

# COMMUNITY GROWTH PLAN



2017 – 2027  
2<sup>nd</sup> Edition

## Executive Summary

This Community Growth Plan sets out the priorities for the Development of the Ullapool Community Trust's remit area over the next 10 years. An extensive and continuous process of community engagement and consultation, carried out between 2011 and 2017, has determined the strategy, which guides this plan.

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# Community Growth Plan

2017 - 2027

## THIS PLAN COVERS:

- A summary of our community profile based on the most recent census information and primary research.
- The main positives and negatives of Ullapool and the surrounding areas identified in our community research.
- AIMS to strengthen local partnerships.
- The main themes, needs and priorities within our rural communities which require action.
- How the main themes will guide the new community benefit fund.
- Information on how you can stay informed and become involved.



This Community Growth Plan (CGP) has been prepared by Ullapool Community Trust (UCT) and builds upon the work completed in the 2012 Community Growth Plan. It has been developed in partnership with circa 40 community organisations, with financial support from Highland and Island Enterprise (HIE) as part of their Community Account Management programme (CAM). Ullapool Community Trust would like to strengthen these local partnerships in order to achieve and develop the main priorities highlighted in this Community growth plan.

Ullapool Community Trust is proud of a range of achievements in recent years, many of which have been developed from the previous Community Growth Plan. These achievements are delivered in partnership with other community groups and would not have been possible without considerable funding and financial support from key partners. Including; Highland Council, Local Energy Scotland (CARES), Highland and Island Enterprise (HIE), Highland Leader, Big Lottery, The Scottish Government, Climate Challenge Fund, Robertson Trust, EU funding and of course money raised by our very own community to kick-start and/or support community projects.

Many of our achievements are catalysts for further activity and demonstrate the capacity within our community to successfully drive economic, social and environmental projects which help to regenerate and add vibrancy to our remote highland communities.

## 1. Projects Completed

- Broadband Survey 2013
- Community Buildings Energy Efficiency Upgrade
- Community Housing Seminar/Housing Needs Survey
- District Heating Systems
  - Edible Ullapool
  - Home Energy Audits
  - CRtB Lochbroom Chalet Park
  - Isle Martin Employment
  - Pure Power for Lochbroom
  - Workin Wood
  - Wester Ross Biosphere
  - Thermal Imaging Surveys
  - Loch Broom Community Renewables

## 2. Projects Under Development

- Highland Community Broadband (HCB)
- New Broom Community Hub and Shop
- 2017 Community Growth Plan
- Community Benefit Fund
- Loch Broom Woodfuels
- Ullapool & District Men's Shed
- Youth Space Development
- Community Ownership of Forestry
- Dark Skies Park
- Participatory Budgeting
- Up-cycle and Re-makery.

## OUR COMMUNITY NOW

### Profile

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.



FOR FURTHER DETAILS ON THE CENSUS DATA FOR OUR COMMUNITIES SEE APPENDIX 2

The area included in the Community growth plan is highlighted by the red line and shows our remit area. 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 (See: Appendix 4, for a full list of services), they are generally more fragile than Ullapool with fewer opportunities and services available. In 2010 the outlying communities had a combined population of nearly 850.

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 5 hotels and many more B&B's, guesthouses and holiday cottages alongside several cafés, shops and pubs. At the time of the last census Ullapool Community Trusts remit area had a population of 2127 people. The large number of holiday homes impacts the availability of permanent affordable housing for rent and for sale.

### Community Account Management (CAM)

Highland and Islands Enterprise (HIE) works closely with around 50 communities in the most fragile rural areas.

HIE invests to help account managed communities achieve plans for local growth.

Working with local authorities and other public agencies, the community account management initiative has identified and engaged with communities that are keen to lead their own development.

HIE, with support from Scottish Government, is investing in Community Capacity Building and jointly funds Local Development Officers (LDOs) employed by local community anchor organisations, in this case Ullapool Community Trust.

As well as assisting with community consultation and planning, the LDOs work with local groups to take forward projects included in the overall community plans. In addition, a HIE staff member works closely with each community to advise and support the process.

## FINDINGS FROM THE 2012 COMMUNITY GROWTH PLAN

### 2012 Consultation

In 2012 Ullapool Community Trust developed a community growth plan which collated the findings from in depth consultation and research within our community remit area:

- 2011 Community Needs Survey.
- Open Day, “The have your say day”
- Focus Groups
- UCT board Strategy Session and Skills Audit
- Draft CGP Consultation

### 2011 Community Needs Survey

The Ullapool Community Trust sampled 900 addresses in the remit area in January 2011 using a self-completion questionnaire. An estimated 25% of the households were holiday homes, which gives an effective sample of 675 Households. 171 responses were received (an effective response rate of 25%) of the community.

### Main Findings

The survey findings highlighted 6 strategic themes to be developed for discussion at the Open Day and Focus Group events 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*

### Open Day

The survey was followed by the “Have Your Say Day”, held on the 6th of August 2010, in the Ullapool Village Hall and was entitled the ‘Have Your Say’ day. Participants were asked to discuss the themes and identify local issues and potential solutions/projects that could help improve the current position of some of the main issues.

## 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 in 2012.

## Board Strategy Session and Skills Audit

The UCT board met on the 4<sup>th</sup> 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 2012

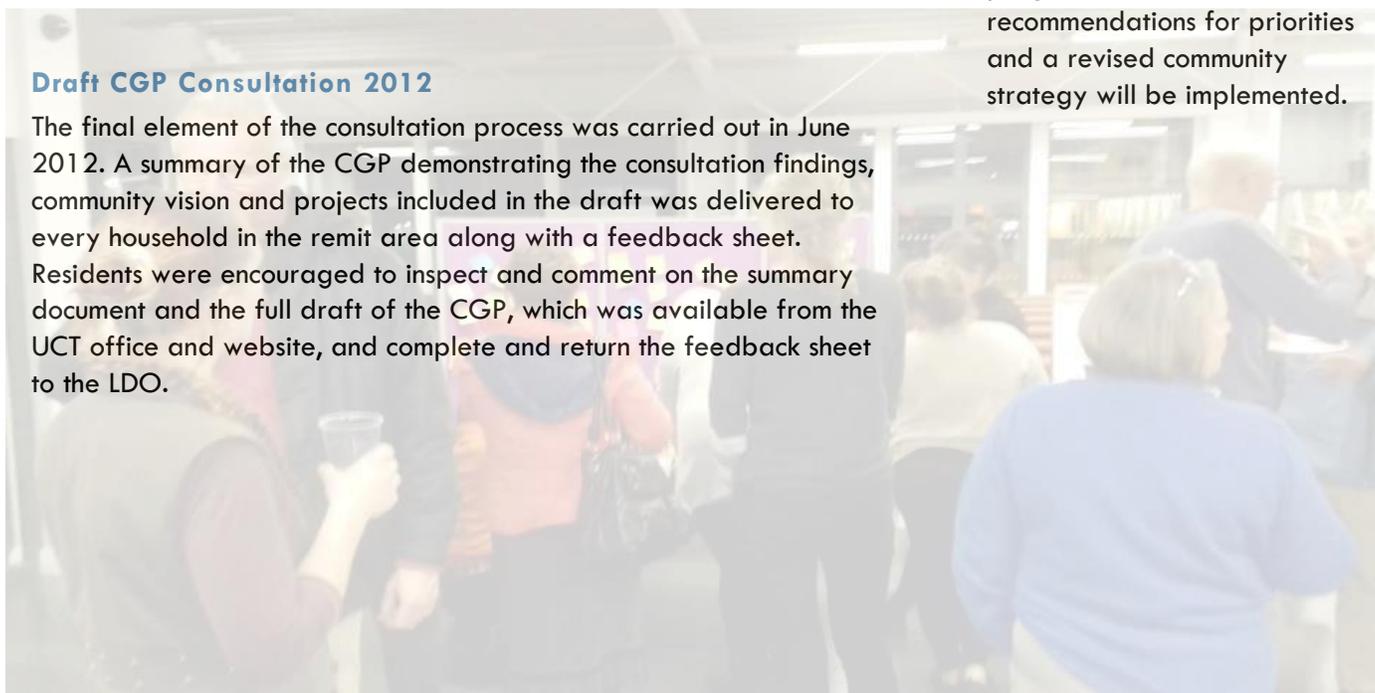
The final element of the consultation process was carried out in June 2012. A summary of the CGP demonstrating the consultation findings, community vision and projects included in the draft was delivered to every household in the remit area along with a feedback sheet. Residents were encouraged to inspect 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 the LDO.

## Community Vision 2012

The overarching vision that was adopted for the area back in 2012 was -

*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.*

As part of this revised plan the six strategic themes will be revisited and updated. The community vision that was established in 2012 will be reviewed. The projects that were designed around these themes will be examined, progress will be assessed and recommendations for priorities and a revised community strategy will be implemented.



## FINDINGS FROM THE 2016 – 2017 CONSULTATION

### Our Community in 2017

Some parts of the UCT remit area are highly deprived in relation to access to services and, in addition, have higher numbers of older people who are increasingly in need of facilities and services.

Economically the area does well and this is an asset that benefit the community as a whole.

Ullapool scores fairly well on the Scottish Index of Multiple Deprivation (SIMD) 2016. There are 4 data zones that make up the area immediately around Ullapool, the area to the north, and the area to the south. They rank between 49% and 74% in terms of relative deprivation compared to the whole of Scotland.

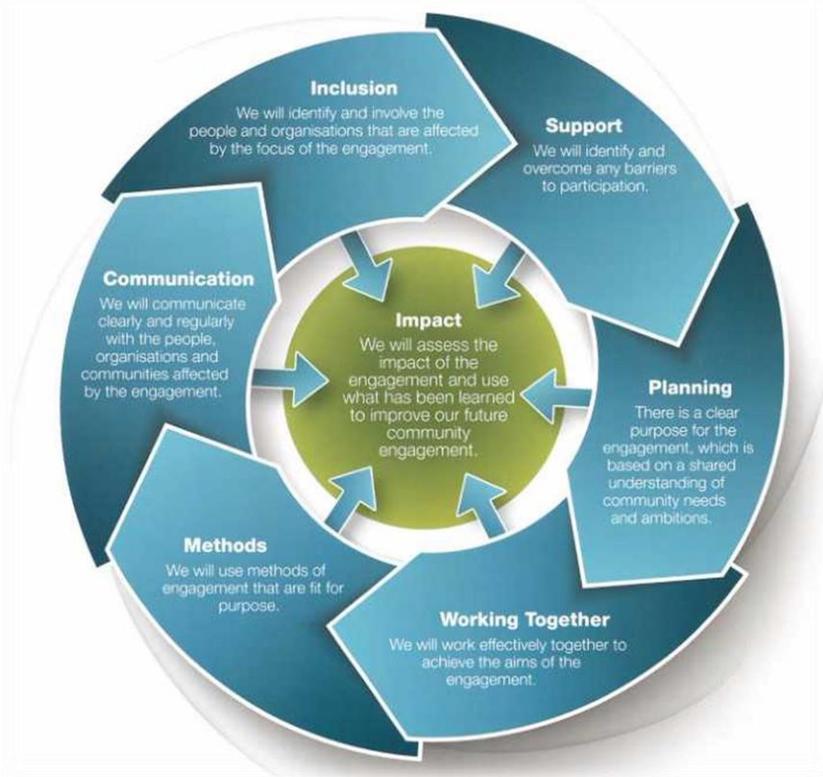
Ullapool achieves fairly median scores in the areas of income, employment, health, and education & skills. The area scores poorly in terms of housing, and central Ullapool scores fairly poorly on crime. Of the 7 domains, the Ullapool area scores lowest in terms of geographic access. The area to the south of Ullapool encompassing Little Loch Broom is the 9th most deprived data zone in the whole of Scotland.

Getting information collated and distributed to the outlying areas is a key challenge faced by our community.

Bus services to Inverness are infrequent, and there are irregular services to Dundonnell and Little Loch Broom so clever co-ordination of services and good information is vital to maximise impact. UCT's development over the next 10 years could potentially focus on local Enterprise development, providing economic growth and co-ordinating existing services, particular focus should be placed on communication and transport.

### National Standards for Community Engagement

In 2017 Ullapool Community Trust underwent training with the Scottish Communities Development Centre (SCDC). The local Development Officer was trained in working to the National Standards developed by the Scottish Government in partnership with SCDC and What Works Scotland.



Source: "The National Standards for Community Engagement 2015/16. Pp. 9.

The National Standards for Community Engagement are good-practice principles, designed to support and inform the engagement and consultation process and improve the effectiveness of how the information is then used.

The six standards that are used in measuring the impact and success of the engagement are as follows:

- INCLUSION
- SUPPORT
- PLANNING
- WORKING TOGETHER
- METHODS
- COMMUNICATION

These principles have guided the most recent consultations within our community and UCT continue to try and improve and quantify the success of our research against these principles. We as a Development Trust understand that engaging with the community is not an exact science and some approaches have been more effective and inclusive than others. We do – however – fully commit to trying to understand what works well and what doesn't work well. Ullapool Community

Trust continuously reviews our working methods in line with the National Standards to try and improve our research, and subsequently improve the design and effectiveness of our development projects.

## THE 2016-2017 COMMUNITY CONSULTATION

To build on the findings and vision developed in the 2012 CGP, Ullapool Community Trust has undertaken extensive consultation during 2016 and 2017. This new community research allows us to re-establish our development priorities, measure our impact in line with the 2012 plan, design and deliver new and more reactive projects that are geared towards the community's current needs. Create and monitor a ten-year project management plan that enables UCT to develop in areas where there are clear gaps in services or opportunities to provide social, environmental and economic benefit. The research will also provide the key themes that will set the parameters for the new community benefit fund (see page 13 for more details on the community benefit fund).

### 2017 Consultation Methods

UCT engaged with the community in a number of ways over 2016 and 2017. UCT aims to be as inclusive as possible and thus a mixed approach to engagement has proved to be a more reliable and valid source of primary research for the community (See: Appendix 1 for the full details). The most recent consultation consisted of:

Consultation	Sample
<b>Community Needs Survey 2016</b>	10% of Area Population
<b>Public Engagement Meeting 2016</b>	50 individuals
<b>Macphail Centre Taster Events</b>	100 individuals
<b>Stakeholder Meeting 2016</b>	12 community organisations
<b>Drop in Sessions Dundonnell 2016</b>	13 individuals
<b>Youth Focus Groups 2016</b>	6 Youth Committee Members
<b>World Café Session 2017</b>	7 community Organisations

*Table 1: Consultation the CGP Report on 2016-17*

## COMMUNITY NEEDS SURVEY 2016

### ADVANTAGES

#### Community Needs Survey, Focus Groups & Public Events

The community survey carried out in 2016 was designed to elicit the general views of the residents of the UCT remit area as well as to ask questions surrounding particular aspects of community life, service provision and areas of concern. The survey can be combined with the other research to build a clearer picture of current needs within our communities.

- A total of 194 surveys were completed and returned giving a sample size of just under 10% of the total population of the remit area.
- Responses were collected online, distributed via survey monkey, via social media and hard copies were distributed at public places throughout the community.
- The full survey will be available to view at the UCT website:  
<http://ullapoolcommunity.org/>
- The Trust in our area public meeting refined the priorities for the community.

#### ADVANTAGES of living in the Lochbroom Communities:

Natural Environment
Community Spirit
Community Facilities
Culture and the Arts
Local Heritage

\*This information is based on the responses from the 2016 community survey as well as the public engagement meeting held in 2016.

#### Trust in Our Area Public Meeting

Ullapool Community Trust held a public meeting on the evening of the 7<sup>th</sup> of November 2016 in the new ferry terminal in Ullapool. The event was entitled 'Trust in our Area' and the community was invited to come along and share their views about the area we live in.

During the event the attendees were asked to engage with and give opinions on our communities by chatting informally with each other and enjoying the entertainment, but also by writing comments down on post-it notes, surrounding 5 core themes:

- Our Place
- Our Environment
- Our Infrastructure
- Our Economy
- Our Community

#### The Comments below reflect some of what was said about these issues.

- "Fantastic scenery, peaceful, wildlife and the sea."
- "Community project for empty shops X2."
- "Scenery, people, place."
- "Beautiful, remote – promotion of these attributes."
- "Fill empty shops by promoting Ullapool, use NC500 to our advantage."
- "So many people give so much time and energy to making the area work and work better."
- "Sustaining the facilities, we already have e.g. Swimming Pool & help to committees of volunteers running them"
- "Spaces for young people – activities....not sporty!"
- "Support initiatives like our local street market"

## COMMUNITY NEEDS SURVEY 2016

### DISADVANTAGES

#### Community Needs Survey, Focus Groups & Public Events

The Public engagement events and stakeholder meetings were well attended and UCT have found the response to be excellent. A lot of the issues that came out of the event were in line with the 2012 consultation. These responses were combined with the results of the community needs survey and the focus groups to help highlight some of the key challenges facing our communities.

The usual issues that face rural highland communities again came to the fore, these were; affordable housing, better transport links, youth space, better support for existing services and groups as well as recreation and tourism.

#### DISADVANTAGES of living in the Lochbroom Communities:

<b>Lack of Employment Opportunities</b>
<b>Lack of Affordable Housing</b>
<b>Lack of access to services/Poor public transport</b>
<b>Lack of services for young people</b>
<b>Learning Opportunities</b>

\*This information is based on the responses from the 2016 community survey as well as the public engagement meeting held in 2016.

#### The Comments below reflect some of what was said about these issues.

“Other challenges apply e.g. for the young - bring in more income.”

“need to encourage more small businesses to set up.”

“A local bus service would assist young, old, residents and visitors alike.”

“No/limited bus service from Leckmelm”

“many organisations needing the same group of active volunteers.”

“Could do with more facilities/ activities for teenagers/young people”

“Housing is what the community trust should be concentrating on.”

“Social isolation and lack of public service for outlying areas.”

“From my point of view, the biggest challenges for Ullapool are not mentioned: severe health issues, lack of exercise, drug and alcohol abuse. Applies especially to children growing up in a difficult environment.”

“TOO many camper vans, they clog the roads everywhere and bring very little financial benefit to the area.”

“Poor local facilities - on Lochside and Strathmore there is no shop, cafe or hub.”

“All the above may be a problem for various sections of the community, but specifically for myself. However, I perceive the biggest challenge is to prevent spiraling charges from Holyrood and local authorities”

“Huge increase in tourist numbers this year, we need to be better at directing them to parking, loos, info centre etc”

“I should have liked the opportunity to add more than 3 - as I also think that transport is a very real issue for many people”

“Campervan service point”

“Lack of services for disabled irrespective of age”

“Some are poor - mental health provision. Or do you mean toilets that are good but not always open? We need more employment but there is no accommodation for incoming workers.”

“The local authority should not be allowed to renege on its community and civic responsibilities; otherwise people choose to live here and perhaps they need to look closely at why they choose to do so and what are the trade-offs they have to accept to continue living here.”

“The NC 500 has had a negative effect - too crowded, not the infrastructure to cope with it.”

## LOCHBROOM COMMUNITY VISION 2017

The community vision of 2012 (Page 6) still holds true now, in 2017, many of the issues facing our communities back then are still on the top the agenda for the community now. The community Trust has been focused on this vision by acting as an anchor organisation to deliver projects that help to bring about lasting change in these key areas. We will continue to develop projects in line with the key areas highlighted by the community.

### Community Vision in 2017

*By 2027 we will be a more self-reliant, sustainable and self-sufficient community, by; concentrating the efforts of the community trust on the seven key themes of this growth plan, developing projects which specifically address these issues, and working closely with existing local groups, organisations and services to achieve the potential of our communities.*

To help us to achieve this vision this Growth Plan will be directed by the seven strategic themes identified by the community consultation:

- ❑ 1. Employment and Training.
- ❑ 2. Affordable Housing
- ❑ 3. Community Transport
- ❑ 4. Recreation and Leisure
- ❑ 5. Support for Existing Initiatives & Groups
- ❑ 6. Sustainability and Environment
- ❑ 7. Accessibility & Infrastructure

These seven guiding themes will help underpin the overall delivery of the projects within the Growth plan and will rely heavily on the continuous use of the following working practices:

#### 1. Continuous Communication

UCT to act as a central resource for the dissemination of information in partnership with other local organisations. Establish an effective communication framework to ensure information is easily accessible and readily available to the community. Encourage involvement from all aspects of the community as well as adopting a partnership approach where feasible.

#### 2. Co-operation and Partnership

Encourage robust working relationships with other community groups, organisations and businesses to bring about the outcomes of the CGP. This will include reviewing respective roles and responsibilities as well as establishing stronger community partnerships through the new community council and other organisations.

#### 3. Celebrating our Community

Work together to enhance and improve community activities and events which promote and celebrate life in our community as well as adding to the wellbeing of citizens and their involvement in community life.

#### 4. Planning for Future Generations

Work closely with all stakeholders to plan and action things now that can have benefit to future generations and build resilience within our communities. Endeavour to ensure that this is done in an inclusive and pragmatic manner.

#### 5. Managing and Coordinating

UCT will help to develop a community wide partnership involving all key stakeholders, community groups and societies. This will involve minimizing duplication of effort as well as realizing synergy between groups where possible.

## 2017 STRATEGIC THEMES

The main areas of concern highlighted through the consultation were job and learning opportunities particularly for young people. There was also a lot of support for improving recreation and 'things to do'. The biggest challenges were lack of employment, lack of affordable housing, lack of access to services for the young and old and a lack of public transport. There was overwhelming support for the Community Trust to help support existing services and help to develop what we already have within our community (For full details of the community consultation see Appendices of the CGP plan). From the research we have identified 7 strategic themes that will guide the community trust in its development work:

1. Employment and Training
2. Affordable Housing
3. Community Transport
4. Recreation and Leisure
5. Support for Existing Initiatives & Groups
6. Sustainability and Environment
7. Accessibility and Infrastructure

\*These were the seven core themes to come out of the consultation at the time of writing (2017). However, Ullapool community trust is aware that the needs of the community are dynamic. UCT will therefore continually review this plan on a yearly rolling basis, and continually consult with the community to respond to any changing priorities. This Community Growth Plan will be updated accordingly.



## THE COMMUNITY BENEFIT FUND

### 1. Background

The Fund has been created using the annual profits of the Community Hydro Scheme (Lochbroom Community Renewables) and the Community Hub and Shop (The New Broom). The amount available for distribution will therefore vary annually. From time to time it is anticipated that the Fund may also receive donations from other organisations or donors. The exact amount of money available will be advertised at the time of invitation for applications. It is hoped that the fund will also establish new social enterprises which could pay back into the fund for future generations.

The community benefit fund will be operational in 2019 although funding amounts being paid into the pot in the first few years may be variable. The hope is that the surplus generated from the hydro scheme will pay into the fund for at least 20 years. This pot will be directly re-invested in our communities via a transparent and democratic process. For more specific information about the fund visit: <http://www.broompower.org/>

The Fund is administered by a registered Charity, Ullapool Community Trust (UCT), who must report to the Scottish Charity Regulator (OSCR) on the use of all its funds. UCT will produce authorised annual accounts and has entered into a Memorandum of Agreement with Lochbroom Community Renewables for the distribution of funds back into the community.

The Fund is overseen by a Panel of nine people drawn from the Community. UCT and Lochbroom Community Renewables (LCR) will both nominate two members of their committees. The remaining 5 people must live in the UCT defined area of operation and must be over 16 years of age (For more information on the post codes in the remit area, See: Appendix 3). Vacancies on the Panel will be advertised on the UCT, LCR webpages and in the Ullapool News. The Panel will meet biannually to distribute grants to applicants. Applications for consideration will need to be submitted 8 weeks prior to the meetings.

Fund account details will be reported by UCT annually and presented at its AGM.

### 2. Fund purpose and priorities

The overall purpose of the Community Benefit Fund is to support positive change by investing in a wide range of community led activities in the UCT area. The aim of these activities should be to help to create a legacy of lasting impact. The fund will be used to progress the UCT vision which is committed to enhancing community well-being by supporting cultural, economic and environmental sustainability by:

- Creating and developing local enterprise and projects
- Caring for our environment
- Promoting the use of local resources
- Working with and for the community, involving local people, groups and businesses.

In carrying out its work the Panel will be responsible, fair, transparent, open, empowering, inclusive, participative, enabling and encouraging.

The current identified priorities in the 2017 growth plan are:

- Employment and Training
- Affordable Housing
- Community Transport
- Recreation and Leisure
- Support for Existing Community Initiatives & Groups
- Sustainability & the Environment
- Accessibility and Infrastructure

### 3. Fund Parameters

The Community Benefit Fund Panel must work within the boundaries set by the charitable objectives of UCT.

In addition to the strategic priorities and charitable objectives, the Fund will also require applicants to consider the following issues in an appropriate way relative to their project.

- Local procurement
- Partnership working
- Building capacity locally
- Leverage or match funding

In an effort to provide a Framework that ensures the Fund can meet some immediate community needs and opportunities as well as paving the way for longer term impact, the Fund will consider ring-fencing part of the Fund for strategic local impact.

## 4. Eligibility

To be eligible to apply for a grant applicants must:

- Have a constitution and be set up on a not for profit basis. It is not a requirement to be a registered charity.
- Must be based in the area covered by the activities of the Ullapool Community Trust
- Provide the latest set of accounts signed by an independent person, or, if the group has been operating for less than a year, a cash flow projection.
- Individuals may apply for funding to assist access to training or education – evidence of spend will be required (this will be determined on a case by case basis)
- Groups may only apply for one grant per round.

## 5. Feedback

In order that the Ullapool Community Trust can assess the impact on the Fund on the Community, the Panel will be required to provide completion reports annually on the awards distributed.

## 6. Future framework development

The Panel and UCT will review the activities of the Benefit Fund and ensure that the framework and application forms continue to be fit for purpose.

## GRANT FUNDING

### Investing in our Communities

Ullapool Community Trust actively seeks to bring in investment to our communities. As a charity we raise money through donations and fund raising, but ultimately, UCT look to deliver projects that can generate income. This income is then reinvested in our social, environmental and economic aims. We also rely heavily on grants from government as well as other charitable funds to help invest in projects and set up initiatives that can improve the local economy and quality of life for the community. This can be through the creation of employment, benefits to the environment or the social capital that can be gleaned from community based projects.

### UCT as an Anchor Organisation

UCT also acts as an anchor organisation. We help to establish other community initiatives and organisations, which if successful, will sometimes spin off from the Trust and become businesses in their own right.

UCT was established in April 2009 to become part of the Community Powerdown initiative which was being developed by the Development Trust Association Scotland, Community Energy Scotland and 25 different communities throughout Scotland. The initiative focused on reducing carbon emissions and financed part-time Powerdown Officers in each participating community to assist local people to take forward projects.

In early 2011, UCT's involvement in Powerdown came to an end. UCT then became part of an initiative developed by Highlands and Islands Enterprise, Growth at the Edge (GATE), which aimed to improve the social, economic and environmental sustainability of rural communities. A key condition of involvement in GATE was to produce a Community Growth Plan which identifies local issues, projects that offer solutions, and an overarching vision that the community will aspire to achieve. A community consultation was carried out and a plan developed which was adopted at the UCT AGM in September 2012.

In 2015, UCT published a Business Plan providing further direction for the Trust. UCT is currently account managed by Highlands and Islands Enterprise (HIE). It has a voluntary board, but currently employs 4 part-time members of staff and one full time member of staff, a Community Engagement Officer. The Engagement officers main priority has been to carry out the research which informs this report and subsequently provides the plan for the Trusts development activities over the next ten years.



## Current & Past Projects

UCT administers a number of projects which are chosen by the Board of Directors in line with communities priorities. Current priority projects include:

### New Broom Charity Shop and Hub

- The "New Broom Community HUB is a sub-project of Ullapool Community Trust. The Trust set up the New Broom in July 2016 as a community shop and community space for volunteering and training. The building was initially rented privately, but a successful bid to the Scottish Land Fund has allowed the Trust to take ownership of the building on behalf of the community. The project has gone from strength to strength and comprises a community charity shop which raises money for the local Development Trust and community initiatives, as well as an office space for the Trust and other community non-profit organisations. The HUB is an inclusive place which is open to all and offers a range of services and activities focused around community empowerment and development. The main trading part of the project provides a place for people to recycle their unwanted items and buy an amazing range of second hand items, which varies on a continual basis, the shop also stocks products from other local businesses with a focus on social enterprise.

### Highland Community Broadband

- This Community Broadband project is designed for communities excluded from the Superfast roll-out. It will provide fast internet for all Ullapool, Loch Broom, Little Lochbroom, Coigach and up to Elphin. This community interest company (CIC) was spun off from the Trust. UCT helped to do some of the initial research involved in the feasibility studies, and offered assistance in promoting the subscriptions needed to raise the capital to start the business.

### Broom Power

- Lochbroom Community Renewables Limited (LCR) is a Community Benefit Society which was set up by UCT to run renewable energy projects. Over the summer of 2016 it raised £900,000 in community shares to establish a hydro scheme in Lael Forest. This is a massive achievement by the community and shows that we have the ability to come together to support local initiatives. Our success in the community share offer has been widely admired by other community groups undertaking similar projects.

### Lochbroom Woodfuels Ltd

- Lochbroom Woodfuels is a wholly-owned trading subsidiary of UCT. It is a community-owned social enterprise that works to supply sustainable local woodfuel. The aim is to reduce Ullapool's fossil fuel usage, mitigate fuel poverty and create employment. Lochbroom Woodfuels ran a project called Workin' Wood which supported young people to access training, work experience, employment and volunteering in the local area
- Lochbroom Woodfuels was the Winner of 2014's One to Watch in the Scottish Social Enterprise Awards, and was highly commended in the same category in the UK Social Enterprise Awards.
- Lochbroom Woodfuels is currently starting a new training programme to continue to build on this success and work to support young people in skills development and work experience.

## PROJECT MANAGEMENT AND WORKING GROUPS

### Project Management Process

To realize the community objectives identified in this growth plan, projects have been selected to be delivered in line with the core strategic themes outlined by the community research. This section of the plan details the process for managing these specific tasks and tracking progress within each portfolio of projects. These projects should be reviewed on a continuous basis and status should be recorded and reported to the community. A full ten year project schedule will then be developed and used as a base-line for project monitoring and review.

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

### Project Key:

The Following RAG status will be used to measure the progress on projects and communicate the status of current and new projects:

<b>Red</b>	Step/Project not yet started or in a state of urgent attention.
<b>Amber</b>	Step/Project started, a work in progress.
<b>Green</b>	Step/Project has been completed, agreed outcomes have been achieved.

The projects will be developed under the seven strategic themes of this plan and a “Project Register” in a separate working spreadsheet will be used to measure the progress of specific tasks, using the RAG status above, within each project, by each working group. Working groups will be explained in more detail below.

## Working Groups

UCT operates working groups under each strategic theme highlighted by the community. As a whole these seven portfolios combined make UCT's programme of activities. Each theme is a portfolio, which are groups of projects which fall under its umbrella.

Each portfolio has a working group. For example, the Employment and Training working group will oversee projects that fit with that theme, such as; developing the young workforce, work placements, apprenticeships and volunteering. Similarly, the Environment and Sustainability working group will oversee projects such as; the community hydro scheme, recycling and up-cycling or community forestry.

Working groups usually consist of one lead director from the UCT board, there may be more than one director responsible for each working group. The local development officer will help to support and coordinate the groups and may also be active of certain groups at certain times.

Working groups at the Community Trust are also open to the community and UCT often encourage people with specialist skills from out-with the Trust to offer support, expertise or volunteer help on specific projects which they may be interested in. If you would be interested in joining any of our working groups please contact the Trust at: [info@ullapoolcommunity.org](mailto:info@ullapoolcommunity.org).



## MAKING IT A REALITY

Previous Community Growth Plans have been aspirational in nature without necessarily spelling out the exact details of the key outcomes and projects that will be achieved. This is normal given the reliance on volunteer good will within the community as well as the need to build strong partnerships with other groups and organisations, not to mention funding bodies and local authorities. This Community Growth Plan differs in that the robustness of the consultation over the past two years has allowed UCT to establish the key themes that will drive these outcomes, and provide the context for the community to determine priorities with realistic outcomes, which can be measured against the strategic themes within this document.

This plan will be accompanied by an annual yearly review of the delivery plan which will:

- Give an agreed list of specific tasks, actions and projects that will be taken forward over the coming year.
- A note of which community organisations and working groups are taking the lead and coordinating on each of the key themes and projects.
- Target dates and milestones for completion.
- A clear understanding of the outcomes agreed and how they will be measured.

This continuous process of review will make this document a dynamic one. It will be the job of the LDO or similar to manage this plan and update it as necessary, in line with the changing needs of the community. The plan will be monitored and reviewed by UCT for and on behalf of the community. UCT will regularly seek progress reports from working groups, partnerships and projects responsible for actions within the delivery plan, progress will then be continually reported back to the community through the UCT newsletters and other local press and media.

### Establishing the Lochbroom Community Partnership (LCP)

UCT is aware that there are many organisations that are already involved in many of the themes highlighted within this report. UCT are keen to develop a community partnership over the coming years to help establish good working practices and minimize duplication of effort in our area. UCT also feel that there is opportunity for synergy between many existing groups, and it will be the job of the LDO to help coordinate and set up the LCP and communicate responsibilities within those partnerships for achieving the outcomes within this plan.