

To apply, please send your CV and a covering letter demonstrating clearly how your skills and experience meet the requirements of the project (as set out in sections B and D) to Martin Shields, Chair of IKDT, via email info@isleofkerrera.org

For more information on Kerrera, see www.isleofkerrera.org. For an informal discussion of the post and its requirements, please telephone Martin on 01631566367.

Closing date: Friday 26th April at 5pm.

Interviews: will be held in Oban on the 10th of May 2019.

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Ionmhas Fearainn Na H-Alba