

# Iolaire Centre Ltd

## 2023 Business Plan

### Update from Trustees

## Background

The Iolaire Centre continues the work towards establishing a permanent centre for an interpretive and educational visitor experience based on learnings from this key event in the Island’s history. The Centre will support education in the community, the ongoing processing of the tragedy, and explore the impacts on the culture and people of the Islands. It will be a place for visitors and locals alike to explore and understand the event and its wider context. The development is focussed on building significant economic growth for the wider island economy, creating and supporting jobs directly and through its local supply chain and second order growth effects for the islands’ economy thereby helping to sustain and grow the population and culture of the Outer Hebrides.

During 2022, the Iolaire Centre Project progressed the early-stage 0 & 1 RIBA work completing the following:

- Site feasibility of No. 1 Pier.
- Baseline environmental and sustainability objectives.
- Initial engagement with Council Planning team.

Additionally, work was completed on a first phase academic research project, *The Iolaire Impact* with a team from the University of the Highlands and Islands. The research project explored the impacts both locally and abroad across the Island diaspora.

In 2023, work will focus on the delivery of an Activity Plan and Concept Design for the building. The next stage research project will be undertaken to further explore the impacts of the tragedy. Community engagement sessions will be held in relation to Activity Planning early in the year, and progress updates later in 2023. These will build on the initial engagement sessions held in 2019 and inform planning for the Design stage expected to take place in 2024.

## 2023 Plan

### Summary milestones

		J	F	M	A	M	J	J	A	S	O	N	D
1	Activity Planning												
2	Concept Design												
3	The Iolaire Impact Research												
4	Funding Strategy & Applications												
5	Community Engagement												

#### 1. Activity Planning

<b>What</b>	Activity Plan Report developed with engagement and input from the community, stakeholders and specialist consultants
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<b>Purpose</b>	Defines the activities that will take place in the building. The outputs will be used during the Architecture Competition and will underpin the next round of funding applications.
<b>Who</b>	PM responsible for tender and commissioning. Activity planning led by professional consultants. PM - monitoring delivery.
<b>Due</b>	31 <sup>st</sup> March 2023
<b>Actions</b>	<ul style="list-style-type: none"> <li>• Activity Plan Tender Brief and Scope updated and signed off.</li> <li>• Identify and approach potential consulting organisations to respond to brief.</li> <li>• Coordinate proposal review and consultant selection.</li> <li>• Support consultants to engage with the community and community groups in developing a summary of activity for the Centre.</li> <li>• Monitor delivery against plan.</li> </ul>
<b>Outcomes</b>	A detailed summary of the activities that will take place in the Centre and its role as a hub within the wider Island community.

## 2. Concept Design

<b>What</b>	Concept Design for the building and capital budget through an Architecture Competition.
<b>Purpose</b>	Develop a conceptual design for the Centre to fulfil the RIBA Stage 2 requirements.
<b>Who</b>	PM responsible for tender and commissioning. Architect teams responsible for delivery of designs. Steering Group decision for competition winner.
<b>Due</b>	30 <sup>th</sup> June 2023
<b>Actions</b>	<ul style="list-style-type: none"> <li>• Input from Oberlander contacts to learn from their experiences.</li> <li>• Find organisation to develop brief for competition.</li> <li>• Oversee the writing and sign-off of the brief.</li> <li>• Distribution of brief.</li> <li>• Review submissions and coordinate review and selection of successful design.</li> </ul>
<b>Outcomes</b>	A conceptual design and budget for the Centre developed for the site on No. 1 Pier that incorporates the activity requirements as outlined in the Activity Plan.

## 3. The Iolaire Impact Research

<b>What</b>	Phase 2 Research Project.
<b>Purpose</b>	Continue and expand on the research and analysis of the Iolaire tragedy and its impact on the subsequent generations, the culture and economy of the islands.
<b>Who</b>	UHI academic team with support from Iolaire Centre Trustees and Project Manager.
<b>Due</b>	30 <sup>th</sup> June 2023
<b>Actions</b>	<ul style="list-style-type: none"> <li>• Work with the academics, Charity Trustees and stakeholders as required to outline a scope of work for the next stage work.</li> <li>• Funding application to Interface for an Advanced Innovation voucher grant. Contractual agreements review and sign off.</li> <li>• Ongoing support and management of delivery - this will be defined as the 'in-kind' contribution of Centre's commitment to the research.</li> </ul>

<b>Outcomes</b>	Building the knowledge base and foundation of information, adding to the knowledge of the effects on the islands and wider community of Iolaire tragedy. Refining the activity plan for the Centre and how the story is told.
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#### 4. Funding Strategy and Applications

<b>What</b>	Funding for the RIBA Stages 3 & 4 incorporating the completed design, planning application and technical design work.
<b>Purpose</b>	Select and engage an appropriate resource to prepare a funding strategy to fund the project build, activity schedule and working capital requirements. Complete and submit funding applications or information required to meet the governance of funding allocated to the project.
<b>Who</b>	Funding consultant. PM support for processing of applications and governance.
<b>Due</b>	31 <sup>st</sup> December 2023
<b>Actions</b>	<ul style="list-style-type: none"> <li>• Input to Funding Strategy.</li> <li>• Distribution of outputs and presentation to relevant parties.</li> <li>• Identify requirements to draw down on allocated funding streams (CnES, etc).</li> <li>• Complete governance and claim requirements to draw down on allocated funding.</li> </ul>
<b>Outcomes</b>	A strategy to raise necessary funds required to implement the project as informed by the Conceptual Design of building. Any additional resource required to execute the Funding Strategy identified. Applications completed and governance requirement met for funding of this stage of work.

#### 5. Community Engagement and Communications

<b>What</b>	Ongoing communications with the wider community, Working Group and Steering Group. Engagement directly in relation to progress and with specific items of work such as Activity Planning and Funding.
<b>Purpose</b>	To facilitate community input and capture feedback to ensure the community voice is reflected in the Centre.
<b>Who</b>	PM, Gael Force comms team, Steering Group.
<b>Due</b>	31 <sup>st</sup> December 2023
<b>Actions</b>	<ul style="list-style-type: none"> <li>• Act as main contact point for project.</li> <li>• Communication support to Marc.</li> <li>• Community engagement activities when appropriate.</li> <li>• Contact for poppy pins, press requests, etc.</li> </ul>
<b>Outcome</b>	The local community is informed and engaged with the project. Progress and updates are shared on social media and through news channels.

#### 6. Project Management and administration

<b>What</b>	Project Management and administration.
<b>Purpose</b>	To manage and track project progress over the defined period.
<b>Who</b>	PM
<b>Due</b>	31 <sup>st</sup> December 2023
<b>Actions</b>	<ul style="list-style-type: none"> <li>• Steering Group meeting on a quarterly basis.</li> <li>• Working Group meetings as required.</li> </ul>

	<ul style="list-style-type: none"> <li>• Update and share planned activities.</li> <li>• Risk and Issue management.</li> <li>• Financial administration including invoicing, VAT application support, grant processing, etc.</li> </ul>
<b>Outcome</b>	The Steering Group and Charity Trustees are kept informed of progress and provided with information required to support decision making.

## Risks and Issues

New risks and issues added to the register with mitigated actions identified:

1. External consultant costs are not validated and could be incorrect.
2. Delays in release of Islands Deal funding.
3. Interface Advanced Innovation Voucher application is not successful and alternative funding is required.
4. Heads of Terms for the proposed site on Stornoway Port Authority land to support the funding strategy and applications.