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23 April 2024*

NOTICE OF MEETING

A meeting of the **BUTE AND COWAL COMMUNITY PLANNING GROUP** will be held **BY MICROSOFT TEAMS** on **TUESDAY, 30 APRIL 2024** at **10:00 AM**, which you are requested to attend.

Douglas Hendry
Executive Director

BUSINESS

- 1. WELCOME AND APOLOGIES**
- 2. DECLARATIONS OF INTEREST**
- 3. MINUTES**
 - (a) Meeting of the Bute and Cowal Community Planning Group held on 6 February 2024 (Pages 5 - 14)
- 4. COMMUNITY PLANNING PARTNERSHIP MANAGEMENT COMMITTEE UPDATE**
(Pages 15 - 18)
Report by Committee Manager, Argyll and Bute Council
- 5. UPDATE ON COMMUNITY COUNCIL INTERIM BY-ELECTIONS** (Pages 19 - 20)
Report by Governance Officer, Argyll and Bute Council
- 6. ARGYLL AND BUTE HEALTH AND SOCIAL CARE PARTNERSHIP - PUBLIC HEALTH**
 - (a) The Annual Report of the Director of Public Health 2023 (NHS Highland) : 'Medication & Public Health - Do the Right Thing' (Pages 21 - 22)

Report by Health Improvement Senior, NHS Highland

7. SOCIAL CARE FOR ADULTS AND OLDER PEOPLE IN BUTE AND COWAL

Discussion facilitated by the Chair and Vice Chair of the Bute and Cowal Area Community Planning Group

8. ARGYLL COMMUNITY HOUSING ASSOCIATION ANNUAL UPDATE (Pages 23 - 28)

Report by Local Manager, Argyll Community Housing Association

9. PARTNER UPDATES

- (a) Police Scotland Update (Pages 29 - 32)
- (b) Scottish Fire and Rescue Service Update (Pages 33 - 38)
- (c) Dunoon Gourock Ferry Action Group Update (Pages 39 - 44)
- (d) Scenic Sandbank Update (Pages 45 - 46)
- (e) Oakbank Community Inn Sandbank Update (Pages 47 - 48)
- (f) UHI Argyll Update (Pages 49 - 50)
- (g) Live Argyll Community Learning Services Update (Pages 51 - 52)
- (h) Argyll and Bute TSI Update (Pages 53 - 60)
- (i) Opportunity for Verbal Updates

10. WELFARE RIGHTS, ARGYLL AND BUTE COUNCIL

Update from Senior Welfare Rights Officer, Argyll and Bute Council

11. COMMUNITY WEALTH BUILDING IN ARGYLL AND BUTE - A FRAMEWORK FOR ACTION (Pages 61 - 112)

Report by CEO, Argyll and Bute Third Sector Interface

12. BUTE AND COWAL LIVING WELL NETWORK

Presentation by Living Well Network Co-ordinator

13. SHAPING PLACES FOR WELLBEING (Pages 113 - 118)

Report by Project Lead – Dunoon, Shaping Places for Wellbeing

14. COMMUNITY FOCUS

- (a) Castle House Museum

Presentation by Museum Assistant, Castle House Museum

15. CLIMATE CHANGE

- (a) Argyll and Bute Climate Action: developing a Climate Change Strategy and Action Plan for Argyll and Bute (Pages 119 - 122)

Report by Climate Change Project Manager, ACT

- (b) ACT Climate Change Update

Verbal Update from ACT Now Manager

- (c) Opportunity for verbal updates on community based initiatives

16. DATE OF NEXT MEETING

The next meeting will take place on Tuesday 13 August 2024.

Bute and Cowal Community Planning Group

Reeni Kennedy-Boyle (Vice-Chair) Jean Moffat (Chair)

Contact: Julieann Small, Senior Committee Assistant - 01546 604043

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**MINUTES OF THE MEETING OF THE BUTE AND COWAL COMMUNITY PLANNING GROUP HELD
BY MICROSOFT TEAMS
ON TUESDAY, 6 FEBRUARY 2024**

Present: Reeni Kennedy-Boyle, Fyne Futures (Vice-Chair)
Stuart McLean, Committee Manager, Argyll and Bute Council
Ailie Law, Community Development Officer, Argyll and Bute Council
Aimie Dow, Community Development Officer, Argyll and Bute Council
Stuart Green, Corporate Support Manager, Argyll and Bute Council
Mary Holt, Community Justice Co-Ordinator, Argyll and Bute Council
Councillor Gordon Blair
Jennifer Dryden, Argyll and Bute Health and Social Care Partnership
Inspector Bart Simonis, Police Scotland
Sergeant Eddie McGunnigal, Police Scotland
Christopher Spence, Scottish Fire and Rescue Service
Janis Marshall Reilly, Argyll and Bute TSI
Alex Wilde, Shaping Places for Wellbeing, Improvement Service
Becky Hothersall, Shaping Places for Wellbeing, Improvement Service
Ann Campbell, Dunoon Community Development Trust
John Glen, Bute BID
Lauren Worrell, NFU Scotland
Jean Moffat, Bute Community Council
Robert Trybis, Dunoon Gourock Ferry Action Group

Attending: David Gould, Includem
Rhyddian Knight, Friends of Glenan Wood
Councillor Audrey Forrest
Councillor William Sinclair
Andrew Galloway, Local Democracy Reporter, Argyll and Bute

1. WELCOME AND APOLOGIES

The Vice-Chair welcomed everyone to the meeting and general introductions were made.

Apologies for absence were intimated on behalf of:

Dunoon Community Council;
Dee James, Argyll and Bute Rape Crisis;
Councillor Daniel Hampsey;
Councillor Liz McCabe;
Naomi Swann, Argyll and Bute Health and Social Care Partnership;
Melony MacLean, ACHA;
Jen Broadhurst, Argyll and Bute Citizens Advice Bureau;
Susan MacRae, Skills Development Scotland;
Rhona Grant, Community Learning Services, Live Argyll;
John Brint, Ardentinn Community Council;
John Park, Sandbank Community Development Trust; and

Stephen Kelly, Scottish Fire and Rescue Service.

Having noted the commitments of those in attendance, the Vice-Chair agreed to vary the order of business. This Minute reflects the order in which discussions took place.

2. **DECLARATIONS OF INTEREST**

There were no declarations of interest intimated.

3. **MINUTES**

(a) **Meeting of the Bute and Cowal Community Planning Group held on 31 October 2023**

The Minutes of the Bute and Cowal Area Community Planning Group meeting held on Tuesday 31 October 2023 were approved as a correct record.

4. **GOVERNANCE**

(a) **Area Community Planning Group Governance Arrangements**

The group gave consideration to a report which outlined the governance arrangements of the Bute and Cowal Area Community Planning Group (Area CPG) specifically the Terms of Reference, membership and future meeting dates.

Decision

The Bute and Cowal Area Community Planning Group:

1. considered and adopted the Terms of Reference submitted at Appendix 1 of the report and to agreed that they would be reviewed on an annual basis to ensure their ongoing currency and appropriateness for the work of the Area CPG as it develops over time;
2. considered and agreed the membership of the group at Appendix 2 of the report, subject to the inclusion of Fyne Futures, Friends of Glenan Woods and Castle House Museum, and agreed that the membership of the group would be reviewed on an annual basis to ensure currency and appropriateness for the work of the group as it develops over time; and
3. noted the future meeting dates submitted within the report.

(Reference: Report by, Committee Manager, Argyll and Bute Council, dated 6 February 2024, submitted)

(b) **Appointment of Chair of the Bute and Cowal Area Community Planning Group**

The group gave consideration to a report providing information relating to the appointment of Chair of the Bute and Cowal Area Community Planning Group and outlined the expected time commitment and information on the role.

Reeni Kennedy-Boyle nominated Bute Community Council representative Jean Moffat who confirmed that she would be happy to accept this position. With there being no other nominations, this became the decision of the group.

Decision

The Bute and Cowal Area Community Planning Group agreed that Jean Moffat, Bute Community Council, be appointed as Chair.

(Reference: Report by Committee Manager, Argyll and Bute Council, dated 6 February 2024, submitted)

5. COMMUNITY PLANNING PARTNERSHIP MANAGEMENT COMMITTEE UPDATE

The group gave consideration to a report which outlined matters discussed during a meeting of the Community Planning Partnership (CPP) Management Committee held on 12 January 2024. The report provided a summary of a presentation in relation to the Council's Area Plans, as well as information on matters arising from previous Area Community Planning Group meetings across Argyll and Bute. The report also included updates on a number of cross cutting themes such as Climate Change; Financial Inclusion; Digital Communities; the Argyll and Bute Outcomes Improvement Plan (ABOIP) for 2024-34; and Community Wealth Building.

Discussion was had around the need for further discussion around the opportunities afforded by Community Wealth Building at a future meeting of the Area Community Planning Group.

Decision

The Bute and Cowal Area Community Planning Group considered and noted the contents of the report.

(Reference: Report by Committee Manager, Argyll and Bute Council, dated 6 February 2024, submitted)

6. ARGYLL AND BUTE HEALTH AND SOCIAL CARE PARTNERSHIP - PUBLIC HEALTH

(a) Argyll and Bute Health and Social Care Partnership - Public Health Update

Consideration was given to a public health update from Argyll and Bute Health and Social Care Partnership's Public Health Team on the ongoing wellbeing and prevention activities overseen and delivered by them in Argyll and Bute. The update provided information on the Argyll and Bute Public Health Annual Report; the development of children and young people's health and wellbeing profiles; ongoing health and wellbeing profile workshops; the Cool2Talk online support service for young people; and the annual Director of Public Health Report, which will be presented at the next cycle of the Area Community Planning Groups.

Decision

The Bute and Cowal Area Community Planning Group considered and noted the information provided.

(Reference: Report by Health Improvement Lead, Argyll and Bute Health and Social

Care Partnership, submitted)

(b) **Presentation on Children and Young People's Health and Wellbeing Profiles**

The group gave consideration to a presentation by Jennifer Dryden, Health Improvement Lead from Argyll and Bute Health and Social Care Partnership's Public Health Team, on the Children and Young People's Health and Wellbeing Profile for the Bute and Cowal area. The presentation provided information in relation to the Profile themes; the purposes of the Profiles; the layout of the report and how to navigate it; the reasons for any gaps in the Profiles; and the type of data in the Profiles and ways in which this could be used by partners.

Decision

The Bute and Cowal Area Community Planning Group considered and noted the information provided.

(Reference: Presentation by Public Health Team, Argyll and Bute Health and Social Care Partnership)

7. DRAFT ARGYLL AND BUTE COMMUNITY JUSTICE PLAN 2023-2027

Consideration was given to a presentation which provided information in relation to the draft Argyll and Bute Community Justice Plan 2023-27. The report provided details in relation to the National Strategy for Community Justice; the core membership of the Community Justice Partnership; the overall strategic context of the Vision for Justice in Scotland and National Strategy for Community Justice; the development of the Community Justice Outcome Improvement Plan (CJOIP); the Community Justice Pathways Assessment process; and the timescales for the consultation and publication of the plan.

Decision

The Bute and Cowal Area Community Planning Group considered and noted the information provided.

(Reference: Presentation by Community Justice Co-Ordinator, Argyll and Bute Council, submitted)

8. INLUDEM - YOUTH JUSTICE

Consideration was given to a presentation by David Gould, Associate Researcher, Includem, in relation to Includem's ADAPT Research Project. Information was provided in relation to Includem's background as a Scottish charity dedicated to providing 24-hour, one-to-one support for young people and their families/carers; their normal operating processes when assisting young people who may be in conflict with the law; and funding from the Scottish Government's Whole Family Wellbeing Fund to identify gaps and opportunities in provisions for young people who are in potential or actual conflict with the law.

It was noted that Includem were engaging with services and organisations across Scotland to identify gaps in current services and provisions for young people in order to

create pilot projects that could work alongside existing services. It was noted that 12 broad themes had been identified across Scotland in relation to youth justice, with a variety of factors identified in relation to this and Includem were planning to design pilot projects around local needs. The Associate Researcher provided examples of current pilot projects, including bail support; structured deferred sentencing support; and restorative justice.

Decision

The Bute and Cowal Area Community Planning Group considered and noted the information provided.

(Reference: Leaflet by Includem, submitted and Presentation by Associate Researcher, Includem, tabled)

9. PARTNER UPDATES

(a) Police Scotland Update

Consideration was given to an update which provided information on the ongoing work of the Service and information on yearly crime statistics; fraud prevention and awareness, specifically relating to scam calls; personal safety inputs provided to Lomond and Argyll Advocacy Service staff; the success at the Divisional Recognition Awards 2023 and the support on the 16 days Against Gender Based Violence campaign.

Inspector Simonis highlighted the online safety webinar in conjunction with Neighbourhood Watch Scotland being held on the 27 February and it was noted that information on how to join had already been circulated to the group.

Discussion took place in relation to the ongoing consultation concerning proposals to close a number of Police Scotland properties across the country. Partners raised various concerns over the anticipated loss of service within the Bute and Cowal locality and neighbouring divisions.

Decision

The Bute and Cowal Area Community Planning Group:

1. considered and noted the information provided; and
2. agreed that the Committee Manager would highlight to the Community Planning Partnership Management Committee, the concerns of the group regarding the proposed changes referenced within the engagement on proposed estate disposals.

(Reference: Report by Police Scotland, submitted)

(b) Scottish Fire and Rescue Service Update

The group gave consideration to a report highlighting the Scottish Fire and Rescue Service's (SFRS) FQ3 review of local performance across Bute and Cowal for the period 2023-24. The report included information on the local firefighter training plan; incidents during this time period; unwanted fire alarm signals; road and water safety campaigns; community engagement activities; East and West Dunbartonshire and

Argyll and Bute Local Senior Officer Activities and home fire safety.

Chris Spence also provided information in relation to the British Heart Foundation's application process for the supply and maintenance of defibrillators. He noted that applications were now open, and encouraged local community groups to apply. A link with information in relation to the application process is provided below:

<https://www.bhf.org.uk/how-you-can-help/how-to-save-a-life/defibrillators/apply-for-a-free-defibrillator-for-your-community>

Decision

The Bute and Cowal Area Community Planning Group considered and noted the information provided.

(Reference: Report by Scottish Fire and Rescue Service, submitted)

(c) Live Argyll Community Learning Services Update

The group gave consideration to a written update from Rhona Grant, Live Argyll - Community Learning Services. The update provided information relating to adult literacy and numeracy provision; the HMI Community Learning and Development Progress Visit of Argyll and Bute Council; the newly elected MSYPs for Argyll and Bute and the findings from the consultation for youth's living on Bute.

Decision

The Bute and Cowal Area Community Planning Group:

1. considered and noted the information provided; and
2. noted that in the absence of a representative from Live Argyll Community Learning Services, any questions could be forwarded to them following the meeting and any responses circulated to the group.

(Reference: Report by Live Argyll Community Learning Services, submitted)

(d) UHI Argyll Update

Consideration was given to a written update from UHI Argyll. The update included information on January start courses that are available; the multiply programme which aims to support adults with no or low level maths skills get back into work and the open day held on 11 January which was well attended at both the Dunoon and Rothesay Centres and it was noted that another open day was provisionally scheduled for mid-March.

Decision

The Bute and Cowal Area Community Planning Group:

1. considered and noted the information provided; and
2. noted that in the absence of a representative from UHI Argyll, any questions could be forwarded to them following the meeting and any responses circulated to the group.

(Reference: Report by UHI Argyll, dated 22 January 2024, submitted)

(e) **Argyll and Bute TSI Update**

Consideration was given to an update from Janis Marshall Reilly from Argyll and Bute TSI. The update included information in relation to funding grants from the Communities Mental Health and Wellbeing Fund 2023-24; the commissioning of a Community Wealth Building strategy and action plan as part of the Argyll and Bute Community Planning Partnership; funding available from the Argyll and Bute Climate Action Network Fund; future consultation and development of a TSI Strategy for 2024-29; the launch of the new TSI website on 20th February; and work with the SCVO on a fairer funding campaign.

Decision

The Bute and Cowal Area Community Planning Group considered and noted the information provided.

(Reference: Report by Argyll and Bute TSI, dated January, submitted)

(f) **Opportunity for Verbal Updates**

Argyll and Bute Council's Community Development Team

Ailie Law highlighted that the Community Development Team had recruited Aimie Dow as the new Community Development Officer for Bute and Cowal, advising that Aimie will be job sharing with her. Ailie also advised that a new Engagement and Communities Lead, Suzanne Mason had been recruited last year. Ailie concluded in highlighting that the Supporting Communities fund would be launched this week with applications open until mid-March.

Dunoon Gourock Ferry Action Group

Robert Trybis advised that 6 Community Councils were now backing Professor Neil Kay's proposal to reintroduce a vehicle ferry service. He has also invited local Elected Members to meet with the Ferry Action Group and Community Councils to find out if there is progress on the leasing of the linkspan.

Councillor Sinclair, Argyll and Bute Council

Councillor Sinclair raised road safety concerns on the A815 through Sandbank and advised that there had been a further accident on that stretch of road. The Committee Manager advised that he had relayed the concerns of the group to the CPP Management Committee and that an update on potential road safety measures for Sandbank would be provided by the Roads Department at the next meeting of the group.

(g) **Argyll and Bute Citizens Advice Bureau Update**

Consideration was given to an update from Argyll and Bute Citizen's Advice Bureau which provided statistical information on the number of clients who had contacted the Bureau between January and December 2023; the Volunteer Advisor training programme; the annual programme of energy efficiency advice sessions and services that the Bureau provide.

Decision

The Bute and Cowal Area Community Planning Group:

1. considered and noted the information provided; and
2. noted that in the absence of a representative from Argyll and Bute Citizens Advice Bureau, any questions could be forwarded to them following the meeting and any responses circulated to the group.

(Reference: Report by Argyll and Bute Citizens Advice Bureau, submitted)

10. SHAPING PLACES FOR WELLBEING

Consideration was given to an update from Alex Wilde and Becky Hothersall from Shaping Places for Wellbeing Dunoon. It was highlighted that at the end of March the Community Link Lead Becky Hothersall would be leaving to take on a new role with Poverty Alliance.

The update provided information on inequality groups; how they share their learning; Place and Wellbeing Assessments and training opportunities; the Active Travel Plan for Dunoon; public transport discussions and a data led decision-making update.

Decision

The Bute and Cowal Area Community Planning Group considered and noted the information provided.

(Reference: Report by Project Lead, Shaping Places for Wellbeing, Dunoon, submitted)

11. COMMUNITY FOCUS

(a) Friends of Glenan Wood

Consideration was given to a presentation by Rhyddian Knight of Friends of Glenan Wood. Rhyddian highlighted that the woodlands is 148 hectares of unique Atlantic temperate rainforest which is managed by a small volunteer board in which he is the only full time employee and that his role is primarily community engagement. Mr Knight advised that they have just finalised their programme for the year and are working on rebuilding their website to include an online booking page.

Rhyddian highlighted that the location of the woodlands is on the Cowal Way and right at the ferry terminal which brings opportunities for visitors as well as locals. It was noted that funding is a challenge for the woodlands.

Decision

The Bute and Cowal Area Community Planning Group considered and noted the information provided.

(Reference: Presentation by Forrest Ranger, Friends of Glenan Wood)

12. CLIMATE CHANGE

(a) **Climate Change Working Group Update**

The group considered a report from the Climate Change Project Manager, which provided an update on the Community Planning Partnership's Argyll and Bute Climate Action project. The update included information in relation to the background and work of the Climate Change Working Group; funding requirements to support the implementation of a Climate Change Project Manager post; an overview of the work of the Climate Change Project Manager to date and future plans; collaboration with the Argyll & Bute Climate Action Network Hub; and updated governance arrangements for the Climate Change Working Group.

Decision

The Bute and Cowal Area Community Planning Group noted the approach and status of the project, as outlined in the report.

(Reference: Report by Climate Change Project Manager, ACT Now, dated 6 February 2024, submitted)

(b) **Opportunity for verbal updates on community based initiatives**

Robert Trybis advised of an issue he had come across while out driving where a burn that crosses the A815 had burst its banks resulting in water flowing down to properties. He advised that the pipe under the road was not blocked but could not divert the volume of water.

13. AREA PLANS UPDATE

Consideration was given to a presentation by the Corporate Support Manager from Argyll and Bute Council, in relation to the Council's Area Plans. The presentation provided background information in relation to the Plans, as well as details of the 8 Locality Plans across Argyll and Bute, and the purpose and principles of the Plans. The presentation also included context about the scope of the Plans; the importance of community engagement and efficient use of resources in the development of the plans; the overall approach, governance and phasing of the Plan's development; and the ways in which information from the development of the Plans would be utilised.

The Corporate Support Manager noted that it was hoped that the Area Plans would maximise the opportunities for funding for local projects. It was anticipated that the Plans would be developed and owned by the communities, and the Area Community Planning Groups would have an important part to play in the development of the Plans. He emphasised that the Plans were not seeking to take ownership of projects away from local community groups.

The presentation provided details of how partners could assist with the Area Plans by identifying community groups in the area; identifying physical locations suitable for hosting consultation documents; and encouraging community partners to engage with the development process. The Corporate Support Manager advised that he would provide a list of currently identified community groups for circulation to the Group following the meeting, in order to reduce duplication in identifying any additional groups for consultation.

Discussion was had around the importance of Area Plans and the need for this to be subject to discussion at a future meeting of the Area Community Planning Group.

Decision

The Bute and Cowal Area Community Planning Group considered and noted the information provided.

(Reference: Presentation by Corporate Support Manager, Argyll and Bute Council, submitted)

14. DATE OF NEXT MEETING

The Group noted that the next meeting of the Bute and Cowal Area Community Planning Group would take place on Tuesday 30 April 2024.

Argyll and Bute Community Planning Partnership**Bute and Cowal Area Community Planning Group****30 April 2024**



Community Planning Partnership Management Committee Update

This briefing relates to the meeting of the Community Planning Partnership (CPP) Management Committee which was held on 10 April 2024. The briefing is for noting and relevant discussion.

Summary

The CPP Management Committee met on the 10 April 2024 with the meeting being held on a hybrid basis from the Council Chambers, Kilmory and via MS Teams. This update provides an overview of the discussion which took place.

Reports which were discussed at the meeting can be found by following this link - [Agenda for Argyll and Bute Community Planning Partnership - Management Committee on Wednesday, 10 April 2024, 10:00 am - Argyll and Bute Council \(argyll-bute.gov.uk\)](#)

HIGHLIGHTS**Matters Arising from Area Community Planning Groups (ACPGs)**

An update was provided on the discussions which had taken place at all 4 Area Community Planning Groups during the February and March cycle of meetings.

The Management Committee noted the appointment of two new area group chairs, Jean Moffat in Bute and Cowal and Sarah Davies in Helensburgh and Lomond. The Committee also noted that the position of Vice Chair in Helensburgh and Lomond and Chair of Oban, Lorn and the Isles groups would be considered at the next meetings.

The Management Committee noted that Bute and Cowal ACPG had asked for the Police Scotland proposals for Greenock Police Station to be escalated to the Management Committee. Pippa Milne encouraged the ACPG members to contact Police Scotland directly on this issue.

CPP Governance

The Communities and Partnership Manager, Rona Gold, gave an overview of a proposed new governance structure for the Community Planning Partnership to deliver the actions for the Argyll and Bute Outcomes Improvement Plan (ABOIP).

The report noted that additional partner organisations must participate in the delivery of Community Planning as per the Community Empowerment (Scotland) Act 2015 and that other relevant partner organisations can be included in delivery but their involvement is not formally legislated. Miss Gold noted the need to move forward with a focus on action delivery.

It was agreed that a Community Planning oversight group would meet in person, twice a year. A full partnership meeting involving all delivery partners would be held annually for a full day to discuss the delivery of the Outcomes Improvement Plan and to share information. Consequently the planned June CPP Management Committee has been cancelled with the first Full Partnership day in September 2024.

Argyll and Bute Outcomes Improvement Plan (ABOIP) for 2024 – 2034

Outcome 1 - Transport Infrastructure

John McLuckie, Partnerships Lead, highlighted the work being taken forward against this outcome, highlighting the current Islands Connectivity Plan consultation. Mr McLuckie advised that Transport Scotland are undertaking a number of events to promote the consultation which focuses on the strategic approach to the vessels and ports plan and the reliability, resilience, impact and affordability of ferry services.

Outcome 2 - Housing

The Communities and Partnership Manager advised that the Council hosted an Emergency Housing Summit in November 2023 with the Management Committee being asked to consider which of the resulting 34 priority actions points, under four key themes – delivering more market homes, delivering more homes for workers, delivering more affordable homes and making best use of existing homes, they could lead on or provide support to.

Pippa Milne, Chief Executive Argyll and Bute Council, advised that there are now four Councils in Scotland that have declared a Housing Emergency (including Argyll and Bute) with it being explored nationally through COSLA, and in the Highlands and Islands via the Regional Economic Partnership and the Convention of the Highlands and Islands.

The Development Policy and Housing Manager, Matt Mulderrig, highlighted issues around the systemic housing failures in Argyll and Bute and the lack of housing supply which has knock-on effects on economic growth and provision of services. Mr Mulderrig identified seven action points that he hoped CPP partners could specifically take a lead on or support, such as freedom to use Scottish Government housing funding more flexibly and as an allocation with local administrative control.

Outcome 3 - Community Wellbeing

The Communities and Partnership Manager highlighted the areas of focus for the Community Wellbeing priority and the activities in place to address these, including:

- Broadening equality of access to Community leadership opportunities.
- Furthering equality of access to services, facilities and community assets.
- Working with partners to maximise sustainability of community facilities and services.
- Enabling a voice in collective decision making.
- Enhancing communications within communities, and
- Better understanding how communities achieve a sense of connection and belonging.

Projects

CPP Climate Change Strategy and Action Plan

Andy Macpherson, Climate Change Project Manager, highlighted the linkages of climate change work to the three outcomes of transport infrastructure, housing and community wellbeing and that he has aligned these to the National and Scottish outcomes.

Climate Change Working Group Terms of Reference

Miss Gold highlighted proposed changes to the Terms of Reference of the Climate Change Working Group. The CPP MC agreed that this Group should continue albeit with a less frequent meeting schedule of twice per year.

CPP Community Wealth Building (CWB) Short Life Steering Group

Takki Sulaiman, Argyll and Bute TSI, noted that further work was required on the framework for action draft and that this could be addressed by a wider steering group, noting the positive example of the Climate Change Working Group successfully working across, and engaging with, many partners.

For further information, please contact:

Stuart McLean, Committee Manager, Argyll and Bute Council (01436) 657605
Stuart.mclean@argyll-bute.gov.uk

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Argyll and Bute Community Planning Partnership

Bute & Cowal Area Community Planning Group

30 April 2024



UPDATE ON COMMUNITY COUNCIL INTERIM BY-ELECTIONS

This briefing provides an update for partners to note on the membership of community councils in the Bute & Cowal area following the closure of the nomination period for the interim by-elections. The briefing is for noting and relevant discussion.

Summary

Community Council Interim by-elections are taking place on 2nd May 2024. The elections mark the mid-term process. This process required that all vacancies on all community councils were included in the interim by-elections. In addition those who have been appointed by the community council as co-optee will no longer hold office as such on the day of election unless they have successfully stood for election.

Detail

The Scheme for the Establishment of Community Councils in Argyll and Bute provides for an interim by-election to be held. This generally takes place at the mid-term of the 4 year term. The Returning Officer set the date of 2nd May 2024 for the by-elections.

A nomination process commenced on 7th March and concluded on 21st March. A total of 17 valid nominations were received during that period. This can be broken down as follows:

Colintraive & Glendaruel – 0 candidates for 3 vacancies

Cairndow – 0 candidate for 3 vacancies

Lochgoil – 1 candidates for 3 vacancies

Strachur & District – 5 candidates for 6 vacancies

Kilfinan – 1 candidates for 6 vacancies (Note: there were 6 vacancies included but after the Notice of Uncontested Election was issued, a further vacancy was reported and this community council will remain dormant as it does not have sufficient members to allow the Council to establish a community council for the area)

Hunter's Quay – 2 candidates for 4 vacancies

Kilmun – 4 candidates for 4 vacancies

Ardentinny – 1 candidates for 2 vacancies

Sandbank – 0 candidates for 14 vacancies (Note: Community Council will remain dormant due to insufficient numbers to establish a community council for the area)
Dunoon – 1 candidate for 2 vacancies
South Cowal – 1 candidate for 6 vacancies
Bute – 1 candidate for 7 vacancies

Prior to the by-election there were 69 vacancies across the 12 Community Councils in the Bute & Cowal area.

From the detail above it can be noted that there will not be any contested elections. Figures throughout the areas don't differ significantly and there is only one contested election in the entire local authority area. Again, this is generally reflective of the position when it comes to contested elections.

Conclusion

A total of 17 candidates will be elected to serve on 9 different community councils at 11am on 2nd May 2024. There were no rejected nominations but unfortunately 3 community councils did not secure any additional members through the by-election process.

Those community councils who have vacancies remaining after the by-election will be entitled to fill up to 1/3 of their vacancies by co-option going forward. There were 7 co-opted members across the Bute & Cowal area that did not submit nomination papers. Those members cannot be co-opted again and will be deemed to stand down on the 2nd May 2024.

For further information, please contact:

Melissa Stewart, Governance Officer, Argyll and Bute Council (01546) 604331
Melissa.stewart@argyll-bute.gov.uk

Argyll & Bute Community Planning
Partnership
Area Community Planning Group
Partnership update
Date: April/May 2024



Partner update – Public Health

The Annual Report of the Director of Public Health 2023 (NHS Highland): 'Medication & Public Health – Do the Right Thing'

(Read the full report here: [Director of Public Health Report 2023 | NHS Highland \(scot.nhs.uk\)](https://www.scot.nhs.uk/public-health-reports/director-of-public-health-report-2023/))

Scotland is facing a predicted 20% increase in levels of illness by 2043, if we continue as we are. An ageing population, with increasing numbers living with at least one long-term health condition and increasingly complex needs.

'We cannot solve public health challenges simply by prescribing medication for them' – Dr Tim Allison, Director of Public Health, NHS Highland.

The report, published in late January, examines public health challenges and the benefits and drawbacks of prescribed medicines, with a focus on the escalating levels of pharmacotherapy and its impacts on both individuals, and the population and their environment, including the rise of antibiotic resistance and the environmental pollution caused by medications.

In addition to an overview of the **demography and health inequalities** of NHS Highland's population, a chapter on each of the following key areas is presented:

1. The Environment: How medication can make our environment sicker

Medicines now account for 25% of the NHS total carbon footprint, contribute to pollution of the environment and are now classed as emerging environmental contaminants. The report highlights the groundbreaking work of NHS Highland as a founding member of the **One Health Breakthrough Partnership** (<https://ohbp.org>), working to reduce the impact of pharmaceuticals on the environment (PiE).

2. Hepatitis C: How medication is transforming treatment and prevention

NHS Highland's Blood Borne Virus Managed Clinical Network (BBV MCN) remains committed to the ambition of eliminating HCV in Scotland by 2024 (six years ahead of the target set by the World Health Organization) with a local elimination strategy. The development of Direct Acting Antiviral (DAA) therapies has significantly increased the efficacy of antiviral treatments which eradicate HCV infection. Effective detection of those who have been infected with HCV combined with the

provision of accessible treatment options enable patients to be treated as early as possible and prior to progression to advanced liver disease, improving health outcomes for individuals, and resulting in cost-savings to the NHS in the longer term.

3. Social Prescribing: How an alternative to medication can work

An estimated 20% of people visit a GP with non-medical needs and up to one fifth of GPs' time is spent on issues related to social needs rather than issues best solved by medical interventions such as medication.

The DPH Report considers the scope and evidence of how social prescribing can compliment pharmaceutical prescriptions in supporting and managing health. It discusses the opportunities & challenges faced, with studies showing positive financial returns, with Social Return on Investment (SROI) ranging from £2.30 to £7.08 for every £1 invested.

The Highland Community Link Worker Programme is currently being evaluated by the University of Highlands and Islands (UHI), and other social prescribing initiatives active across NHS Highland are discussed in the report.

4. Prescriptions for Pain: How medication can have long-lasting effects on public health

Analgesics and opioids (pain medication) carry great benefits to an individual in pain, but they can also bring some serious disadvantages with a risk of dependency, and limited benefit in long term use. An illegal market also exists alongside. Both analgesics and opioids are discussed in the context of drug related deaths, and the benefits of prescribing **Opioid Substitution Therapy** as a therapy offering great help in reducing the serious consequences of illicit drug use are discussed.

5. Case Study: How medication and other measures can work together to improve health

Cardiovascular diseases are among the most common causes of health loss in NHS Highland, contributing to ill health and early deaths. Case studies demonstrate how a combined approach of pharmacology and social prescribing can work alongside each other to produce synergistic benefits for patients with cardiovascular diseases, offering improved health outcomes and reduced healthcare costs.

Overall, the report emphasizes the complex interplay between medication use, public health outcomes, and the importance of integrated approaches to healthcare delivery.

REPORT AUTHOR AND CONTACT

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Argyll and Bute Community Planning Partnership**Bute and Cowal Area Community Planning Group**1st April 2024

Argyll Community Housing Association – Annual Update

1. Purpose

1.1 The purpose of this report is to provide the Cowal and Bute Area Community Planning Group (CPG) with Argyll Community Housing Associations (ACHA) Annual Update.

2. Recommendations

2.1 The Area CPG are asked to note the content of this report.

3. Background

3.1 ACHA have given a commitment to provide an annual update on the work being undertaken by the Association.

4. Detail**4.1 Stock**

ACHA have a total of 5185 properties across Argyll and Bute. For the Cowal and Bute area this is broken down as follows:

- Cowal – 897
- Bute – 443

We also have a total of 24 garage sites (19 in Cowal and 5 in Bute).

4.2 Regeneration Programme

There was a feasibility study undertaken a number of years ago to investigate the future of a number of flats at Eton Avenue, Dunoon. This study highlighted issues around the layout of the flats, the external environment and the costs and difficulty to upgrade the properties to meet the Energy Efficiency Standards for Social Housing set by the Scottish Government.

ACHA's Board of Management made a decision to demolish these properties and replace with 4 much needed purpose built, specially adapted properties to meet the specific need of four families.

4.2.2 Buying stock on the open market

ACHA have support from Argyll & Bute Council to acquire 'second hand' stock that is for sale on the open market, if this is the most appropriate method of meeting housing need in a particular area. So far ACHA have been successful in acquiring properties in the Bute area and looking at possibilities in the Cowal area.

4.3 Investment Programme

4.3.1 In previous years extensive programmes of investment have been carried out. This has resulted in the programme this year being targeted at any fails which have been identified as part of our stock condition survey.

4.3.2 For Cowal and Bute this year we have carried out the following improvements

Windows and Doors – 30

Kitchens and Bathrooms - 19

Heating and Rewire – 34

Roof and roughcast – 85

Refurbishment – 0

4.4 Warm Homes Fund

4.4.1 Our warm homes fund through various projects is continuing to replace inefficient electric heating and install external wall insulation.

4.4.2 The uninsulated project - This project involves installing External Wall Insulation to properties where we have installed Air Source Heating in a previous project. There are 7 properties affected in Cowal, they are programmed in to be completed by June 2024.

4.4.3 EEPS/ABS Project – External Wall Insulation to multi tenure blocks. 200 properties were insulated in Cowal/Bute through this project.

4.4.4 BEIS Project – Whole house retrofit programme - This project involved installing energy efficient measures to low EPC rated properties to bring them up to a higher standard.

Through this project across Cowal and Bute 12 properties received External Wall Insulation, 11 had Air Source heat pumps installed, 21 had new windows/door installed and 12 had Solar PV and battery storage installed.

4.4.5 Refurbishment project – 20 properties in Bute High Street and Russell Street are to be refurbished including external wall insulation, new windows and doors, air source heat pumps, Solar PV, new kitchens and bathrooms and the properties are to be reconfigured and designed for open plan living due for completion June 2024

A further 6 properties at Glebe Terrace in Bute are to receive external wall insulation and Heliotherm heating to be completed by May 2024.

4.5 Sheltered Housing

4.5.1 ACHA is currently reviewing its Sheltered Housing Service. We have carried out a comprehensive consultation with our sheltered housing residents. The review is being carried out in phases and will take account of our tenant's views and preferences. Our sheltered housing Complex at Ferfadd Court, is to be included in Phase 2 of the review and Cragroy and Wallace Court in Dunoon which are two of our more traditional complexes will be included in phase 3.

4.5.2 The aim of the review is to:

- Provide a bespoke service for our tenants over 60 in mainstream accommodation as well as sheltered housing.
- Reclassify sheltered housing to remove stigma and make the best use of housing stock
- Change workload dynamics to release capacity
- De-register with the Care Inspectorate.

It is anticipated that the changes from Phase 1 of the review will take place from April 2024.

4.6 Allocations & Reletting of Properties

4.6.1 ACHA are part of the HOME Argyll partnership (Housing Options Made Easy), along with Argyll & Bute Council, West Highland Housing Association, Fyne Homes and Dunbritton Housing Association. We currently have just over 3,500 applicants on our house waiting lists.

4.7 Exemplar Estates

4.7.1 ACHA has committed £300,000 per year through our Exemplar Estates initiative to improve the environment in and around our properties. Works completed and planned for this year include:-

- Shuna Gardens, Dunoon
- Finbracken, Sandbank, Dunoon
- Ferfadd Court, Bute

4.8 Estate Walkabouts

4.8.1 During 2023 ACHA introduced Estate Walkabouts for all areas. This is where we invite our residents and any other interested parties to join our staff on Estate Inspections to give their ideas and improvements for the neighbourhoods in which they live. The dates of Estate Walkabouts for the different areas are advertised on our website under Estate Management and we would encourage anyone who is interested to participate.

4.9 Customer Involvement Strategy

4.9.1 ACHA have worked with our tenant scrutiny group “Your Voice” to develop a draft customer involvement strategy. We are currently consulting on this draft strategy and have made contact with all ACHA tenants and factored owners to gain their views on the draft strategy. The consultation is also promoted on Facebook and our website. We will then use respondent views to develop the final customer involvement strategy. If you are interested in providing us with your views, please visit our website.

4.10 Welfare Rights

4.10.1 – ACHA’s welfare rights service for Cowal and Bute has brought in a total of £1,057,313.32 income since 1st April 2023 to 15th March 2024 and 437 cases were opened throughout this period. All ACHA tenants are offered an appointment with our Welfare Rights Officer.

4.10.2 – Argyll community Housing was successful in obtaining Lottery funding (Warm & well Argyll & Bute) of £20,000.00 for the provision of air fryers, slow cookers, electric blankets, winter duvets, microwaves, thermal curtains etc. This funding allowed ACHA to provide assistance to 88 of our most vulnerable customers in Cowal and Bute with the provision of 78 air fryers and 10 electric blankets. The project was designed to offer customers benefits advice as well as small appliances and other household items to help reduce energy costs.

4.11 Adaptations

4.11.1 ACHA have been successful in obtaining £450,000.00 in Scottish Government grant to allow us to progress essential aids and adaptations for our most vulnerable customers. In Cowal and Bute we have recently completed 108 adaptations with a further 12 planned but not yet complete.

4.12 Scotland Housing Awards 27th October 2023

4.12.1 ACHA is delighted to announce that our Tenant Scrutiny Group the “Your Voice Group” won the **Excellence in Tenant Scrutiny award**. This award is for Landlords and their tenants who can show excellence in working collaboratively to scrutinise work and embed scrutiny within the culture of the organisation. The Your Voice Group are a group of

tenants from across Argyll and Bute who take an in depth look at ACHA's housing services, identifying areas where they think things might be improved or changed.

4.12.2 ACHA's Warm Home Team won the **Net Zero in Housing Award** for their whole house retrofit project at the Chartered Institute of Housings Scotland Housing Awards 2023. The new zero housing award recognises partnership work with the contractor Procast to deliver whole house retrofit upgrades to properties across various locations in Argyll including Islay and Tiree. The project forms part of ACHA's long term journey to net zero and climate change with the residents being at the forefront.

4.13 Scottish Energy Efficiency Awards June 2023

4.13.1 ACHA were nominated for 2 awards at this year's Scottish Energy Efficiency awards and were successful in winning the **Regional Large Project of the Year** category, along with receiving highly commended in the **Regional Landlord/Housing Association of the Year** category.

4.14 – Tenant Advisory Service (TIS) National Excellence Awards 2023

The Your Voice Group also won the Excellence in Scrutiny Danny Mullen award at the recent TIS National Excellence Awards at the end of 2023. This award recognised how the Group had influenced ACHA's decisions on housing policies, services and standards.

4.15 ACHA's 10 10 10 Initiative

4.15.1 11 Schools in Argyll and Bute received an award in 2023 including the area of Cowal and Bute Dunoon Grammar School, Kirn Primary School and North Bute Primary School.

4.16 ACHA's Community Action Fund

4.16.1 We continue to welcome applications for funding from the Community Action Fund. 13 registered charities have received an award from the fund of up to £500 so far this year 2023/2024, including Dunoon Burgh Hall Trust and Bute Community Media t/a Bute Island Radio.

4.17 Customer Satisfaction

4.17.1 In July 2023 ACHA commissioned Research Resource to carry out a satisfaction survey across all ACHA customers. The survey was developed to capture feedback from customers to help inform the transformation of the organisation, seeking customer's views on preferences to accessing services now and in the future.

4.17.2 A total of 1004 interviews were carried out with ACHA tenants including sheltered housing tenants. Interviews were undertaken using a combination of door to door and telephone interviews. This represents at 20% response rate from our tenants.

4.17.3 The satisfaction survey shows that ACHA is performing well with over 9 in 10 tenants being satisfied with all but 2 service aspects. All but one indicator has seen significant improvements in the satisfaction compared to the last survey in 2021. ACHA is performing well compared to the Scottish average with satisfaction levels in general being higher than the Scottish average.

4.17.4 From the survey ACHA have produced an action plan to take account of what our tenants have told us through the survey and to improve areas of lower satisfaction.

5. Conclusions

5.1 ACHA is continuing to meet its targets and priorities within local Strategies.

6. SOA Outcomes

6.1 Reference to Outcomes 5 – People Live Active, Healthier and Independent Lives

Name of Lead Officer

Melony MacLean, Local Manager, Argyll Community Housing Association

For further information please contact:

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Email melony.maclean@acha.co.uk



Argyll & West Dunbartonshire Division

Cowal & Bute Area Community Planning Group

COWAL, BUTE & HELENSBURGH PRIORITIES 2023-2026

The priorities for your area are decided by data from our strategic assessment which details threats and risks, and also from feedback from local authorities, partners, and residents in the [Local Policing Survey](#).

- Serious organised crime
- Crimes of theft and dishonesty
- Road safety and road crime
- Violent crime
- Public protection.

Serious & Organised Crime

Cowal, Bute & Helensburgh benefits from a dedicated Pro-active Serious and Organised Crime Team (SOCT). These specialist officers are supported by dedicated intelligence officers in tackling serious and organised crime in our communities.

Across Argyll & West Dunbartonshire, 46 persons linked to serious and organised crime have been arrested and £513,974 has been seized under the Proceeds of Crime legislation since April 2023.

At the end of Feb 2024, drugs supply charges had increased marginally from 32 to 37 crimes, which is slightly below the previous 5-year average.

Drug possession charges have increased from 358 to 401 (+12%) and are also 11.3% above the 5 year average. Both figures are testament to the proactive work being carried out by officers.

We encourage our communities to share concerns and suspicions around drug dealing either by calling 101 or by reporting anonymously via Crimestoppers 0800 555 111

OFFICIAL: POLICE AND PARTNERS**Acquisitive Crime**

Acquisitive crime remains a local priority. Figures across the country are on an upward trajectory, which in part is a result of the cost of living. We are working with our Preventions team looking at maximising our crime prevention opportunities and looking at innovative ways to increase local awareness. We are working with our communities to identify areas of vulnerability where we can engage with our partners to maximise our response.

Crime Type	5 Year Average	PYTD	YTD	% Change from previous Year
Common Theft	4.2	3	3	0%
Fraud	2.4	3	2	-33%
Housebreaking (Domestic)	1	1	0	0%
Theft shoplifting	2.6	2	0	-100%

Road Safety & Road Crime

We have continued to maximise our visibility on the trunk roads with our focus on speed detection and driver behaviour being the primary activities. Our festive road safety campaign has ensured that we were prepared for the increase in road users across our communities during the festive period.

The vast majority of local officers are trained in the hand held speed detection equipment and are regularly utilising these tactics across our communities. Most disposals for road traffic crime are by the issuing of fixed penalty notices. These figures are not recorded in this data.

Our officers have been targeting areas in across Cowal and Bute which have been highlighted to us via Community Council groups and local communities.

Violent Crime

Violent crime continues to be closely monitored and reviewed with investigations being resourced across Local Policing Teams and the Criminal Investigation Department. Each crime is subject of daily review and scrutiny and thereafter allocated to the most appropriate department to progress to assist in identification of repeat victims, offenders and locations. Any emerging issues and risks are shared and appropriate actions identified.

Crime Type	5 Year Average	PYTD	YTD	% Change previous Year
Minor Assault	7.4	8	5	-37.5%
Attempt Murder	0.2	1	0	-100%
Serious Assault	0	0	0	0%
Murder	0.2	0	0	0%

Public Protection

We are upskilling our staff ensuring they are able to deliver a victim centred approach to gender-based violence. We are introducing domestic abuse champions to ensure officers are confident, supported and properly equipped with skills and up to date guidance when dealing with these often serious and complex investigations. Bespoke perpetrator management plans have been introduced to robustly police those offenders posing the greatest risk of harm in a domestic setting. These plans complement our existing safeguarding processes for victims and children at risk of domestic abuse.

Local Policing News

Fraud Prevention

Frauds and scams continue to be a focus as offences are still being reported on a regular basis and we would welcome invites from any community groups or organisations in the Helensburgh and Lomond area who feel they could benefit from an input from our preventions team.

We have been engaging with Carr Gorm, speaking with staff so that assist in supporting our prevention messaging and identifying those at risk.

Road Safety

Road Safety remains a local policing priority across Argyll & Bute. We have been working closely with a host of partners delivering various initiatives and events to improve decision making and positively influencing driver behaviour across our communities.

New Campus Officer

We have a new Youth Engagement Officer (YEO) who will starting at the beginning of May. PC Rachel Wells comes with a plethora of experience. PC Wells will provide support to the young persons in Dunoon and Bute whilst also supporting our Care Experienced young persons. The role of YEO is often unquantifiable but having a mentor, role model and an officer who can bridge the gap and build positive relationships between young persons, the police and communities is a great benefit.

Recovery community

At the beginning of April, Sergeant Sophie Marshall and PC Peter Morrison attended the Recovery Community Meeting on the Isle of Bute. This was brought together by staff from We Are With You and provided a brilliant opportunity for officers to engage with this peer support community and liaise with support staff from a range of organisations.

OFFICIAL: POLICE AND PARTNERS

Literacy Project

Although in its inception, Sergeant Sophie Marshall who is leading locally on Community Engagement and Support, attended a meeting with Live Argyll regarding their Literacy and Numeracy project for adults on the Isle of Bute. This is a great opportunity for partnership working and all officers will be made aware of the referral process.

Useful Links/Contacts

- **Argyll and Bute Community Directory** - <https://abcd.scot/> including warm spaces information
- **Crimestoppers** – [Crimestoppers in Scotland | Crimestoppers \(crimestoppers-uk.org\)](https://www.crimestoppers-uk.org/)
[0800 555 111](https://www.crimestoppers-uk.org/)
- **Scottish Partnership Against Rural Crime** – www.scottishparc.co.uk
- **Women's Aid** - [Home - Women's Aid \(womensaid.org.uk\)](https://www.womensaid.org.uk/)
- **Citizens Advice** – 0808 164 6000
- **Argyll and Bute Council Trading Standards** – 01546 605 519
- **Argyll and Bute Council** – <https://www.argyll-bute.gov.uk/my-council/how-contact-us>
- **Transport Scotland** – road related incidents and road closures - <https://www.traffic.gov.scot/traffic-information/incidents>
- **Scottish Water** - <https://www.scottishwater.co.uk/Help-and-Resources/Contact-Us>
[0800 0778 778](https://www.scottishwater.co.uk/Help-and-Resources/Contact-Us)
- **NHS24 (including mental health support)** – 111 or <https://www.nhsinform.scot/>

Follow us on Social Media and help share local appeals and education messages

- Facebook - Police Scotland Argyll and West Dunbartonshire
- X (formerly Twitter) – PSOSArgyllBute and PSOS ArgWestDunb

Sign up to Neighbourhood Watch to receive local alerts and bulletins for your community area - <https://neighbourhoodwatchscotland.co.uk/#0>

Have your say on your local policing priorities - <https://consult.scotland.police.uk/strategy-insight-and-innovation/your-police-2023-2024/>

**Working together
for a safer Scotland**



**SCOTTISH
FIRE AND RESCUE SERVICE**
Working together for a safer Scotland

Bute, Cowal and Dunoon CPG Briefing Report

Q4 2023/24

Performance & Activity Report

From:	1st January 2024	To:	31st March 2024
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Introduction

Welcome to the Scottish Fire and Rescue Service Community Board Performance Report. This performance report is designed to provide citizens, stakeholders and partners with information relating to Community Board based activity undertaken by the Scottish Fire and Rescue Service.

Whilst using historic statistical benchmarking data, consideration must be taken of the random nature of fire related incidents and events, and how this can pose difficulties in interpreting emerging patterns and trends. This is of specific relevance where Community Board level data is analysed due to the small number of actual incidents/events that occur in Community Board areas.

However, regardless of statistical anomalies, emerging patterns and trends in fire related incidents and events can assist the Scottish Fire and Rescue Service and Community Planning Partners plan and implement preventative intervention initiatives to target reducing fire related incidents and events.

Local Firefighter Training Plan

Below is a list of subjects the operational crews have been focusing on within this period. Each subject has been covered both practically and theoretically and recorded in the Fire Service Training recording system.

	January/February/March
Training Subjects	BA (Breathing Apparatus) - Tactical Ventilation Q4 RTC – Casualty Extraction Q4 Incident Command Q4 Regulation and Compliance Q4 Pumps, Ladders, Knots & Lines

Accidental Dwelling Fires (ADF)

Ward	3 Year Average	2022/23	2023/24
Cowal	4.3	5	5
Dunoon	1.3	0	1
Isle of Bute	2	2	1
Community Board Total	7.7	7	7

ADF Casualties

Ward	3 Year Average	2022/23	2023/24
Cowal	0	0	0
Dunoon	0.3	0	0
Isle of Bute	0	0	0
Community Board Total	0.3	0	0

Deliberate Secondary Fire Setting

Ward	3 Year Average	2022/23	2023/24
Cowal	0	0	0
Dunoon	0.3	1	0
Isle of Bute	0.7	0	1
Community Board Total	1	1	1

Fires in Non-Domestic Property

Ward	3 Year Average	2022/23	2023/24
Cowal	0	0	2
Dunoon	0.6	0	1
Isle of Bute	0	0	0
Community Board Total	1.3	0	3

Casualties from Non-Fire Emergencies

Ward	3 Year Average	2022/23	2023/24
Cowal	0	0	0
Dunoon	0	0	0
Isle of Bute	0	0	0
Community Board Total	0	0	0

Unwanted Fire Alarm Signals

Ward	3 Year Average	2022/23	2023/24
Cowal	16.7	20	11
Dunoon	19.3	25	14
Isle of Bute	20.7	25	13
Community Board Total	56.6	70	38

Unwanted Fire Alarm Signals (UFAS)

We continue to work with partners across Argyll & Bute to support duty holders in reducing unwanted fire alarm signal (UFAS) incidents. Our UFAS mobilisation policy has been devised with of aim of reducing UFAS incidents across Scotland. This has been reflected in the relevant KPI's contained within this report.

Road & Water Safety campaigns

In this reporting period, we have continued to work with various partners across Argyll & Bute including Police Scotland, The RNLI (Royal National Lifeboat Institution) and local business on Road and Water safety campaigns. We continue to support a road safety governance group established with Police Scotland's L Division. The group meets on a quarterly basis to discuss road safety issues and includes various partners from across Argyll & Bute. In March we attended Road Safety Scotland's annual seminar at the Edinburgh International Conference centre.

We continue to participate in Partnership Approach to Water Safety (PAWS) and attended Argyll & Bute quarterly meeting in March. Our Community Action Team (CAT) and local crews have been delivering Water Safety Scotland ice and water safety presentations across schools in Argyll & Bute.

Community Engagement Activities

- Post Domestic Incident Response (PDIR) following every domestic incident.
- Continue to deliver Fire Safety advice via HFSVs (Home Fire Safety Visits) and provision of smoke detection.
- Representation on Multi Agency Risk Assessment (MARAC) for those affected by domestic violence.
- Continue to support 'Make the Call' campaign and On Call recruitment drive for retained and volunteer stations within Argyll and Bute
- Supporting Partnership Approach to Water Safety (PAWS) group and engaging with the public: #RESPECTTHEWATER campaign.
- WC McGloin visited our Youth Volunteer Scheme in Tobermory with national coordinator Ruth Cairns to provide youth engagement training.
- We engaged with school's community groups utilising our Spring Thematic Action Plan (TAP)
- In January, our Community Action Team (CAT) attended various careers engagement pathway sessions in Argyll & Bute Secondary Schools.
- Our CAT visited all High Schools in Argyll & Bute to deliver Water Safety Scotland Ice and Water safety workshops.
- Our CAT attended various STEM – Science, Technology, Engineering and Mathematics events in Argyll & Bute High Schools including Tobermory and Campbeltown.

EWDAB (East & West Dunbartonshire, Argyll and Bute) LSO Activities

- Continued roll out of new fleet SFRS Electric Vehicles and on-station charging points within the area.
- Ongoing On-call recruitment campaigns – Participation in Practical Selection Tests for new candidates as well as successful completion of Task and Task Management by new On-call Firefighters across the area.
- We held a multi-agency tabletop exercise at Oban community Fire Station with various partners to test operational resilience at Glensanda Quarry.
- WC McGloin and members of the CAT attended the annual Road Safety Scotland seminar at the Edinburgh International Conference centre.
- WC Spence along with our training team visited both Celtic and Rangers training grounds to provide CPR training to the club's youth teams.

Home Fire Safety

As part of our commitment to building a safer Scotland we offer everyone in Scotland a free home fire safety visit. We will help you sort out a fire escape plan and provide information about smoke, heat, and carbon monoxide alarms.

For a Free Home Fire Safety Visit, please:

- Call [0800 0731 999](tel:0800 0731 999)
- Text "FIRE" to 80800 from your mobile phone.

Twitter link: <https://twitter.com/abewdhq>

A town with no name

In 2011 Dunoon disappeared from CalMac advertising literature. After 13 years of 'continuous improvement' and a specific action to re-establishing the town in advertising Transport Scotland and CalMac have managed to represent the town by an unnamed red dot in the current route map! Tourists use these maps to plan their visits.



A

Success

1954 Dunoon Gourock

Scotland's first seagoing ferry service

Ideal location, bypassing the Rest-and-be-thankful to connect the Central Belt to a large swathe of Argyll

1973 Arrival of Western Ferries

Further strengthens the whole transport network increasing

- Resilience
- Capacity
- Choice

First Clouds

1981 A Public Enquiry roundly rejects a proposal that Western should be a given a vehicle carrying monopoly with the town centre crossing becoming passenger only.

It found that such a scheme would be:

- Deeply damaging to the local economy
- Small passenger only ferries would be unreliable

1998 A Deloitte Touche report reiterates that large vessels are required to operate reliably on the town centre crossing

Folly

2011 The town centre vehicle service that the town had evolved around for almost 60 years ends. Cowal/Argyll is set back 40 years to having only a single vehicle ferry service bypassing the 'Rest'. A passenger only service using small ferries is introduced despite the previous reports and severe problems on the 'Rest'

As predicted the passenger service is horrendously unreliable it can be off completely for four consecutive days.

There is an immediate negative effect on the local economy, passenger number to Cowal Games drop dramatically.

The 'Rest' blocks repeatedly.

The service costs more to run than the previous one because vehicle carrying generated profit.

Reintroduction of a town centre vehicle ferry service becomes official Government policy in the Scottish Ferries Plan

Plans for a Transport Regulator with statutory powers are quietly dropped.

2013 The MVA Report paves the way for reintroduction of a vehicle service as vehicle carrying is shown to be profitable in all scenarios. It also states vessels must be at least 40m long to operate reliably.

2017 The ferries should have been replaced as the original contract was for 6 years.

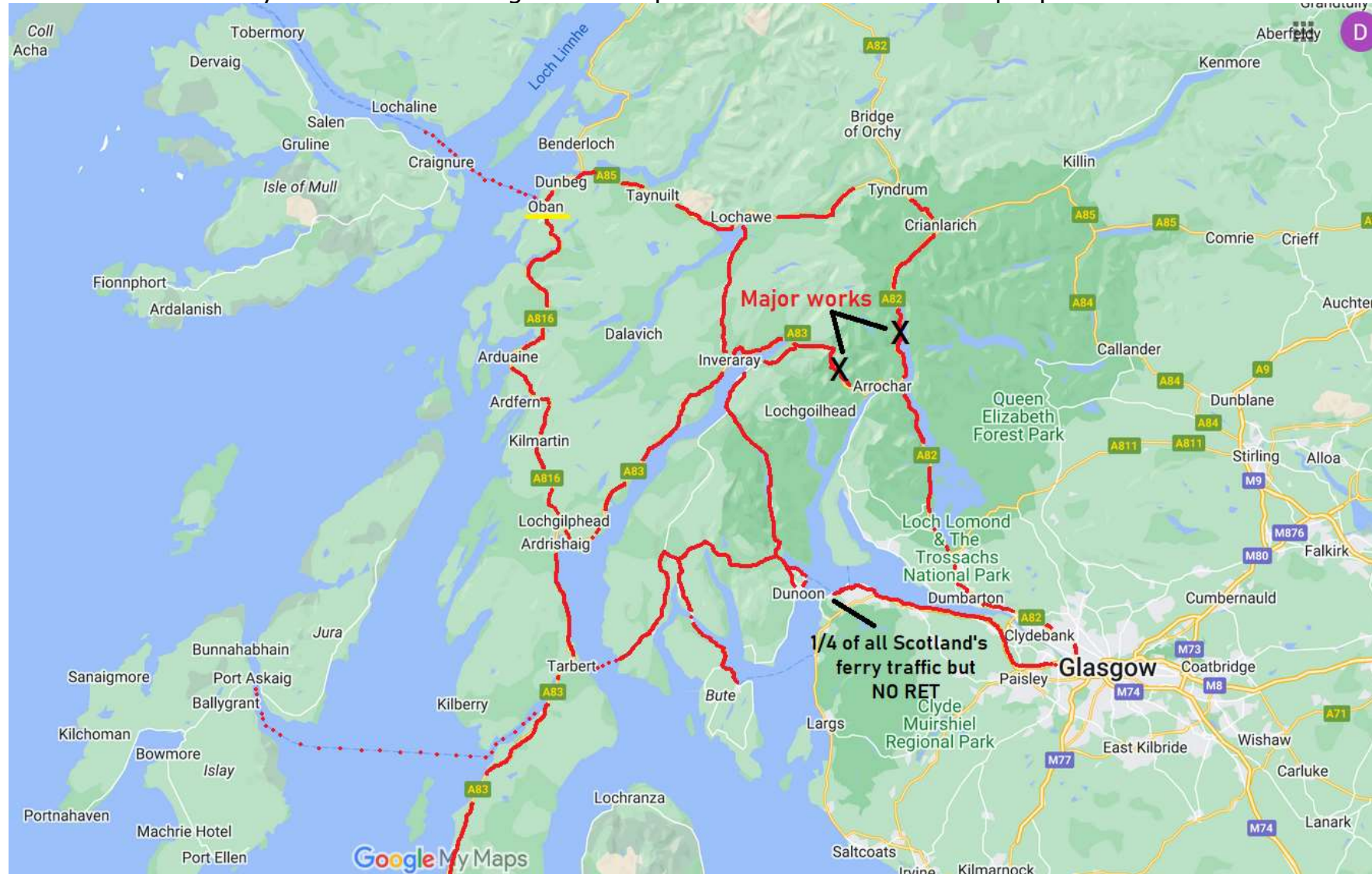
2018 Official Policy is reversed, the crossing is to remain passenger only, using small vessels, no credible explanation for the decision has ever been given.

2023 The cost of replacement passenger only ferries has effectively doubled as the Kilcreggan Gourock crossing is now going to have to use vessels with a different design to those for Dunoon Gourock

Islands Connectivity ???

Major works on the A82 & A83 will impact access to the whole of Argyll.

However as we have already seen Climate Change will disrupt the road network in multiple places.



Unsustainable

Tickets on the Dunoon Gourock town passenger service cost 46% more than the significantly longer Wemyss Bay to Rothesay crossing

Gourock is going to have a brand new vehicle ferry port with ongoing costs but with no scheduled vehicle ferry service running to it.

Removal of the town centre vehicle service handed Western Ferries a monopoly at the same time as reducing resilience and capacity in the transport network.

Major work are planned on both the A82 & A83 leaving all of Argyll vulnerable to transport network disruption even without Climate Change.

Queues of 1.5 hours can develop for the 20min ferry crossing because on its own Western lacks the capacity to deal with road network disruption or major events.

The loss of resilience means that drivers have experienced difficulty getting to Western when town centre ports were still accessible.

Western has a 33% profit margin.

25% of all the private vehicles carried by ferries in Scotland are carried on Western Ferries without RET.

A family of 4, a car with a family of 2 adults and 2 children costs £33.20 for a single on the 2 mile, 20 minute crossing.

Western's Commercial Vehicle fares are unpublished but it is believed that they are 6 to 7 times the rate on the Wemyss Bay to Rothesay crossing.

This is environmentally damaging as the vast bulk of HGVs travel by road to avoid the high ferry fares.

In the long term the above is unsustainable.

In the absence of an alternative vehicle ferry service:

- Western's basic commercial fares must be published.
- RET must be introduced on both Western and the town centre crossing.
- Passenger ferries of 40m plus must be provided.

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Scenic Sandbank (SS)

Following a successful financial award from the Scottish Land Fund and lengthy negotiations with Argyll & Bute Council, Scenic Sandbank has recently completed acquisition of the former primary school site in the centre of the village for the purposes of a community garden. At time of writing some final clearance of invasive plant species from the land is expected to be underway shortly and it is intended that, with the assistance of local volunteers and contributions the garden will be developed through the summer months as a prominent feature in the village and, in time, be growing flowers, vegetables, etc and serve as a community meeting space for all.

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Oakbank Community Inn Sandbank (OCIS)

The group is presently at Stage 2 of a two stage process to obtain financing from the Scottish Land Fund for the purpose of acquiring the Oakbank hotel/pub as a community facility. Initial funding has been received for preparation of a valuation survey, condition survey, feasibility study and business plan with work on the latter ongoing at the moment. OCIS envisions a genuine community asset in common with many other similar projects which have taken place in the UK in recent years and given the absence of any privately owned public bar or restaurant in Sandbank at the moment, the group is very hopeful that the necessary funding will be made available.

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UHI | ARGYLL

UHI Argyll – Rothesay and Dunoon: Update for Bute and Cowal Area Community Planning Group
16/4/2024

Big College Open Week

This year, UHI Argyll participated in the national Big College Open Week, from Thursday 21 March to Thursday 28 March.

We hosted the following events:

- **Hairdressing Masterclass (Dunoon)**
- **Health & Social Care (all centres – networked)**
- **Horticulture Taster Session (Rothesay)**
- Engineering: Metalwork Taster Session (Lochgilphead)
- **Maritime Rope Workshop (Dunoon)**
- Beauty Pamper Evening (Oban)
- **Gaelic Taster Session (all centres – networked)**
- **Early Years Education (all centres – networked)**
- Beauty Masterclass (Oban)
- **Horticulture Walking Tour of Mount Stuart (Rothesay)**

We also welcomed people to drop into their local centres to make general enquiries (courses, funding, etc).

This was our busiest open event so far, with around 90 people visiting our centres during the week to attend one of the events.

Multiply/ESOL

As mentioned in our previous update for 6th February meeting, Argyll and Bute Council commissioned UHI Argyll to deliver the UK Government's Multiply Programme. This has been a success with a well-attended Life Skills course over 3 days in Dunoon and several ESOL courses running in Helensburgh, Rothesay and Oban.

There was significant interest in Rothesay and Dunoon for further ESOL courses, especially at level 3/beginners, and a new level 3 ESOL course started in Rothesay on 11th March. It will run twice a week until 24th April.

Forthcoming courses

We are running the following commercial courses:

- Scottish Certificate for Personal Licence Training (SCPLH): 14th May – online; 18th June (networked – join from local centre)
- Elementary Food Hygiene: 9th May (networked – join from local centre)

MCR Pathways Programme

UHI Argyll Staff have volunteered to mentor young people in DGS. Hopefully this will be rolled out to centre staff in all locations.

General

As we enter the second half of semester two, staff and students are busy preparing for final assessments. Planning and preparations are well under way for the new academic year, and we plan to reintroduce our “Keep Warm” project (previously trialled prior to the 22-23 academic year). The aim of this is to provide regular updates and better support to our applicants to help them prepare for their new course.

Sheena Finlay
Assistant Centre Manager (Rothesay)
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Rhona Altin
Assistant Centre Manager (Dunoon)
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Community Learning LiveArgyll Update

Adult Literacy and Numeracy Provision Bute and Cowal

In both Bute and Cowal Adult Literacy and Numeracy support is available with 121 support sessions being offered alongside side events throughout the year (until March 2025). Please contact Hugh O'Hagan for further details Hugh can be contacted on telephone 01700801086 Email: Hugh.OHagan@liveargyll.co.uk. Or the key workers:

Mhairi-Claire Semple tel: 01369 707345 email: Mhairi.Semple@liveargyll.co.uk based in Dunoon.
Anne-Frances tel: 01700 501331 email: anne-frances@liveargyll.co.uk based in Rothesay.

Members of the Scottish Youth Parliament (MSYPs)

We have welcomed the New Members of the Scottish Youth Parliament for Argyll and Bute: Alasdair Paisley, Mariska Silkowski & Sophie Bennie-Twist and they have been embarking on a period of training and development and have embraced their new positions from February 24. See: [MSYP profiles](#) to learn more about Alasdair, Mariska, and Sophie. Youth Services will provide ongoing support to our three MSYPs over the next two years as they serve their election term and a thanks also goes out to John McLuckie Partnerships Lead (Community Planning) for meeting with the MSYPs and providing an induction about the CPP and the Management Committee.

Alasdair, Mariska and Sophie have already started engaging and are looking forward to supporting and promoting the voice and addressing issues of Young People across Argyll and Bute Locally and Nationally.

Youth Services Bute



As part of the Easter Give Programme (Community Youth Action Group) worked in Partnership with Visit Scotland and Isle of Bute Trust to host an Easter Market and family fun activities in the Isle of Bute Discovery Centre on Saturday 30 March. This event was well attended with around 800 people visiting the Market and some participating in the family fun activities. Young People volunteered and hosted the family activities including face painting, Hair Wraps, and Art and Craft Activities.



On Sunday 31 March Young People offered their volunteering services and assisted Bute Oasis with their Easter Family event. At this event Young people carried out face painting and "Character meets and greets". Over 500 Easter eggs were given out to children by the Food Bank as a thank you to the Community. To reward young people for their volunteering they chose to try Ice Skating at the Waterfront Leisure Centre Greenock. In addition they also received Dynamic Youth Awards and Saltire hours/awards.

HMI Community Learning and Development (CLD) Progress Visit of Argyll and Bute Council January 2024. Published report is now available and can be viewed via the link [Council Details](#) | [Find an inspection report](#) | [Find an inspection report](#) | [Inspection and review](#) | [Education Scotland](#)

Current CLD Strategic Partnership Plan 2021 -2024 and HMI Published Report on CLD.

Current Plan is coming to and August 2024 [CLD Strategic Partnership Plan 2021-2024-Digital-1.pdf](#) and a new CLD Strategic Partnership Plan 2024-2027 will be in place as of September 2024. This will include a review of the membership to ensure it reflects all aspects CLD and the wide range of partners who contribute to CLD outcomes in Argyll and Bute, continued Development of shared vision, values and aims and a consultation process including engagement with CPP, ACPG's, Youth Forums and 3rd sector partners. The recent HMI Community Learning and Development (CLD) Progress Visit of Argyll and Bute Council January 2024. Published report is now available and can be viewed via the link: [Details](#) | [Find an inspection report](#) | [Find an inspection report](#) | [Inspection and review](#) | [Education Scotland](#)

Independent Review of Community Learning and Development (CLD) - programme of Engagement and consultation.

There has been an Independent Review carried out on Community Learning and Development (CLD) across all Authorities in Scotland. The Minister for Higher Education, Further Education and Skills, appointed an Independent Reviewer Kate Still to conduct and carry out a programme of Engagement and consultations. In addition to a series of bilateral and group meetings with a wide-range of stakeholders including SOLACE, ADES and CoSLA. Learners, potential learners and interested stakeholders responded to a Call for Evidence through online learner questionnaire published on CitizenSpace. The consultation ran from 22 January to 3 March. The questions included in the consultations had been developed with the intention of seeing things from the perspective of the learner and/or potential learner and this approach was followed for the review as a whole. Findings will be published in September 2024.



Third Sector Support Advisor for Cowal and Bute:

Janis Marshall Reilly - janismarshallreilly@argylltsi.org.uk

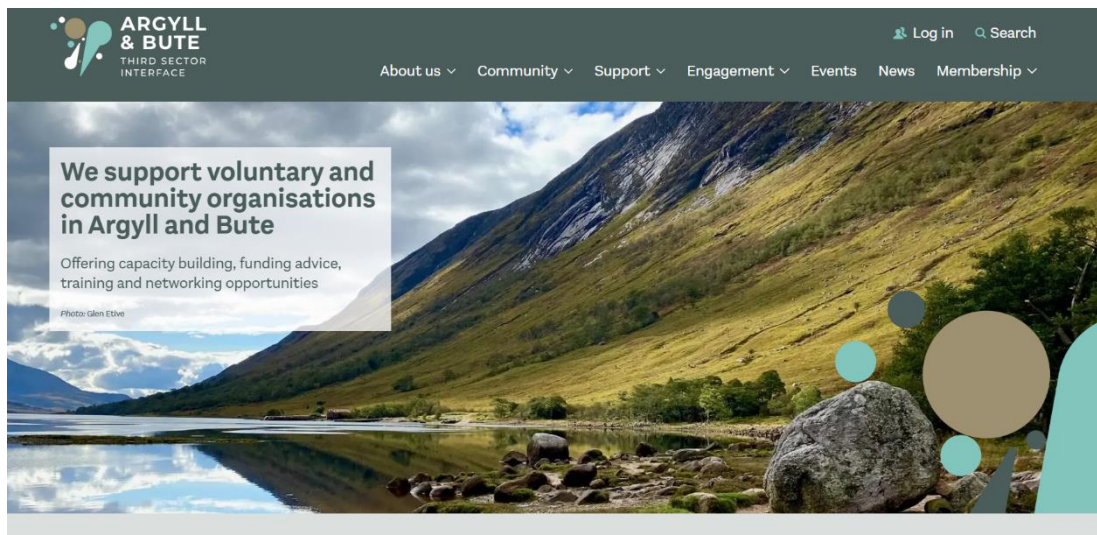
Facebook page for Cowal and Bute TSI news [can be found by clicking here.](#)

This update covers the period from 17th February to 22nd April 2024.

TSI activity for quarter four 2023-2024 has involved:

- completing the final version of the TSI funded **Community Wealth Building** report
- reviewing our budgets
- **supporting member organisations and the wider community** through the council and IJB budget processes
- planning for our next **business plan and new strategy**

Our new website ([click here](#)) also continues to grow as a space for collaboration and news and **we would love to have your views on content and stories.**



Scottish Government, Parliament, TSI landscape & policy activity

Legislation was presented in the Scottish Parliament on 23rd February 2024 to activate some provisions of the Charities (Regulation and Administration) (Scotland) Act 2023, effective from 1 April 2024.

The Office of the Scottish Charity Regulator (OSCR) is preparing to implement these changes to enhance benefits for charities and the public.



No immediate action is required from charities or their trustees, but **we should anticipate updates to OSCR's guidance on their website.**

Key enhancements include:

1. **Increased Inquiry Powers:** From April 2024, OSCR will gain enhanced powers to direct charities to take specific actions, appoint interim trustees and extend inquiries to former charities and trustees. This aims to protect charity assets and improve regulatory responses.
2. **Streamlining Information Requirements:** Changes will clarify and expedite the process by which charities must provide information, improving inquiry progress.
3. **Enforcement on Non-compliance:** Charities failing to submit accounts within 9 months or engage with OSCR will face removal from the Scottish Charity Register starting 1 April 2024. This enforces the duty of financial transparency essential for public and donor confidence.
4. **Registration Criteria:** New criteria effective from the same date will require charities to demonstrate a significant connection to Scotland, such as having a principal office or conducting activities in Scotland.
5. **Operational Flexibility:** The new act reduces bureaucratic hurdles, such as the need for a 42-day notice for certain changes, and permits flexibility in cases like charity mergers.



Future measures include creating a **searchable record of disqualified trustees** by October 2024, and further provisions by summer 2025, such as **publishing trustee names and records of charity mergers**. These steps are part of a broader effort to ensure charities are well-regulated and transparent in Scotland.

More details here:- <https://www.oscr.org.uk/about-charities/charity-law/changes-to-charity-law-after-the-charities-regulation-and-administration-scotland-act-2023/>

The net impact of the changes is likely to be a more interventionist approach to promoting good charity governance and practice.



Local strategic partnerships - budgets

It was previously reported that the council was considering its budget on 22nd February 2024 and that there were proposed cuts to third sector grants. The TSI supported grantees by highlighting the negative impact to decision makers via an email campaign and in particular the impact on low-income families with working age parents and carers as well as the loss of match funding flowing into Argyll and Bute. This campaign was successful, and the savings proposal was withdrawn by councillors.

The HSCP was in a similarly challenging position with a need to find £11.4million of cuts and specifically proposed cuts to day care services for vulnerable adults on Bute and in Oban. The TSI made representations directly at the Integration Joint Board (IJB) by working with family groups and user groups. The cuts have been stalled and a review has been requested which the TSI will be supporting to ensure there is proactive engagement with the affected communities.

Community Wealth Building (CWB) report

Following the board's approval of funding for a CWB report the TSI has been leading on the commissioning of a CWB strategy and action plan for Argyll and Bute's Community Planning Partnership.

The January 2024 meeting approved the **20 high level recommendations** and the April 2024 CPP received the final report.

All recommendations are centred around the five pillars:

- Plural ownership of the economy.
- Making financial power work for local places.
- Fair employment and just labour markets.
- Progressive procurement of goods and services.
- Socially productive use of land and property.

The final report has been received at April's CPP Management Committee meeting and the report will be sent to the Area Planning Group's for feedback on how to implement the proposals and recommendations which are likely to be taken forward by a new steering group.

Community Planning Partnership (CPP) organisational changes

In a surprise move in an unscheduled report (and in between council administrations with no elected members present) last week's CPP Management Committee introduced and approved a new model for Community Planning with four tiers of meetings and engagement instead of the current three. **The new model involves the use of a statutory partners only oversight group with no TSI nor Third Sector Organisation (TSO) representation** (unlike at present on the current Management Committee), a once a year only Community Planning meeting (with wide representation as now - but it has not met in a while), the four Area Community Planning Group meetings (as now) and the use of working groups to lead specific pieces of work.

The latter is a good innovation - with the Climate Change Working Group providing a good test of change - but it is the manner of change and the lack of consultation that is surprising. The model also misses the opportunity of increasing the power and scope of Area Community Planning Group meetings.

As an example, using the current model the TSI (supported by our Social Enterprise Network) was able to promote Community Wealth Building and proposed the research described above to the CPP at one of the four meetings annually. **In the new model there is no method for a TSO to propose innovation or to directly collaborate on the community planning agenda at the oversight group.**

The TSI role across Scotland is to operate at the interface between public and third sectors and this appears to be a surprise step in the opposite direction. Some public bodies present welcomed the move as they had to represent their organisation at up to six council area CPPs and this change makes their attendance more manageable. However, this should not be at the expense of local voice and TSO representation. This point was made and **Argyll and Bute Third Sector Interface objected to the proposal.**



The paper appeared somewhat rushed, with the change taking place immediately and with no comparator information provided on arrangements with other CPPs - a question that was asked by the Scottish Government observer.



The TSI will be in consultation with TSO groups on next steps and if our members wish to lobby for change then we will take this view to CPP lead partners and the new administration. At the very least, consultation should have taken place and elected members should have been present. More on the CPP report from the 10th April 2024 meeting can be found by clicking [here](#).

Internal TSI matters

Sector funding 2024-2025

The impact of the national budget first received in December 2023 is continuing to make its way through the funding and commissioning systems of the Scottish Government. We know that the NHS and Councils are under real financial pressure and many major capital projects have been delayed in favour of preserving jobs and frontline services.



However, where protections have not been specified in law or funding bodies have been given discretion over the use of funding pots then we have seen grants and commissioning budgets, hitherto used to fund third sector services, come under increased pressure.

TSI funding and reporting

TSI funding has been agreed for one year only despite ministerial support for a longer-term settlement over two years. TSI CEOs are committed to campaigning for a fairer funding settlement and regularly meet with ministers to collectively demonstrate the impact of TSIs. Whilst we received a 4 per cent uplift in 2023-2024, that was the first uplift in twelve years.

It is worth noting that Scottish Government have reiterated their support of Evaluation Support Scotland's approach of a TSI evaluation framework driven by local need / outcomes and not baseline KPIs. In line with other funders, they have continued the trend of removing bureaucratic encumbrances and have confirmed that the six month reporting requirement has been scrapped in favour of an annual business plan (due end April each year) and an annual review (due end June each year) with a focus on case studies and qualitative outcomes.

Funders Fayre 2024

The TSI Funders Fayre held in Oban on 20th March 2024 was a great success with **8 funders in attendance and over 70 participants**. Feedback has been positive and **we will look to repeat the event** with different (but hopefully equally nationally significant) funders in six months' time in another part of Argyll and Bute. The message that we need to work together to support each other during a period of sustained financial pressure was well received.



Communities Mental Health and Wellbeing Fund – Year four announcement

Two TSI staff attended a Communities Mental and Wellbeing Fund national conference in Perth in March. The event celebrated the achievements of the annual £15m programme as a source of important funding aimed at grass roots organisations creating lasting change in the promotion of mental health and wellbeing - with a focus on prevention and user led involvement.

The minister announced that there will be a year four of funding at the same levels as for 2023-2024. National planning for the next round begins shortly.



TSI Board member recruitment

Owing to a number of changes (a death, a retirement and a new job) the TSI finds itself down to the minimum level of four trustees and we are **urgently seeking to recruit** from interested people in our locality.

We meet five times a year and you will be helping to support third and social enterprise sector organisations to thrive, prosper and support our local communities.

For an informal conversation please contact takkisulaiman@argylltsi.org.uk and visit <https://www.argylltsi.org/about-us/our-board-2/> to view the role description which is at the foot of the page.

TSI at the Rockfield Centre

With the success of the TSI Hub in Inveraray the TSI is beginning to test new models of co-location.

The TSI has taken **flexible office space at the Rockfield Centre** in Oban which have started being used by two new TSI member groups – an autism support group and a heritage group. We will embark on a more detailed research and consultation exercise with local social enterprises and entrepreneurs to

ascertain the appetite for hot desk working space. This follows a positive informal consultation on Information Oban which found that there may well be a market for such facilities. If that is the case, we will open negotiations with statutory partners and the Rockfield Centre to invest in these facilities.

Argyll and Bute Climate Action Network (ABCAN)



The work of the TSI-supported Argyll and Bute Climate Action Network ([ABCAN](#)) is now fully under way led under the auspices of the Argyll and the Isles Coast and Countryside Trust (ACT). The TSI is playing its role and has just completed the disbursement of three rounds of seed and micro grant funding. We are now moving onto the next phase and will provide governance support for the establishment of ABCAN's steering group. Scottish Government funding has been approved for the next year of activity, however seed capital funding for this coming year will be less than the £40k available for the year gone - though we may collectively fundraise to increase this total.

Sustainable Food Partnership (SFP) online event – 26th February 2024

In late February Argyll and Bute TSI co-hosted an [online discussion](#) of setting up [a Sustainable Food Partnership](#) in Argyll and Bute. There is an existing network of 85+ SFPs across the UK which are working collaboratively to support and encourage a transition to a healthy, sustainable and more equitable food system.

The event was a great success with over 40 – mainly new groups to the TSI – in attendance. Next steps are currently being considered but it is possible that we will host the network as part of our capacity building approach and duties.

By forming an inclusive cross-sector food partnership, public agencies, community organisations, businesses and academics can collaborate to create lasting change by agreeing on priorities and action for the local area.

The SFP network shows that a local food partnership can help drive a fundamental shift in its local food system and become a hub for a rapidly growing **good food movement of active and engaged citizens**. It can also



help tackle climate change, empower communities, build resilience and help prevent food poverty.

Consulting on a new strategy and a local sustainable funding campaign

The TSI is increasingly coming across groups with financial difficulties and we provide support and advice where we can. The TSI will be consulting widely on a new five-year strategy and we will be asking member third and social enterprise organisations as well as the wider community about your priorities for the focus of our activity.

We will use this opportunity to check in with local third sector and social enterprises to see how you are faring in these challenging financial times. Our goal is to create a campaign that amplifies the sector's concerns about the lack of secure three-year funding agreements that allows us to plan ahead and offer security to our workforce. **Watch this space!**

Research proposal – mapping Argyll and Bute's early intervention services

The TSI's *All Our Children Network* has long identified that third sector services for children are patchy in Argyll and Bute with children and families going unsupported and needs becoming more serious as a result.

As was previously reported, a proposal to address this (written by the TSI's CEO and the Social Value Lab, submitted and accepted by Argyll and Bute's Chief Social Worker) which involves mapping and then investing in preventative support services for children run by the third and social enterprise sector - is now up and running.



Hosting posts and funds for other organisations and programmes

As reported at the last board the TSI is (as of 8th April 2024) hosting a Wellbeing Development Manager post funded by Macmillan Cancer Support and the Health and Social Care Partnership (HSCP) and is subject to a Service Level Agreement (SLA). The synergy with the TSI's work is significant as it involves capacity building third sector groups active in preventative healthcare as well as developing information and support tools such as our [community directory](#).

This collaborative approach is deeply innovative and we will explore other areas of work that might benefit from this approach.

Takki Sulaiman, CEO, Argyll and Bute TSI

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END OF ARGYLL AND BUTE TSI UPDATE (ABTSI)

Argyll and Bute Community Planning
Partnership

Bute and Cowal Area Community Planning
Group

30th April 2024



Community Wealth Building in Argyll and Bute – a framework for action

Summary

Community Wealth Building is an established methodology, adopted by the Scottish Government and soon to be enshrined in law, and which is intended to address the inequalities in our communities by ensuring wealth generated locally is used locally and not extracted. The report identifies numerous local good practice examples, examines them for replicability as well as identifying a framework for action and potential models of opportunity in community owned energy generation and employee ownership models.

1. Purpose

The purpose of this report is for the ACPG to note that the CPP Management Committee formally received the Community Wealth Building report commissioned in 2023 at its meeting of 10th April 2024. This follows on from the January 2024 report '*A Framework for Action*' which afforded the Management Committee the opportunity to debate and discuss the initial report recommendations.

The CPP Management Committee requested that the final report and the models of opportunity be sent to ACPGs for feedback and comment and in particular seek comment on questions of implementation and priority actions.

2. Recommendations

- 2.1 Note that a steering group of CPP partners oversaw the delivery and production of the two reports at Appendix 1 and 2;
- 2.2 The ACPG is asked to comment on implementation and priority actions within the final report *Community Wealth Building in Argyll and Bute: A framework for action* (Appendix 1);
- 2.3 The ACPG is asked to comment on the implementation and priority actions within the two '*Models of Opportunity*' (Appendix 2).

3. Background

3.1 The five pillars of CWB

The five principles of Community Wealth Building have been developed by the Centre for Local Economic Strategies¹ over a number of decades through work with anchor institutions across the UK and the World. These are:-

- Plural ownership of the economy.
- Making financial power work for local places.
- Fair employment and just labour markets.
- Progressive procurement of goods and services.
- Socially productive use of land and property.

Anchor institutions are identified as statutory and third sector bodies which can influence 'economic engines': The term is used to refer to organisations which:

- Have an **important presence in a place**, usually through a combination of: being largescale employers, the largest purchasers of goods and services in the locality, controlling large areas of land and/or having relatively fixed assets.
- Are **tied to a particular place** by their mission, histories, physical assets and local relationships. Examples include local authorities, NHS trusts, universities, trade unions, large local businesses, the combined activities of the community and voluntary sector and housing associations.

The Scottish Government has published an overview of the responses received to their January 2023 consultation paper on Community Wealth Building legislation².

4. Detail

4.1 Engagement activity

A series of citizen led workshops were held around Argyll and Bute in July and August with a further online workshop in September 2023. Simultaneously a desktop document search was conducted as well as a series of in depth one to one stakeholder interviews. This research has informed the draft report and the initial recommendations, of which the latter are appended for discussion, development and outline agreement by CPP partners.

Initial discussions have also been held between CPP partners about the importance of the CWB pillars and the specific Argyll and Bute

¹ <https://cles.org.uk/what-is-community-wealth-building/the-principles-of-community-wealth-building/>

² <https://consult.gov.scot/economic-development/community-wealth-building-consultation/>

recommendations to other strategies and action plans. For instance, there is an opportunity for the forthcoming Argyll and Bute Economic Development Strategy and Action Plan to incorporate this work on Community Wealth Building and to use the five pillars as underpinning principles.

5. Conclusions

There are many existing best practice examples in Argyll and Bute that use Community Wealth Building methods to support and improve our communities by ensuring wealth generated in Argyll and Bute benefits local communities and is not extracted. The report identifies significant opportunities to increase the applicability of the methodology for wider community benefit. It does however require considerable engagement amongst all partners, communities and anchor institutions to identify key areas for priority action.

6. LOIP Outcomes

The report relates to all three of the new LOIP 2024-2034 priority areas of Housing, Transport and Community Wellbeing.

For further information please contact:

Takki Sulaiman

CEO

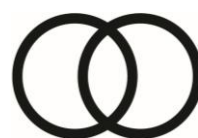
Argyll and Bute Third Sector Interface

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Community Wealth Building in Argyll and Bute

A framework for action



CLES
the national organisation
for local economies

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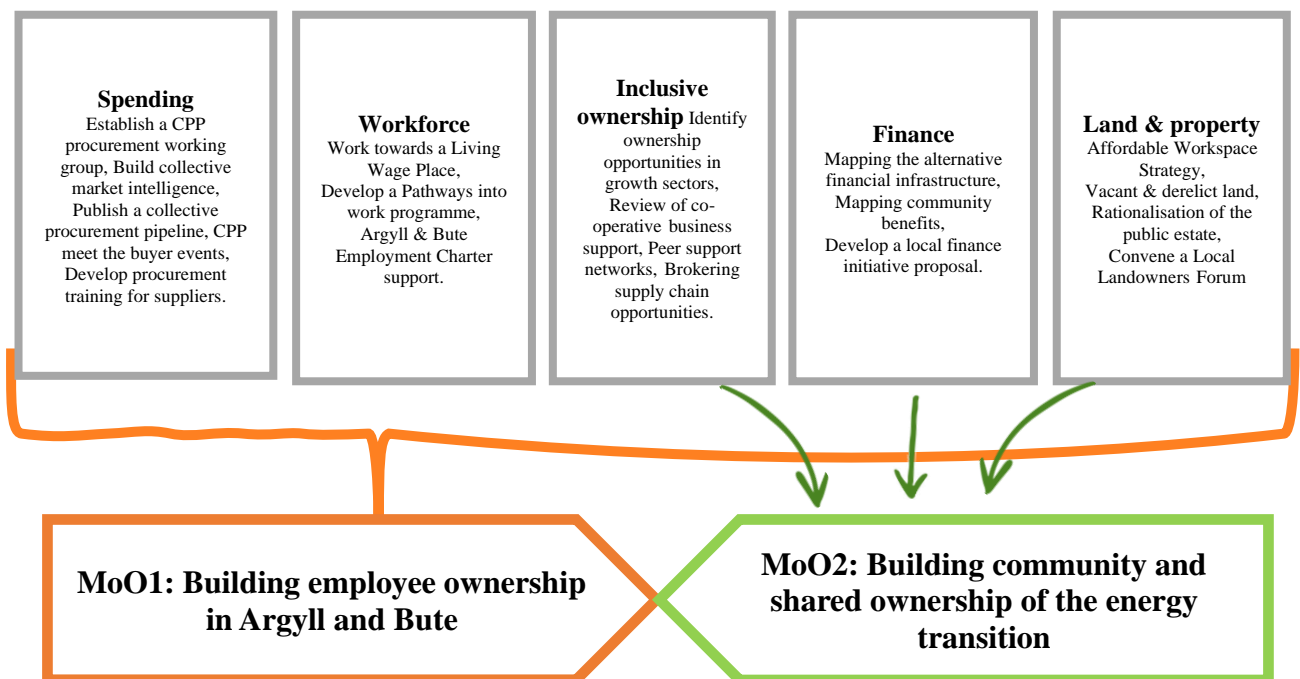
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Executive summary

The Centre for Local Economic Strategies (CLES) has been delighted to work with partners across the Argyll and Bute Community Planning Partnership to gain a deeper understanding of the unique opportunities and challenges Argyll and Bute faces in implementing a community wealth building (CWB) approach. Set within the context of the Scottish Government's commitment to a wellbeing economy and the importance placed on community wealth building being a key practical means of achieving this, this report focuses on the five pillars of CWB and maps out activity that is taking place across Argyll and Bute before providing recommendations to the Community Planning Partnership on how they can develop activity across the five pillars.

We have developed a number of recommendations we believe can help push Argyll and Bute to be a leader in implementing community wealth building but understand the requirements for both legislative and financial support to implement some of the recommendations. We envisage this document to be a launchpad for deeper community wealth building activity across Argyll and Bute and given the extensive nature of our recommendations we do not envisage partners being able to implement them all immediately but can be used as a reference point to refer to when partners are looking to further embed community wealth building. These recommendations should also support the development and implementation of the models of opportunity we have developed in parallel with this work.



Introduction

Argyll and Bute is at a critical juncture. The area is currently facing several fundamental challenges that have, and continue to, significantly alter the economic and social makeup of the region. Argyll and Bute faces a housing emergency, depopulation challenges, and continued issues around land and value extraction. Market forces are negatively shaping the local economy which is in turn, impacting on citizens' wellbeing and quality of life. To address these deep-rooted challenges, this report argues there needs to be a step change in the area's approach to local economic development, towards an approach which has community wealth building firmly rooted at its core,

one that celebrates and embraces the unique rural economy of much of the region. Only then will we see the growth of a more sustainable, resilient, and more equitable economy in Argyll and Bute.

As a progressive approach to economic development, community wealth building seeks to change the way that our economies have come to function by aiming to increase the flow of wealth and opportunity for the benefit of people who live and work in the area. This is in contrast to elements of the mainstream economic development model, which tends to prioritise inward investment and speculative property development and where the benefits of economic growth are readily extracted in the interests of distant shareholders/landowners. In this economic model, the goal is economic growth, based on the assumption that the benefits will trickle down.

Community wealth building doesn't elevate growth, as the preeminent goal of economic development, but works to redirect and recirculate existing and new wealth so that that the benefits flow more easily into local communities with direct benefits for people, place and planet. It does this through five key mechanisms as summarised on figure 2. One key aspect of community wealth building is the idea of the anchor organisation, defined as having a specific relationship to a place through its history, scale of employment, asset ownership or provision of services. Anchor organisations play a vital role in supporting community wealth building. As a collection of public, private and community organisations, the Argyll and Bute Community Planning Partnership (CPP) has the potential to play a significant role in driving the community wealth building agenda and with it economic change in the region.

In this report, we begin by setting out the economic and social context for community wealth building in Argyll & Bute and provide an audit of existing community wealth building practice, recognizing that this is not always categorised as such.

We then provide insights from quantitative data analysis, interviews with anchor institution partners on the CPP as well as workshops with citizens in each of the four local areas across Argyll and Bute. We have analysed these findings to set out a collective community wealth building agenda for the CPP, including setting out priority thematic and spatially themed activities where action is most urgent.

We conclude with a series of recommendations for action both for the CPP and individual partners, including Argyll and Bute Council, who have a substantive role to play in providing a place shaping role for wealth building in the area and a leadership role in the development and implementation of community wealth building nationally, joining other Councils such as Dundee, North Ayrshire, Fife and Clackmannanshire who are using CWB to rewire and rethink their approach to local economic development.

Economic and social context

Argyll and Bute is a distinct region that faces a number of challenges but it also has strong foundations to develop a more prosperous and sustainable economy that works for all.

The region has one of the lowest population densities in Scotland, with the 86,220 residents spread across the second largest local authority area in Scotland, with only Highland Council covering a larger land area. This results in a population density of just 12 people per square kilometre compared to the Scottish average of 70 people per square kilometre, with 17% of the population living on islands and 43% of the population living in remote rural areas.

The Argyll and Bute economy is mainly service based, with higher levels of employment in areas such as agriculture, fishing, forestry and tourism than elsewhere in Scotland and due to the seasonal nature of these jobs, levels of unemployment fluctuate throughout the year. One of the region's biggest challenges is the changing demographic. The population of Argyll and Bute has decreased by 2.4% since 2011 and from 2018 to 2028 it is projected it will fall a further 5.9%¹ Over 25% of the population is aged over 65, there is net outmigration alongside

¹ Argyll and Bute Council Area Profile (2022)[Link](#)

a natural decline in the population. It is therefore essential that Argyll and Bute strives to be an area where people can live good lives, with well paid jobs and in affordable homes.

Argyll and Bute council has declared a housing emergency and in late 2023 convened a housing summit, which brought together partners to pledge commitments to increasing housing supply and embrace bold and brave ideas to tackle the emergency as quickly as possible². This emergency is not a challenge that Argyll and Bute is alone in facing, with local authorities and regions across Scotland and the United Kingdom facing similar challenges. In Argyll and Bute the housing emergency is exacerbated by a number of complex factors including low amount of socially rented stock, high numbers of unavailable housing stock for residents due to high levels of second homes, holiday lets and vacant properties, property sales going to people outwith Argyll and Bute and a shortage in new build private housing supply, with little to no speculative private new builds outside Helensburgh and Lomond.. This is leading to an 8% increase on the council's housing waiting list and a 15% increase in the number of households who are classified as homeless³

‘The way that modern economies have been grown has distanced people from their lands, their culture and their identity. Community Wealth Building essentially repatriates communities back to this. CWB gives communities a say again’ – Argyll & Bute citizen.

Despite the challenges facing Argyll and Bute, it is also a region with significant economic potential, with opportunities to build wealth locally and ensure community wealth building is central to economic development in coming years.

A growing renewable energy infrastructure and renewable energy potential, highlights the opportunities for Argyll and Bute to be a leader in the transition to net zero. A strong food and drink sector with a world leading whisky industry, tourism, forestry and marine sciences all offer opportunities for a thriving local economy that builds wealth locally. In a report released by Highlands & Islands Enterprise, the economic potential of carbon sequestration in Argyll and Bute was highlighted, with the region's unique landscape offering potentially millions of pounds to the local economy through efforts to tackle carbon emissions. However, previously these industries have often been extractive, providing little tangible benefit for local communities, with holiday lets and Air BnB owners limiting the number of affordable homes, whisky companies often being owned by multi-national drinks companies and multi-millionaires buying up large swathes of land to plant trees and offset carbon emissions elsewhere. As such there has been a growing enthusiasm and appetite for a different approach to economic development. An approach that ensures that more of the wealth generated in Argyll and Bute recirculates in the local economy to generate more direct benefits to local communities, for example, investment in decent jobs, housing, skills and health.

Policy and governance

Across the national, regional and local level there are a number of policy and governance opportunities that can help deliver a community wealth building approach to economic development in Argyll and Bute.

National

In March 2022, the Scottish Government released the National Strategy for Economic Transformation (NSET), which outlined their vision to create a wellbeing economy that is thriving socially, economically and environmentally and fundamentally reshapes our economy to deliver a just transition to net-zero and delivers a nature positive economy based on the principles of equality, prosperity and resilience⁴. The Scottish Government has adopted a community wealth building (CWB) approach as a key practical means to achieve wellbeing economy objectives outlined in the NSET. It is, therefore, important to acknowledge that CWB does not sit on its own but as part of a web of integrated policies that support the delivery of a wellbeing economy and a just transition.

² Argyll and Bute Council (2023) Partners pledge to tackle housing emergency. [Link](#)

³ Argyll and Bute Council (2023) Declaring an Argyll and Bute Housing [Link](#)

⁴ Scottish Government (2022) Wellbeing Economy Governments. [Link](#)

There has since been significant progress in implementing CWB across Scotland, with much of the work being led by local authorities and community planning partnerships. As the lead organisation for the community wealth building journey in the UK, CLES and partners such as EDAS have supported CWB across Scotland. Starting in North Ayrshire, we have since developed CWB action plans in five pilot areas (Clackmannanshire, Fife, Glasgow City Region, South of Scotland and the Western Isles) and supported numerous other areas looking to adopt their own CWB approach.

In 2023, the Scottish Government undertook a consultation on the introduction of a Community Wealth Building bill and have recently published the consultation analysis. The consultation focused on two key areas, the impact of a statutory requirement for every public body and local authority to embed CWB into their corporate plans and wider strategies and for consultees to identify barriers in non-legislative measures to accelerate the implementation of CWB. Within the responses an approach that combined both a duty that required CWB to be embedded into corporate plans and a duty that required public sector bodies obliged to be involved in community planning to produce a collective CWB place-based strategy that contained specific actions on the five pillars was preferred.⁵

Alongside the development of community wealth building legislation, there are other Scottish Government policies that support community wealth building and the wellbeing economy agenda. These include:

- **Fair Work action plan** – An action plan that sets out how to promote fair and inclusive work places across Scotland
- **New Deal for Business** – Supporting businesses thrive and maximise the opportunity of the green economy with fairness at its heart
- **Land Reform Bill** – Transformative changes proposed in the way Scotland’s land is used and managed to ensure greater benefit to communities and the environment
- **Just Transition Commission** – Supporting a net zero and climate resilient economy that delivers fairness and tackles inequality and justice

Regional

This report comes at an opportune time for Argyll and Bute, with several key documents and policies being developed in the region. As such, there is an opportunity to align them and set out an ambitious vision for a more inclusive economy.

The Argyll and Bute Economic Strategy (2024-2029) is a chance to put the aims of the National Strategy for Economic Transformation, and with it, community wealth building, at the centre of economic development. The strategy is an opportunity to align the strategic priorities of anchor organisations such as the NHS, Highlands and Island Enterprise, University of Highlands and Islands and others to create an economy that delivers tangible benefits for the people who live and work in the area.

The regional growth deal, heads of terms signed in February 2021 and full deal to be signed in early 2024, has also provided funding for the region, with over £70 million to be invested in initiatives that will utilise the natural assets and business base to develop a thriving local economy. It focuses on three main themes⁶:

- **critical economic infrastructure:** connecting to national and international markets
- **place and people:** attracting skills, residents, visitors and businesses
- **smart growth:** growing, doing more that works.

⁵ Scottish Government (2023) Building Community Wealth in Scotland: consultation analysis. [Link](#)

⁶ Argyll and Bute Council (2023) Rural Growth Deal. [Link](#).

This funding is to be delivered over the next 10-15 years and it is essential that any future projects are rooted in community wealth building to ensure the benefits are felt by communities across Argyll and Bute.

Local

The Community Planning Partnership’s main role is to deliver the outcomes of the Argyll and Bute Outcomes Improvement Plan and to do this it brings together various actors from across Argyll and Bute including the NHS, Highlands and Islands Enterprise, Third Sector Interface, Fire and Rescue Service and Skills Development Scotland amongst others.

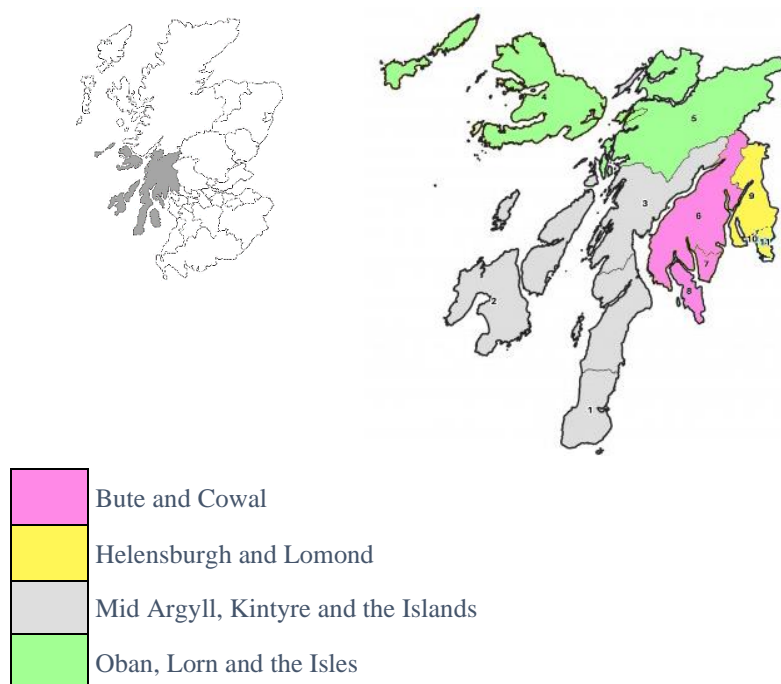
The Argyll & Bute CPP has recently published its Argyll and Bute Outcomes Improvement Plan (ABOIP) for the next ten years and conducted an extensive community engagement exercise to inform the plan. From their consultation they have highlighted three key priority areas; housing, transport and community wellbeing.

When developing plans on how to tackle these issues, community wealth building must be a central consideration, ensuring that each priority area is not tackled in isolation but with the wider local economic context in mind.

There are two levels to the Argyll and Bute CPP, with a management committee level bringing together representatives from across member organisation and four area community planning groups that bring together members from public sector, third sector, private sector, community organisations and partners that have an interest in the local area. The four areas of the Argyll and Bute CPP are Bute and Cowal, Helensburgh and Lomond, Mid Argyll, Kintyre and the Islands and Oban Lorn and the Isles. Each area has a unique geography with the main urban areas being Helensburgh, Dunoon in Cowal, Oban, Campbeltown in Kintyre and Rothesay on Bute. With the rest of the region being made up of remote and rural towns, villages and islands, each area has a unique economy and with it, different opportunities to implement community wealth building.

CPP members are all established organisations, rooted in local communities who can improve the local economic social wellbeing through their spend, employment practices and use of land and assets. This is aligned with the concept of anchor organisations which focuses on cultivating place-based assets and generating wealth that is retained within local area. Anchor networks are institutions who want to work together to maximise their impact on the local economy. The CPP is a ready-made anchor network and tapping into their experience of collaborative working to tackle challenges in Argyll and Bute and can be a vehicle to drive community wealth building in the region.

Figure 1. Map of Argyll & Bute



Community Wealth Building in Argyll in Bute: The journey so far

Our lines of enquiry were designed to produce a light touch assessment, drawing on our extensive experience of community wealth building to understand what progress has been made to date in terms of embedding a community wealth building approach and then to develop our understanding of how this approach could be amplified further.

We categorised the responses around the five pillars of community wealth building; Spend, Ownership, Employment, Land and Property and Finance. It is important to highlight the importance of synergy between the five pillars with each one influencing and overlapping the other. For community wealth building to rewire the economy to help local economies and communities, there needs to be a recognition of how they interlink.

Figure 2. Five pillars of community wealth building



Spending

Community Wealth building requires that all partners test the possibilities of doing their utmost to change procurement practices, utilising public spending to grow and animate the local market alongside growing inclusive ownership and delivering social, environmental, and local economic benefit. The key to advancing spending and progressive procurement as part of CWB, is an awareness and strategic culture, which places procurement as not merely a functional process, but rather a key and pre-eminently important lever for economic development and growing a wellbeing economy. As such procurement within any area requires a concerted and deep effort across CPP partners to develop a more integrated approach, highlighted in our recommendations. In addition, effective progressive procurement, requires the mobilisation of actual and potential supply. This requires effective economic

development strategy and actions by those tasked with business, social enterprise and inclusive ownership development.

The spending pillar is about ensuring there is maximum community benefit from procurement and commissioning, but this should not be the sum of ambition, there also must be a focus on promoting Fair Work and supporting Net Zero ambitions. Furthermore, under the auspices of the CPP, anchor institutions should encourage local suppliers to bid for public sector contracts, therefore creating more local and /or inclusive ownership in supply chains.

In Argyll and Bute, much of the groundwork for progressive approaches to procurement has been laid. We found a perception that prior to COVID, there were a number of progressive approaches across Argyll and Bute, which due to the numerous crises we have faced since then have not returned to pre-covid levels. This previous work includes the council and HIE trying to procure more from local suppliers. However, this work was partly thwarted due to the unique geography of Argyll and Bute. When contracts went to market, the local suppliers did not bid for the work. For example, if a social enterprise based in Oban was looking to win a pan-region contract, it is unlikely to be able to deliver services in Helensburgh or Dunoon.

However, the economic environment has changed and through our discussions with organisations in the VCSE sector, community groups and social enterprises we understand there is now more willingness from local businesses, social enterprises and charities who are looking to access contracts but either don't have the capacity to bid or face other barriers to winning public sector contracts. It is important to understand specifically what these challenges are and how collaborative working across CPP partners could help to overcome them. More creative approaches could be taken in the design of services based on intelligence of potential local suppliers and support as well as advice and guidance for organisations to collaborate as a collective/consortium delivering similar services in different parts of the region.

In Argyll and Bute our consultations highlighted that whilst there were some instances of progressive procurement activity, the main issue is that there is not a comprehensive or consistent position, that is commensurate to best practice elsewhere in Scotland. For example, procurement is not comprehensively perceived as a key economic development lever.

In looking into why there is this less than a full throttle approach, with procurement not perceived as a key economic development lever, public sector organisations across Argyll and Bute like many areas in Scotland are mindful of statutory compliance and staying within procurement law and thus not exposing the organisation to challenge from contractors. Evidence from elsewhere would suggest that more can be done, especially as regards animating supply chains. In Fife, where they have embedded procurement from local suppliers into their economic development approach, they have increased their local spend with Fife suppliers from 26% to 35%, contributing £192m to the local economy.⁷

Workforce

Within our discussion on workforce we focused on the employment practices of CPP partners and other initiatives to support Fair Work and helping local communities into well paid, fair and sustainable jobs. Best practice of the workforce pillar of community wealth building looks to ensure anchors and other organisations are involved in activities such as paying the real living wage, supporting the creation of employment charters, recruiting from groups excluded from the labour market and supporting in-work progression.

There has been some good work on progressive approaches to employment across the region, including commissioning social enterprises to deliver training and skills development. InspirAlba⁸ has been delivering a number of employability support programmes, including 'Spark your Purpose', where they are working with other third sector delivery partners. The Argyll and Bute Third Sector Interface has also been running a programme funded

⁷ Fife Council figures

⁸ [InspirAlba \(2023\). Link](#)

by the UK Shared Prosperity Fund which aims to understand and remove barriers to employment, volunteering and training through their Positive Destinations programme⁹.

It is also evident that the Employability Partnership, a group of organisations chaired by Argyll and Bute Council working together to deliver the Scottish Government's No One Left Behind Policy has delivered beneficial initiatives through the CPP. The delivery of training through the Clyde Fisherman's Trust to provide local young people with the required training to work on a fishing vessel, is worthy of note. There should be a focus on the wider learning from these approaches, to understand reasons for success in some areas and how this can be scaled up and out and transferred to the other pillars of community wealth building.

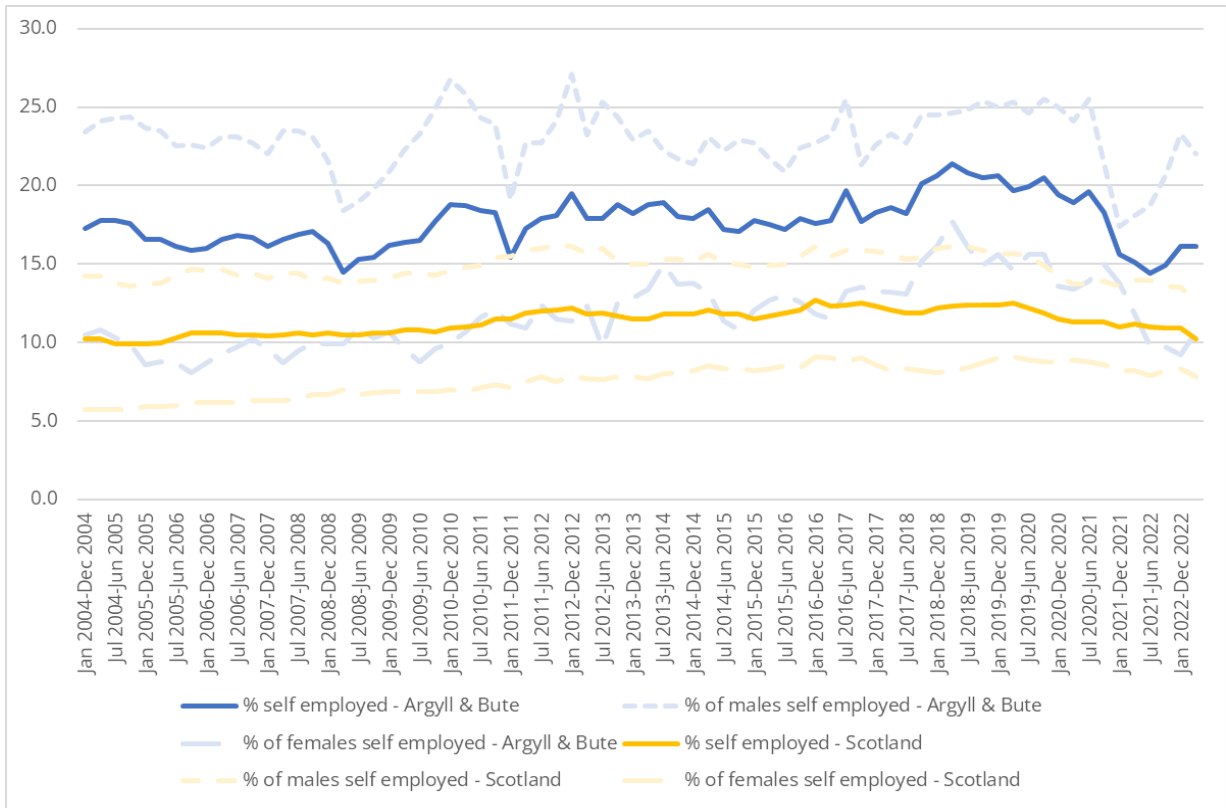
The need to continue developing fair work for all must align with a growth in the population of Argyll and Bute and an increase in the workforce. If the economy is to thrive and deliver tangible local economic benefits there needs to be a productive workforce that helps retain and circulate wealth across Argyll and Bute. This highlights the importance of CWB not just being an approach that sits on its own, but is woven through the economic fabric of Argyll and Bute.

The Argyll and Bute economy has a considerable number of self-employed individuals, as highlighted in Figure 2. Due to the rural nature of the economy, there is not the same economies of scale that exist in more urban areas with the business stock dominated by self-employed individuals, micro enterprises (90% of all businesses) and SME's (99% of business have less than 49 staff). Argyll and Bute lacks the larger corporations of more urban areas. This presents a unique opportunity to develop an economy that supports and promotes those workers who live in the area and create the wealth at the centre. In the recommendations we look at how supportive platforms could be developed to bolster this section of the local economy.

Despite the positive outcomes from these programmes, if Argyll and Bute wants to have a more inclusive economy then there needs to be an ambitious approach to developing and supporting the local workforce at scale and developing a more creative approach that can ensure local people can access the workforce opportunities presented to them.

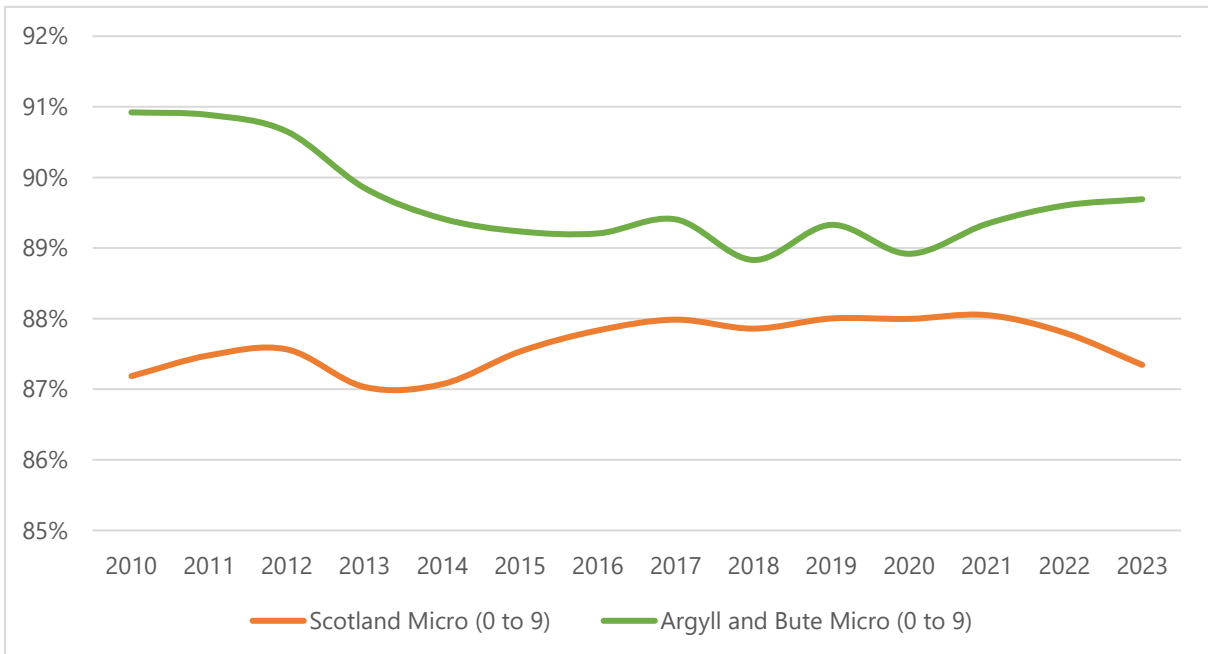
⁹ Argyll and Bute Third Sector Interface (2024) *Positive Destinations*. [Link](#)

Figure 3: Self-employment in Argyll & Bute and Scotland 2004-2022 (by gender)



Source: NOMIS

Figure 4: Micro enterprise as a share of total business count



Source: NOMIS

Inclusive Ownership

As mentioned at the outset Inclusive Ownership is central to Scotland delivering on its Wellbeing economy aspirations. Fortunately, Argyll and Bute is well placed and they could indeed lead the way in Scotland. However,

this opportunity is part stymied by trepidation, and a measured appreciation of the risks associated with being overly bold or going too fast. However, we discerned a council leadership and senior officials across Council and wider CPP, who have an appetite for change and being bolder, with further room for development.

There is evidently a strong social and inclusive economy across Argyll and Bute, with a higher density of social enterprises in the region than the rest of Scotland, bar the Western Isles, Orkney and Shetland¹⁰. Social enterprises often provide services that would not exist in rural areas and have a significant role in addressing both market failures and delivering economic benefit for local communities¹¹. This prominence of inclusive ownership in rural and island communities provides a strong foundation for the region to become a national leader in ensuring wealth that is generated in communities is retained there through continuing to developing social enterprises, community interest companies, community trusts and other organisations in the VCSE sector. In our consultations we discussed organisations such as the Rural Social Enterprise Hub, who are vital in scaling up the work that is already ongoing, by providing space for collaboration, knowledge exchange and peer to peer learning.

One community company that is building wealth in Argyll and Bute is South West Mull and Iona Development Aird Fada Seaweed Farm, a six hectare seaweed farm that sells in bulk for food stuffs, sustainable packaging solutions, livestock feed ingredient, soil regeneration and cosmetics. This is a growing industry and there is high demand for nutrient-rich seaweed. There are also other benefits including reducing carbon emissions through sequestration, cleaning the water and farming while leaving wild stock alone¹². There are still challenges for primary processing in the seaweed industry and there has been investigation into developing shore side processing facilities. There should be continued support for this industry and an exploration of opportunities for community led organisations within the sector.

The Mull and Iona Community Trust, have developed a number of business units, lock ups and compounds for small businesses on the island. Infrastructure such as this is essential for small local start-ups to be able to survive, especially in a rural context. Community-led business units are also under development in Colonsay, Tiree and have recently been completed in Jura, partners across Argyll and Bute should be encouraging these types of development but should also be aware of the organisations who are residing in these premises as part of building local market intelligence for potential procurement opportunities. There should also be a focus on ensuring social enterprises, community interest companies, cooperatives and other inclusive businesses have access to these facilities, as these types of business model ensure more wealth is kept in the community.¹³

‘Peripherality as a strength, you have to do stuff for yourself’ – Argyll and Bute Citizen

As highlighted there is good work happening on the ground in Argyll and Bute. The region should embrace its rural economic position and the prominence of its small businesses and social enterprises and think more boldly about how it can work to support a thriving SME sector, providing the required infrastructure for local people and local communities to set up and grow enterprises locally.

Land and Property

Argyll and Bute is the second largest council area in Scotland with extensive coastline and 25 inhabited islands. Agriculture, nature tourism, renewables and marine are all important sectors in the region’s economy. How land and property is used is fundamental to how the economy of the region functions. To ensure local communities get the most value from land and property and as Argyll and Bute grows its wellbeing economy, efforts must be made to tackle vacant and derelict land and buildings to help enable regeneration, stop extractive land management by distant owners and support community led ownership of assets and property.

Throughout our consultation the issue of who owns land and property in Argyll and Bute and how they contribute to the economic wellbeing of local communities was brought up on a regular basis. There is an unease amongst

¹⁰ Highlands and Islands Enterprise (2021) Social Enterprise Census. [Link](#)

¹¹ Rural Social Enterprise Hub (2023). [Link](#)

¹² South West Mull and Iona Development (2022) Aies Fada Seaweed Farm [Link](#).

¹³ Highlands and Islands Enterprise (2023) Funding Boost for Mull Community Project. [Link](#).

communities about the extractive landowners or ‘green lairds’ who are buying up land with little regard for local communities, often under the pretence of environmentalism.¹⁴ There was a want for public sector organisations to put greater pressures on these owners and challenge them to engage in more progressive land uses. In Bute it was highlighted that a community run organisation could not build a wind turbine due to being unable to agree terms with the landowner. In order to support communities and ensure public value from land, the Land Reform Bill should give communities and public sector organisations more power to challenge extractive landowners, this also highlights that community wealth building is part of a wider agenda to achieve a wellbeing economy in Scotland and should not be seen in isolation.

We also know that there have been perceived barriers with formal community asset transfers, with the process often taking much longer and being more bureaucratic than people initially thought. Furthermore, the state of disrepair and lack of budgets lead to issues in taking forward any transfer. Communities should be supported to enable assets transfers that would provide economic and social benefit in the simplest way possible. However, it is important that communities are not landed with land or assets that turn into liabilities for communities to manage. Community Asset Transfers are not a way for public bodies to off load surplus assets while claiming community benefit.

Another key area highlighted in the LOIP consultation is housing. The council has declared a housing emergency¹⁵ and people across Argyll and Bute have a deep understanding of the housing challenges across the region. In the Scottish Government’s Housing Action Plan, they highlight the potential that the Affordable Housing Supply Programme and the Rural and Islands Housing Fund has for community wealth building. Community led housing can play an important role in delivering affordable homes in remote, rural and island communities, but they can also enhance local living and economic development and encompass both commercial and community uses¹⁶. Delivering more homes in rural and islands areas can have a profound economic impact beyond just providing homes for people to live in. They can provide jobs through construction and maintenance, offering employment to the local community, the development of small and medium enterprises and helping to retain wealth in communities. Despite the positive impact that community led housing can play it is important that communities are not overburdened with developments that they do not have the capacity to deliver.

The Rural and Islands Housing Fund has supported a number of projects across Scotland including;

- **Supporting Development Trusts on Orkney’s smaller isles** refurbish existing homes or helping building new homes on North Ronaldsay, Papa Westray, Shapinsay, Westray, Sanday and Stronsay. These homes have helped sustain or increase the islands’ populations.
- **Development of Stracathro Estates Inchbare, Angus** – Development of 6 homes for affordable rent, with a focus on letting to families with children of pre-school or school age in an attempt to keep the local primary school open. There was significant interest with over 420 applicants for the properties, highlighting the demand for affordable properties in rural areas. Over £530k of the £1.15 million project came from the Rural and Islands Housing Fund.
- **Intergenerational housing on the Isle of Gigha** – since the community land buy out in 2002, Gigha’s population has grown from 100 residents to 170, leading to a need for more affordable homes to rent. Five new affordable homes have been designed with the intention of encouraging young people to stay on the island. The project has secured funding from the Rural and Island Housing Fund, Argyll and Bute Council and Social Investment Scotland.

The CPP should continue to strengthen its links with the Argyll and Bute Strategic Housing Forum and support tackling the housing emergency but also look to ensure community wealth is embedded through future plans. It is also important to recognise that the Affordable Homes budget has faced considerable cuts in the most recent Scottish budget and will strain an already difficult situation for organisations and citizens across Argyll and Bute.

Central to community wealth building is the role of anchor institutions. However, in rural areas public sector organisations such as the NHS or Universities do not have the same the footprint as they do in urban areas due to

¹⁴ Reuters (2022) Who Owns Scotland? The Rise of the Green Laird. [Link](#)

¹⁵ Argyll and Bute Council (2022) Council declares housing emergency in Argyll and Bute [Link](#)

¹⁶ Scottish Government (2023) Rural and Islands Housing: Action Plan. [Link](#)

their more dispersed nature. It is therefore important to consider the definition of an anchor institution in a rural community context. Organisations such as Forestry and Land Scotland have considerable impact on local communities but the community are not currently feeling the benefit of their presence. There is also a demand for other organisations who hold significant land and property such as harbour authorities to take a more proactive role in the local economy, something we investigate further in our recommendations.

Finance

Our discussions on the finance pillar were focused on understanding the financial architecture that exists in Argyll and Bute. The finance pillar of CWB focuses on increasing flows of investment within local economies by harnessing wealth that already exists in the area and directing wealth to tackle inequalities through promotion of progressive financing such as Community Development Finance Institutions, Credit Unions and Community Bonds, ensuring small business have access to finance and encouraging social and value-led investment.

There is currently limited understanding and implementation of this across Argyll and Bute and as such there is an interest and a demand for a new local financial architecture, one which creates a richer financial ecosystem and supports local projects and local enterprise.

As highlighted, Argyll and Bute has considerable natural assets when it comes to renewable energy and should position itself to maximise the benefits of the just transition. However, there is disillusionment with the current community benefits model that exists with most of the windfarms in the region. Many communities say that benefits are tokenistic, outdated and don't tackle the issues communities are facing and that the only way for them to truly benefit from renewable energy developments is through ownership. Although ownership of assets is preferential, ensuring community benefits are modernised and meet the needs of the community is also vitally important, in our consultations there were discussions about the potential of pooling together community benefits to create a wider 'wind bounty' which allowed for larger investment projects.

'We need to be joined up with the wind bounty' – Argyll and Bute Citizen

In Glenbarr, Fyne Energy, a subsidiary of Fyne Homes, the second largest housing association in Argyll and Bute, have built and operate three wind turbines which has been able to support tenants during the cost of living through profits generated by the turbines. Profits from the turbine are split into three community initiatives; social housing charitable objectives, supporting employability and environmental priorities and investment in local priorities of local communities. The funding from this project came from a combination of Scottish Enterprise funding and Triodos, the UK's leading sustainable bank, highlighting that high street and large banks are not the only way to access funding for projects that have substantial impact on local communities.

In Kilbirnie, North Ayrshire, the local community has purchased Scotland's first 100 per cent commercially operated but community owned onshore wind turbine, with a local community interest company securing more than £5.6 million investment for the project. The blended finance package secured is an example of looking at alternative models of finance, with £4 million of the investment coming from Thrive Renewables and £1.6 million coming from responsible finance provider Social Investment Scotland and support from Local Energy Scotland and the Scottish Government's Community and Renewable Energy Scheme. As it is owned solely by the community the profits from electrical sales will be reinvested back into the community and will secure more in community benefits for local people than all the commercially owned turbines in the local area combined.

Social Investment Scotland is a social enterprise and is a great example of an alternative finance provider that ensures money invested in communities stays in communities, with their mission being connecting capital and communities to make real, measurable, and sustainable impacts upon people's lives¹⁷. Organisations such as Highlands and Islands Enterprise, Argyll and Bute Council and Business Gateway could look to support

¹⁷ Social Investment Scotland is a social enterprise and charity offering loan funding and business support for social enterprises, charities and community groups. <https://www.socialinvestmentscotland.com/about/>

communities, businesses and charities in accessing fair and sustainable finance by helping to broaden knowledge and understanding of how to access.

A framework for action

In the following section we set out a range of recommendations for the CPP to action collectively, reshaping the CPP and giving it a drive and intent to deliver on the CWB agenda and build wealth in local communities. We also set out a range of recommendations for CPP members, seeking collaboration between institutions to advance the 5 pillars of community wealth building with a specific focus on supporting the delivery of x2 programmes of collective action.¹⁸

These recommendations should underpin the development of the models of opportunity and do not all need to be tackled at once, they should be seen as a series of interventions that will help Argyll and Bute transition to a wellbeing economy and should be viewed within the wider policy context that exists in Scotland, with support for implementing these recommendation coming from the introduction of the Community Wealth Building Bill, the Land Reform Bill and other legislation that supports the NSET and the wellbeing economy agenda.

CPP recommendations

CWB intrinsic to economic strategy

This report comes at a critical time for Argyll and Bute, with the region facing a number of challenges. It also comes at an important time for strategy and policy in the region as both the Argyll and Bute Economic Strategy and the LOIP have been under development. There is, therefore, an opportunity to ensure that community wealth building is central to local economic development in Argyll and Bute and ensure that the step change that is required to tackle the region's key issues has policy and strategic backing. To ensure this, community wealth building should be intrinsic to the economic strategy of Argyll and Bute, CWB cannot be considered as an add-on within strategy and cannot be considered as a specific thematic area. Instead, CWB principles should be embedded in a refreshed approach to economic development with a recognition of a shift from previous models of economic development. CPP partners engaged in writing the strategy should review drafts of the economic strategy through this lens and through the recognition that existing approaches are insufficient to address the scale of the challenge facing people and places across Argyll and Bute.

Decide on correct avenues to deliver CWB across Argyll and Bute

Throughout our consultation there was a recognition that community wealth building in Argyll and Bute should not fall solely on the shoulders of the Community Planning Partnership. However, the CPP partners can play a leading role in pursuing CWB and highlighting other partnerships and working groups that could also drive the agenda. This could include the Argyll and Bute Renewable Alliance and the Strategic Housing Forum among others.

Consideration should also be given to the development of a Community Wealth Building Steering Group who can provide the strategic guidance and coordination to ensure community wealth building in Argyll and Bute builds on the momentum that has been gathering in recent years.

Development of CWB time limited group(s)

In order to drive community wealth building we would propose setting up x2 time limited groups to take forward action focused work which builds on this report to deliver community wealth in Argyll and Bute. These time limited groups can take a more outward facing role, connect with the community energy on the ground and genuinely co-produce an alternative approach to local economic development. Both models of opportunity will support the work of the economic strategy.

- **Model of Opportunity 1: Supporting employee ownership in Argyll and Bute** – this model of opportunity explores how a more supportive framework can be developed for employee ownership across Argyll and Bute which dominate the rural economy of Argyll and Bute. This is focused on bringing together existing sector representation, specialist business support and institutional power to ensure local and social ownership in these sectors.
- **Model of Opportunity 2: Building community and shared ownership of the energy transition** – this model of opportunity explores how to move from the community being in receipt of Community Benefit payments from private renewable energy operators to owning and operating renewable energy infrastructure. Beyond windfarms, how can the community own and drive the transition to a low carbon future?

Capacity to lead and deliver these time limited groups will present the most significant challenge and this cannot fall solely on Argyll and Bute Council. Nominated leads should work with the Area Community Planning Groups (ACPGs), wider stakeholders and local community groups to engage a broad set of actors who can collectively play a role in delivery and share the capacity requirements.

CPP member recommendations

A series of broad recommendations under each of the pillars of CWB follow, with these each setting the ground for the effective delivery of the identified models of opportunity and supporting the delivery of the time limited groups.

Spending

Establish a CPP procurement working group - We would recommend bringing together dedicated lead procurement officers from the relevant CPP members to reflect on progress to date and share understanding of the challenges they face in delivering a more progressive approach to stimulate the development of the unique rural economic geography of Argyll & Bute, providing an opportunity to respond to the new Procurement Bill¹⁹ which has just received Royal Assent and work towards the Sustainable Procurement Duty.²⁰ This group should also include representatives from the VCSE sector to highlight challenges they have in accessing contracts from CPP members, and ensure future procurement plans are created in conjunction with them.

Build collective market intelligence - CPP members should work together to build intelligence of the supply capacity of the local SME business base and the social economy.²¹ A detailed understanding of the supplier base should then be fed into the early stages of the procurement lifecycle within each CPP member so that procurement and service design are both conducted with the local economy in mind. Part of this market intelligence gathering could include trying to understand the need for sustainable business opportunities in terms of a minimum of three year rolling contracts instead of one.

Publish a collective procurement pipeline - CPP members should commit to publishing their procurement pipelines in the same format in a collective space which can be communicated to the local market, with inbuilt mechanisms for feedback which can then influence procurement and commissioning design moving forwards, making public sector procurement opportunities more accessible for local SMEs. This sharing and feedback mechanism could then grow and evolve over time into a portal for bringing together local suppliers into bidding consortia.

CPP meet the buyer events - The CPP members should work together to collectively engage the local supplier base through collective meet the buyer events, demystify public sector procurement, hearing feedback on the barriers to engagement and inform procurement and commissioning design as part of a learning loop. These should be informed by the above recommendations, so focused on the types of opportunities that the local market can supply.

¹⁹ Small businesses to benefit from one of the largest shake ups to procurement regulations in UK history <https://www.gov.uk/government/news/small-businesses-to-benefit-from-one-of-the-largest-shake-ups-to-procurement-regulations-in-uk-history> - The new regime is expected to come into force October 2024 delivering lasting change for generations to come.

²⁰ Scottish Government (2023) Sustainable Procurement Duty. [Link](#)

²¹ Building on the Social Enterprise Census commissioned by TSI.

Develop procurement training for suppliers – Local SMEs struggle to engage with the bureaucratic nature of public sector procurement, and while feedback mechanisms should be developed to address barriers and simplify processes (as above), suppliers also need support and training in how to bid for public sector contracts. We would recommend convening the existing business support organisations to pool existing resources and explore good practice from elsewhere such as the Federation of Small Business’ ‘Get Ready to Bid’ seminar series.

Workforce

Real Living Wage Place - Argyll and Bute has a low wage economy with a declining population. Anchor institutions, as a major employers, should commit to paying the Real Living wage or working towards accreditation²².

Pathways into work – Building on the work of the Employment Partnership, as major employers, CPP members can explore how the adoption of a values-based recruitment approach within their own organisations, can support local people, specifically local young people, into meaningful employment in organisations that offer career progression routes. CPP members can begin by mapping their job families and comparing, simplifying and standardising recruitment approaches so that applicants can be forwarded within a pool for alternative job opportunities.

Argyll & Bute Employment Charter – CPP members, local business representatives and local organisations such as BID4Oban²³, Isle of Bute BID and Dunoon Presents can collectively develop an employment charter, adopting the Fair Work Framework and its 5 dimensions which can set the expectation for local businesses to be working towards a minimum set of employment standards across Argyll and Bute.

Employment Charter support – In acknowledgement that many SMEs and social economy organisations want to improve their employment practices, working with existing business support organisations such as Business Gateway and business representatives, we would propose a pooling of knowledge and resources for local businesses that want to improve their employment practices and employ local people.

Inclusive ownership

Identify ownership opportunities in growth sectors – The Argyll and Bute refreshed economic strategy, along with relevant renewable energy, food and tourism strategies all need to prioritise ownership as a key element of growing these sectors. All have been identified as potential growth sectors in which new local SMEs and social economy organisations can be developed, however there is scope to scale up the focus on building local and community ownership within these sectors. Employee and shared ownership models could be key in managing the challenges of succession planning in rural businesses, as investigated in models of opportunity one.

Review of co-operative business support - The business support landscape for the social economy needs to be clearly signposted for those developing new businesses, highlighting the benefits of starting a social enterprise, a community interest companies or a cooperative. By signposting these services, it helps build on existing skills, capacity and resources available and how these match Argyll and Bute’s ambition to build community wealth. An ecosystem of support for new-start social economy enterprises is needed, filling potential gaps in support for co-operative development and employee ownership. Organisations such as Co-operatives UK and the Employee Ownership Association can support with the potential to explore an Ownership Hub in Argyll and Bute.

Peer support networks – Argyll and Bute has a flourishing social economy and a wide range of well-established community owned organisations in the renewable energy, food and tourism sectors. The connections between these in-place experts, an ecosystem of support for new-start social economy enterprises and the support of institutional partners can provide an invaluable resource for growing community ownership in these identified sectors.

Brokering supply chain opportunities – Connecting with the recommendation on spending and engagement across the business support landscape we would propose that existing business advisors become aware of a

²² Living Wage Places <https://www.livingwage.org.uk/living-wage-places#form>

²³ Oban Business Improvement District, <https://www.bid4oban.co.uk/>

collective procurement pipeline. They could then support local businesses and could start to actively broker connections between local businesses/social economy organisations and public sector procurement but with improved local market intelligence. The learning from this could support the development of a portal for bringing together local suppliers and shortening supply chains. The #ABplace2b²⁴ website collates local employment opportunities, and a similar concept could be applied to procurement and commissioning contracts.

Finance

Mapping the alternative financial infrastructure – CPP partners should look to bring together an understanding of the range of alternative financial mechanisms that already exist and can be accessed by organisations in Argyll and Bute, organisations such as Community Finance Development Institutions, Credit Unions and Community Shares while starting to develop an understanding of the challenges faced in financing new activity in SMEs and the social economy.

Mapping, pooling and strategic planning of community benefits – Developing a comprehensive understanding of the secured community benefits across Argyll and Bute, and the extent to which this secured income could be utilised to leverage finance for the community to take ownership. There is an opportunity to explore whether there is appetite for community benefits to be pooled together across communities in Argyll and Bute to support larger infrastructure projects that would look to tackle the LOIP priorities of housing, transport and community wellbeing and joining up Place Planning initiatives.

Develop a local finance initiative proposal – Building on the above, develop an outline business case for a local community owned finance institution. Filling gaps in provision, pooling community benefits and attracting deposits and savings – a local financial mechanism could connect with government funding streams²⁵ to fund community wealth building initiatives across Argyll and Bute.

Land & property

Affordable Workspace Strategy – To grow local and community ownership there will be a requirement to develop an understanding of the current and future demand for land and property. An Affordable Workspace Strategy would examine the available business premises across Argyll and Bute for businesses in various sectors and at various stages of development and make recommendations on the anticipated future demand. Argyll and Bute has some good examples of community ownership with the MACC Business Park for example, but this capacity would need to be replicated across the area.

Vacant & derelict land – The vacant and derelict land register has 32 sites in Argyll and Bute, and informed by the above Affordable Workspace Strategy, these should be examined for conversion into affordable workspaces. In consultation, local residents expressed dismay at vacant property given the housing emergency and a lack of affordable workspaces. An Affordable Workspace Strategy and review of vacant and derelict land and property ahead of implementation (2024/2025) of the recent changes to the Empty Property Relief (EPR)²⁶ could support bringing back properties into use for the benefit of the community.

Rationalisation of the public estate – CPP partners can bring together their emerging understanding of their workspace requirements, with opportunities for the co-location of office-based staff and service delivery, which could free up parts of the public estate for use by local and social enterprise. Argyll & Bute Council's recent 'Our Modern Workspace' programme is an example of future space requirement thinking that could result in land and property being made available in support of an Affordable Workspace Strategy. Some of this work is already underway in Rothesay, Dunoon and Lochgilphead and should continue to be built on.

²⁴ Argyll and Bute – A place to be <https://abplace2b.scot/>

²⁵ Third Sector Growth Fund, <https://www.gov.scot/news/third-sector-growth-fund/>

²⁶ Empty business premises could boost local economy, <https://www.argyll-bute.gov.uk/news/2023/oct/empty-business-premises-could-boost-local-economy>

Convene a Local Landowners Forum - Engage with the largest landowners to ensure that future land uses can help address the poly-crisis²⁷ we face as a society. From the housing emergency to the climate emergency, the way we utilise land will shape the collective future of residents of Argyll and Bute. From private estates (e.g., Duke of Argyll) to public bodies (e.g., Forest and Land Scotland, Loch Lomond and the Trossachs National Park Authority, Crown Estate), all need to ensure land is used in a socially productive way wherever possible. As a pioneering approach, partners working together should develop a set of guidance for landowners in building community wealth. This should be supported by future Scottish Government legislation and the introduction of the Land Reform Bill

²⁷ Navigating polycrisis: long-run socio-cultural factors shape response to changing climate
<https://royalsocietypublishing.org/doi/10.1098/rstb.2022.0402>

Appendix 1: List of stakeholders

Takki Sulaiman – Chief Executive Officer, Argyll and Bute Third Sector Interface
Rona Gold – Community Planning Manager, Argyll and Bute Community Planning Partnership
Lucy Dunbar, Community Planning Officer, Argyll and Bute Community Planning Partnership
Pippa Milne – Chief Executive Officer, Argyll and Bute Council
Morag Goodfellow – Area Manager, Highlands and Islands Enterprise
Claire McMurchy – Head of Strengthening Communities, Highlands and Islands Enterprise
Anthony Standing – Head of Region North, Skills Development Scotland
Ishabel Bremner – Economic Growth Manager, Argyll and Bute Council
Fergus Murray – Head of Development and Economic Growth, Argyll and Bute Council
James Paterson – Senior Economic Growth Officer, Argyll and Bute Council
Mali Gravell – Project lead for Food Policy and Delivery, Argyll and Bute Council
Reeni Kennedy-Boyle – General Manager, Fyne Futures Ltd
Christina Hyndes – Shared Ownership Specialist, Local Energy Scotland
Alison McGrory – Associate Public Health Director, NHS Highland
Rory Munro – Health Improvement, Argyll and Bute Health and Social Care Partnership
Jen Broadhurst – Citizens Advice Bureau
Susan MacRae – Area Manager, Skills Development Scotland

Appendix 2: Methodology

To gain a deeper understanding of community wealth building activity across Argyll and Bute, CLES and partners undertook a number of different consultations including insight gathering interviews and workshops.

Beginning in June 2023, we first conducted insight gathering interviews with key members of the CPP. Our lines of enquiry were shaped around understanding community wealth building activity that is already taking place, where there have been barriers to progressing community wealth building and where activity could be scaled up. The stakeholders we interviewed were from:

- NHS and Health and Social Care Partnership,
- Highlands and Islands Enterprise,
- Skills Development Scotland,
- Argyll and Bute Council,
- Third Sector Interface,
- Fyne Energy,
- Citizens Advice Bureau,
- Argyll and Bute Community Planning Partnership

After this we presented and discussed the work we are doing with members of the four CPP area community planning groups in Oban and Lorn, Bute and Cowal, Mid Argyll and Helensburgh and Lomond. Our consultation questions were shaped around the insights from the initial interviews and looked to dig deeper into community wealth building at a local level.

Having developed our initial understanding, The Resource Collective²⁸ then led four in-person citizen-led workshops in the four geographical areas of Oban and Lorn, Bute and Cowal, Mid Argyll and Helensburgh throughout September. Insights from these workshops can be found in appendix 2 and how they informed the selections of Models of Opportunity can be found in appendix 3.

Following the citizen-led workshops, which informed the development of our two models of opportunity, supporting greater employee ownership and supporting shared and community ownership of the energy transition, we consulted with experts from Highlands and Islands Enterprise, Argyll and Bute Council and Local Energy Scotland.

²⁸ The Resource Collective, <https://www.theresourcecollective.co.uk/>

Appendix 2: What does CWB mean to you? feedback)

(Citizen-led workshop

Argyll & Bute (online)	Bute & Cowal	Helensburgh & Lomond	Mid Argyll, Kintyre & the Islands	Oban, Lorn & the Isles
<ul style="list-style-type: none"> • <i>Our economy working for the people, the place and the planet in which we live.</i> • The work that we do contributing to the benefit of ourselves and the community we work in and not destroying the planet. • Building something – action & actually doing something. • <i>CWB believes in economic democracy – allowing all sectors of society to have a say.</i> • Looking at ways to secure and retain economic prosperity within the community, for the benefit of the community • Working with what we’ve got, not just what you can import. • <i>It’s a framework to recognise what we’ve got, what we do and what are the gaps?</i> – what are we exporting / what do we want to keep? 	<ul style="list-style-type: none"> • Rethinking an assumption that things can’t be done locally - they can. This includes resource generation vs outsourcing. • <i>Community having a say, having a voice and having control over many facets of wealth.</i> • All requiring an internal rethinking/different approach. • Skills and resources already present locally – often a case of making a local demographic aware of its own ability. • People sharing and being forthcoming with their skills. Again, a lack of awareness as to what is available locally. • Larger orgs to lead and engender encouragement. • Environmental resources. Watch how we can protect our natural planetary boundaries. 	<ul style="list-style-type: none"> • Partnership working – sustainable economic future. • What assets do we already have? – how do we best use these / use them better? • Sustainable and circular economy • Strong and resilient community. • Other assets that we don’t account for – volunteering etc., Covid was good for goodwill, how do we get back there? • Sustaining the environment - community woodland etc. Notice that this kind of work has to be done by the community/volunteers etc. • <i>People – CWB is a people-based thing.</i> 	<ul style="list-style-type: none"> • Social capital • Wellbeing, inclusivity • Not all about money • <i>Giving people the tools and opportunities to build their own wealth and wellbeing</i> • Empowering the community to use their assets to sustain what matters to them • Retain/reinvest wealth assets to improve health • Economic capital – stop extraction of wealth • <i>The opposite of private wealth extraction</i> • A way of starting to unpack capitalism • Providing worthwhile employment • Maintain health provision • System change • Local Economic Dev. (stop leaky bucket) • Focus on assets • People enabled to take action • Improve amenities and community wellbeing. 	<ul style="list-style-type: none"> • Develop resilience through use of asset transfer, social enterprise opportunities etc. • Circular economies - being able to identify who the partners are, what kind of wealth they have - time, finance, skills. • <i>Prosperity, wellbeing, quality of life, education opportunities and action.</i> • How rich in skill are we as a community? - not just money. How do we thrive? • Potential to help with ethical procurement - better to serve a company that employs mentally health concerned folks etc.

Appendix 3: Selecting Models of Opportunities

Spending

	Argyll & Bute (online)	Bute & Cowal	Helensburgh & Lomond	Mid Argyll, Kintyre & the Islands	Oban, Lorn & the Isles
Socio-economic context	Higher share of economy made up by SMEs, micro enterprise and self-employed?				
Policy priorities	Where does procurement feature in current policy? A&B have a Procurement Strategy, but do other CPP members? Can we make any links to energy purchasing? Decarbonisation strategies of CPP members?				
Workshop feedback	General feedback on progress being made in progressive procurement – slow?				
Community feedback	Anchor institutions to develop local capacity.	Training for anchors. Unbundling contracts to make easier for small/local companies. Training for suppliers. Support for local/smaller companies around the bidding process		Training for suppliers. Simplification of processes. Support for local/smaller companies re policies.	Make the CPP aware that it's important to give large organisations permission to serve local interests > training
Argyll & Bute best practice					The Resource Collective are offering locally to come in and train a board or exco etc.
Business case proposal		Provide training on progressive procurement to anchors		Training for suppliers	

Learning from elsewhere		Supply Change ²⁹		FSB Business Bootcamps ³⁰	
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²⁹ <https://www.supplychange.co.uk/>

³⁰ <https://www.fsb.org.uk/resources-page/help-for-worcestershire-smes-to-bid-for-public-sector-contracts.html>

Workforce

	Argyll & Bute (online)	Bute & Cowal	Helensburgh & Lomond	Mid Argyll, Kintyre & the Islands	Oban, Lorn & the Isles
Socio-economic context	Workforce stats – Self-employed? Average wages?				
Policy priorities	Where is the crossover in the LOIP, economic strategy etc... anything in the policy framework which is about supporting local employers?				
Workshop feedback	????				
Community feedback	Huge amount of wealth extraction from our rural communities – be that forestry, wind, fisheries etc.	Traditionally 25% lower earning in Dunoon: ferry fare a barrier? Lack of knowledge on what constitutes fair work and fair employment. Childcare: communities supporting fair work. Leadership and investment required.		More supported working/employment opportunities are required - gaps for adults with additional supports needs. Family friendly hours are required. Imbalance between private and public sector salaries. Shortage of key workers, doctors, dentists, teachers due to lack of housing.	Graduate apprenticeships to address brain drain. Equalities, living wage, zero hour contracts.
Argyll & Bute best practice	Tarbert harbour is owned by Tarbert Harbour Association been going for 120 years, all their income that they generate is recirculated into the public economy.	Future proofing: garage at Sandbank - sent his apprentices over the water to get training on EV. Citizen Advice Bureau study.		Kintyre Recycling provide employment for young people with autism etc – recently lost council contract. South Kintyre Development Trust employs people furthest away from the labour market.	MacLeods - pan Argyll and reinvestment in workforce with apprenticeships.
Business case proposal		Collectively owned employment agencies. Offer support to small communities to become good employers.			An employment charter for Oban - o Start with BID4Oban

					o Elements of the Volunteer Charter would come into it
Learning from elsewhere		The Ethical Recruitment Agency, Grimsby ³¹			Fair Work Convention ³²

³¹ <https://eraemployment.agency>

³² <https://www.fairworkconvention.scot>

Inclusive ownership

	Argyll & Bute	Bute & Cowal	Helensburgh & Lomond	Mid Argyll, Kintyre & the Islands	Oban, Lorn & the Isles
Socio-economic context					
Policy priorities	Is ownership a priority?				
Workshop feedback					
Community feedback	<p>Many of our remote and rural communities face a problem with centrally HQ'd organisations (only with local presence).</p> <p>Community ownership of the means of production – wind tower manufacturer used to be based in Campbeltown</p> <p>A number of companies have come and taken advantage of the incentives (grants etc) whilst the actual IP and ability is being created by the community, the wealth is whipped away overseas</p>		<p>Community hydro scheme – village wanted to buy into the hydro scheme but they couldn't/were not allowed.</p> <p>Area has seen a 50% increase in tourists in recent years > benefit isn't being felt locally.</p> <p>Sustainable food and food security - Lomond should be leading the way.</p>	<p>Wind turbines need to be owned, not just a share of a community benefit.</p>	<p>If we had a Bank of Oban then we could address housing.</p>
Argyll & Bute best practice	<p>Islay and Gigha Housing Trust seen as the main anchor organisation as actually of the community, based there and not a feeling of distance from</p>	<p>Local radio station owns a shop that operates as studio and shop.</p> <p>Templar Hall, the venue for the meeting, is community-</p>		<p>Tarbert Enterprise Company – runs good festivals and events.</p>	<p>Local Energy Scotland have an advisor > untapped</p> <p>TSL - we have a local supplier, can we tackle them as part of their CSR?</p>

	having an HQ out of community.	run and has a small café and bookshop.		<p>Tarbert & Skipness Community Trust owned turbine.</p> <p>ShopperAide was held up as a great organisations providing cleaning & laundry services.</p> <p>Gigha Trust, Machrihanish Airbase Community Company (MACC), South Kintyre Development Trust (SKDT), Glenbarr Development Trust, Kilmartin Museum, Keeping it Local, MAC (Mid-Argyll Community) Pool, Beinn An Tuirc</p>	
Business case proposal		Build Community owned tourism into tourism strategy.	<p>Local food growing could be a helpful vehicle for pulling the community together.</p> <p>Cruise ships - an opportunity we're not making use of. Orkney doing it better.</p>	Wool Cooperative	<p>Community-Owned Renewable Energy - shared ownership with developers - could be a middle ground</p> <p>Taste of Argyll vs supermarket</p>
Learning from elsewhere					Tiree Community Development Trust ³³

³³ <https://www.tireetrust.org.uk/tilley/>

Finance

	Argyll & Bute	Bute & Cowal	Helensburgh & Lomond	Mid Argyll, Kintyre & the Islands	Oban, Lorn & the Isles
Socio-economic context					
Policy priorities					
Workshop feedback					
Community interest					
Community feedback	<p>Being able to lever the capital to undertake large scale projects is important.</p> <p>Knowing how to access community funds is important</p> <p>Community bonds as a means to lever capital.</p>	<p>Credit union agreed as needed and a good idea.</p> <p>Community banking as a possible idea.</p> <p>HSCP is heavily staffed – the group considered where do their pensions go? Why not localise these. Existing questions about pension investments.</p>		<p>Community shares work well > ownership.</p> <p>Aquaculture industry has a number of community benefit funds.</p> <p>Community Energy Scotland are exploring the possibility/feasibility of a local grid.</p>	<p>Community Council - lack the resource, knowledge and wherewithal to engage with corporates</p> <p>How to tap into/disperse community benefit.</p> <p>Can we have a localised bank? - lots of personal wealth here that could serve as deposits etc.</p> <p>Feedback saying that access to funding is hard - Oban Common Good Fund difficult.</p>
Argyll & Bute best practice	<p>Fyne Futures: doing a large project in the future but there will be a gap even with central funding. They are fortunate to have income from the wind farm they jointly own with Fyne Homes at Glenbarr.</p>			<p>Islay Energy Trust</p> <p>Gigha & Glenbarr (part community owned). Community benefit funds from hydro schemes at Dalavich and Dervaig.</p> <p>Ardrishaig Wind Turbines</p> <p>Wind Turbines: Glenbarr Community Development</p>	<p>Kilchrenan receiving huge CBS monies but don't know what to do it.</p> <p>Tesco - not effective from a community point of view. They have a community fund but could do more.</p>

				Association is supported by 3 turbines. Tarbert & Skipness Community Trust have two community benefit funds, Freasdail and Cour/Fern.	
Business case proposal		Credit Union/community bank			We need to be joined up with the wind bounty. Local Finance Initiative - Lots of reserves sitting in current accounts of third sector, invest that capital in local projects > move from community benefit to ownership of turbines.
Learning from elsewhere		Scottish League of Credit Unions ³⁴ Clean Energy Credit Union ³⁵			Community Benefits Protocol ³⁶

³⁴ <https://scottishcu.org/>

³⁵ <https://www.cleanenergycu.org/>

³⁶ <https://www.renewableuk.com/page/CBP>

Land & property

	Argyll & Bute	Bute & Cowal	Helensburgh & Lomond	Mid Argyll, Kintyre & the Islands	Oban, Lorn & the Isles
Socio-economic context	Land ownership in the hands of a few, poor housing affordability, derelict land and property				
Policy priorities					
Workshop feedback					
Community feedback	Campbeltown – very relevant for ownership of land.	<p>Community owned tourism – what possibilities are there? E.g., Dunoon Project.</p> <p>Empty properties and churches and council buildings.</p> <p>Community buyout comes with a pressure put on community groups.</p> <p>Dunoon has a BID but feedback of apathy and poor training.</p> <p>In Dunoon there is not a mature understanding as regards the wherewithal of how these wealth generating assets can contribute to the local community. Probably time for a commercial economy CWB workshop.</p>	<p>Local food growing could be a helpful vehicle for pulling the community together.</p> <p>Sustainable food and food security - Lomond should be leading the way.</p> <p>Feedback was reported of a tension in the local area between an old land and an old people.</p>	<p>Lots of village halls in the area but not always well used > often challenging to run/promote, with a lack of local capacity.</p> <p>Skills and expertise are needed to manage land/buildings and budgets.</p> <p>The importance of good volunteers for social support was highlighted > risk of burnout.</p> <p>Lack of affordable housing for key workers and young people. Numerous properties are sitting empty locally. Meanwhile, high rents keep people out. The group voiced whether legislation could be used to ensure this can't happen?</p>	Is there a good understanding of the available and derelict land in Oban? E.g., for Community owned energy generation.

				Growing issues around 'Green Lairds'.	
Argyll & Bute best practice		<p>Community owned shop with a flat above that is being rented out for community revenue.</p> <p>Scoto promoting community owned businesses.</p> <p>CARS (Conservation Area Regeneration Scheme) - 82% occupancy rate for vacant shops.</p>	ACT is working with partners to submit a proposal to the Scottish Government to host a new Argyll Climate Action Hub	<p>Kilmory Business Park</p> <p>Machrihanish Airbase Community Company was hailed as a great example. The initiative hosts businesses including those from the public sector.</p> <p>Community ownership of land in the area is good and they are punching above their weight in relation to carbon sequestration.</p>	<p>Expansion of Atlantis - it's already there and is achievable.</p> <p>Greenshoots (community-owned garden and mental health and social enabler charity)- how to do more and expand.</p>
Business case proposal		Build Community owned tourism into tourism strategy.		<p>Affordable small units in derelict properties > two large local hotels that are currently lying empty.</p> <p>Could there be a 'Best Practice for Landowners'?</p>	
Learning from elsewhere		Fairbnb a good example of rethinking the Airbnb problem ³⁷ .			

³⁷ <https://fairbnb.coop/>

Appendix 4: Community Wealth Building

More than words

Recent research by CLES has revealed that many areas are now recognising that traditional approaches to economic development, with narrow growth-led definitions of success, are no longer fit purpose.³⁸ Moreover, there is widespread acknowledgment that changes to practice are required to provide a more comprehensive response to the challenges areas are facing around poverty, inequality and the environmental crisis. As such, the strategic focus is more upon the qualitative nature of the economic activity, as opposed growth for growth's sake. Some have rebranded their economic development departments as directorates of inclusive economy and are adopting a broader set of metrics for success – going beyond GDP growth and looking at unemployment levels, groups of unemployed, the types of jobs people have, as well as life expectancy and hospital admissions.

In the main, however, this renewed strategic purpose has led to areas trying to squeeze more benefits for local people and places out of inward investment opportunities as well as the continued reliance on property development-led regeneration.

It remains to be seen, therefore, as to whether this will be enough to turn the dial here and have a positive impact on poverty, deprivation and inequality. Again however, recent analysis by CLES shows that while foreign direct investment (FDI) has increased in almost all English city regions,³⁹ this has not correlated with a positive impact on deprivation.⁴⁰

To date, growth-led approaches have been unable to resolve the intractable fact that low-paid, insecure jobs are a dominant feature of the UK's mainstream economic model, with detrimental consequences for worker health and wellbeing.⁴¹

This is not to say, of course, that local economic development practitioners should not be trying to squeeze as much as they can out of inward investment. But in addition, they should also be looking to diversify their approach to produce wider social, economic and environmental benefits at scale.

Leading lights

To this end, some areas are starting to tread a different path.⁴² Here community wealth building has become a much more embedded approach, with local place-based assets becoming the focus of local economic development practice. This has resulted in the adoption of the following interventions and tactics with a greater focus on the grass roots economy.

Vision and metrics

Minimising the extraction of wealth and building prosperity for all should be the intention of local economic strategy. Local economies everywhere should now be rejecting the idea that the sole measure of economic success is growth and should be including additional metrics for wellbeing, happiness, the reduction of poverty and carbon emissions. While economic strategy and planning falls under the jurisdiction of local governments, they should unite and inspire here, encouraging and enabling other anchor institutions, communities and the VCSE sector to

³⁸ TL Goodwin et al (2022). A light in the dark: progressive frontiers in local economies. CLES. Forthcoming.

³⁹ Office for National Statistics (2021). Foreign direct investment involving UK companies by UK country and region, (directional): inward. [Link](#).

⁴⁰ Office for National Statistics (2019). English Indices of deprivation 2019. [Link](#).

⁴¹ E Yates I Clark and W Rossiter (2021). Local economic governance strategies in the UK's post-industrial cities and the challenges of improving local work and employment conditions. *Local Economy*, 36(2). [Read](#).

⁴² TL Goodwin et al (2022). A light in the dark: progressive frontiers in local economies. CLES. Forthcoming.

play a key role in establishing an inclusive local economy vision. CLES's recent work with the Ayrshire region, to produce a new inclusive economic strategy is a key example of this approach.⁴³

Developing and growing local enterprise

Looking for opportunities to support and influence the behaviour of local SMEs is emerging as a key local economic development tactic to promote a more inclusive local economy. In councils such as Fife, Luton and Carmarthenshire, they are using their own procurement expenditure as a mechanism to grow and diversify their local SME base. Here, economic development officers are engaging with local SMEs to make them aware of their goods and services pipeline, with a view to more of their supply chains being delivered by these local businesses. Through this engagement these local authorities are using this as an opportunity to address the environmental crisis – supporting local SMEs with retrofit and access to environmental grants. They are also encouraging the adoption of the living wage, as well as initiating discussions around succession planning, to potentially transition to worker ownership. This enables these local businesses to grow and develop with greater social and environmental purpose.

Diversifying ownership

The development of inclusive local economies also means growing other forms of more socially generative enterprise. Recent research by CLES has highlighted that employee-owned businesses, for example, tend to be more resilient, less indebted, pay higher wages and more productive.⁴⁴ Here, councils such as Islington have diversified their business support by commissioning a social enterprise hub and a co-operative development agency.⁴⁵ With support from Power to Change, Liverpool City Region has invested £6.5m to support the development local socially trading organisations. With this funding they have established Kindred - a new investment and development vehicle, owned and run by the sector, that is now providing business support and funding to local community businesses.⁴⁶ In Greater Manchester, the combined authority is looking to establish a community wealth hub to support and grow co-operative, mutual, social and community enterprises in key sectors of the everyday economy such as childcare.⁴⁷ In North of the Tyne, the combined authority has been working with a group of supply teachers and local trade unions to create a supply teacher co-operative. Owned and controlled by the teachers themselves, the co-operative will replace the prioritisation of profit with an imperative to pay fairly and provide good terms and conditions for teachers.⁴⁸

Building inclusive skills and employment pathways

Local anchor institutions often have significant numbers of jobs with good terms and conditions that can be targeted towards people and communities who need them the most.

In the West Midlands, for example, the Birmingham & Solihull Integrated Care System (ICS) is leading a programme across all of its employing providers. The programme will deliver a minimum of 100 entry level job opportunities each year for three years for unemployed and young people, targeting economically disadvantaged areas across the sub-region. It includes the provision of tailor-made “get into work” development and support programmes, with careers, interview, application support and a programme of post-employment mentorship. The programme commenced during November 2021 and is now seeing its first successful applicants employed.

Anchor collaboration

Networks of anchor institutions exist across the UK in light of the numerous partnership arrangements that are particular to local places – such as community planning partnerships in Scotland. Harnessing the impact of place-based assets can be magnified by collaboration across anchors.⁴⁹ The ICAN example above from Birmingham & Solihull ICS is a powerful illustration of the potential impact that can be achieved by anchor institutions working together in concert here. In a similar vein, local economies can also use these spaces to collaborate around harnessing the power of collective procurement budgets – as is being explored in Carmarthenshire in Wales –⁵⁰ as well as the usage, disposal and stewardship of public land.⁵¹

⁴³ CLES (2022). An inclusive economic strategy for Ayrshire: Building community wealth across the Ayrshire region. Forthcoming.

⁴⁴ S Benstead and J Heneghan (2022). Owning the workplace, securing the future. CLES. [Link](#).

⁴⁵ CLES (2022). Community wealth building in Islington (2018-ongoing). [Link](#).

⁴⁶ Kindred (2021). What we do. [Link](#).

⁴⁷ Greater Manchester Combined Authority (2022). Launch of the report from the Greater Manchester Independent Inequalities Commission. [Link](#).

⁴⁸ F Jones (2022). Unions tackling wealth extraction on the front line. CLES. [Link](#).

⁴⁹ CLES (2020). Growing anchor networks in place: a how to guide. [Link](#).

⁵⁰ CLES (2021). Carmarthenshire anchors: food procurement. [Link](#).

⁵¹ CLES (2021). Our Land: Final report of the Liverpool City Region Land Commission. [Link](#).

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Model of Opportunity 1: Building greater employee ownership in Argyll and Bute

Vision – Grow and develop the number of employee-owned businesses in the Argyll and Bute economy

Objectives

- Explore the development of different models of employee ownership in Argyll and Bute.
- Support a model of business that disrupts wealth extraction, develops a healthier private sector and builds an economy for the future.
- Support local businesses to progress a Fair Work agenda.
- Investigate how CPP members' activity can support these sectors through procurement, land and assets and finance.

Background

The Argyll and Bute economy faces a number of challenges which requires a step change in the approach to local economic development, moving towards an approach which has community wealth building firmly rooted at its centre, and one that celebrates and embraces the unique rural economy of much of the region.

In a local economy dominated by SME's, with a strong social economy, this model of opportunity pulls together a number of strands of community wealth building to develop a platform for 'Doing business in Argyll & Bute' with a focus on developing understanding and implementation of a programme of support around employee ownership.

Employee ownership brings a variety of opportunities and benefits to the Scottish economy including job security, Fair Work practices and the embedding of people within place¹. Research shows that in rural areas retaining and expanding existing businesses is often the best strategy for economic development². By supporting employee ownership it not only supports economic development but also population decline as businesses and people remaining in the communities they are anchored to. Employee owned businesses also provide considerable benefit to the economy, collectively the turnover of the 146 Scottish registered employee owned businesses in 2022 was £691 million, with employee ownership leading to increased productivity, increased employee engagement, lower staff turnover and an improved retention of talent³.

¹ Scottish Enterprise (2021) Employee-owned business demonstrate resilience and boost the Scottish economy. [Link](#)

² University of Minnesota (2022) Retaining rural businesses through employee ownership. [Link](#)

³ Insider (2022) Scotlands 146 employee-owned businesses have a combined turnover of £691 million. [Link](#)

As part of the National Strategy for Economic Transformation, the Scottish Government has set an ambitious target of 500 employee owned businesses in Scotland by 2030. Argyll and Bute is fertile ground for leading the rest of Scotland in this due to a combination of a number of factors including, a high proportion of SMEs, an ageing population and with it business owners getting closer to retirement age and communities that want to play an active role and have a stake in the local economy.

‘The way that modern economies have been grown has distanced people from their lands, their culture and their identity. Community Wealth Building essentially repatriates communities back to this. CWB gives communities a say again’ – Argyll & Bute citizen.

There is a precedent for employee ownership in the tourism sector with a number of hotels across Scotland having transitioned to this business model. Within the food sector there are a number of employee owned enterprises and the growth in employee ownership across Scotland demonstrates the resilience this business model can provide to local communities and the businesses themselves.

Model of Opportunity

About Employee Ownership

An employee owned business is one where the employees, rather than external shareholders, hold the majority of the shares – this can be done directly or through an Employee Ownership Trust which will buy the shares on behalf of the employees. There is not one prescribed employee ownership model and the structure can be shaped to fit the company.



Direct employee ownership

Employees become registered individual shareholders with the employees-owners having a majority shareholding in their company. Under these models, business decision making can sit with all employee-owners as a collective or via an elected body.

Indirect employee ownership

Shares are held collectively on behalf of employees. This is usually done through an employee ownership trust (EOT). This is the model adopted by firms such as John Lewis and Partners, where all major decision-making powers are delegated to the trust.

Combined direct and indirect ownership

A combination of individual and collective share ownership. This can be a model adopted when a financial partner is invited to assist a worker buyout and either party can retain a significant ownership share and decision-making rights.

Management buyout

A purchase by a portion of employees (this is not an all-employee approach).

Many employee-owned enterprises trade in goods and services and generate surplus/profit. However, in contrast to investor owned business, that surplus/profit is not taken by outside shareholders. Employee ownership can take different forms and can be conceived as existing on a scale of diversity of ownership and democratic decision-making. This diversity of ownership also correlates with the generative potential of a business. As opposed to where wealth is extracted, generative businesses are those which are broadly held, locally rooted, recirculate income, put communities first and provide people with opportunity, dignity and well-being.

What makes employee-owned business an exciting prospect for Argyll and Bute is that they are often defined by their relationship with a locality and they often develop due to a strong connection between the business operation and a specific place and community. We know that communities across Argyll and Bute have a strong connection to place and there is a desire to ensure this remains.

This can take many and related forms — for example, employees may all live in the town or neighbourhood and/or the business has a close attachment with a specific geography. This means that there is the potential for the benefits of the business's development to flow back into the local community in the form of jobs, income and investment.

The democratic governance structures associated with employee ownership, depending on the specific model, can mean that a higher proportion of people are involved in the management process than in a conventional business of the same size. This potentially creates opportunities for management skills, competencies, responsibilities and expertise to be more widely shared amongst employees. This can

provide the potential for businesses to be more aware and responsive to the needs of employees and the local community rather than the priorities set by investors and financial institutions who may not have a close connection to the specific locality where a business is based. Shared ownership between employees also allows for the share of profits/surplus to be distributed more evenly than in traditional private investor-led models.

Next Step Actions

- Conduct an audit of businesses across Argyll and Bute that are looking for an exit strategy and explore employee ownership as a viable option
- Develop understanding on how employee ownership could help to tackle challenges across Argyll and Bute, including depopulation, ageing population and help grow growth sectors including food and tourism
- Help support employee owned business to start/grow through an Affordable Workspace Strategies
- Support business owners at start-up, or early evolution to adopt an employee owned or worker co-operative model
- COOPsUK are rolling out the ownership hub model and would welcome a conversation with Argyll & Bute for a first Scottish based hub in 2025, this would involve upskilling business advisors and local accountants/solicitors to help business owners start, scale up or convert to employee and worker ownership

Case Studies

Auchrannie Resort

In 2017 the Auchrannie resort on the island of Arran became the first Scottish resort to transition to a model of employee ownership. The model was agreed upon as an exit strategy for the former owners to enable the business to continue to flourish whilst maintaining the company ethos.

New efficiency targets for the business, agreed by the 'new owners', enabled the resort to become a Real Living Wage Accredited Employer in 2018. There was a recognition that the introduction of the wage would support further financial benefits. These included lower staff recruitment costs (due to higher retention), greater productivity and increased occupancy from an improved reputation.

Aquascot

Originally founded in 1983, Aquascot is one of the largest employee owned businesses in Scotland and a large-scale salmon farming business in the UK.

The business was sold to a global seafood business in 2000, but bought back by committed local shareholders in 2004. The journey to employee ownership then began in 2008 and by 2016 the company was 100% employee owned.

Aquascot have progressive goals around sustainability and employee training and progression which may not have come to pass without their employee owned model. The business recognises they hold an important place in the local economy and within the local community and being employee owned cements that further.

Swansons

This food wholesalers from the north of Scotland has been in employee ownership since 2021. It was originally established in 1991 and grew from a single greengrocers to a wholesale business with over 40 staff and depots in three locations. After turning down a sale offer from a large wholesaler based in another part of the country the owner then decided to begin thinking of the exit strategy from the business.

The transition to employee ownership, with support from Co-operative Development Scotland, encourages staff involvement, loyalty and shows to the local area the business's commitment to it.

Where To Go For More Information

[Employee Ownership Association](#)

[Co-operative Development Scotland](#)

[Social Enterprise Scotland](#)

[COOPSUK Ownership Hub](#)

Model of Opportunity 2: Building community and shared ownership of the energy transition

Vision – Capture the economic potential of community and shared ownership of renewable energy infrastructure in Argyll and Bute.

Objectives

- Increase in community ownership, or shared ownership of renewable energy infrastructure in Argyll and Bute
- Explore land and estate mapping of CPP members to unlock energy opportunities in the region across all renewable sectors
- Explore the potential for the development of a regional social enterprise installing renewables across the public and private estate
- Address the skills and employment gaps to ensure a local pipeline of good work
- Investigate CPP members' energy purchase, and align where possible to local suppliers

Background - Argyll and Bute has a wealth of natural resources which can and are generating energy within the region⁴. Local communities, however, should benefit from their natural resources. To ensure that they have ownership of renewable energy generation and infrastructure, this would ensure that the wealth generated stays within Argyll and Bute and provides long-term opportunities for sustainability of communities across the region.

“There is a huge amount of wealth extraction from our rural communities – be that forestry, wind, fisheries”

This model of opportunity explores how, through a community wealth building approach, local communities in Argyll & Bute can take ownership of the energy transition, directing the wealth created back into local communities. ⁵.

Model of Opportunity

Community Ownership

There is a long history of community ownership in Argyll and Bute, with the Gigha 'dancing ladies' being the first community owned windfarm in Scotland⁶. Much of Argyll and Bute is currently covered by

⁴ Argyll and Bute Council (2019) Argyll & Bute in Numbers. [Link](#).

⁵ Platform (2023) Public Ownership of Energy generation in North East Scotland. [Link](#).

⁶ Isle of Gigha Windmills. [Link](#).

community benefit payments from renewables projects⁷. Whilst these community benefit payments are voluntary, there may be an opportunity to advocate region wide for higher than the standard £5,000 per megawatt for communities. Furthermore, as discussion over community benefits from the Energy Transmission Network are under discussion, there may be further opportunities for communities in the region⁸.

When communities have the opportunity to own their own energy projects, the scale of benefit to the local area drastically increases. The research conducted on behalf of the Point and Sandwick Development Trust in 2019 indicates £170,000 per installed megawatt, compared to the £5,000 industry standard for community benefit⁹. We recognise the funding landscape for community ownership of renewables projects has changed with the retraction of Feed-in-Tariffs (FITs), however, as demonstrated by the ATTIX turbine plans in North Ayrshire there are opportunities for communities to leverage blended finance models of investment to own their own renewable energy projects¹⁰. Community energy projects have the power to contribute to Scotland's National Just Transition Outcomes¹¹ and make up a key component of the Scottish Government's plans for the energy transition¹².

Shared Ownership

Shared ownership of energy projects could provide an alternative model for greater ownership of the energy infrastructure across the region, without the financial challenges and responsibility challenges of community ownership. Shared ownership is any structure which involves a community group as a financial partner over the lifetime of a renewable energy project¹³. The three most common structures are;

- **Joint ventures** – developer and community work in partnership to develop, own and manage a project. The company may be referred to as a Special Purpose Vehicle.
- **Shared Revenue** – Developer agrees to provide a share of project revenues or profit. Community has a financial stake but does not own an asset.
- **Split ownership** – developer and community own separate distinct entities – one turbine out of five.

Shared ownerships can bring a number of benefits to communities including developing a sustainable income stream, creating strong partnerships and building resilience in a local area. It can also have benefits for the developer including increased community engagement, accessing rate reliefs and potentially supporting planning applications. There may also be opportunities for the public sector to look to develop their own projects, thus shoring up a regular income stream and offering regular community funding for strategic, regional projects.

Next Step Actions

⁷ Argyll and Bute Renewables Community Benefit App. [Link](#).

⁸ Department for Energy Security and Net Zero (2023) Community Benefits for Electricity Transmission Network Infrastructure. [Link](#).

⁹ Aquatera (2021) A comparison of the financial benefits arising from private and community owned wind farms. [Link](#)

¹⁰ Social Investment Scotland (2023) Scottish community group secures over £5 million in investment. [Link](#).

¹¹ ClimateXChange

¹² Energy Savings Trust (2022) Community and locally owned energy in Scotland: 2022 report. [Link](#)

¹³ Scottish Government (2019) Shared Ownership of Onshore Renewable Energy Developments. [Link](#).

- Ascertain where CPP members buy their energy from and the collective annual energy requirement today and forecast this into the future
- Develop understanding of the collective role of the CPP members in the renewable energy supply chain, including understanding business support, use of land and property, skills development services and apprenticeships
- Learn from existing community owned renewable energy projects to build more sustainable forms in the future
- Develop an understanding of who owns land that could support community ownership of renewable infrastructure
- Assess how the existing local financial architecture would need to evolve to support community ownership of renewable infrastructure in the region
- Argyll and Bute Renewable Energy Alliance to act as a mechanism to explore a higher threshold payment in community benefit, or shared ownership as standard across the region
- Identify projects in pipeline that could use shared ownership model

Case Studies

[Edinburgh Community Solar Cooperative](#)

ECSC was formed in 2013 to address the low volume of solar panels in the city and give residents the opportunity of collectively owning a means to generate power. With the assistance of Energy4All, the City of Edinburgh Council and other organisations, ECSC launched a share offer to raise funds to install solar panels on assorted council buildings throughout Edinburgh. With £1.4 million raised, the share offer was successful and solar power generation commenced in 2016, totalling over 1.1GWh of electricity in the first year of operation.

A Power Purchase Agreement was signed with the City of Edinburgh council, meaning that some of the electricity generated through the solar panels is provided to those same buildings at a reduced rate, compared to a market tariff.

A second share offer has been completed with more solar panels being installed across the area. 30 buildings in Edinburgh host solar panels with the profits distributed to share offer members directly and the community through a Community Benefit Fund.

A similar, smaller scaled project is underway in Glasgow with [Glasgow Community Energy](#).

[Knoydart Renewables](#)

Knoydart Renewables Ltd (KRL) is a wholly owned subsidiary of the charity Knoydart Foundation. Knoydart Foundation was established in 1997 to take ownership of the 17,500 acre Knoydart Estate which makes up much of the Knoydart peninsula, including the village of Inverie, on the west coast of the Highlands.

Knoydart is not connected to the National Grid and generates all of its own electricity. Over the last twenty years Knoydart Renewables has made significant locally generated investment to increase the amount of electricity that can be generated.

Knoydart Renewables Ltd. exists as a wholly owned trading subsidiary of the Knoydart Foundation charity and is governed by a board of volunteer community directors. The day-to-day operations are conducted by a dedicated local team, supported by a wider network of consultants and contractors located throughout Scotland. Knoydart Renewables Ltd secured funding from the Scottish Government's Community and Renewable Energy Scheme (CARES). It was awarded a capital grant of £2.41 million in 2021.

[Cross Dykes](#)

Crossdykes Wind Farm is one of the first subsidy-free onshore wind developments to be built across Scotland. The Crossdykes windfarm offered a £7000 per megawatt hour payment, meaning a higher than industry standard community benefit payment reaching the local communities. In addition to this the developers offered an initial 10% share in the farm to the local community, which was subsequently reduced due to local concerns and taken up at a 5% share¹⁴.

The shares were to be purchased using a loan from the Energy Investment Fund (EIF). The loan would be repaid using income from their shares over a period of about 17 years for the 10% stake, and 7 years from the 5%. It was this decrease in loan repayment time which eventually enabled the community to go ahead with the development.

In 2022, the developer decided to sell Crossdykes wind farm. Although the community had the option to keep their shares and partner with the new owner, they decided to sell. This meant they could pay off their loan immediately whilst still making a substantial profit which they could utilise for local projects.

Where To Go For More Information

[Community Energy Scotland](#)

[Local Energy Scotland](#)

[Energy4All Green Cooperative-Energy](#)

[Social Investment Scotland](#)

[Community Shares Scotland](#)

¹⁴ Local Energy Scotland. Crossdykes wind farm. [Link](#)

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Shaping Places for Wellbeing Programme



Summary of approach

This document is an introduction to the approach that the Shaping Places for Wellbeing Programme has taken from 2022 – 2024, with specific details about activities in the Dunoon Project Town.

The ambition of the Programme is to:

Improve Scotland's wellbeing by reducing the significant inequality in the health of its people while addressing the health of our planet

The work of the Programme is anchored in the Place and Wellbeing Outcomes

Developed as part of the Programme, they are a common set of evidenced features that make every place and provide a consistent and comprehensive focus for where place impacts on the wellbeing of people and planet.



The Programme is primarily delivered through local activity in seven Project Towns which includes:

- Building relationships across partners [more info](#)
- Gathering data and insight to build a picture of the inequalities in a place and using it to inform decision-making [more info](#)
- Using evidence to show the positive impact of the Outcomes [more info](#)
- Using a tool of Place and Wellbeing Assessments to bring people together to consider a plan or strategy using the lens of the Place and Wellbeing Outcomes and from the perspective of those experiencing inequality [more info](#)
- Supporting partners to activate new ways of working to take forward the recommendations and deliver on the Place and Wellbeing Outcomes [more info](#)

Sharing learning

We share our learning from the programme and all the resources created on our webpage and social media. This is a summary of where you can find out more about the Project Town work in Dunoon:

Read impact stories from Dunoon

- Planning for the [Active Travel Hub](#)
- [Impact of work with local policing partner](#)

Use the data profiles for Dunoon

- [Quantitative data profile](#)
- [Quantitative data infographic](#), highlighting key areas of inequality
- [Community Link Lead report](#)
- [Visual summary](#) of key insight from the report

Use the Outcome briefing for Dunoon

- [Active Travel Outcome briefing](#)

Join the [Knowledge Hub](#)

Visit the website for [more information on all our Project Towns](#).

Follow us on X (Twitter) [@place4wellbeing](#) to keep up to date with our latest news and place-based resources.

Background to the programme

The Shaping Places for Wellbeing Programme has been working within seven Project Towns in Scotland and aims to improve Scotland's wellbeing and reduce inequalities through changing our collective approaches to the places where we live, work and play, enabling partnership-based, wide-ranging action at a local level while addressing the health of our planet.

Visit the [webpage](#) and read the [summary of the programme](#) for more detail about the programme development.

Place and Wellbeing Outcomes

The work of the programme is anchored in using the Place and Wellbeing Outcomes, which support all sectors to focus decision-making and implementation on a common set of evidenced features that make every place.

The Place and Wellbeing Outcomes provide a consistent and comprehensive focus for where place impacts on the wellbeing of people and planet

On the [Place and Wellbeing Outcomes webpage](#) you can read the Outcomes in full as well as:

- the background to their development is in this [briefing paper](#)
- The [Outcome indicators](#) and the data which support them

Project Town Activities

The work in each Project Town is summarised on [our web pages](#), this is the example from [Dunoon](#).

People – Partners, stakeholders and staff

Each Project Town established a Steering Group at the start of the process which in Dunoon included Community Planning, Economic Growth and Development, Housing, Health Improvement, Police Scotland and Third Sector Interface.

A Project Lead and a Community Link Lead were appointed to carry out the Project Town work in each area, employed by the Improvement Service.

The project work has been supported by a wide network of stakeholders, both statutory and third sector who have engaged with the activities set out below. This has included attendance by project staff at the following types of meetings in Argyll and Bute:

- Community Planning Area Group
- Living Well Network
- Living Well Board
- Data advisory group
- Locality Planning Groups

Data led decision-making

Objective: The value of understanding local project town inequalities when making

Objective: Decision-makers are considering unintended impacts of plans and proposals on place and those who use it

Each Project Town has developed data profiles that aimed to:

- Gather data on inequality that clarifies the people most impacted in that town
- Connect with existing community groups and activity, using an Asset Based Approach and reviewing qualitative data to identify what those people need from their place

Data has been a central focus of the Shaping Places for Wellbeing Programme since the programme began in early 2021, specifically data led decision-making which impacts on place.

The process involved an initial quantitative data profile report from public data sources which was then used as a starting point to further explore inequalities in our Project Towns through qualitative data collection and community conversations.

Each project town has developed four data documents. These can all for found on the website including those for [Dunoon](#)

- Quantitative data profile
- Quantitative data infographic, highlighting key areas of inequality
- Community Link Lead report
- Visual summary of key insight from the report

The detail of the [data journey](#) is set out on our webpages including how to guides

- [Qualitative how to guide – for gathering and sense checking qualitative data and community insight](#)
- [Quantitative how to guide – for gathering and sense checking qualitative data](#)

Use of the data

The quantitative data infographic and Community Link Lead work are used at our [Place & Wellbeing Assessments](#) and highlight to our stakeholders the key areas of inequality within each town, to inform decision making and identify how the plan, policy or proposal being explored will affect a place and the wellbeing of the people living there.

Data has also been used to support other plans and strategies which are in development but for which it isn't the right time for an assessment. This has included:

- Outcome Improvement Plan
 - Rural Growth Deal
 - Local Place Plan
-

Use of evidence

Clarity on the positive impact the Place and Wellbeing Outcomes have on people, planet and inequality

The Place and Wellbeing Outcomes support all sectors to focus decision-making and implementation on a common set of evidenced features that make every place. The evidence behind the Outcomes is set out in a [Public Health Scotland report](#)

Additional evidence has been compiled by the programme team and is available on the [Knowledge Hub](#)

The evidence is used in the Place and Wellbeing Assessments and other decision-making processes which support an awareness of the positive impact of the Outcomes.

Outcome Briefings

The evidence has been brought together with the data and insight into Outcome briefings. There has been one produced for Dunoon, with others in development.

- [Active Travel Outcome briefing](#)
-

Place and Wellbeing Assessments

Objective: Place and Wellbeing Assessments activate new ways of place-based working that improves wellbeing and reduces inequality

A Place and Wellbeing Assessment brings together a group of stakeholders to inform decision-making by identifying how a plan, policy or proposal will affect a place and its impact on the wellbeing of people and planet.

The assessment considers how the document impacts positively on wellbeing and reducing inequality, any unintended consequences of the decisions and what the opportunities are for supporting delivery of the Place and Wellbeing Outcomes.

Relevant strategies and plans were identified for assessment through the current and future ambitions process as well as the key inequality areas and opportunities identified through the steering group. In Dunoon these were:

- Waterfront Levelling Up Bid
- Active Travel Hub plans
- HSCP strategic plans
- Local Policing Plan
- Economic Strategy

Assessment reports are available on [Place and Wellbeing Assessments – Our work so far](#)

More detail about the assessment process is on the [webpage](#) and this includes a [How to guide for doing your own assessment](#). Training is being developed to support people to run their own assessment process.

Place and Wellbeing Assessment Recommendations

Objective: Place and Wellbeing Assessments activate new ways of place-based working that improves wellbeing and reduces inequality

The Recommendations look outwards to how the plan can work with others to deliver on the Place and Wellbeing Outcomes. This includes:

- Links with other strategies to deliver on the Outcomes
- Identifying partnerships for joint working and shared insights to deliver on the Outcomes
- Highlighting co-benefits of interventions that support a number of Outcomes
- Identifying data, insight and evidence needed to work together with other partners

Support has been given to taking forward the recommendations from the assessments. This has included amendments to the documents itself and initiating discussions about ways of working together for example:

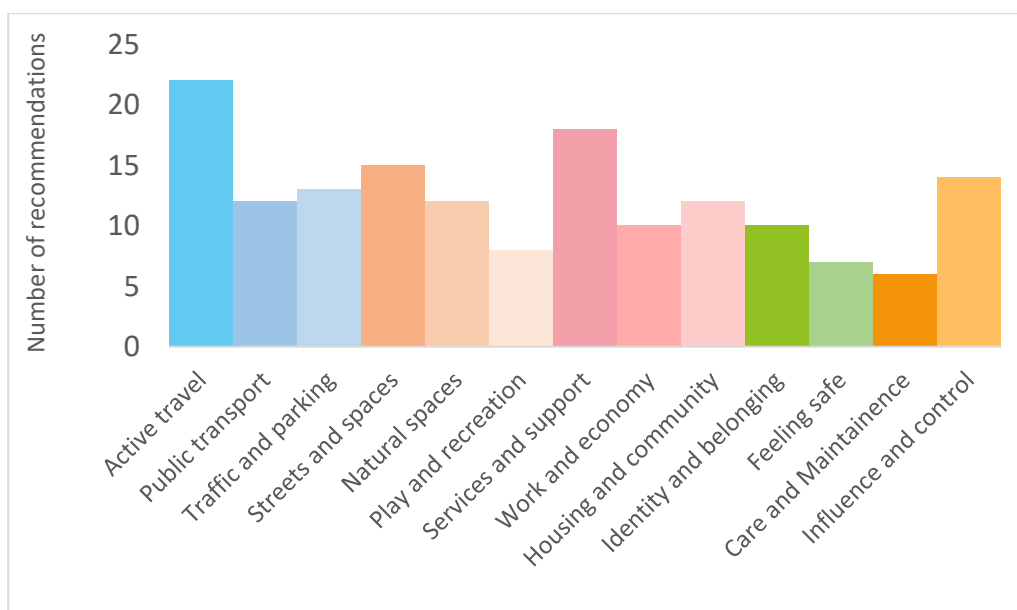
- Making new connections between teams
- Creating new forums for discussion
- Incorporating recommendations into a refresh of the plan
- Using the report to influence new ways of thinking for the next strategic planning cycle
- Identifying a new plan needed to support others for example the creation of an Active Travel Behaviour Change Plan for Dunoon

Key themes coming out of the recommendations:

- Partnership working to deliver on the Outcomes
- Alignment with other plans and strategies to deliver on the Outcomes
- More emphasis on deprived areas of groups most vulnerable or at risk
- Use of data, research and evidence as the basis for decision-making
- Further community engagement or consultation to inform need
- Highlight, emphasise or identify co-benefits of wellbeing interventions that deliver across a number of Outcomes

Recommendations by Outcome

Active Travel, Services and Support and Influence and Control are the Outcomes with the most recommendations for Dunoon assessments.



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Date: 16 April 2024



Argyll and Bute Climate Action: developing a Climate Change Strategy and Action Plan for Argyll and Bute.

1.0 Purpose

The purpose of this report is to provide an update on the Community Planning Partnership's Argyll And Bute Climate Action project: developing a Climate Change Strategy and Action Plan for Argyll and Bute.

2.0 Recommendations

The CPG is asked to note the approach and status of the project outlined in the report.

3.0 Background

The CPP sub-group working on climate change is known as the Climate Change Working Group. Its work is currently centred on producing a Climate Change Strategy and Action Plan for Argyll and Bute. The plan is to be produced by employing a Climate Change Project Manager to lead on the process. Argyll & the Isles Coast and Countryside Trust (ACT) are the employing body and the post is fully funded by the CPP funded from end October 2023 to October 2025.

This update sets out the current position.

4.0 Detail

4.1 Progress

Following a literature review and a series of meetings with key Community Planning Partnership and wider regional and national partners, an initial outline strategy was presented to the Climate Change Working Group meeting of 20 March.

The structure was informed by best and most appropriate exemplars from across Scotland, and by feedback from Steering Group and wider partner meetings including the emphasis placed on brevity and avoidance of duplication. Points discussed at the CWG and subsequently reported to the CPP Management Committee on 10 April reported included

- The strategy is to support partners to identify or create opportunities to meet existing duties: not a mandate to create new duties
- Outcomes from key national climate strategies have been mapped and aligned with the three CPP Transport, Housing and Community Wellbeing outcomes.
- The group supported the principle of early production of a strategy paper describing strategic approach, and then emphasis on development of the action plan, rather than producing both towards the end of the funded period
- Use existing reporting mechanisms, principally the Public Body Climate Duty reporting requirements, where possible rather than create new requirements
- Use existing data where possible and work within limitations of trying to fill data gaps where there are no mandated requirements
- Recognise and work within the limits of the areas where CPP partners have control and where they can seek to influence. Notably, private sector emissions may be outwith the scope of influence for the CPP, but it remains important that businesses can be supported to reduce emissions.
- The proposed national adaptation strategy places high expectations on the role of communities as part of an overall resilience response.
- Engagement has been predominantly with institutions and key contacts but working closely with the grassroots engagement programme of the Climate Action Network Hub work funded by Scottish Government which has greatly extended reach. The strategy project is also adding value to the Hub work.
- The project is also collaborating with the CPP workstream developing Area Plans (working name)

4.2 Next Steps

Immediate next steps are:

- Ongoing engagement – noting the importance of engaging with young people and how branding and identity may support this
- Ongoing engagement in conjunction with Climate Hubs
- Gap analysis, risk and opportunity assessment methodologies with further guidance from key CPP contacts
- Followed by risk and opportunity assessment workshops, potentially grouped by CPP Outcomes

4.3 Governance

The project manager is line managed by ACT and guided and supported by the project Steering Group, a sub-set of the CPP Climate Change Working Group chaired by Rona Gold.

The CPP Climate Change Working Group will moderate its activity while this project is ongoing, and proposed new Terms of Reference reflect a change of emphasis to

sharing expertise and knowledge to support the development and delivery of the strategy.

The project is working closely with the Argyll & Bute Climate Action Network Hub (ABCAN), which sits within the wider suite of Act Now climate projects in which ACT is engaged. The Hub has Scottish Government funding, and is overseen by a collaboration between ACT, Argyll & Bute Third Sector Interface and Time for Change Argyll & Bute.

Andy Macpherson, Climate Change Project Manager

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