



ULLAPOOL COMMUNITY TRUST



Ullapool Community Growth Plan 2012

First Edition – September 2012



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Introduction to the Area, Growth at the Edge, Community Account Management, the Community Growth Plan and the Consultation Process

Ullapool and the surrounding area is a community suffering from similar issues to the other remote and rural communities in Scotland. These issues include high petrol prices, lack of mains gas, limited public transport, high proportion of seasonal employment and a large number of holiday homes.

Ullapool is a small village on the North West coast of Scotland situated just less than 60 miles from Inverness, the largest city in the Highlands. The village, located on the banks of Loch Broom, was designed by Thomas Telford and established in 1788 by the British Fisheries Society as a herring port. Since then it has grown and changed and whilst the harbour is still active, tourism has come to play a vital role in the local economy. The village has around 10 hotels and many more B&B's, guesthouses and holiday cottages alongside several cafés, shops and pubs. At the time of the 2001 census it had a population of around 1300 people.

The area included in the Community Growth Plan is similar to that of the Lochbroom Community Council which is shown in Appendix 1 (specific postcodes within the remit are also included in Appendix 2). Therefore several outlying communities to the north, south and west of Ullapool are also covered by the plan, including Elphin, Strathcaniard, Rhue, Leckmelm, Braemore, Lochside, Dundonnell, Scoraig, Badcaul and Gruinard, amongst others. While some shops, cafés, hotels and other services are located within these communities, they are generally more fragile than Ullapool with fewer opportunities and services available. In 2001 the outlying communities had a combined population of near 850 which brings the total local population to around 2200.

Growth at the Edge

Due to these factors Highland and Islands Enterprise (HIE) has selected the Ullapool area to be part of the Growth at the Edge (GATE) initiative which targets areas with issues such as substandard infrastructure, remoteness, declining populations, lack of job opportunities or widespread low income.

Being part of the GATE initiative has led to a Local Development Officer (LDO) being employed, with the position funded jointly by HIE and Highland LEADER. The principle task of the LDO is to produce a Community Growth Plan (CGP) which identifies local issues, a vision for the community in 5-10 years times and projects which, if delivered, will enable the realisation of the vision. Once the CGP is completed the community, with assistance from the LDO and others groups and organisations, will implement the projects.



Community Account Management

In addition to being involved in GATE, Ullapool and the surrounding communities are also part of HIE's Community Account Management (CAM) initiative. This means that HIE will work intensively with a local anchor organisation, in this case Ullapool Community Trust (UCT), over an extended period of time with the aim of delivering sustainable growth. As a result of involvement in CAM, UCT and the community will look to develop projects that generate revenue streams.

Projects that generate income will enable the community to become more sustainable and move away from grant funding. Income from projects could be used to support the LDO position once HIE support ceases, if profits are sufficient, and to fund, or match fund, other projects that benefit the community and build capacity. As a result projects that offer opportunities for income generation are included in the CGP alongside those that will not.

Community Growth Plan

The CGP identifies local issues such as housing and transport, which were determined by community consultation and a community audit that was completed by the LDO. The audit forms Appendix 4 and also illustrates the community's present position with further baseline information provided by HIE. The consultation process, which is outlined in the next section, also enabled objectives and potential solutions and projects to be identified which will tackle the issues prevalent in the community. Projects will be delivered by the community with input and assistance from individuals, organisations, businesses, agencies and partnerships.

The target audience for the CGP are the residents of the Ullapool Community Trust remit area and public agencies such as Highland Council and HIE. The plan will be available at the following locations–

- Ullapool Community Trust website - electronic copy available to download
- Ullapool Community Trust office - hard copies available to take away
- Ullapool Library - hard copies available to read
- Elphin Community Hall (Old Assynt Primary School) - hard copies available to take away
- Dundonnell Stores – hard copies available to take away

Consultation

This section outlines the stages of the consultation process.

Community Survey

The first part of the consultation process was a community survey that was carried out in January 2011. This forms the most comprehensive element of the process with around 25% of households responding. Copies of the survey report are available on the UCT website



(<http://ullapoolcommunity.org/wp-content/uploads/2012/03/Ullapool-Community-Survey-Report.pdf>) or in hard copy from UCT's office in the Ullapool Harbour Buildings.

Open Day

The survey was followed by an Open Day that was held on the 6th of August 2011 in the Ullapool Village Hall and was entitled the 'Have Your Say' day. The survey findings enabled 6 strategic themes to be developed for discussion at the Open Day under the headings of -

- 1.) Housing and Service Provision
- 2.) Transport
- 3.) Young People and Apprenticeships
- 4.) Renewables and Sustainability
- 5.) Community Ownership of Land and Assets
- 6.) Local Food

The event was run with a World Café format. Six tables were set up under the above themes with each being led by a facilitator (either from UCT or an outside organisation). Participants were asked to discuss the theme and identify local issues and potential solutions/projects to improve the current position. A summary of the 'Have Your Say' day findings is also available on the UCT website (<http://ullapoolcommunity.org/wp-content/uploads/2012/03/Have-Your-Say-day-outcomes1.pdf>).

Focus Groups

Attempts were then made to set up focus groups under the 6 themes with invitations sent to UCT members, community organisations and the wider public through a variety of mediums including articles/adverts in the local newspaper, emails, postal mail and via the UCT website.

Groups were not established under the themes of Renewables and Sustainability, Community Ownership of Land and Assets or Local Food in time for the development of the CGP. However the three other groups met between 1 and 3 times and integrated and distilled the findings from the survey and Open Day. The groups then prioritised issues and identified projects that should be taken forward to tackle these concerns.

The findings from the focus groups were then adopted and included in a draft CGP.

Board Strategy Session and Skills Audit

The UCT board met on the 4th of October 2011 to develop an overarching community vision from the consultation findings and conclude objectives for each of the six strategic themes created for the 'Have Your Say' day and focus groups. Board members also undertook a skills audit to ensure UCT has sufficient ability to take forward projects developed as a result of the consultation process.



Draft CGP Consultation

The final element of the consultation process was carried out in June 2012. A summary of the CGP demonstrating the consultation findings, community vision and projects included in the draft was delivered to every household in the remit area along with a feedback sheet. Residents were encouraged to inspect and comment on the summary document and the full draft of the CGP, which was available from the UCT office and website, and complete and return the feedback sheet to LDO. All respondents were entered into a £50 prize draw.

The summary document and collated responses are both available to view on the UCT website (<http://ullapoolcommunity.org/wp-content/uploads/2012/03/CGP-Summary-Leaflet1.pdf> & <http://ullapoolcommunity.org/wp-content/uploads/2012/03/CGP-Consultation-Findings1.pdf>).



Community Vision

The overarching vision that has been adopted for the area is -

By 2020 we will be a more self-reliant, sustainable and self-sufficient community where people of all ages and backgrounds, in this and in future generations can achieve their potential and enjoy a satisfying quality of life.



Strategic Themes

As mentioned previously, the consultation process helped identify 6 strategic themes that relate to key local issues and development opportunities. In the following sections each strategic theme is examined. Each section will include -

- the current context /baseline community position
- local issues, potential solutions and theme priorities identified by the community consultation
- projects which will be taken forward
- objectives for each theme
- theme visions

Figure 1 illustrates how the plan has been developed in terms of each theme, while it also demonstrates that by delivering identified projects the community will then attain theme objectives and in turn each theme's vision. Achieving all the theme visions will then allow the community vision to be realised.

Figure 1. CGP Development and Implementation Process



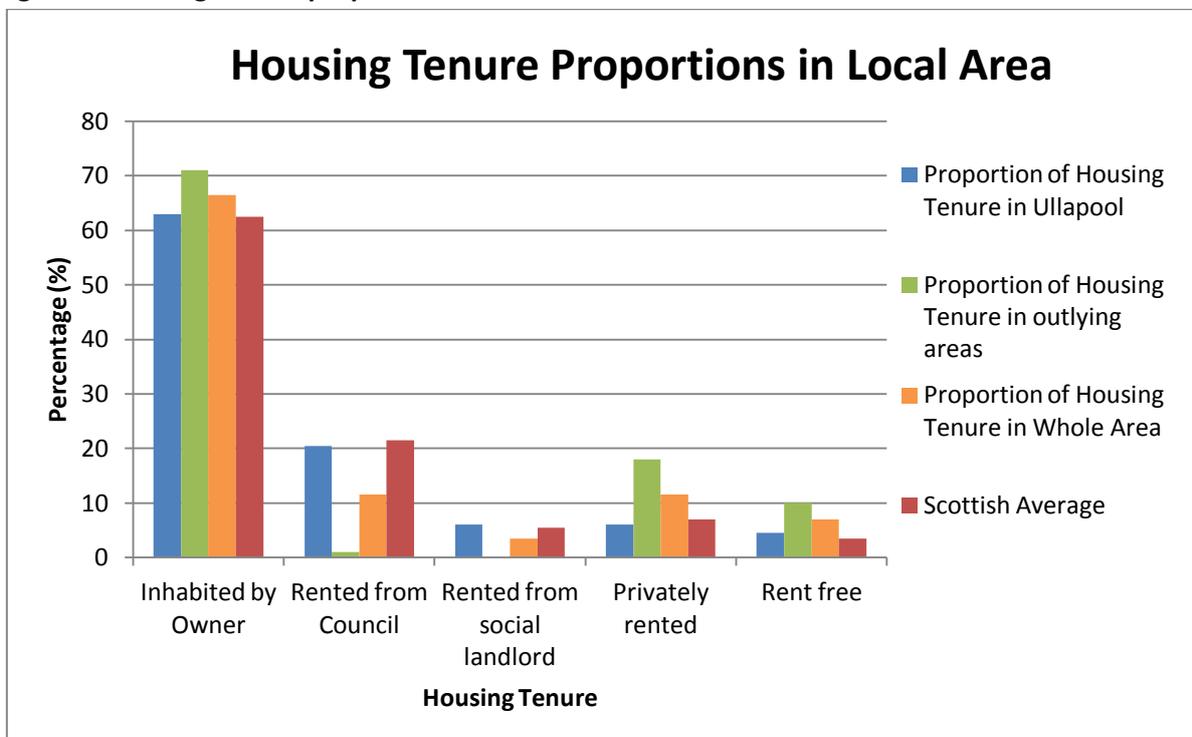
Strategic Theme 1 – Housing and Service Provision

Baseline Position

The Ullapool area has around 1200 households of which about 650 are in the village itself with the rest in outlying areas and communities. It is estimated that around 20% of houses in the area are holiday homes.

Figure 2 shows the housing tenure breakdown for Ullapool, outlying communities, the area as a whole and the average Scottish proportions. It is clear from the graph that at present there is proportionally less social housing rented from either the council or social landlords than is normally the case in Scotland. Instead it is more common for local people to rent privately. It is also worth noting that across the area as a whole there is a higher than average proportion of owner occupiers.

Figure 2. Housing Tenure proportions in Local Area



(Figures from the 2001 Census)

However figure 2 also highlights that housing tenure proportions vary widely between Ullapool and outlying communities. Indeed the tenure of housing within the village is near identical to the national average. Therefore it is the lack of council and social landlord rental properties in outlying communities that distorts the overall figures for the area. There is also a higher level of private letting and owner occupiers out with Ullapool which has increased the area's proportions above the Scottish average.



Despite Ullapool matching the national averages for housing tenure, Highland Council (HC) have identified the village as one of the most pressurised communities in Highland in terms of demand and supply of social housing. This is illustrated by HC's Local Housing Strategy and Strategic Housing Investment Plan (SHIP) which both identify Wester Ross as an area in need of social/affordable housing with the SHIP specifically earmarking Ullapool as one of the three priority communities in Wester Ross alongside Gairloch and Lochcarron.

Between 2007 and 2011, 20 new social homes for rent were created within Ullapool which brought the total number to 159 within the village. However the 2011 housing list showed there still are 245 current housing applications from individuals/families to live in the village, with 121 of those having made Ullapool their 1st choice location, clearly demonstrating the extent of the social housing issue.

The current provision of other services in Ullapool and the surrounding area including, amongst others, council services and broadband provision and can be found in the community audit (Appendix 4).

Local Issues, Solutions and Priorities - Consultation Findings

Due to the number of people on the housing list and the lack of affordable/social housing in communities out with Ullapool it is unsurprising that the survey found that many people felt the area had inadequate social housing.

The Open Day identified some suggestions and solutions to housing and local services issues including -

- Housing should be developed to address a range of needs – affordable, rent, purchase etc.
- More housing is needed for families and young people.
- Any development of housing should focus on low cost, low energy, sustainable stock.
- Retrofitting of existing housing stock should be carried out to increase housing provision.
- Poor provision of broadband, particularly in areas such as Dundonnell.

The Housing and Local Services focus group was formed and discussed the issues and consultation findings and elected to focus mainly on housing issues. The lack of affordable/social housing and recent emphasis on developing flats in Ullapool, which are often unsuitable for families, were decided to be the most pressing local concerns. Issues were also highlighted in relation to the current housing allocation and emergency housing policies.

During the CGP Summary consultation some concern was raised that the elderly were not included in the plan. While this has not been added as a specific priority UCT intend to continue to monitor the provision of services and opportunities to elderly residents and support and assist where required.



Projects (see pages 25-26 for timescale and delivery information)

The consultations allowed the following projects to be identified –

- Carry out Housing Needs Survey to determine current housing need (both in terms of quantity and housing style)
- Clarify housing allocations and emergency housing policies and audit processes
- Improve broadband provision
- Develop a community housing association
- Develop local self build group
- Secure land suitable for housing where possible
- Refurbish existing vacant properties to increase housing provision

Theme Objectives

As a result the objectives for the Housing and Local Service theme have been set as –

- Range of housing needs across the district identified
- Social housing provision improved by exploiting creative solutions with input from various organisations, groups, partnerships or other sources

Vision for Housing and Service Provision

By 2020 affordable housing provision has increased through the development of new and suitable dwellings.

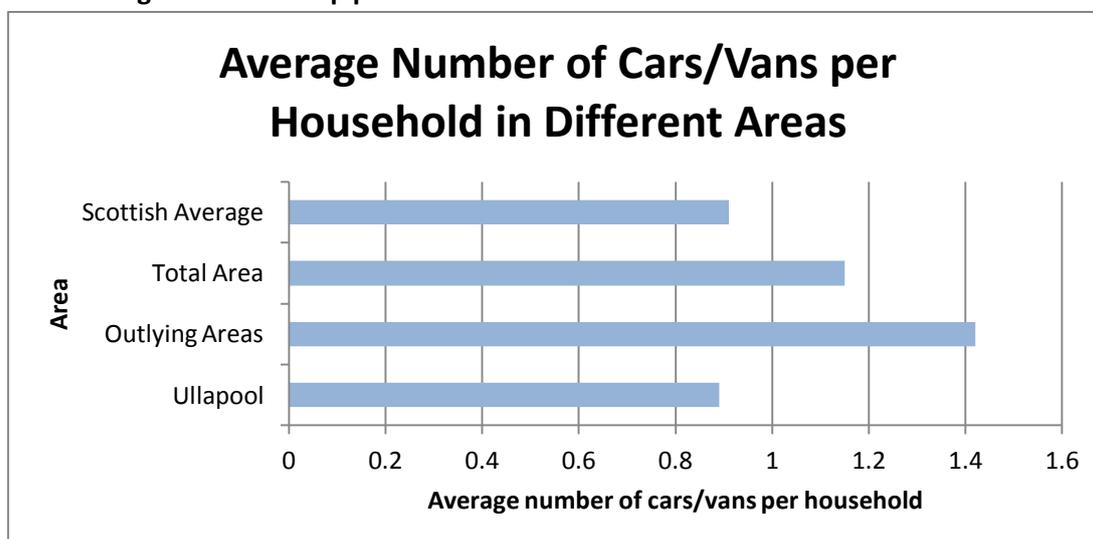


Strategic Theme 2 – Transport

Baseline Position

The Ullapool area is remote with people often required to travel long distances to access amenities, services and shops. Therefore it is not surprising that figure 3 shows car ownership in the district to be high with an average of over 1.15 cars/vans per household. However figure 3 also shows that, similarly to housing tenure, there are big differences between Ullapool and the outlying communities with 0.89 vehicles owed per household in the village which is in fact lower than the Scottish average of 0.91 vehicles. Meanwhile outlying households have, on average, 1.42 vehicles per household, substantially more than the national average.

Figure 3. Average car ownership per household

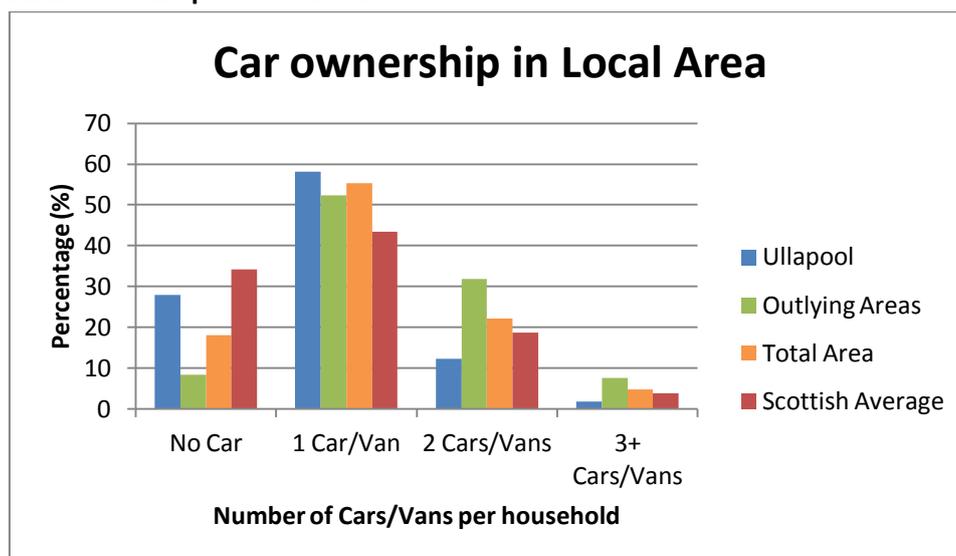


(Figures from the 2001 Census)

An explanation for the variable nature of car ownership, shown in figure 3, between Ullapool and other communities is shown by figure 4, which demonstrates the breakdown of vehicles owned per household. It can be seen that fewer homes in Ullapool have no vehicle than the Scottish average while many more households have one vehicle which means in actual fact more households actually own cars than normal. However as fewer homes have multiple cars within the village, Ullapool overall has a lower car ownership per household than the national average.

Figure 4 also shows that households in outlying communities are far less likely not to own a vehicle and far more likely to own multiple cars/vans than those who live in Ullapool or Scotland as a whole. As people need to travel long distances regularly to access services and amenities this level of car ownership is unsurprising, particularly as many households will have two or more drivers who may not be able to share one vehicle.

Figure 4. Number of cars per household



(Figures from the 2001 Census)

Ullapool is connected to the north and south by the A835 and to Gairloch via the A832 from Braemore Junction. While the village itself and some outlying communities are served by buses operated by private contractors (details of specific services are included in the audit which forms Appendix 4) many areas have no or few public transport links. A transport survey, carried out by UCT in March and April 2010, demonstrated the extent to which public transport is used, with 101 of the 179 people who responded never using buses. This was often because times did not suit their needs, the lack of buses/services and the cost. UCT have campaigned for improvements to the local public transport services recently with limited success.

Ullapool is also connected to Stornoway via a ferry operated by Caledonian MacBrayne which operates 2-3 times a day depending on the time of year. In the past other small scale water transport was operated locally however this has now ceased.

There are some walking paths locally including Lael Forest, Ullapool Hill and the Fannichs amongst others, however they are all recreational with few linking people with important service. There are also tracks, often on estate land, suitable for cycling or walking although there are no designated cycle paths in Ullapool or the surrounding areas.

Local Issues, Solutions and Priorities - Consultation Findings

The findings of the survey demonstrate that the community believe the current public transport services to be inadequate which reinforces the UCT Transport Survey results. However it also highlighted community support for a local bus service (to outlying communities) which was favoured by 71% of respondents while safe cycling routes were thought to be an important development, to some extent, by 87% of people.



The 'Have Your Say' day helped to identify other specific local concerns that persist in the community including -

- Large proportion of single car users
- Lack of bus services at convenient times
- Lack of public transport to nearby communities
- Poor information on current public transport services
- Lack of cycling/walking paths
- Lack of local water based transport

Projects (see pages 27-28 for timescale and delivery information)

The Transport focus group is the most established of all the focus groups and has been responsible for lobbying for improvements to current services for some time. The focus group elected on the following projects after examining the findings of the consultation process –

- Lobby for improvements in public transport (with particular reference to the 61 Stagecoach service)
- Determine potential to link to Westerbus at Garve (and therefore Inverness) on Tuesday's, Thursday's and Friday's.
- Publicise 'Ullapool Car Share'
- Develop local path network (particularly when development offers links to services)
- Re-establish ferry crossing to Altnaharrie Inn and perhaps elsewhere on Lochside. Possible link with coastal walks.
- Establish community bus/car scheme/car club
- Develop cycle paths (including possible link with Dingwall/Inverness to Ullapool).

Theme Objectives

Therefore the objectives for Transport are -

- Promote public transport improvements for the widest range of users.
- Develop creative solution to public transport.
- Identify, develop, manage and promote access opportunities especially for walkers and cyclists.

Vision for Transport

Transport links throughout the area have increased in quantity and improved in quality by 2015

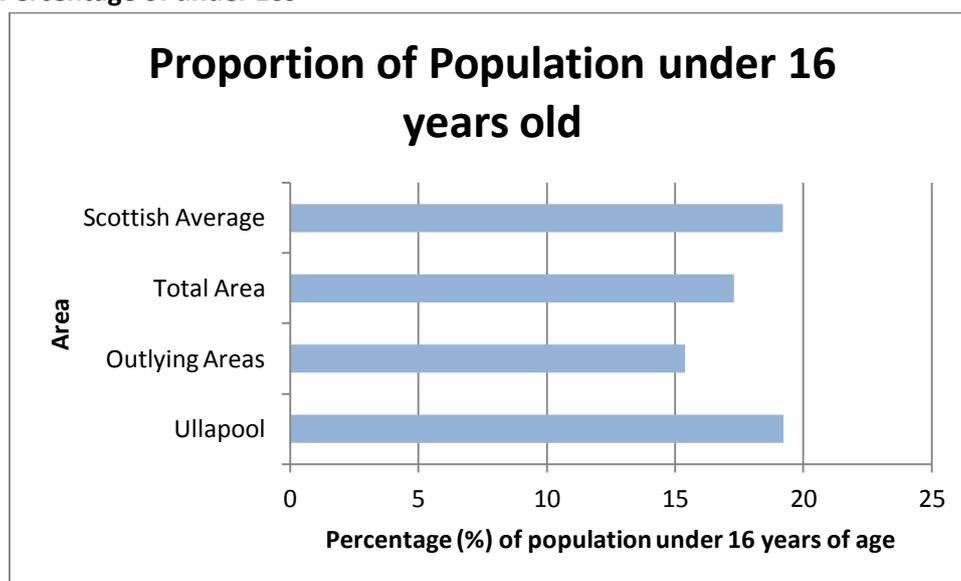


Strategic Theme 3 – Young People and Apprenticeships

Baseline Position

Ullapool has a near identical ratio of people under 16 year olds to the Scottish average as shown by figure 5 with 19.2% of village inhabitants falling into this age group. Outlying communities on the whole have fewer under 16 year olds per head of population. However it must be noted that certain areas, such as Scoraig or Dundonnell, can have up to 30% of the population under 16 years of age.

Figure 5. Percentage of under 16s



(Figures from the 2001 Census)

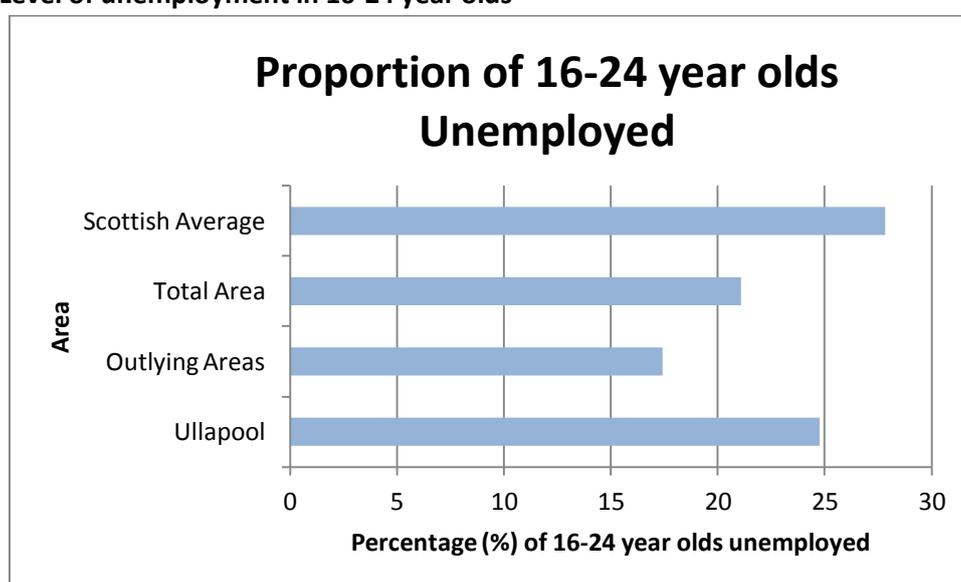
The local area is served by three primary schools the largest of which is in Ullapool with 135 pupils. However there are also Primaries in Badcaul, which has 15 pupils, and Scoraig which has 8 pupils on the school role and can teach children until they are 14 years old. Most children from across the district are served by Ullapool High School which currently has around 250 pupils, some of whom travel from as far as Lochinver and the Stoer peninsula. This can mean some pupils travelling over 80 miles a day to school which can take in total over two and a half hours.

There are several local groups that provide services and activities to young people including two toddler groups, kids after school group, scouts and guides and air cadets. There are also a youth reps groups and a local Scottish Youth Parliament representative. Ullapool formerly had a youth centre in the grounds of the village hall however this is now used by the kids after school group, so at present there are no facilities solely for the use of young people and teenagers.



Many school leavers choose to move away from the area to seek employment or undertake further education at college or university. At present there are few training or further education opportunities available in the area and while the University of the Highland and Islands (UHI) has opened a facility in Ullapool it is unlikely this will have a significant impact on this trend. The level of out migration for school leavers and young people is likely to be a contributing factor to the findings of figure 6, which shows Ullapool and surroundings communities have a lower proportion of 16-24 year olds out of work than the Scottish average. However some people choose to return after gaining education and work experience elsewhere. These figures may also, however, also be influenced by the number of seasonal employment positions in the local area as the census, which provided the information, was carried out in the spring of 2001.

Figure 6. Level of unemployment in 16-24 year olds



(Figures from the 2001 Census)

Local Issues, Solutions and Priorities - Consultation Findings

The survey identified job opportunities for young people as the most serious issue in the local area at present while it also found teenagers to be the group that were least catered for by the community (however young children were found to be one of the groups that were most provided for). The survey also found that the community were very pleased with the quality of the local primary and secondary schools.

The Open Day further reinforced these findings while also identifying some other prevalent issues including -

- Lack of informal spaces for young people
- Poor recreational provision for young people in outlying communities
- Current lack of jobs/apprenticeship opportunities for young people



- A need for increased training programmes for young people

Projects (see page 29 for timescales and delivery information)

The focus group that was formed for the Young People and Apprenticeship theme included young people from the community, youth reps and representatives from youth organisations amongst others. The group identified the following key projects -

- Create coherent and transparent directory of local training/apprenticeship opportunities
- Develop an informal space/youth centre for young people in Ullapool.
- Establish a youth bus to provide a mobile youth centre to serve outlying communities (and potentially Ullapool).

Theme Objectives

Therefore the theme objectives for the Young People and Apprenticeship are -

- Provide better facilities for young people.
- Increase awareness of the opportunities available locally to young people in terms of jobs and training

Vision for Young People and Apprenticeships

By 2015 there are more facilities catering specifically for young people who are also more aware of local training and employment opportunities.



Strategic Theme 4 – Renewables and Sustainability

Baseline Position

Renewable energy developments in the area have, thus far, tended to be hydro schemes developed by private companies or land owners and as yet no community project has been developed. There has been some uptake domestically in renewable energy systems such as solar thermal and solar PV systems alongside some domestic wind turbine installations.

However UCT was formerly part of Community Powerdown, which was funded by Climate Challenge Fund, until early 2011. Involvement in this initiative resulted in several projects being delivered locally that related to renewable energy and sustainability. Firstly the community owned swimming pool, Ullaspool, was fitted with 82m² of evacuated tube solar panels which use the sun's rays to heat water supplement what is provided by the existing oil boilers to the pool, taps and showers. However Powerdown also enabled a thermal imaging survey to be carried out on domestic and residential properties, which highlighted fabric issues that were resulting in heat loss, higher fuel bills and increased carbon emissions. This ultimately led to improved energy efficiency in local buildings with new windows and doors installed in the village hall and Ullaspool, while the village hall also had additional insulation installed. UCT also made home energy monitors available to members of the public.

UCT is now planning to install a biomass district heating system that will provide hot water, via a 200kW wood chip boiler, to Ullaspool, An Talla Solais and the village hall for domestic uses and space heating. UCT is currently applying for funding and determining the most appropriate means to take the project forward and develop the installation.

Domestic renewable energy production and energy efficiency in the area will be assisted in the coming years as UCT were awarded over £67 000 by the Climate Challenge Fund for the Pure Power for Lochbroom project in September 2012. This award will allow a development officer to be employed who will support and assist residents wishing to install energy efficiency measures and/or domestic renewable systems which will aid the community to reduce carbon emissions and increase production of renewable energy.

The area is off the gas network which means that the majority of households use oil for heating while electricity is also fairly widely utilised. Other sources are used for heating to some extent, and of this biomass is perhaps the most widespread. The Pure Power for Lochbroom project will also offer support to residents wishing to install biomass systems while a £30 000 award for Village SOS will also support local woodfuel use in the future. The funding will enable a community owned biomass business to set up which will provide woodfuel to the community. The business is likely to initially focus on logs but may diversify into other products in the future.



Local Issues, Solutions and Priorities - Consultation Findings

The survey demonstrated strong support for energy conservation in both public and private buildings with 100% of respondents indicating such improvements in private buildings is very or fairly important and 94% of people felt similarly in relation to public buildings. The survey also showed that 100% of respondents consider the development of renewable energy to be either very or fairly important. Biomass projects were also favoured with specific support for a community supply of logs, community owned wind turbines/hydro schemes and community woodland for fuel.

The 'Have Your Say' day noted further support for renewable energy and energy efficiency with calls for -

- More tree planting for future biomass use
- Log supply for outlying areas which will never be viably part of a district heating scheme
- Advice to householders on what they can do to increase renewable energy production and their sustainability

Projects (see pages 30 for timescales and delivery information)

As a result of the consultation process the following projects were indentified for this theme –

- Increase energy conservation in public and private buildings
- Review local opportunities for development of community renewable energy projects
- Successfully develop woodfuel business
- Examine potential for taking community ownership of forestry for woodfuel

Theme Objectives

Therefore the objectives for Renewables and Sustainability theme are –

- Improve the uptake of small scale renewable energy use and energy efficiency in both domestic and community buildings
- Complete strategic review of opportunities for larger scale renewable energy generation opportunities across the district. Viable, identified opportunities developed.

Vision for Sustainability and Renewables

The Ullapool and Lochbroom communities are more sustainable by 2015 with increased renewable energy production and improved energy efficiency throughout the district



Strategic Theme 5 – Community Ownership of Land and Assets

Baseline Position

The local community own and manage assets that include Badluarach and Durnamuck Woodland, Isle Martin and several buildings including the village hall, Ullaspool, An Talla Solais and the local radio station. A list of specific land/assets owned by the community is included in the audit (Appendix 4).

Local Issues, Solutions and Priorities - Consultation Findings

The survey found that land ownership is considered a significant issue with 89% respondents indicating it to be very or fairly important. Furthermore increased community ownership of assets for community benefit was widely supported by respondents to the survey with 96% of people viewing this as a fairly or very important future development. Finally the survey also demonstrates support for community owned renewable energy projects which links to the strategic theme of Renewables and Sustainability.

People attending the Open Day also made further suggestions for community ownership of land/assets including -

- Community ownership of land for housing
- Develop business units
- Establishment of a community shop
- Creation of community owned business units/workshops
- Establishment of community garden
- Further utilisation of current community assets such as Isle Martin or Badluarach and Durnamuck Woods for enhanced community benefit

Projects (see pages 31 for timescales and delivery information)

The consultation process allowed the following projects to be indentified -

- Investigate opportunities for acquiring community ownership of land and assets that offer environmental, social and economic benefits
- Deliver environmental, social and economic benefits to the community from existing community owned land and assets
- Establish new business units
- Determine opportunity for taking community ownership of forestry for amenity and woodfuel

Theme Objectives

As a result the objectives for the theme of Community Ownership of Land and Assets action are –

- Investigate the potential for securing community owned assets for different needs/benefits



- Develop current assets to further meet local needs and/or generate income

Vision for Community Ownership of Land and Assets

The community has taken control of more land and assets and increased the benefit from existing assets by 2015.



Strategic Theme 6 – Local Food

Baseline Position

A wide range of food is produced in the local area. Fish and shellfish is caught in local waters and landed at Ullapool harbour while estates breed deer for shooting parties. There are also several crofters and farmers that produce meat, eggs and vegetables.

A local organisation the Lochbroom and Ullapool Gardeners and Growers Society (LUGGS) was set up around 10 years ago and aims to support and improve the production and distribution of locally grown food. LUGGS argue that the most pressing current issue constraining increased local food production is the availability of land however they were recently granted planning permissions to establish allotments in Ullapool. The group has also secured funding to develop the allotments from the Climate Challenge Fund and work should be completed in 2012. A weekly market is organised by the group and runs during the summer months where some local produce is sold.

Most residents and visitors to the area do their food shopping at the local Tesco, Costcutter and butchers. Many will shop in larger settlements such as Inverness when the opportunity arises. In addition to the weekly market, locally produced bread, oatcakes and cakes can be purchased from the bakery in the summer months as can smoked fish, meats and cheeses from Ullapool smokehouse. Costcutters and Village Green Trading do also stock some locally produced food. While, as mentioned before, fish and meat is produced and harvested locally a significant proportion is exported to other parts of the UK or overseas making it difficult for local people to access such produce.

The Ullapool Tourism and Business Association (UTBA) has launched the Taste of Ullapool project recently which looks to promote Ullapool and its food producers and restaurants that use local produce where they can. UCT were also successful in sourcing funding to start a project related to local food production and distribution. The Edible Ullapool project was recently completed and it has thus far enhanced the local skills base in terms of food production. The project has also brought together local growers which may lead to a local food directory or farmers market.

Local Issues, Solutions and Priorities - Community Consultation

The survey found that crofting and fishing continue to be considered key local issues with 99% of respondents indicating that they view fishing as very or fairly important while 96% felt that crofting is either very or fairly important. Local food production was a development that 98% of people felt was very or fairly important while the establishment of allotments was thought to be very or fairly important by 88% of those who returned the survey.



Concern was raised during the 'Have Your Say' day about several local food issues including –

- The amount of food sold in the community that had been transported from long distances.
- The lack of availability of local food with few shops stocking local produce.
- The lack of competition for food shopping.
- The exportation of local produce, particularly fish, to foreign markets.
- The lack of a regular food market.

Projects (see pages 32 for timescale and delivery information) and Theme Objectives

As a result of the consultation findings the following projects have been prioritised for Local Food –

- Availability of local food increased and more opportunities for local food producers through Edible Ullapool project
- Develop partnerships to promote quality local produce to residents and visitors

Local Food Vision

Local food production is increased by 2015 with residents able to acquire local produce.



Theme Objectives Priorities and link to Local/National Outcomes

The consultation process highlighted local issues and allowed objectives for each of the strategic themes to be determined which, if achieved, will enable not only the strategic theme visions to be realised but also the overarching community vision.

The following tables prioritise the objectives of each strategic theme while also demonstrating the objectives link to local and national outcomes set by the Scottish Government and Highland Council. Links to these outcomes are vital. They demonstrate the objectives relevance to both national and local targets and means that funding is more likely to be sourced. The local and national outcomes are included in appendix 3.

Housing and Service Provision

Theme Objective and Priority	Theme Objective link to Local Outcomes	Theme Objective link to National Outcome
1.) Range of housing needs across the district identified	1, 9	7, 10, 15
2.) Social housing provision improved by exploiting creative solutions with input from various organisations, groups, partnerships or other sources	1, 3, 4, 9, 14	7, 10, 12, 15

Transport

Theme Objective and Priority	Theme Objective link to Local Outcomes	Theme Objective link to National Outcome
1.) Promote public transport improvements for the widest range of users	1, 4, 9	7, 10, 15
2.) Develop creative solutions to public transport	1, 3, 4, 9	7, 10, 15
3.) Identify, develop, manage and promote access opportunities especially for walkers and cyclists	5, 11	6, 10, 12



Young People and Apprenticeships

Theme Objective and Priority	Theme Objective link to Local Outcomes	Theme Objective link to National Outcome
1.) Provide better facilities for young people	1, 2, 4, 15	4, 5, 7, 8, 9, 10, 11, 15
2.) Increase awareness of the opportunities available locally to young people in terms of jobs and training	10, 14	2, 3, 4, 8

Renewables and Sustainability

Theme Objective and Priority	Theme Objective link to Local Outcomes	Theme Objective link to National Outcome
1.) Improve the uptake of small scale renewable energy use and energy efficiency in both domestic and community buildings	3, 5, 6	10, 11, 12, 14
2.) Complete strategic review of opportunities for larger scale renewable energy generation opportunities across the district. Viable, identified opportunities developed	3, 5, 6	10, 11, 12, 14

Community Ownership of Land Assets

Theme Objective and Priority	Theme Objective link to Local Outcomes	Theme Objective link to National Outcome
1.) Develop current assets to further meet local needs and/or generate income	1, 3, 4, 5, 7	7, 10, 11, 15
2.) Investigate the potential for securing community owned assets for different needs/benefits	1, 3, 4, 5, 7	7, 10, 11, 15



Local Food

Theme Objective and Priority	Theme Objective link to Local Outcomes	Theme Objective link to National Outcome
1.) Amplify availability of local food with increased opportunities for local food producers through the Edible Ullapool project, and support culture change regarding eating and purchasing habits	3, 6, 11	10, 11, 14
2.) Develop partnership working to promote quality local produce to visitors	3, 6, 7, 11	1, 10, 11, 14



Projects, Timescales and Delivery

To realise the theme objectives projects will be delivered and this section of the plan lists the projects that will enable each of the objectives to be met. This section also outlines the steps required to successfully to deliver each project and the outcome that will be achieved with successful delivery. Timescales are also listed for each project. The bands are as follows -

- Short Term = 1-2 Years
- Mid Term = 2-5 Years
- Long Term = 5+ Years

Housing and Service Provision

Project	Timescale	Steps	Outcome
Commission Housing Needs Survey (HNS)	Short Term	1 – Contact organisations that carry out HNS. 2 – Source funding for HNS. 3 – Commission HNS. 4 – Communicate survey findings to community, interested agencies and potential housing project partners. 5 – Use findings to address issues and assist future housing projects.	Local housing need fully understood
Clarify allocations/emergency housing policy	Short Term	1 – Identify key policy issues via community consultation. 2 – Contact council and discuss issues. Potentially lobby for change/clarification. 3 – Circulate findings/outcomes to community.	Policies more coherent and therefore understood by community
Improve Broadband provision	Short Term	1 – Determine extent and nature of broadband provision and issues impacting the quality of service. 2 – Lobby for improvements.	Broadband provision improved across the district



Develop community housing association (CHA)	Mid-Long Term	1– Identify established and successful CHA’s. Form working relationships. Determine requirements for success. 2 – Undertake general viability appraisal of CHA in local context including financial aspect and possible funding opportunities. 3 – If viable/suitable form CHA to increase social housing provision.	Creative and local solution developed to increase availability of social housing.
Develop local self build group	Mid-Long Term	1– Identify established and successful community self build groups. Form working relationships. Determine requirements for success. 2 – Undertake general viability appraisal of self build group in local context including financial aspect and possible funding opportunities. 3 – Identify local people interested in being involved in group. 4 – If viable form local self build group.	Creative and local solution developed to increase availability of housing.
Secure land suitable for housing where possible	Mid-Long Term	See Community Ownership of Land and Assets section	
Refurbish existing vacant properties	Mid-Long Term	1 – Identify vacant buildings suitable for use as housing. 2 – Open discussions with owners of vacant properties over possibility of refurbishment and determine viable ownership/rental models. 3 – Source funding for refurbishment and carry out required works.	Housing provision increased with use of underutilised resources



Transport

Project	Timescale	Steps	Outcome
Lobby for improvements in public transport	Short Term	<ol style="list-style-type: none"> 1 – Monitor public transport services. 2 – Collate concerns/complaints of users. 3 – Forward to contractors, council, MSP/MP and Traffic Commissioner. 	Local transport issues highlighted locally and further afield. Transport services improved
Provide link to Westerbus service at Garve three days of the week	Short Term	<ol style="list-style-type: none"> 1 – Determine viability of project by establishing local popularity for proposal. 2 – Hold discussions with council and potential operators. 3 – Determine financial viability of project. 4 – Establish route. 	Additional public transport link established
Publicise 'Ullapool Car Share'	Short Term	<ol style="list-style-type: none"> 1– Monitor present use of site. 2– Increase number of links to 'Ullapool Car Share' on community websites. 3 – Monitor impact and ensure site continues to offer viable method of transport. 	More people aware of alternative means of transport
Develop local path network (including Safer Routes to School)	Short-Mid Term	<ol style="list-style-type: none"> 1 – Hold discussion with landowners, local access officer and others to determine support and project viability. Establish working partnerships. 2 – Determine preferred route locations. 3 – Determine procedure for delivering project by contacting experienced organisations. 4 – Source funding. 5 – Appoint contractors. 	Local path network extended to provides links to services and/or additional leisure activity locations. Potentially link existing path networks and communities.
Establish local water transport links	Mid Term	<ol style="list-style-type: none"> 1 – Determine local popularity for proposal. 2 – Discuss opportunity with those involved in previous service. 3 – Open discussions with potential partners, land owners, operators etc. Develop partnerships and determine route(s). 4 – Source funding. 	Additional transport link provided to both residents and visitors (including the potential establishment of a link between Ullapool and more isolated



			communities such as Lochside).
Examine potential for community bus/car scheme/car club	Mid-Long Term	<p>1 – Determine likely level of use community bus/car scheme/car club</p> <p>2 – Ascertain financial viability of projects and potential funding sources.</p> <p>3 – If viable source funding</p>	Additional public transport link established that either increases services or offers only public transport link
Develop cycle paths (including possible link with Dingwall/Inverness path)	Mid-Long Term	<p>1 – Determine current situation with Inverness - Ullapool cycle route (discuss with council).</p> <p>2 – Identify other possible locations for cycle paths in the local area.</p> <p>3 – Establish partnerships and hold discussions with appropriate land owners.</p> <p>4 – Source funding.</p> <p>5 – Appoint contractors.</p>	Additional leisure facilities provided for use by both residents and visitors. Potentially develop links to services and/or between communities.



Young people and Apprenticeships

Projects	Timescale	Steps	Outcome
Create coherent and transparent directory of local training/apprenticeship opportunities	Short Term	1 – Establish partnership suitable to deliver project. 2 – Determine available opportunities in local area. 3 – Publish information and make widely available. 4 – Update information.	Young people fully aware of opportunities available to them locally
Establish a youth centre	Short-Mid Term	1 – Develop partnerships/focus group between relevant organisations/groups/individuals. 2 – Determine what is to be included within the centre. 3 – Identify location. 4 – Source funding.	Young people have access to a facility purpose build for their needs.
Develop a youth bus	Short-Mid Term	1 – Establish partnerships/focus group between relevant organisations/groups/individuals. 2 – Undertake investigation/planning work and determine what should be included in local youth bus. 3 – Source funding.	Outlying areas provided with youth centre facilities



Renewables and Sustainability

Projects	Timescale	Steps	Outcome
Increase energy conservation in public and private buildings	Short Term	1 – Increase local capacity to deliver energy efficiency measures. 2 – Identify key areas where energy consumption could be reduced. 3 – Develop projects and source funding.	Increased uptake of energy efficiency measures in public and private buildings.
Review local opportunities for development of community renewable energy project	Short Term	1 – Strategic review of available renewable energy opportunities carried out. 2 – Renewable Energy Strategy developed and published. 3 – Identified projects taken forward.	Overarching local renewable energy strategy developed. Renewable energy opportunities identified and projects taken forward to increase renewable energy production and income generation.
Deliver woodfuel business	Short Term	1 – Establish business	Local people have better access to woodfuel
Examine potential for taking community ownership of forestry for woodfuel	Short-Mid Term	1 – Confirm community support for project 2 – Identify possible Forestry Commission sites in the local area 3 – Complete application to National Forest Land Scheme	Future biomass supply secured to provide local people with low carbon fuel for heating.



Community Ownership of Land and Assets

Projects	Timescale	Steps	Outcome
Investigate opportunities for acquiring community ownership of land and assets that offer environmental, social or economic benefits	Short Term	1 – Undertake a strategic review of land/assets that could offer community enhanced benefit through ownership. 2 – Take forward identified opportunities.	Key land/assets that offer benefits identified and attempts made for community to take ownership.
Deliver social, environmental and economic benefits to the community from existing community owned land and assets	Short Term	1 – Form partnerships between organisations that manage assets and other local organisations that could offer assistance in generating additional benefits. 2 – Partnership projects developed that offer the community enhanced benefits from existing community assets.	Amplified community benefits from existing assets.
Establish new business units	Mid-Long Term	1 – Determine need for business units 2 – Secure land and finance to develop units	Availability of workshops and business units increased for local businesses
Determine potential for taking community ownership of forestry	Short-Mid Term	See Renewables and Sustainability section.	



Local Food

Projects	Timescale	Steps	Outcome
Availability of local food increased and more opportunities for local food producers through Edible Ullapool project.	Short Term	1 – Deliver Edible Ullapool project.	Increased consumption of local food within the community.
Develop partnerships to promote quality local produce to residents and visitors	Short –Mid Term	1 – Determine possible partnership opportunities within the community. 2 – Develop working partnership. 3 – Identify possible projects to improve availability of local produce to visitors. 4 – Deliver projects.	Ullapool and surrounding areas benefit economically from increased food production and tourism.



Risk Assessment Register

This section identifies potential risks which could endanger the delivery of the CGP and attainment of the community vision. The risk probability is measured (1 is low risk and 3/6 high risk) with mitigation and contingency measures outlined.

Risk Category	Risk Name	Probability (1-3)	Impact (1-3)	Risk Score (1-6)	Mitigation	Contingency	Action by	Action when
Funding	CAM financial support ends	3	2	5	Deliver income generating projects prior to CAM funding ceasing.	Apply for LDO funding from another source.	LDO, Focus Groups (Mitigation) UCT Board, (Contingency)	Immediate (Mitigation) When CAM funding ends (Contingency)
Finance	Income generating projects not delivered by end of CAM support	2	3	5	Income generating work targeted during period of CAM support	Continue to progress income generating projects which have commenced after CAM funding ends, with input of volunteers and/or focus groups	LDO, Focus Groups (Mitigation) UCT Board, Focus Groups, UCT Members (Contingency)	Immediate (Mitigation) When CAM funding ends (Contingency)
Finance	Projects commence but prove financially unviable	1	2	3	Ensure financial appraisal of projects undertaken at earliest opportunity	Projects subsidised by income generating projects	LDO, UCT Board, Focus Groups (Mitigation and	Prior to project implementations (Mitigation)



							Contingency)	When financial realities of projects determined (Contingency)
Community	Community oppose project implementation	1	3	4	Extensive consultation of draft plan carried out	Further consultation undertaken on potentially contentious projects	LDO (Mitigation) LDO, UCT Board, Focus Groups (Contingency)	Before plan adoption (Mitigation) Prior to project implementation (Contingency)
Community	New issues and/or opportunities emerge after plan adoption	3	1	4	Plan reviewed every 12 month with a full review after 5 years.	Key issues included with emergency review.	LDO, UCT Board (Mitigation and Contingency)	By deadlines (Mitigation) As issues and/or opportunities arise (Contingency)
Community	Community do not engage with projects and/or assist with implementation process	2	2	4	Increase awareness of CGP and the interesting and important projects it includes	Review plan and include projects which are well supported	LDO, UCT Board, Focus Groups (Mitigation and Contingency)	Immediate (Mitigation) As appropriate (Contingency)

Monitoring

Due to the wide ranging and comprehensive objectives of this plan it is vital that monitoring is carried out to determine the progress made toward the overarching community vision. The LDO and focus groups will play a vital role in achieving this as they will report to the UCT board progress being made in terms of respective theme objectives and visions. Measurements will be achieved by determining the number of project steps achieved and the quantity of projects that have been delivered in terms of each theme.

The LDO will provide a monthly progress update to the UCT board while focus groups will also keep the board informed when necessary. Annual monitoring reports will be undertaken to give a strategic overview of progress across the six themes.



Communications/Community Engagement Plan

Communication will be vital to achieve community engagement and ensure that projects are supported and taken forward by the residents of the area. Therefore all developments and progress toward objectives/projects will be communicated via the UCT website (www.ullapoolcommunity.org) and in monthly reports and articles in the Ullapool News and other local newspapers. This will ensure a wide of residents will be informed of progress, increasing local people's engagement and involvement in the progress of the plan and project delivery.

In addition to these two channels, developments and progress toward the community vision will also, at times, be communicated through some or all of the following mediums –

- Lochbroom FM
- Social Media (UCT Facebook and Twitter pages)
- Emails to UCT members and community organisations
- Public events
- UCT Newsletters
- Other local and national media



Plan Review Process

While a comprehensive consultation process underpins the findings of this report, situations can change quickly over short periods of time meaning that new issues and concerns become prevalent. Therefore it is important that this plan is fluid and as a result it will be reviewed and updated every year to ensure it remains relevant to the changing environmental, social and economic landscape. Moreover a full and comprehensive reassessment of local issues and opportunities will also be carried out in 5 years time, in 2017, resulting in the publication of a fully revised 2nd edition of the Ullapool Community Growth Plan.

The annual review will require each focus group to examine their strategic theme and determine what, if anything needs removed, added or altered. This will be followed by the UCT Board reviewing the plan in full, taking on board suggestions from the focus groups and making a decision on what alterations are required. The five yearly reviews will include the aforementioned process but include consultation with the community to provide additional information and assess the relevance of the plan and what needs removed, added or altered.

