



Development
Trust

Kyle of Sutherland Tourism Infrastructure (KoSTI Project) Project Initiation Document (PID) | September 2020

Kyle of Sutherland Development Trust is a Company Limited by Guarantee.
Registered office: The Barn, Drovers Square, Ardgay, Sutherland, IV24 3AL
Scottish Registration: SC401019
Scottish Charity: SC043587
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Project Context

To manage the rise in visitor pressure points across the Kyle of Sutherland by providing supportive tourism infrastructure, illustrating the significance of the Kyle of Sutherland area through community asset ownership in turn supporting local economy and embracing the tourism opportunities.

Kyle of Sutherland Development Trust wish to develop three sites across the Kyle of Sutherland to create Kyle of Sutherland Tourism Infrastructure (KoSTI) project, which aims to support tourism in the area. It will create better facilities for visitors whilst reducing issues such as increased waste, impacts on parking and pressures on local services.

This project aims to develop sustainable tourism in the area around the Kyle of Sutherland by providing facilities for visitors who choose to come to the area in campervans, motorhomes and electric vehicles (including cyclists). The provision will help to ease tourism pressure points across the north. The route around the Dornoch Firth and the Kyle of Sutherland creates a great spur off the NC500 and offers options to head west and north, as well as the narrowest crossing of Scotland. Although the area has been hit economically, it remains an area of outstanding natural beauty with strong, but underpromoted, cultural heritage. The success of the NC500 has shown the potential for tourism in the Highlands, however, there is a need to grow tourism, from a low base, in a sustainable manner.

Project Locations | Kyle of Sutherland Area and Tourism Spine Map



Site 1: Bonar Bridge Public Toilets (South Bonar), Bonar Bridge, IV24 3AQ

Site 2: Falls of Shin Visitor Attraction, Achany, By Lairg, Sutherland, IV27 4EE

Site 3: Invercassley Store & Tearooms, Rosehall, Lairg, IV27 4BD

Project Parameters

Phase Delivery: The development of Kyle of Sutherland Tourism Infrastructure (KoSTI) project will be narrated by Rural Tourism Infrastructure Funding Timeline.

Project Development

- **Phase 1** | Project Idea Initiated from community voice and visitor pressure points. Expression of Interest to Rural Tourism Infrastructure Fund submitted.
- **Phase 2** | Expression of Interest approved. A £5,000 Design Grant with a further 50% match funding (total £10,000) was awarded to support initial and further development of project.
- **Phase 3** | Development of the project viability and design up to the submission of a Planning Application for each site.
- **Phase 4** | Funding Application Decision

Project Implementation

- **Phase 5** | Procurement Process and Site Works
- **Phase 6** | Defects Period Completed and Final RTIF Claim Submitted

Timeline Summary:

Phase 1 - 4 | January – December 2020

Phase 5 | December 2020 – April 2021

Phase 6 | April 2022

Financial:

Design and development stages of the project have been supported by a Rural Tourism Infrastructure Fund design grant of £5,000 and a further 50% of match funding (total funding: £10,000). In addition to this in-kind value has grown and developed the project.

The capital project is dependent on key funding from Rural Tourism Infrastructure Fund alongside relevant match funding. The project is also supported by in-kind value.

The operational running of the project will be sustained by charging a small fee for facilities.

Project Delivery Team



Project Managers

Organisation: Kyle of Sutherland Development Trust

Valerie Houston (Right)

Deputy and Assets & Contracts Manager



01863 766 190 (Option 1) or 07507 894775



valerie@kyleofsutherland.co.uk

Beth Simco (Left):

Contracts Officer



01863 766 190 (Option 1)



beth@kyleofsutherland.co.uk

Overview of Kyle of Sutherland Tourism Infrastructure Project Management:

- Co-ordinate Construction and Design Teams
- Enable Structured Problem Solving and Critical Path Analysis
- Focus on End User Requirements: Liaise with the Design Team
- Focus on End User Journey: Liaise with the Design Team
- Conduct Site Visits and Lead on Site Reviews and Reports
- Review and Consider the End Interior, Fixtures and Fittings
- Apply Lessons Learned and Benefits Realisation from Past Third Sector Capital Project Management
- Project Related Financial and Funder Management

Design Team

Role	Name and Contact	Organisation
Architect	Catriona Hill CH@oberlanders.co.uk	Oberlander Architects
Quantity Surveyor	David McLeod david@wsd-inverness.co.uk Kristina Cameron kristina@wsd-inverness.co.uk	WSD Scotland
Engineer	Derek Thomson DThomson@davidnarro.co.uk James Lynch JLynch@davidnarro.co.uk	David Narro Associates

Project Timeline and Milestones

The below table illustrates a detailed (at current stage) timeline with key milestones for Kyle of Sutherland Tourism Infrastructure project. The timeline has been influenced by Rural Tourism Infrastructure Fund timeframes.

Date	Milestone	Organisations
Initial Project Exploration Work		
January 2020	Expression of Interest Submitted	KoSDT The Highland Council Visit Scotland
February 2020	Design Grant Awarded	KoSDT The Highland Council Visit Scotland
Project Initiation and Design Work		
February – September 2020 (Originally July 2020, funding application extension in response of COVID19.)	Contracting with Design Team, Initial Development, Further Development and Further Refinement of Site Drawings, Community Voice, Financial Viability, Gathering Information for Funding Application (Round 3, Stage 2)	KoSDT The Highland Council
RTIF Funding Application Submission and Decision		
Friday 25 th September 2020	Submission of draft Funding Application to The Highland Council.	KoSDT
Wednesday 30 th September 2020	Submission of Final Claim for Design Grant to The Highland Council	KoSDT
Tuesday 13 th October 2020	Submission of Final Funding Application to The Highland Council (for submission to Visit Scotland on 14/10/20).	KoSDT The Highland Council
Wednesday 14 th October 2020	Submission of Funding Application to Visit Scotland	KoSDT The Highland Council
Wednesday 14 th October 2020	Submission of Full Planning Application (In alignment with Funding Application)	KoSDT Oberlanders Architects WSD Scotland David Narro Associates
Tuesday 24 th November 2020	Visit Scotland Assessment Panel Meeting	Visit Scotland

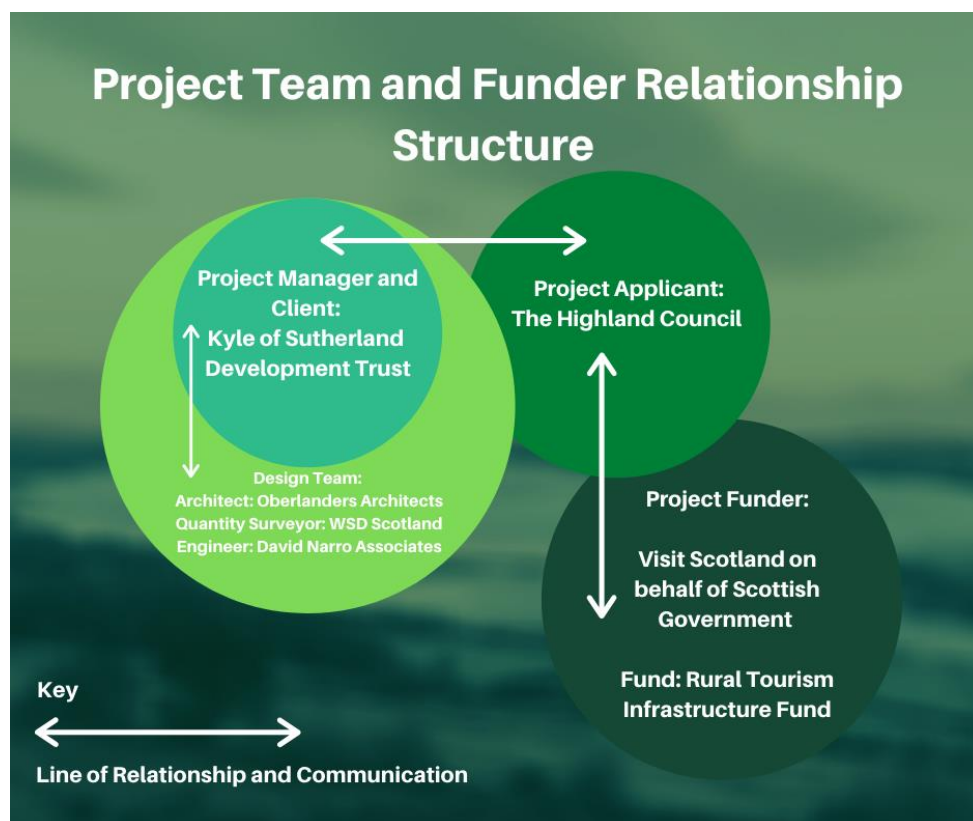
Friday 4 th December 2020	Applicants Advised of Assessment Panel Decisions	Visit Scotland The Highland Council KoSDT
If Funding Application is Successful:		
Procurement and Community Virtual Exhibition		
Monday 7 th December 2020	Develop Press Release for Project Update	KoSDT
Monday 7 th & Tuesday 8 th December 2020	Communicate Tender Opportunity, Develop Pre- Qualification Questionnaire and draw list of Potential Contractors	KoSDT WSD Scotland
Tuesday 8 th December, 12pm 2020	Pre- Qualification Questionnaire sent to Potential Contractors	KoSDT WSD Scotland Potential Contractors
Thursday 10 th December 2020, 2pm	Pre – Qualification Questionnaire Contractor Return	KoSDT WSD Potential Contractors
Friday 11 th December 2020, 5pm	Evaluate and Review Pre-Qualification Questionnaires. Invitation to Submit Tender for Project (further to Pre- Qualification Questionnaire).	KoSDT WSD Scotland
Wednesday 13 th January 2021, 7pm	Community Virtual Public Exhibition	KoSDT Oberlander Architects
Friday 15 th January 2021, 5pm	Return of Tenders	KoSDT WSD Scotland Potential Contractors
Monday 18 th – Thursday 21 st January 2021	Evaluation of Tenders Against Criteria	KoSDT WSD Scotland
Friday 22 nd January 2021, 5pm	Tender Decision and Contract Awarded Full Tender Feedback to all Contractors	KoSDT WSD Scotland Potential Contractors
Sites Programme		
Monday 1 st February 2021	Contractor on Sites (13 Week Programme)	KoSDT Contractor Oberlanders Architects WSD Scotland David Narro Associates

Monday 1 st February – Friday 30 th April 2021	Communicate with Funders, Manage Contractors and Design Team, Develop Operational Systems, Signage and End User Fittings on All Sites, Financial Management	KoSDT
Friday 30 th April 2021	Contractor Completed on Sites	KoSDT Contractor Oberlanders Architects WSD Scotland David Narro Associates
Spring/Summer 2021	Sites Open for Public Use Operational Management	KoSDT
End of Defects Period		
Monday 4 th April 2022	End of Defects Period Meeting with Contractor	KoSDT Contractor Oberlander Architects
Friday 22 nd April 2022	Defects Period of Works Completed	KoSDT Contractor Oberlander Architects
Tuesday 26 th April 2022	Final Contractor Invoices Agreed and Issued	KoSDT Contractor Oberlander Architects
Friday 29 th April 2022	Final RTFI Claim Submitted	KoSDT THC Visit Scotland

Relationships and Communication

The relationship structure takes in the roles of project funder, applicant, delivery, and design teams for Kyle of Sutherland Tourism Infrastructure project.

As illustrated in Infographic 1.1, the role of the Project Manager (the Client) allows for a well-developed relationship between the community needs and design team requirements. The applicant (The Highland Council) support delivery partners (Project Manager and Client) Kyle of Sutherland Development Trust with an application to Visit Scotland on behalf of Scottish Government Rural Tourism Infrastructure Fund.



Infographic 1.1

The procurement process will be completed in a single relationship between Project Manager (and client) Kyle of Sutherland Development Trust and Quantity Surveyor, WSD Scotland. Kyle of Sutherland Development Trust will communicate with The Highland Council to ensure they are updated at each stage.

Stakeholder Group

The below Stakeholder Grid illustrates internal and external stakeholder groupings for the development of Kyle of Sutherland Tourism Infrastructure Project.

Influential Observers (Keep Satisfied)	Key Players (Engage Closely)
<ul style="list-style-type: none"> • Creich Community Council • Ardgay & District Community Council • Lairg Community Council • Scottish Government • Kyle of Sutherland Development Trust Social Media Followers • Kyle of Sutherland Fisheries Trust 	<ul style="list-style-type: none"> • Local Residents and Wider Community of Kyle of Sutherland • Balnagown Estates • Kyle of Sutherland Hub • Heart of Sutherland Tourism Initiative • Internal Board of Directors and Development Manager • The Highland Council • Visit Scotland • Match Funding Sources • Oberlander Architects (Architect) • David Narro Associates (Engineers) • WSD Scotland (Quantity Surveyors)
Spectators (Monitor)	Active Players (Keep Informed)
<ul style="list-style-type: none"> • Day tourists • CyclingUK • Community Energy Scotland • North Harris Trust 	<ul style="list-style-type: none"> • Invercassley Store and Tearooms • Bonar Bridge Business Regeneration Group • North Highland Initiative • North Coast 500 • Sutherland Adaptive and Collaborative Communities Team • Dornoch Caravan Park • Highlands and Islands Enterprise

Live Document

Updated: 24th September 2020, Beth Simco