



Growth Plan for the Isle of Coll 2011

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Introduction

In this time of financial uncertainty, it cannot be assumed that Coll will continue to receive current levels of services and amenities. Changes to the way public services are provided seem likely, given the depth and breadth of Government cuts. These changes may have a profound effect on island life, or we may be protected to some degree by our island's current level of services being aligned to what are considered to be 'essential services'.

Coll is a remote island in the Inner Hebrides with a current population of over 210 residents. From 1981 to 2011, Coll's population has increased by over 60% (based on local knowledge and government census reports). A proportion of youngsters return to the island to start families of their own, and people continue to move here seeking a quality of life that cannot be measured in economic terms. Our primary school and medical service are highly rated; the safety of our children allows them incredible freedom; there is virtually no crime and the vibrancy of our community is well recognised.

However, the last three years has seen the overall trend of increase in population come to a halt. A recent survey suggested that some islanders are considering leaving Coll. Reasons given ranged from employment, education and access to secondary school to cost of living, available housing or health issues. It should also be noted that some respondents also gave "too much development" and "better quality of life" as reasons to leave. The impact of a drop in population, particularly of young families seeking better access to housing, employment and secondary education will have negative effect on the sustainability of life on Coll.

Time and again, the islanders of Coll have proved themselves to be resilient to change. Whether it be the community owned petrol company or the pulling together of resources when the boat cannot dock, islanders continually demonstrate an ability to learn new ways to be self sufficient and collaborate. This spirit will stand the island in good stead during these turbulent times. Development Coll (DC) follows in the footsteps of the *Carnegie UK Trust's*¹ research into rural life in identifying three factors that are required in order to remain a vibrant, dynamic and sustainable community:

- Creative people working together
- Community assets to support aspirations
- Local people and agencies collaborating to an agreed plan

Carnegie takes an innovative approach to these three elements. They lay a heavy emphasis on capacity building within the community, so skills and learning are widely spread. They see the role of the paid

¹ The Carnegie UK Trust is one of over twenty foundations worldwide set up by Scots American Andrew Carnegie. They support independent commissions of inquiry into areas of public concern, together with action and research programmes.

employee (Local Development Officer on Coll) as helping to bring locally desired projects and ideas to life. Community assets are considered in their broadest sense to include human, cultural, natural, built, financial, social and political. Carnegie see community led planning and the production of action or growth plans as integral to the collaborative approach between local people and agencies.

The Carnegie UK Trust have based much of their research on work carried out by Highlands and Islands Enterprise and also LEADER initiatives, both of which promote community regeneration and sustainability with a bottom up approach. Development Coll was set up in 2005 following an approach by Highlands and Island Enterprise to see if there was local interest in shaping a “development plan” for Coll. Funding for a local development officer was initially received through the Initiative at the Edge programme. This was followed by Growth at the Edge (funded by HIE and LEADER). HIE explained that with this latter scheme, “the aim is to support an anchor organisation, which has the support of the community, to build capacity to a stage where the community can:

- Develop revenue generating opportunities which ensure that it has the resources to continue its work beyond the period of intensive support;
- Take responsibility for planning the future development of its area and engage with the public sector to bring those plans to fruition.”

Development Coll seeks to support the island community by helping to bring people together, increase the capacity of individuals and groups within the community, and engage with the public sector. Development Coll sees itself as an anchor organisation whose employees and volunteer directors facilitate locally driven projects within the community. DC responsibilities include:

- Providing support to existing groups such as Coll Seniors, Recycoll or the Coll Kids Club;
- Instigating plans for projects identified as community priorities in the recent survey;
- Providing support and advice to small businesses or private individuals with their business ideas;
- Ensuring an income stream so that DC has the resources to continue its work beyond the period of intensive support through the Growth at the Edge programme; and
- Seeking revenue generating opportunities such that the community has a fund for its own benefit.

In five years time, if the proposed raft of plans came to fruition, Coll would be a more sustainable place to live with improved: business opportunities; telecommunications; transport; access to options for secondary education; access to sports facilities; and access to a renewable source of energy. With an independent income stream, Coll would also be less reliant on grant funding and better able to help support the island’s future.

About the Growth Plan

How the plan has been devised:

HIE commissioned a community survey in 2010 in order to “gauge the level of community confidence and participation” in island life. Development Coll were given the opportunity to investigate community priorities as part of this survey in order to update the Development Plan (renamed the Growth Plan). This piece of work was undertaken in partnership with the Coll Community Council (CCC). The survey questions which specifically addressed the setting of community priorities were themselves informed by the previous Development Plan and the survey which the CCC conducted on behalf of “Fairer Lorn and the Isles”. Key to defining which projects should be included in the Growth Plan was the work undertaken with the CCC representatives in determining where responsibility lies. Following this agreed division of labour, individual directors have taken on responsibility for the projects and have been engaged in a series of workshops and sessions with the local development officers to gather initial ideas. In addition, the community were also asked their views on various social enterprise projects. The top six are also included within the Growth Plan.

Objectives of the Growth Plan

- Provide a single summary of the community priorities and actions which were identified as the responsibility of Development Coll;
- Define areas of action and demonstrate dependencies and links between community growth objectives;
- Set out the broad steps towards achieving these growth priorities under which more detailed projects will be developed and progressed; and
- Provide a reference point for Development Coll’s work for the next 5 years.

Development Coll will work closely with other community organisations and off-island agencies to ensure a cohesive approach that maximises the island’s resources.

Intended recipients and/or users of the Growth Plan:

- The resident population of Coll;
- The visiting population of Coll; and
- Public agencies, including off-island bodies such as HIE and Argyll and Bute Council.

Where the Growth Plan is available:

- Development Coll website...copies available to download;
- Development Coll office...copies available to take away or request an email version; and
- Island Cafe, Hotel, Coll library, surgery and Post Office: copy available to read.

The Growth Plan

Coll's community:

The Hebridean island of Coll lies 42 miles from Oban. There are currently over 210 residents of Coll who can access the two general shops, a post office and gift shop, a community owned petrol company, a craft shop, a primary school with a pre-5 unit and a medical centre with a doctor and nurse. For dental, veterinary or other health professionals Coll relies on services from Mull, Tiree or Oban. Coll teenagers must travel to the mainland for their secondary education. Many attend Oban High School and stay at a hostel, while others attend public or private schools under individual arrangement made by parents.

Coll has a café, a hotel, one bed and breakfast establishment, and a small number of self catering houses or caravans. The community has successfully fundraised for a new multipurpose community centre, and a revenue generating bunkhouse with 14 beds. These buildings are currently under construction. Islanders are heavily reliant on transport links provided by the ferry and plane. The ferry takes less than 3 hours from Oban and there are scheduled flights 2 days a week from Connel. Over the summer months the ferry runs once a day seven days a week, and over the winter four days a week. In the summer, you can take a day trip to Tiree from Coll on a Thursday, or, from the mainland, you can take a day trip to Coll. The plane also allows day trips twice a week, but these currently cost £40-50 return Coll/Tiree and £100-130 return Coll/mainland. Otherwise any trips to the mainland or inter island require an overnight stay. There is no direct public service link between Coll and Mull and the current timetables do not encourage links between Tiree and Coll.

To live on Coll, a resilient attitude is a bonus. Many people hold down two or more forms of employment, some of which can be seasonal. Over 20 full or part-time jobs are council-related, while Project Trust, the largest single employer on the island supplies a further 20 full or part time jobs. There are seven households currently involved in fishing, while 17 households are involved in farming (plus additional seasonal labour). There are at least 20 jobs directly related to the tourism industry with more jobs created on a seasonal basis. Around a dozen islanders obtain income through art and crafts, including a glass painter, a wood turner and painters. Two islanders run IT businesses; while others who are self employed rely on e-sales and marketing.

The cost of living is high on Coll: fuel is currently £1.63/litre for petrol and £1.57/litre for diesel; foodstuffs in general cost 25% more in the local shop and the cost of freight for delivered items (oil or coal for heating for example) adds considerably to household bills.

However, the island continues to be a desirable place to live. From 1981 to 2011, Coll's population has increased by over 60%. The community is vibrant with a wealth of community groups and associations who organise annual events including: the Coll Show; half marathon, Burns Night, children's Christmas party,

fishing/football/golf competition; and weekly or monthly events including: U3A activities such as art and archery groups; after school activities and book group.

(Note: the above stats are based on local knowledge and government census reports)

Coll's vision for the future

There will perhaps never be a single vision for Coll's future. Some are happy for it to remain as it is right now. Others wish it would return to a place somewhere in the past. Some wish for change. It is Development's Coll's task to attempt to capture current aspirations while preserving the integrity of the community and the island. As a community, Coll must ask itself the question "what will happen to the current way of life if the community does nothing?" In the late 1990s our community was faced with that question when the petrol supply was under threat. Coll residents decided to form a community owned petrol company which, as a non profit company, helps to keep prices as low as possible whilst ensuring a stable and reliable service.

Islanders have a proven capacity to thrive and strive in periods of adversity. In this time of financial instability, Development Coll believes that islanders cannot assume that Coll will continue to receive current levels of support for services, amenities and various projects. In order to preserve our way of life and maintain our island as a vibrant, dynamic and sustainable community, there is a need to take responsibility for planning the island's future economic and social development. Any development should be mindful of the varying sensitivities of the community and seek to preserve those characteristics that are important for our island identity. The Growth Plan seeks to address the issue of future economic and social development.

Core themes of the Growth Plan

The core themes of our Growth Plan are focussed around increasing the sustainability of life on Coll while being sensitive to preserving the characteristics of Coll that are important to the community. Themes include:

- Increased business opportunities,
- Improved access to education and training;
- Improved transport links; and
- An increased number of social enterprises to provide an income for community benefit.

Development Coll currently play the role of anchor organisation within the Growth at the Edge programme. As such we assist groups within the community to take ownership of a variety of projects and see them to a successful conclusion. One of Development Coll's aims is to become a sustainable social enterprise whose profits can be used for the good of the wider community. A theme that underlies many of the projects within the Growth Plan is the benefits to the tourism sector. Tourism can be identified as a potential area of growth, and many of the projects have "the visiting population" as their intended "users" or "stakeholders".

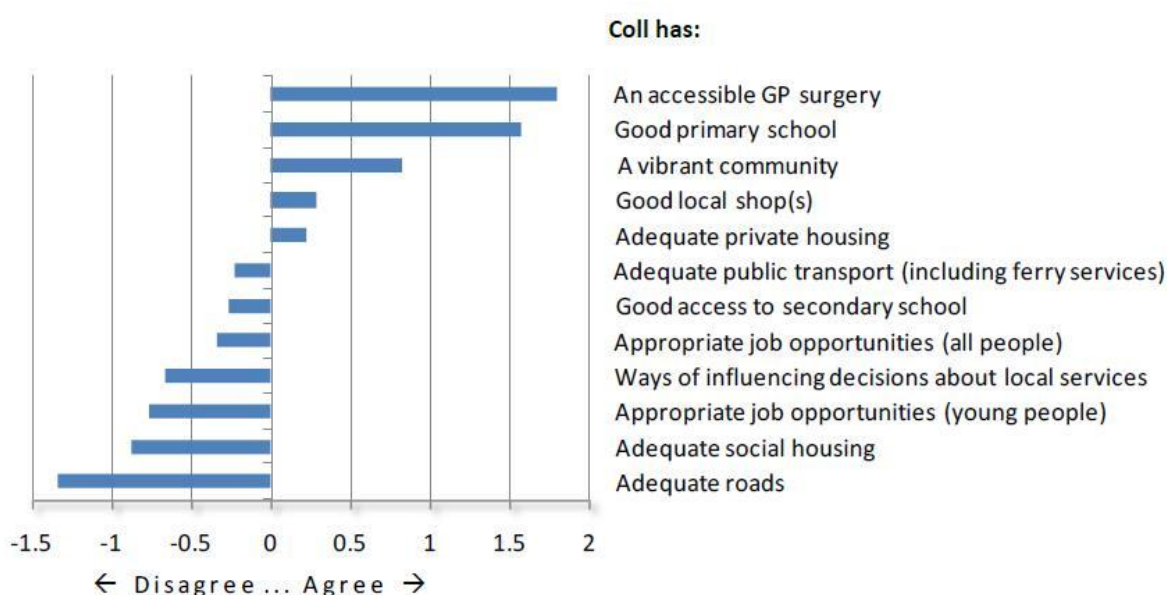
Community carbon footprint and a reduction plan

Reducing the island's carbon footprint is a stated benefit of one of the projects. However it is not included as one of our core themes. Coll's environment benefits greatly from the work of the RecyColl group, and the school has recently achieved Green flag status for environmental awareness and actions. Despite the strength of feeling for the environment and recycling issues, there has been little formal measuring of the community's carbon footprint. Without base line data, or the capacity currently to gather that data, the Growth Plan does not include an assessment of the community carbon footprint and a reduction plan.

What constitutes success?

The first stage for most of the projects is to pinpoint the islanders' needs. Success could be measured against the identified needs being met. If it is shown that four houses are needed, success would very simply be four houses being made available. If the project to lobby for provision of mobile phone coverage is successful, that is a tangible item. Until the exact needs of the islanders of Coll have been identified, exact measurements of success cannot be made.

There is much data of interest contained within the HIE report, not related to specific projects, but relating to local attitudes and community confidence. The community were asked the extent to which they agreed or disagreed with a variety of statements. An average response was derived based on a five point scale with "strongly agree" = 2; "agree" = 1; "neither" = 0; "disagree" = -1; "strongly disagree" = -2. The first question in the *About Your Community* section asked "to what extent do you agree or disagree with the following statements?"



Measures of outcomes of our Growth Plan could include improved housing availability; improved employment opportunities; and enhanced infrastructure (eg technology or transport links or access to education). We know that we currently have over 210 residents, so another measurable outcome could be sustained or improved population trend. Another easily measured success would be whether Development Coll has become a sustainable social enterprise whose profits can be used for the good of the wider community.

The projects

The following projects were identified as being wholly or partly the responsibility of Development Coll (DC) and are being taken forward by Development Coll. Projects that are solely the responsibility of the Coll Community Council (CCC) have been removed. This order is ranked as per results of Q22 of the HIE survey:

- 1. Affordable and social housing**
- 2. Taking people's views into account (see page 11)**
- 3. Improvement of transport links with Tiree and Mull**
- 4. Lobby for provision of mobile phone coverage**
- 5. Alternative secondary education/training**
- 6. Continue to look into renewable energy sources**
- 7. Provision of all weather sports pitch**
- 8. Community workshops and/or storage compound**

Given the relatively low level of interest shown in the projects for village enhancement and community owned Oban accommodation for Coll residents, these are not being progressed at this stage. If in the future, more community interest was shown, DC would offer their support.

In addition to the above, Development Coll are committed to supporting the An Cridhe project by making investigations into a small wind turbine to provide a source of energy for these buildings.

For project milestones and timescale, see pgs 14-17. For further information on the projects see Appendix A.

Social Enterprise development

Social enterprises are businesses which have at their heart a social or environmental objective. There are over 60,000 of social enterprises in the UK which contribute £24billion to the UK economy and generating employment for over 800,000 people (2005-2007 data from the Annual Survey of Small Business UK).

Just like conventional businesses, social enterprises deliver goods and services. The difference is that profits made from the business are reinvested back into the social enterprise, or investment is made in the wider community, thus providing greater sustainability for the area in which they operate. Examples of social enterprises include the wind turbine on Tiree, Jamie Oliver's restaurant Fifteen, and the fair-trade chocolate

company Divine Chocolate. Social enterprises operate in almost every industry in the UK including health, manufacturing, retailing to renewable energy, housing and education. Put simply, social enterprises can generate income which can be put back into the community

It should not be forgotten that social enterprises must be sustainable and viable trading businesses that generate profits. If they do not achieve this fundamental objective, they cannot reinvest and fulfil their social or environmental objectives. Any ideas must not conflict with existing businesses

Social Enterprise and Development Coll

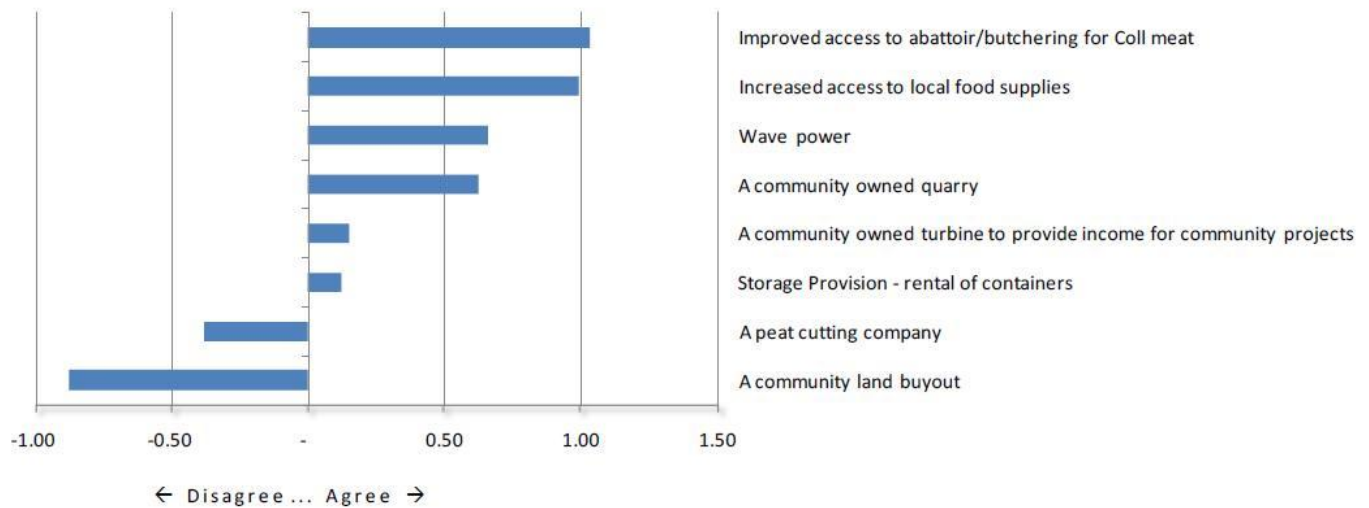
The Scottish Government's Economic Strategy (GES), published in 2007, set out the ambitions of the Government and laid the foundations for how HIE and other agencies should work towards meeting these ambitions. The strategic objectives were to make Scotland wealthier and fairer, smarter, healthier, safer and stronger and greener. The ultimate aim in all of this is to increase sustainable economic growth.

HIE's Growth at the Edge (GatE) initiative has been developed both as a response to the objectives of the GES and with a desire for communities to be in charge of local development. A community engaging in GatE will create a local development company (in our case, Development Coll) whose aim is to help the community build on its ideas in order to:-

- Develop revenue generating opportunities which ensure that the work continues beyond the period of intensive support;
- Take responsibility for planning the future development of the area and engage with the public sector to bring those plans to fruition.

To that end, as part of the original HIE-commissioned survey, eight questions on social enterprise were put to the people of Coll. These questions presented a number of social enterprise business ideas for consideration by the island. The question stated "establishing an income producing social enterprise is the cornerstone for generating funds for good causes and for having a community organisation which will work on behalf of the community. Respondents were asked whether they agreed or disagreed on the ideas presented. Once these results were collected, Development Coll elected to issue a second version of the social enterprise questions in a new survey, which would include the new ideas people had put forward. This second survey was sent to residents, holiday home owners and other people with a direct interest in Coll. Unfortunately the response rate for this second survey was too low for inclusion in the final results (only 40 responses were received). A 50% response rate is required from the islanders before any survey results can be considered as a 'mandate' from the community. This means that the new ideas presented in this second survey will not be taken forward by Development Coll. Left with the results from the first survey, third party company Sneddon Economics then used their scoring methodology to produce a ranked list of social enterprise ideas according to popularity. Six projects received an overall positive response:

Figure 10: To what extent do you agree or disagree with pursuing any of the following ideas?



It should be noted that developing any social enterprise ideas into functioning community businesses is work that Development Coll will undertake in addition to providing support, advice and resources to private businesses and individuals who wish to develop and start new private businesses. No social enterprise would be undertaken that was felt to undermine a current business. Development Coll has two development officers who can help individuals and businesses access business advice and funding. It is important to emphasise that Development Coll will focus on both these areas in collaboration with the wider community. By allocating resources to helping private businesses alongside the development of social enterprises, Development Coll hopes to play a significant role in exploiting opportunities for economic growth on the island.

Before moving forward with any of the social enterprise ideas, it was first necessary to ask a number of fundamental questions about the feasibility and viability of each idea as a sustainable social enterprise business. Five questions were therefore developed to help determine the suitability of each idea, and this will help to focus further analysis. These questions were as follows:

1. Is the project additional, ie. Does the idea provide something the island does not currently have, or improves upon existing services?
2. Does the island have the requisite resources, skills and infrastructure to develop and sustain the project?
3. Has a need for the services/goods been established, either locally or further afield?
4. Is the business viable and profit-making, and will it provide local employment?
5. Does the project align with local, national and regional rural development objectives?

During discussions on each idea, it was important to first consider each of these questions at a high level. If negative responses were received for any of the five questions during initial discussions, the idea would be unlikely to go further.

The Social Enterprise projects

A summary of the 6 projects below that achieved a positive result is given in Appendix B.

- 1. Improved access to abattoir/butchering for Coll meat**
- 2. Increased access to local food supplies**
- 3. Wave power**
- 4. A community owned quarry**
- 5. A community owned turbine to provide income for community projects**
- 6. Storage provision - rental of containers**

In order to have the resources necessary to set up the less profitable social enterprise ideas, it may be necessary initially to investigate the potentially more profitable ones.

Taking people's views into account

As part of the HIE-led conducted during 2010, a number of questions were put to the islanders which focused on the sense of community and the strength of community leadership. Many positives can be taken from the responses received. It is apparent that the majority of people feel part of the community, and many regard the island's community spirit as good.

The responses did indicate, however, that some people believe community leadership could be stronger. It is fundamental to future success that Development Coll, along with other community organisations such as the Coll Community Council, listens to these views and responds to them. Development Coll has already made some improvements that will help bring the community closer to the decision making processes. Significant changes have been made to the pattern and frequency of communication. There are now public forums, quarterly newsletters and publicly available records of DC meetings. This makes it easier for islanders to understand and scrutinise how consultation with the community drives the activities of Development Coll. Going forward, our links with the Coll Community Council and other development organisations will be stronger. Through better communication it is anticipated that resources will be deployed more efficiently and swifter progress made. By ensuring greater transparency and clarity, it is hoped that islanders will wish to become more active in community development, allowing Development Coll to draw upon their skills and expertise to the benefit of the island.

Finally, and perhaps most importantly, Development Coll's future projects can only be taken forward in a meaningful way by working groups. Working groups will comprise a DC Director and interested members of the community. With the commitment and active support of the community, islanders will play a fundamental role in community development, taking direct ownership of the decisions made along the way.

What happens next?

Aside from continuing support for existing community groups such as Recycoll, the Coll Kids Club and the Coll Seniors, Development Coll now has a responsibility to progress these seven projects. Individual directors have already come forward to support projects that they are personally interested in. The first step is to identify groups within the community who would like to be involved in the planning and successful fulfilment of any of these projects. Part of the initial planning will involve identifying external agencies or other communities who may be able to offer help, advice and support. It is not possible to do everything all at once. Some projects are interdependent; some have long term goals while others may be achieved in the shorter term. At the outset, however, volunteers within the community need to demonstrate an interest in being actively involved.

How do these projects fit in with European, national and local government strategies?

If the projects that the Coll community have set as their priorities can be seen to fit well with the priorities of local and national government then the projects are more likely to succeed. They will potentially attract advice, support and possibly funding at local, national and European level.

The objectives of the Growth Plan projects can be summarised as:

- To deliver affordable and social housing
- To improve transport links between Coll, Tiree and Mull
- To ensure a commitment from a mobile phone provider for improved coverage on Coll
- To report back on identified, agreed actions following a feasibility study of alternatives to secondary education.
- To produce a renewable source of energy
- To generate income for the Coll community
- To deliver an all-weather Sports Pitch on Coll
- To deliver workshop and storage accommodation on Coll

The benefits and purpose of striving to reach these objectives can be summarised as:

- Improving the long term sustainability of Coll by increasing confidence in the viability of life here
- Increasing the involvement of individuals in community projects
- Increasing the social, business and education opportunities available on the island
- Increasing access to vital amenities and services
- Increasing safety for residents and visitors
- Providing the best opportunities for children and young people
- Increasing use of renewable energy sources
- Generating an income for community use and benefit
- Increasing community cohesion
- Increasing access to sporting facilities

At a national level, the above fit well into the following National Outcomes:

- We live in a Scotland that is the most attractive place for doing business in Scotland (1)
- We realise our full economic potential with more and better employment opportunities for our people (2)
- Our young people are successful learners, confident individuals, effective contributors and responsible citizens (4)
- Our children have the best start in life and are ready to succeed (5)
- We live longer, healthier lives (6)
- We live in well-designed, sustainable places where we are able to access the amenities and services we need (10)
- We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others (11)
- We reduce the local and global environmental impact of our consumption and production (14)
- Our public services are high quality (15)

At a local level, the above fit well into the following Single Outcome Agreements of Argyll and Bute Council:

- An area that is accessible, yet retains its remote character
- Vibrant local economy that is based on core attributes of the area, flexible and open to new opportunities
- Well connected economically and socially
- High quality public services and leisure/community facilities that attract people to settle in Argyll and Bute
- Partnership working across all sectors to coordinate developments, market Argyll and Bute and remove constraints
- Well balanced demographically with young people choosing to stay or move to the area
- Housing that is appropriate. Increase social and affordable housing with local people able to participate in the housing market
- Proactive communities where local people and organisations look for and create opportunities
- Dynamic public services with more delivery of high quality 'professional' services from Argyll and Bute
- Safe supportive communities with positive culture and sense of pride in the area
- High quality environment that is valued, recognised and protected
- The environment is respected as a valued asset that can provide sustainable opportunities for business

Proposed timescale for projects

At this early stage it is notoriously difficult to set dates for achieving goals. If there is one thing that Development Coll has learnt from the An Cridhe project, it is that everything takes longer than anticipated. What is shown below are the very broad brushstrokes of a time plan. Until options appraisals and feasibility studies have been conducted, more detailed planning serves no realistic function. The assumption has been made throughout the plan below that the needs analysis and feasibility studies will provide reasons for the projects to continue. If, at any point, a project is shown to be unsustainable, it would simply stop. It is logical to start some projects before others (for example the sports pitch) due to external considerations. For other projects, such as the transport project, it is useful to be able to consider the findings of the education project's needs analysis. Timescales are also heavily reliant on the number of people within the community who are able to devote time to the project. See the table on page 15 for broad indications, with associated milestones shown on pages 16 and 17. The milestones are ambitious and provisional. There may be internal or external factors which affect the speed of progress.

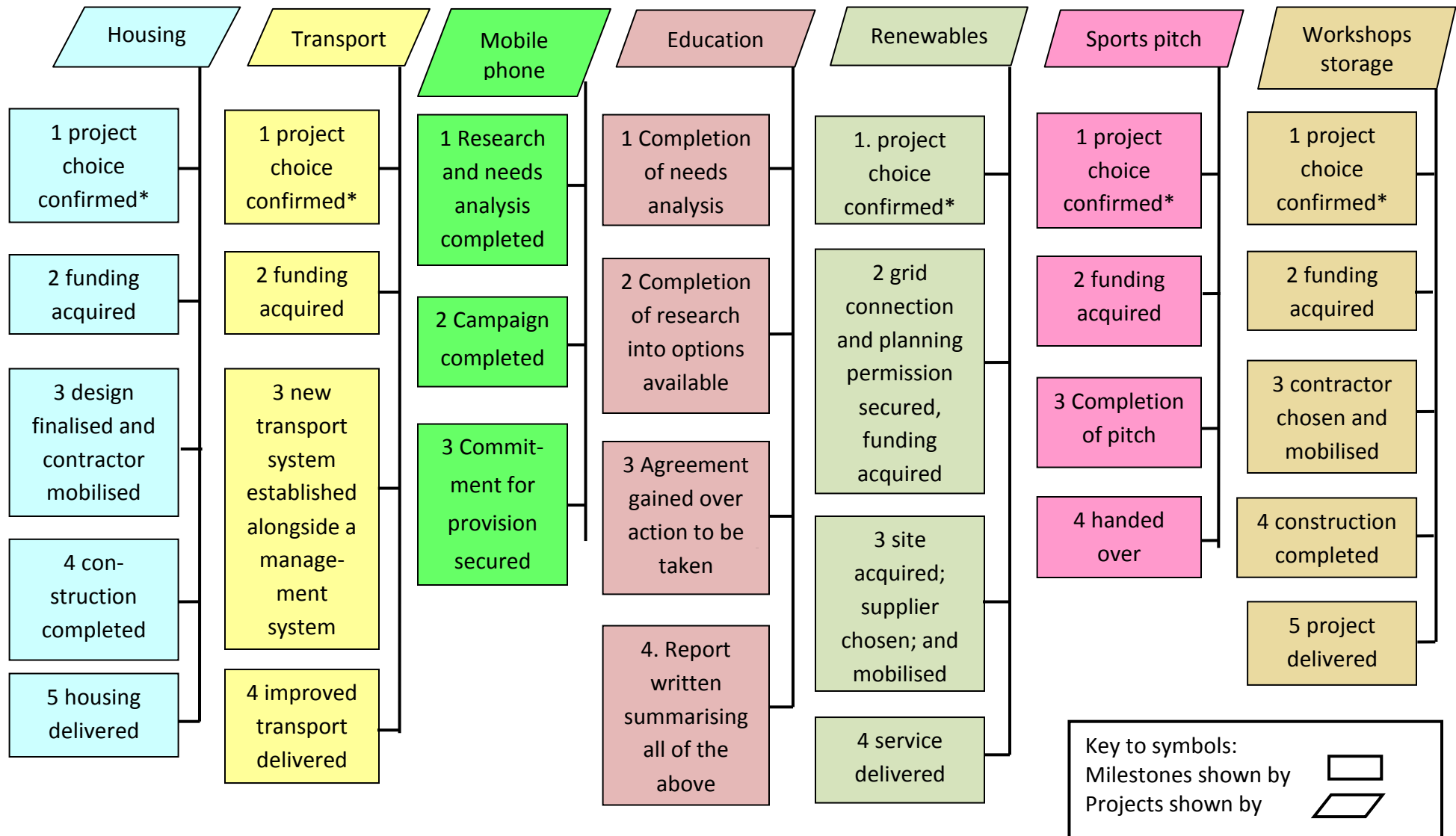
The numbers refer to the milestones for each project (see figure below)		Housing	Transport	Mobile phone	Education	Renewables	Sports pitch	Workshops / storage	Coll Meat	Local Food	Community Quarry
Mar	2011	starts		start		starts	starts				
April											
May											
June		one	starts		starts		one		start	start	start
July											
Aug				one							
Sept											
Oct						one					
Nov											
Dec					one						
Jan	2012	two	one		two		two				
Feb				Two	three			start	one	one	one
Mar					ends						
April											
May				ends							
June											
July		three					three	one			
August		ends					ends				
Sept											
October						two					
Nov	2013										
Dec											
Jan			two								
Feb						three			two	two	two
Mar	2014										
April									three	three	three
May											
June											
July								two	ends	ends	ends
August											
Sept						ends					
October	2013										
Nov								three			
Dec											
Jan			three								
Feb	2014		ends								
Mar											
April											
May								four			
Dec								five			

These milestones are ambitious and provisional. There may be internal or external factors which affect the speed of progress

The assumption has been made throughout the plan below that the needs analysis and feasibility studies will provide reasons for the projects to continue. If, at any point, a project is shown to be unsustainable, it would simply stop

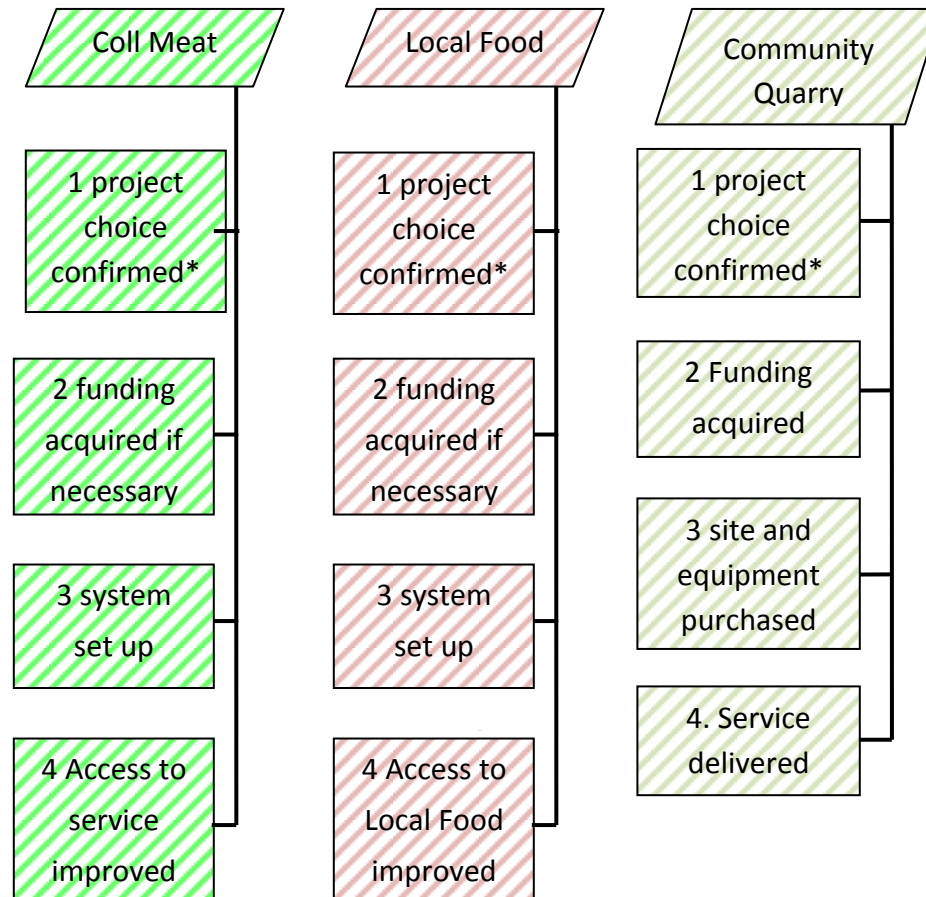
Project Milestones

- The milestone “project choice confirmed*” includes completion of needs , options appraisals and community consultation.
- The assumption has been made throughout the plan below that the needs analysis and feasibility studies will provide reasons for the projects to continue. If, at any point, a project is shown to be unsustainable, it would simply stop.



Social Enterprise Project Milestones

- The milestone “project choice confirmed*” includes completion of needs analysis, options appraisals and community consultation.
- The assumption has been made throughout the plan below that the needs analysis and feasibility studies will provide reasons for the projects to continue. If, at any point, a project is shown to be unsustainable, it would simply stop.



Overall strategies to be applied to all projects:**Communication**

Each project will have its own communication strategy. The purpose of the communication strategy is to describe the means and frequency of communication to those actively involved in a project and those not actively involved. For some projects it may be sufficient to reach a two way flow of communication with the Public Forums and the Newsletter. For others, more project-specific updates and meetings may be required. Communication within the project board would also be established in this strategy. This can be as simple or complicated as is appropriate for each project. A recent example for part of a “communication strategy” was that one of the Project Board members needed a phone call if an email was being sent out requiring an urgent response. The purpose of having a communications strategy is to clearly establish *expectations* for a two way flow of information and to put plans in place to meet those expectations.

Risk

Each project already has a risk register. A risk strategy will be agreed with the individual project boards. The board's understanding of risk and appetite for risk needs to be established early on in the project. The risk strategy for each project will set out the procedures involved in identifying and assessing risk, and also a plan for implementing risk responses. The risk register is formally reviewed at the end of each planning stage. In general it is recognised that

- Being able to identify, assess and control uncertainty will increase the chances of the project to succeed
- Understanding the causes, likelihood, impact, timing and choice of response to risk will lead to better decision making
- Risk taking in projects is inevitable as projects involve change and change involves risk

Planning and review process

Each project will be planned on a stage by stage basis. Inherent in the planning are quality reviews. A key aspect of maintaining the quality of a project is to gather community expectations at an early stage, which are then continually reviewed and monitored.

Stage plans are based on delivery of “products”. For example, a needs analysis is a product, as is a completed design. Another key aspect of maintaining quality is the formal approval given to products at the end of a stage. If a change is then made, this has to be flagged up for re-approval. In this way the agreed outputs of any given project do not slide gradually away from the initial agreements or expectations. The above is formally captured within the “Quality Management Strategies” and “Configuration Management Strategies” which are applied to Development Coll led projects. For all projects there is an “issues register” where any comment or idea about the project can be logged and dealt with appropriately.



Appendix A to the Growth Plan for the Isle of Coll 2011

The Projects

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Affordable and social housing	2
Improvement of transport links with Tiree and Mull	3
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Affordable and social housing

Project Objective: to deliver affordable and social housing

Purpose: to increase the availability of housing on Coll to meet current and predicted need such that community stability and resilience is improved.

Project description

The project can be broadly outlined in four stages: stage one includes a feasibility stage where a needs analysis is conducted. It is worth noting that this project is currently based on a positive response to the question “Is Affordable and Social Housing a community priority?” If the needs analysis shows there are no need for housing, this project would come to a swift end. If a need is identified then an options appraisals would be carried out for varying business models, sites, size and type of housing. Current options have been identified as: new build; renovation of existing housing stock; use of existing stock; or again, doing nothing should the needs analysis show no need.

Stage two involves acquiring a funding package. Stage three would be completing the design and mobilising the chosen contractor. Stage four would see construction completed and stage five would focus on the handover to whichever management structure had been agreed upon.

Benefits of having improved access to affordable and social housing

- Improvement of the long term sustainability of Coll by increasing confidence in the viability of life here.
- Affordable housing will consolidate the current growth in population that Coll has been experiencing

Milestones:

1. Project choice confirmed following needs analysis and options appraisal
2. Funding acquired
3. Design finalised and contractor mobilised
4. Construction completed
5. Housing delivered

Possible funding:

- WHHA or Fyne Homes or ACHA; private enterprise; Lottery for feasibility studies; Scottish government.

Improvement of transport links with Tiree and Mull

Note that Coll Community Council is to work with Cal Mac and Hebridean Airways; Development Coll is to look at alternative providers

Project Objective: to improve transport links between Coll, Tiree and Mull

Purpose: To improve transport links between Coll, Mull and Tiree such that the sustainability of all three islands is increased

Project description:

The project can be broadly outlined in four stages:

Stage one includes a feasibility stage where a needs analysis is conducted. Options appraisals would be carried out which would include looking at the feasibility of any propositions. Current ideas include a small boat, a helicopter or a causeway. If a need is not demonstrated or these options are shown to be unfeasible, the project would not continue. If the project progresses any further, stage two involves acquiring a funding package. Stage three would be design, construction, and setting up a management system. Stage four ends the project by handing the finished product on to an agreed management body. It is not known yet whether this would be a community company, private individuals, or a combination of the two. The company may be Coll based or Mull/Tiree based.

Benefits of having improved transport links with Tiree and Mull

- Increased social, business and education opportunities for three islands involved
- Best use of council resources
- Increased sustainability of all the islands involved

Milestones:

1. Project choice confirmed following needs analysis and options appraisal
2. Funding acquired
3. New transport system established alongside a management system
4. Improved transport delivered

Possible funding:

- European, Lottery, local or national government and private enterprise.

Lobby for provision of mobile phone coverage

Project Objective: to ensure a commitment from a mobile phone provider for improved coverage on Coll

Purpose: to improve safety for residents and visitors to the island who are often working or walking in remote areas with no means of communication; to increase business opportunities through improved communication infrastructure

Project description:

The project can be broadly outlined in three stages:

Stage one covers research into solutions found by other island or rural communities. It also includes investigation into the current situation for Coll residents and completion of a detailed needs analysis. Stage two would be conducting a campaign to persuade a provider of the need and mutual benefit of increased provision. Stage three is the securing of a commitment.

Benefits of having mobile phone coverage

- Increased safety for residents and visitors
- Increased business opportunities

Milestones:

1. Research and needs analysis completed
2. Campaign completed
3. Commitment for provision secured

Possible funding:

- Campaign and research activities may require small amount of funding to be sourced locally or via small programmes such as Investing in Ideas

Alternative secondary education/training

Note that CCC to work with the existing structure; DC to look at alternatives out side existing structure

Project Objective: to report back on identified, agreed actions following a feasibility study of alternatives to secondary education.

Purpose: To gain a common agreement over action to be taken

Project description:

The project can be broadly outlined in three stages:

Stage one includes conducting a needs analysis of all parents and children on the island. Stage two would see the completion of research into all options that would meet the identified need. Stage three would involve further consultation with all interested parties to reach an agreement for further action to be taken. It should be noted that the provision of agreed alternatives is not included within this project, but would be taken up as a separate body of work.

Benefits of investigating alternative secondary education/training provision

- This project will enable parents to make informed choices
- It creates the possibility of a co-ordinated approach to any solution or solutions

Milestones:

1. Completion of needs analysis
2. Completion of research into options available
3. Agreement gained over action to be taken
4. Report written summarising all of the above

Possible funding:

- Campaign and research activities may require small amount of funding to be sourced locally or via small programmes such as Investing in Ideas

Continue to look into renewable energy sources

Project Objectives:

- to produce a renewable source of energy
- to generate income for the Coll community

Purpose: To increase the sustainability of life on Coll by creating a source of renewable energy and by generating an income for community use/benefit. .

Project description:

The project can be broadly outlined in four stages:

Stage one includes analyses both of previous work conducted and of concerns which were raised. The first stage will also see a full options appraisal being conducted and further community consultation being carried out. Current ideas include wind, tidal, solar, PV or hydro generation. If a need is not demonstrated or these options are shown to be unfeasible, the project would not continue. If the project progresses any further, stage two involves acquiring a funding package; obtaining a connection to the grid (if applicable) and gaining planning permission. Stage three would include the development of the business model, acquiring a site and choosing a supplier. Stage four sees construction completed. The project ends by handing the finished product on to an agreed management body. Throughout all these stages, two way communications between the volunteer working group tasked with delivering the project and the wider community is deemed essential.

Benefits of having access to a renewable energy source

- Reduce the island's carbon footprint
- Income available for community use

Milestones:

1. Project choice confirmed following needs analysis and options appraisal
2. Funding acquired, once grid connection and planning permission are in place
3. Site acquired and supplier chosen and mobilised
4. Service delivered

Possible funding:

- Various funds available for investigative stage, community and private funds for purchase and construction.

Provision of all weather sports pitch
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Project Objective: to deliver all-weather sports pitch on Coll

Purpose: to enhance health and well being of the resident population of Coll and to increase community cohesion through competitive sport

Project description:

The project can be broadly outlined in four stages:

Stage one includes a feasibility stage where a needs analysis and options appraisal are conducted. Stage two involves acquiring a funding package, to include donations in kind from community groups who will benefit directly from the project. Stage three includes carrying out the actual physical work, and stage four would be the handover of the finished pitch to the An Cridhe management structure.

Benefits of having an all weather sports pitch

- Improve health and well being of the community by providing a wider opportunity for physical exercise
- Encourage a wide variety of team sports
- Allow for interschool/interisland sports events

Milestones:

1. Project choice confirmed following needs analysis and options appraisal
2. Funding acquired
3. Completion of pitch construction
4. Handover

Possible funding:

- Lottery or Sportscotland, trusts focussing particularly on heath and sport. It is assumed that there will be heavy reliance on local voluntary labour.

Community workshops and/or storage compound
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Noted that there is a potential link with Village Hall change of use project which is being led by the Village Hall Committee, with support from the Coll Community Council and Development Coll if required

Project Objective: to deliver workshop and storage accommodation on Coll

Purpose: the workshops and storage areas will create business opportunities, and could be a source of community income run as a social enterprise

Project description:

The project can be broadly outlined in five stages:

Stage one includes a feasibility stage where a needs analysis and options appraisals are conducted. Current ideas include a new build or renovation of existing stock. If a need is not demonstrated or these options are shown to be unfeasible, the project would not continue. If the project progresses any further, stage two involves acquiring a funding package and designing the accommodation. Stage three includes choosing a contractor while stage four would contain the construction or renovation and the setting up a management system. In stage five, the finished product is handed over to an agreed management body.

Benefits of having community workshops and/or storage compound

- Increased sustainability of the island due to increase in business opportunity
- Increased access to storage amenity
- Income stream for community use.

Milestones:

1. Project choice confirmed following needs analysis and options appraisal
2. Funding acquired
3. Contractor chosen and mobilised
4. Construction completed
5. New workshop and storage accommodation delivered

Possible funding:

- HIE, European, Lottery and private enterprise.



Appendix B to the Growth Plan for the Isle of Coll 2011

The Social Enterprise Projects

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Improved access to abattoir/butchering for Coll meat

Project Objective: to deliver improved access to slaughtering and butchering of Coll meat

Purpose: to make access to abattoir and butchery facilities less logistically and financially prohibitive for local producers in order to increase opportunities to buy meat locally and sell meat both locally and further afield.

Project description

The project can be broadly outlined in three stages: stage one includes a needs analysis, exploration into models for social enterprise businesses, an options appraisal and a feasibility study of the various options. It is worth noting that this project has direct links with the project to improve access to local foods, so may become part of that wider project. Stage two includes accessing finance as required, and stage three completes the project with the setting up of the system which can deliver improved access. As with all projects if the needs analysis shows there is limited demand or if the options available are deemed unfeasible, the project would stop. It may well be that success in this project is linked to success in the transport project, so the milestones may end up linking in with that.

Benefits of having improved access to abattoir/butchering for Coll meat

- Improve the availability of local meat on Coll
- Increase business opportunities for local producers
- Reduce carbon footprint by increased access to local food supply

Milestones:

6. Project choice confirmed following needs analysis , options appraisal, feasibility study and exploration into social enterprise models
7. Funding acquired if necessary
8. System set up
9. Delivered improved access to slaughtering and butchering of Coll meat

Possible funding:

- Private funders; seek further advice from Scotland Food and Drink

Increased Access to Local Food Supplies

Project Objective: to deliver increased access to local food supplies

Purpose: To create social enterprise which pulls together interested local producers in order to create wider business opportunities and provide greater access to local foods for consumers

Project description

The project can be broadly outlined in three stages: stage one includes a needs analysis, exploration into models for social enterprise businesses, an options appraisal and a feasibility study of the various options. It is worth noting that this project has direct links with the project to improve access to local foods, so may become part of that wider project. Stage two includes accessing finance as required, and stage three completes the project with the setting up of the system which can deliver improved access. As with all projects if the needs analysis shows there is insufficient demand or if the options available are deemed unfeasible, the project would stop. It may well be that success in this project is linked to success in the transport project, so the milestones may end up linking in with that.

Benefits of having increased access to local food supplies

- Easy access to local produce will provide business opportunities for local producers
- Easy access to fresh local food is a healthier eating option for local consumers
- Reduce carbon footprint by increased access to local food supply

Milestones:

- Project choice confirmed following needs analysis, options appraisal, feasibility study and exploration into social enterprise models
- Funding acquired if necessary
- System set up
- Delivered increased access to local food supplies

Possible funding:

- Private funders; seek further advice from Scotland Food and Drink

Wave Power

See appendix A for information on the renewables project

A Community Owned Quarry

Project Objective: to deliver improved access to local aggregate and stone

Purpose: To provide a service that is cost effective and environmentally sustainable

Project description

The project can be broadly outlined in three stages: stage one includes a needs analysis, exploration into models for social enterprise businesses, an options appraisal and a feasibility study of the various options including research into regulations for planning and Health and Safety. Stage two includes accessing finance and stage three completes the project with the purchase of a site and equipment. As with all projects if the needs analysis shows there is limited demand or if the options available are deemed unfeasible, the project would stop.

Benefits of having a community owned quarry

- Reduce costs for building
- Reduce carbon footprint by providing access to local supply

Milestones:

- Project choice confirmed following needs analysis , options appraisal, feasibility study and exploration into social enterprise models
- Funding acquired
- Site and equipment purchase
- Delivered service

Possible funding:

- Private funders; Lottery; LEADER; HIE.

Community Wind Turbine

See appendix A for information on the renewables project

Storage Containers

See appendix A for information on the workshop and storage project