



Achieving Impact with Community Benefit/Investment - a seminar to share learning

Strathpeffer Pavilion, Strathpeffer
Wednesday 30 May 2012, 10.30am – 4.00pm

Facilitated by James Hilder, An Roth Trading Ltd



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Executive Summary

A wealth of experience is building up within Highland communities about implementing community benefit/investment from renewables. The seminar brought together over 80 representatives from Highland communities, agencies and developers to share practice and learning about some of the practical ways community benefit/investment funds are being implemented locally and the impact being achieved for communities.

Organised by the Scottish Community Foundation and HIE in partnership with Scottish Hydro, DTAS, SEA and CES, An Roth Trading Ltd and Key Commercial Services the seminar provided an opportunity to share knowledge, discuss issues and be inspired.

Stimulated by four case studies presenting a range of different community investment arrangements, participants discussed the challenges and opportunities. Top tips included the importance of maintaining communication with the wider community at both the development and implementation stages, identifying and utilising the skills and knowledge of local community members, thinking strategically about fund impact and keeping any delivery model flexible enough to match the ambitions of the local community.

The seminar also provided an opportunity for participants to provide feedback on HIE's draft of a forthcoming guide to the management of community income funds. The guide was welcomed though format and content changes were recommended. Participants also provided responses to SSE about the development, management and implementation of a new Regional fund, announced as an element of SSE's new policy on community benefit in November 2011.

The seminar endorsed the central role of the community within any community investment arrangement and recognised the challenge and responsibility they face in responding to investment opportunities including identifying good sources of support from both within and outwith the community. There was broad support for continued networking to exchange practice and learning and provide support to the many communities trying to navigate themselves through investment opportunities.

The discussions confirmed the need for a shared set of principles/standards around community investment driven by the communities themselves and which reflected the asset rich nature of many Highland communities – whether human, natural or social. This could provide a mechanism through which they increasingly connect and exchange learning and a shared platform from which to enhance and provide support for future

community investment activity. SCF looks forward to working with communities and other partners to progress this.

Scottish Community Foundation (SCF) is an established and experienced grant distribution body working with a range of stakeholders - including community organisations and developers - to facilitate development and implementation of local community investment funds.

Highlands & Islands Enterprise's (HIE) purpose is to generate sustainable growth in every part of the Highlands and Islands. Priorities pertinent to community investment include supporting businesses and social enterprises and strengthening communities and fragile areas.

SSE provides employment to 1800 people in the Highlands through its energy and energy related services. As part of a wider commitment to local communities, SSE provides community investment funds in wind farm areas to support local communities and the projects that matter to them.

Community Energy Scotland (CES) works with communities across Scotland to own and operate renewable energy installations, offers training, finance and practical help and provides a voice for communities who want to act now for a more secure and sustainable energy future

Development Trust Association Scotland (DTAS) works with communities to establish and strengthen local Development Trusts through which a community can generate income through enterprise and ownership of assets and become more sustainable.

Social Enterprise Academy (SEA) provides learning programmes to promote personal, organisational and sector growth.



1 Welcome and context

Kit Bowen, Chair of Strathpeffer Community Council welcomed participants to the village which, despite the range of community driven activity including the Strathpeffer Initiative and work of the Pavilion itself which operates as a successful social enterprise – the village as yet has not received any community investment funds. He highlighted the latest service from the Initiative – One Touch Tours, a specially commissioned video and tour app of the village – designed to improve visitor numbers to the village.

Neil Gerrard, HIE Senior Development Officer acknowledged the unprecedented opportunity that renewable developments provide for local communities and the need to ensure they are sufficiently geared up to optimise that opportunity. He welcomed the seminar as a place from which more collaboration and sharing across communities can begin and called for it to be a platform from which an active 'community investment' network can develop.

2 Sharing practice

Communities have been responding to income opportunities from renewables in different ways. Four case studies of different approaches were presented by members of different communities, followed by round table discussions. Each presenter outlined the genesis of their arrangement and how the community is beginning to benefit from available funds.

Alex Sutherland, Stratherrick & Foyers Community Council and Stratherrick & Foyers Community Trust

The Trust manages income from a number of developments including four hydro schemes. Various wind farm developments have either been consented or are in development. He noted that there were more green installations per square mile of head of population in the area than anywhere else in Scotland. Alex emphasised the need to keep any delivery model as flexible as possible to allow for the many diverse investments a local fund can make e.g. do you want to employ staff? Do you want to work on projects out with strict charitable functions? Might you want to erect a wind turbine, carry out home insulation, and support school swimming lessons? He also highlighted that one of the Trust's current priorities is to increase social housing availability locally through developing a small plot of land.

Rachel Hutcheson, Strathnairn Community Benefit Fund Ltd

Edward Osborne and Vivian Roden, Strathdearn Community Council and Strathdearn Community Charitable Trust

Both communities receive funds through the RWE Farr Wind Farm though each has set up different mechanisms through which to manage this income. Strathnairn has established its own limited company and Strathdearn a charitable trust. Both emphasised the importance of open consultation and communication with the wider community and the importance of finding ways to include more volunteers through sub-groups or smaller project teams. This approach helps transparency.

The Strathdearn Trust operates the following sub groups:

Facilities Group – to consider the problems of our ever vanishing services – particularly looking into the viability of a Café and a Fuel Station

Communications Group – looking at faster internet and broadband services

Medical Services Provision Group – to address concerns arising from the loss of the Community Nurse Base about five years ago.

Future Planning Group - whose deliberations are pertinent to the Community Council's response to the Inner Moray Firth Local Development Plan.

Steering Group to set up a Community Company (with advice from the Development Trust Association).

The Strathdearn Community Charitable Trust will continue, but the community survey clearly identified a wish for a second body to drive forward projects like the community café, and a possible new community centre, as well as providing an income stream to sustain these projects into the future

Lynsey Burns, Kyle of Sutherland Development Trust

Decisions on investments are made by a local panel comprising residents from the three different communities who fall within the 'area of benefit'. The fund itself is administered by a third party (SCF) who work closely with the local panel. The fund has provided a substantial opportunity to contribute to local regeneration activity. Two key developments have been a local Apprenticeship Scheme which is now supporting four local people developing their skills for employability; and support of two Development Trusts which are actively trying to secure ownership or development of assets for the communities longer term benefit.

Brian McDougall, Udney Community Trust Company Ltd.

The Udney Community Wind Turbine is a wholly community owned project where there are no private investors or partnerships and after paying overheads all of the profit goes to the community. Significant effort was put into a consultation process through which the community looked at the kinds of initiatives a local fund could support. This included using the "Planning for Real method". CES and DTAS have helped the company finalise a process which will allow us to disperse funds in a fair and transparent manner for the benefit of the community.



3 Round table discussions

Stimulated by the presentations, participants considered key challenges and opportunities provided by community investment:

| Challenges |
|--|
| <ul style="list-style-type: none">• Reliance on volunteer effort• Gathering views of the community• Communication between community groups and ensuring all are somehow involved• Volunteer events diminishing as they may become reliant on 'handouts'• Geographical bias: some communities are not asset rich on renewables• Overcoming apathy in the community• Accurate communication• Finding new ways to communicate efficiently• Restrictions/developers demands• Identifying who to work with• Poor consultation• Ensure consultants are mixed between 'experts' and local people• Trust and relationships• Getting good, affordable advice on structure of organisation i.e. Ltd Co (Guarantee, shares?) verses Trust• Charitable status – limitations verses benefits• Keeping abreast of other funding opportunities/match funding• Structure –an independent body or person can mitigate instances of communities not debating/arguing over funds or percentage of funding• Keeping other community groups involved• Deciding who should get what• Communities where there aren't any retired lawyers/accountants – huge drain on volunteers• Complex application process• Lack of knowledge about advice channels – where to go and who to ask for advice?• Lack of control with developers/ Scottish Executive• No reduction in electricity charges• Increasing number of instances where project proposal conflicts with local authority's provision (road maintenance, snow clearance etc.). What is still regarded as statutory or not? |

Opportunities

- Early build, develop positive and healthy relationships with developers – if they use the right approach
- Get right people on board
- Opportunities for other communities to tap into other projects and have a turbine or share of one, e.g. Orkney
- Re-invest money
- Lobby for local control
- Lots of money available
- Opportunity to support community development, with help of Community development officer – 5 year development plan
- Transparent communication
- Comprehensive consultation
- Continuity of approach
- Utilise talent and skills within the communities
- Proactive engagement with multiple community groups-visit, attend events, posters, local press
- Chance for regeneration
- Involve young people/ Youth Centre – encourage enterprise
- Neighbouring funds working together in the future?
- Increasing amounts that are available – multiple developers in one area can boost communities.
- Compels communities to think more strategically.
- Attracting the energy and enthusiasm of the community's younger people.
- Regional funds can support communities that will never be recipients of renewables community investment.
- Helping neighbouring communities' benefit as funds can lever in even more funds for recipient community.
- Community capacity & wisdom around community investment grows incrementally as more developments come into the area.
- Building a 'brand' for your area such as reinvigorated Kyle of Sutherland identity and associated brand/stamp.

Participants were invited to share their own experiences of community investment. The points below are taken directly from notes written by table scribes. They attempt to capture the flavour of some of the table discussions, grouped around common issues emerging from the notes:

At the outset of negotiations...

Where do you start? At what point can a community best enter into discussions with a developer to look at the range of ways we as a community can benefit from this development? How do you know the questions to ask? Need to split community council – one side planning, one side community investment. Pick your negotiators carefully – someone with the right skills and motivations. Who actually has a legitimate mandate to negotiate on behalf of a community?

The geography of a fund is critical: within one community alone it is complex, but across multiple communities this is intensified. Often creates more tension between communities but can bring good strategic outcomes too as with the Kyle of Sutherland Apprenticeship Scheme. How do multiple community councils engage together? What sort of communication channels work best?

Match your governance structure to your community's ambition

Have a good understanding of what the community want in the short, medium and long term. Set up a structure that helps you realise these ambitions. Charitable status can sometimes curtail your activity. There is often confusion about different legal structures and their implications. Try and get some good legal advice. Transparent and inclusive governance works – but can take time to attain. Empower people/ groups to do more and take responsibility for on-going funding and projects. Ensure community council recognised as key stakeholder and has a role within delivery structure or process.

Consult, Communicate & Connect

Importance of sharing information with the community – this is a good way of increasing transparency, keeping people involved and overcoming apathy. Seek to involve the community in everything you do – use sub groups to involve more volunteers other than community councillors & trustees. Market the fund – ensure the community know what can be applied for. Use the local press in publicising the event and to report on the event. In that way you can ensure maximum coverage for your ideas and processes again so that no one can say that they did not know about it. But accept that some people will never get involved and will always say 'they never knew' – irrespective of

how proactively you communicate. Some concern about the “bad news sells” aspects of local papers and press negativity.

Using an external agency to assist with community consultations can work well but prioritising community needs is not easy. Periodically review any consultation results: communities change.

Identify the latent assets in your community

There will be planners, teachers, lawyers, secretaries, technicians, project managers...in your community. Find and use skills available in your community. Recognise though that not all communities are capacity rich or full of retired accountants and lawyers. If there are some keen to contribute, be sure the advice is current and up to date. Make an effort to identify what skills or knowledge people other than ‘the usual suspects’ have and that they can contribute. Be wary of volunteer fatigue.

Smart investments & decision making

Invest in projects that can then begin to generate their own income. Let enterprise be your middle name. But recognise too the value of smaller grants for some groups that will never have aspirations to grow or start trading. Dispersing or spending funds can be greatly helped by having some kind of plan in place – ideally developed through a consultation process. A local development officer can help facilitate projects moving on. Some funds have invested in development officers to help build capacity of communities. Where these posts are too short term, or where development officers come and go – their impact is reduced.

How much time and effort is expended on applying to one’s own local fund? Is this necessary? Can it be done differently if a community plan has already been developed and approved locally? If you do run a competitive application process, have a (scoring) system for reference for why decisions on projects are made. Udney is adopting an approach whereby another group consider applications beyond £500 prior to being presented to the Board for decision. The Panel model (across multiple communities) can facilitate good communication and exchange between communities; it can also foster disharmony with Panel members perceived to be making decisions on other communities needs and trying to ensure some level of parity of distribution across the areas.

Idea of using the funds as loans instead of grants – can small groups manage loans not grants? Loans more applicable for community businesses. Loved idea of apprenticeship schemes – e.g. Kyle of Sutherland. Bursaries a good idea – could encourage families to stay in the area. Should community benefit be used for renewables apprenticeships?

Should developers do this anyway? Supporting people into business is important in rural communities as new businesses face more challenges than in urban area: community investment could support this.

Good projects 'grow people' and provide increased learning opportunities for individuals, groups and the wider community.

4 Conversation headlines: top tips for managing community investment funds

Participants were asked to share highlights from their discussions:

- Identify the ambitions and skills of local people and then find ways to use them - you never know who's out there!
- Find out what your community want
- Keep your delivery model as flexible as possible – do you want to employ staff do you want to work on projects out with strict charitable functions, might you want to erect a wind turbine, carry out home insulation, support school swimming lessons?
- Let "Enterprise" be your middle name – especially for community trusts trying to create sustainable activities.
- Create a plan and timetable for deliverable activity and share that with the wider community.
- Put your differences aside, look at bigger picture for community benefit
- 'The journey will be rough, but the outcome will be good in long-run'
- 'Finding a way of working with positive people is important'
- Don't struggle on your own: use other organisations for help: e.g. DTAS, Highland Opportunity, or the Council (for in-kind support – e.g. borrowing an office), SCF, CES, CADIPSA, Housing Trusts.
- Have a transparent system so that anyone/everyone can see how the process works and in that way no body can accuse you of being unfair. (but recognise there will always be charges of 'unfairness')
- Have a realistic sense of timescales - The process of either building a turbine or putting in place the structures to spend community benefit money can take years!
- Consider building your turbine in another location that could be more turbine friendly
- Achieve match funding where you can – double your money
- Keep communication going through periods of slow progress

- Retain and review the vision.

5 Developing a community investment approach, Julian Reeves, SSE

Julian introduced SSE as the broadest-based energy company in the UK whose core purpose is to provide the energy people need in a reliable and sustainable way. SSE employs almost 20,000 people, and currently provides work for 1,800 people in the Highlands. Last year, SSE wind farms in Scotland, produced almost one and half billion units of electricity (enough to power all the homes in the cities of Inverness and Perth all year) and erected the equivalent of a new wind turbine every day of the year.

Over 10 years the size and scale of SSE's wind farms have changed and with it the size and scale of community benefit funds - and communities' expectations. Participants were reminded in November 2011 SSE announced a new policy on community investment to reflect these changes by being the first major developer to double the value of the community benefit funds to £5000 /MW for all new onshore wind farms. Julian explained that the existing half of the funds would be retained by communities directly affected by the wind farm. The other half - the regional fund - will be used to support and develop a small number of larger projects that could benefit the local community - and further afield within the local authority area - in this case the Highlands. Therefore, helping communities that will never benefit from a local community investment fund.

SSE expects that initially these funds will be used for projects which promote:

- skills development – focussing on training people, job creation and retention;
- community energy schemes – unlocking the potential for communities to develop their own renewable energy schemes; and
- The built and natural environment.

SSE's plan is to work with expert partners in these fields and communities to deliver long-term projects that will make a lasting difference to those who most need it. Strathy North will be SSE's first wind farm to benefit from this doubling of community benefit which will be worth £380,000 a year. If planned wind farms go ahead, SSE expects to contribute over £240 million to the local and regional funds over their lifetime. So everyone has a responsibility to make sure this money is used wisely.

Julian acknowledged the partnership between SSE and SCF to deliver the local funds up until now. SCF has provided SSE with expert guidance, carried out research, and worked closely with communities on SSE's behalf, providing them with valuable support to help establish and run the community liaison groups so vital to ensuring the funds are

used effectively. This relationship will now change and SSE will work more closely with communities and the investment funds, administering them internally. Reassurance was given that this won't alter how communities spend their funds. SSE will continue to work closely with SCF to make sure that, overall, SSE's strategy for delivering funds, at both a local and regional level, remains focused on what's best for the communities themselves. Participants were invited to discuss the regional fund proposal and share their views about how it could be optimised for the Highland region.

6 Responses to SSEs new regional Highland Fund

Participants were asked to provide feedback on SSE's proposals to introduce a new regional Highland Fund. The responses are summarised in Appendix 3.

7 A toolkit for communities managing community renewables funds Mark Hull, CES and Liz Howard HIE

CES builds the capacity of local communities to manage and invest funds in a way that bring long term benefit. He highlighted the work CES is developing to develop the Scottish Government Register of Community Benefits from Renewables and encouraged participants to submit details of their community schemes. CES also introduced the work they have been doing with DTAS and SCF to develop a toolkit for communities faced with the challenge and opportunity of income from renewables. The guide, currently in draft form, is designed to stimulate discussion and help communities consider various options for managing these new income streams. Participants were asked to provide constructive feedback (see Appendix 4). In summary the guide was welcomed but participants felt additional work was needed on both the content and format to make it accessible to the range of users likely to benefit from it.

8 Conclusion & closing

Robbie Bain, Highland Council's Ward Manager for Wester Ross, Strathpeffer & Lochalsh

Robbie acknowledged the productive and vibrant level of discussion the seminar had stimulated and thanked people for their participation. He summarised the key points the seminar had affirmed and that participants had broad level of agreement on:

- The importance of the community development function within any investment arrangement which was especially powerful when driven by the local residents;

- Highland Council and other agencies recognise this dynamic and its importance in enabling communities to have more autonomy;
- One way of communities expressing this autonomy is by building their ownership of assets and control of land and buildings – and of course investing where they can in renewable resources;
- Highland Council and communities wish to see the process continue with the Crown Estate to bring 'offshore' developments into the picture;
- Impact requires thinking about the bigger picture projects, not just the 'curtains for halls' – important though they are;
- There needs to be a reinvestment of funds into locally productive assets to provide a longer term income stream, some of which can be endowed;
- Capacity building is critical – as more people feel able to exercise their skills and knowledge, more will happen.

Robbie concluded by endorsing the sentiment expressed at the start of the day that this seminar must push debate and discussion forward about practice and learning in community investment and that communities themselves need to be at the heart of that discussion.

Giles Ruck, CEO, the Scottish Community Foundation

In his concluding remarks Giles reminded participants that SCF, in leading on the organising of the seminar, was operating from a rich place of learning. SCF supports 22 community investment schemes around Scotland, working with over 80 community councils and 18 developers, 7 of whom SCF is engaged with in an advisory capacity. With its wide range of working relationships with developers, local authorities and communities, SCF is considerably exposed to the shifting landscape of community investment. In its 10 years in the field, SCF has explored, practiced and observed different ways of implementing and managing funds. Different arrangements are suitable for different communities and there is no claim that one size fits all.

It was noted the process of compiling Renewable UK's¹ 2011 Industry's protocol² on payments from wind farms to community benefit funds brought developers and other stakeholders like SCF together to consider more strategically the investments going into

¹ the UK's leading renewables energy trade association

² The Protocol, titled 'A Community Commitment – The Benefits of Onshore Wind' is available at <http://www.bwea.com/pdf/publications/CommunityBenefits.pdf>

communities. But its application in Scotland was limited and whilst the National Standards for Community Engagement articulated certain behaviours & expectations for agency engagement with communities their application was perhaps needing to be reviewed. Today's discussions confirmed the need for a shared set of principles/standards around community investment driven by communities themselves and which reflected the asset rich nature of many Highland communities – whether human, natural or social. This could provide a mechanism through which communities increasingly connect and exchange learning and a shared platform from which to enhance and provide support for future community investment activity. SCF looks forward to working with communities and other partners to progress this.



Appendix 1 Participants

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Appendix 2**Programme**

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|-------|--|
| 10.00 | Arrivals and registration |
| 10.30 | Welcome: Kit Bowen – Strathpeffer Community Council The Big Picture: Neil Gerrard - HIE |
| 10.45 | Governance, strategy & impact (i) Alex Sutherland – Stratherrick & Foyers Community Trust (Scottish Hydro Glendoe Hydro Scheme) Rachel Hutcheson - Strathnairn Community Benefit Fund Ltd; Vivian Roden & Edward Osborne - Strathdearn Community Council and Strathdearn Community Charitable Trust (RWE Farr Wind Farm) |
| 11.05 | Table discussions |
| 11.35 | Governance, strategy & impact (ii) Lynsey Burns – Kyle of Sutherland Development Trust (Scottish Hydro Achany Wind Farm) Brian McDougall - Udney Community Trust Company |
| 11.55 | Table discussions |
| 12.30 | Conversation headlines |
| 13.00 | LUNCH |
| 13.45 | Developing a community investment approach - Julian Reeves, SSE In partnership with communities – Mark Hull, CES |
| | Table discussions on Scottish Hydro’s regional funds & HIE’s forthcoming guidance for communities on managing funds from renewables |
| 15.15 | Conversation headlines |
| 15.45 | Summary and close Robbie Bain – Highland Council Giles Ruck – Scottish Community Foundation |

Appendix 3

Responses to SSEs new regional Highland Fund

| Positive |
|---|
| <ul style="list-style-type: none">• Partnerships with the community, opportunity for community involvement and for communities to “earn” part of the money• Opportunity for community renewables – yes• Fills in holes – i.e. funding for those communities who are not getting anything• Welcome that communities not near to turbines will get access to some funding• Approach is good overall (more information is required).• Great opportunity for other communities and Highland-wide organisations to access funding• Competitive element – good local decision making• Make money available to wider communities• Should get funds to groups more quickly• Access to larger strategic pot will allow local communities to accumulate some of their local CB funds to create a sustainable war chest• Spreads benefits to wider area which may not normally be able to obtain funding |
| Negative |
| <ul style="list-style-type: none">• It’s not clear who controls the regional funds• restricted to regional projects not community• Who is going to decide criteria for applicants• restrictive categories, poorly described• Could have a better approach – discussions and support to organisations to be more beneficial.• Could be more flexible – not so restrictive• Misses local element• Communities which don’t host wind farms still won’t get access to funding they need• Lack of control among communities; lack of transparency, SSE setting priorities. Worse will local authorities set priorities, if not directly, indirectly.• One MW today is not equal to the value of one MW in 10 years - % of value generated• Lots of administration• Concerned about delivery and management of regional fund• Regional Fund will be spread too thin. |

- Concern that larger organisations (like Highlife Highland) might dominate applications for strategic funds
- Some communities will not want to lose the 50% to the regional fund
- No community say in where funds are distributed

Questions

- Highland Council fund more flexible?
- Who's going to run the regional fund? In-house SSE team?
- I already have a community benefit fund, would we still be eligible or credibly have a chance to apply?
- Will small projects lose out to big projects – an issue for communities that are currently receiving no funding.
- Will other companies also set up regional funds? Could make it unduly messy applying for a grant.
- Would there be support for communities to apply for funding? Some communities aren't very good at writing applications.
- Must partners be based in the Highlands?
- SCF not based in the Highlands
- Who has the final say?
- What is "wisely spent" – can we trust SSE to know what is "wise" best value for community?
- Why is the money per MW generated? – Why not link it to value of energy generated?
- Go out to tender – local or regional?
- SSE out to tender – SCF or anyone else?
- What is process for identifying projects under the Regional Fund?
- Clarification is needed on why SSE would trust local CCs for the Local Fund but not the local authority for the Regional Fund.
- Where do mitigation issues come into this?
- Perhaps the Regional Fund should apply at a smaller area in Highland (i.e. sub-regionally).
- Will there be a micro-grant facility?
- Negotiations available? 5,000 or 10,000 KW

Statements

- Payments for trust funds always index linked
- Value of energy generated plus minimum

- Need to recognise the value
- Handing over so that SSE deliver in-house – improve local presence and understanding
- Those in SSE are starting from scratch – locals could do it too?
- No wind farms offshore – wave and tidal power instead
- Division about economic marginality of new renewable technology (most expensive and inefficient form of generating electricity)
- But projects are on a different scales
- TRANSPARENCY regarding the regional fund – should be more community input or control
- Community representation in some form should be at every level
- 800 projects applied to the Coastal Communities Fund this year – we have a huge coastline
- Having a direct approach to SSE rather than through an intermediary like SCF
- Public agencies will be partners to cover support and expenditure rather than be able to apply for funds
- More direct info on key values – more predictable
- Maybe have a team to make it more productive
- Clarify for groups to make them more aware

What's good or bad about this approach?

How can we work together to maximise the benefit of the regional fund?

Statements

- Make sure that a properly qualified local panel is in place (voluntary)
- Regional money should also be available for small projects not just larger ones (for groups that have no wind farms)
- Keep it out of the hands of the Highland Council!
- Would like to see SSE removed from process completely – just provide the money
- Use local fund to get regional fund
- Fewer strings attached the better
- Boundaries (regional) should be explained more clearly as to where would/wouldn't benefit
- Dialogue with SSE to look into this further
- Regional fund may diminish local community funds
- Maybe the register may identify areas for improvement
- Identify key stakeholders

- Find match funding
- Partnering in smaller, local renewable developments
- 200kw is just as important as SSE's 20MW
- Funding should be set aside to funding strategic initiatives i.e. building broadband infrastructure
- Maximise return to local area
- Other organisations might be better placed than SSE
- Community representation – but NOT through the Highland Council
- Look at what happen in Shetland – some positive lessons, but the decision making is too close to the council (conflicts of interest arise)
- Real issue regarding areas with a population who very much disapproved of development but lots of wind farm development anyway
- A difficult balance to be found, but Community representation is key
- If managed through an application process, the applications process may become very cumbersome deterring projects which would be of real benefit for the community
- HIE has lots of experience managing funds and it is not perfect – always hard to say no more than yes
- By ensuring that the Fund pays on the basis of receiving applications from the community rather than creating projects itself.
- By ensuring that there is sub-regional representation on the panel.
- By ensuring that there are clear, transparent funding guidelines.
- Use the regional fund as match funding – could be local, Big Lottery or another developer as other funding
- Repository for good practice, advice and expertise
- Keep form simple and application process clear with timelines

Further Questions

- Funds distributed should meet priorities – are there teams available to monitor this?
- Urban areas less likely for development – how is this going to work?
- Some communities having problems getting access to funding
- Would wind farm funding affect community obtaining other funding– especially rural areas where most likely to obtain wind farm funding
- Can a national body apply for funding for a number of regional projects through the regional fund or does it have to be community groups?
- Can we provide examples or potential projects that the fund may be used for?
- How can we avoid 'usual suspects'?

- When SSE decides, does that fund sit with SSE or the community
- Interest rates?
- Does it sit in regional bank account?

What does SSE need to take into account to make sure Scotland gets the best value now?

- Establish an endowment scheme to ensure long-term future benefit.
- Communication with community trusts, local groups and partner agencies
- Proper management
- People managing the fund (volunteers?) should be proud and held accountable
- Re-inventing to ensure sustainability of funds
- Invest in the grid to support communities
- Using funds from pylon costs and put underground
- By SSE making decisions in-house, it damages trust with the community
- Don't measure the result – make mistakes and learn from them
- Need accountability
- SSE is removing the sense of ownership
- Need to build trust
- Fund must be able to bank roll
- European funding
- Should the value be linked to RPI – strong feeling that it should
- Investment to allow sustainable funding
- Always issues about where to put the money – risk and return
- Spending money is a risk, so some risks have to be taken

In 10 years time?

- Plans to re-invest, to ensure sustainability of funds
- Keep investing in the grid to ensure continuing support
- Cultural investment – avoid defining the funding parameters too tightly
- Allow the priorities to change over time as the priorities change for the community and nationally

And in 25 years time?

- County to position where support is still ongoing
- Does there need to be scope for the big projects that might not fit?
- Distinction between e.g. Highland wide and Sutherland wide
- Big projects require collaborations with smaller projects and areas
- Mixture of both bigger and smaller things should be supported
- What provision will there be for continued future funding?

Appendix 4 Responses to the toolkit for communities managing community renewables funds

What's good about the draft material?

- Good to have everything in one place
- Diagram P4 good shows opportunities from ownership
- Neutral, comprehensive good step forward
- It is great – although basic (not finished article) will be such a help
- Good for new groups
- Not just wind
- Case studies always good
- Good to have information all together
- The opportunities
- Content was good
- Process for supporting communities
- Big step forward from what exists
- Good to have web based

Improvements?

- Needs more visual impact
- Presentation made it a little difficult to digest
- Need more examples
- Case studies
- Needs better indexing
- Inaccuracies – re – Achany; community didn't choose
- Quite a lot of text – more diagrams, space out more
- Could use a little more step by step approach
- No reduction in electricity costs
- Too many interruptions and too rushes
- Political government – too expensive and not sustainable
- Local government funding
- Too long, too much information
- Not easy to navigate around the document
- Not easily readable, too corporate
- Split into two versions
- What was the document's real purpose? Separate into 2 documents? Securing income & managing income perhaps?

What's missing?

- Index, summary, glossary, appendices
- Online version – provides opportunity to navigate detail
- Funding information
- Who can help you
- General information about how to go about things
- Link to practical workshops (SEA or other)
- Link to CB register
- Negotiators
- Bit more detail on other models
- Look again at SCIO definition and clarify
- Set out advantages of networking and visit to see/hear what others do
- Links to other tool kits
- Scottish government – support guidance, direction to local authorities
- Community benefit not compulsory
- The will of the people
- Community consultation by Scottish government
- More realistic impression of challenges facing wholly community owned projects
- More on available funding (e.g. a database of funds)
- A flowchart to graphically illustrate the process as a resource for meetings
- Another week to read and comment/discuss
- An option to suggest what is needed
- Conclusion of main points at the end of each chapter
- Pay a community based organisation to compile case study materials
- Need guidance/support on avoiding personality clashes
- Benefit from a group of communities going through the process together and achieve economies of scale, and benefit from mutual support
- Why do you want to get involved? If you are getting involved, it needs to be early on and guidance needs to be included.
- Keeping the community informed
- Needs broken down –get understanding from précis without reading all the details
- Should be generic – suitable for any renewable scheme
- Case study at back of document

What's not needed?

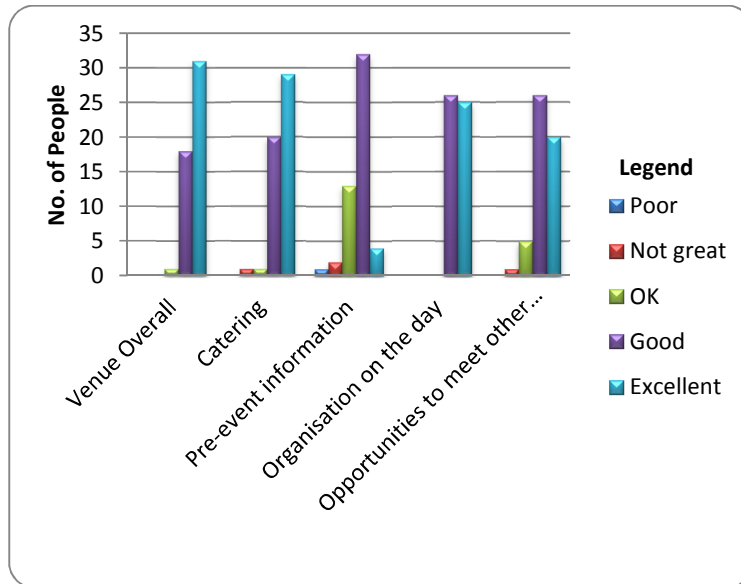
- Lots of the information about some of the four development models is irrelevant to those following another model. Maybe need to split this into four separate documents, as well as having an overview.

- All the detail about selection & assessment in the paper copy would be better just to have it online.



Appendix 5 Participant Evaluation

1 How would you rate the following aspects of the seminar?

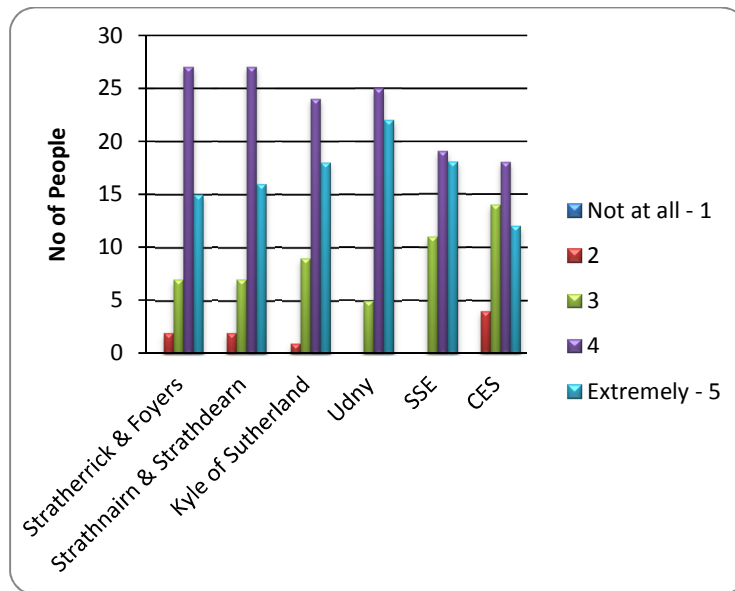


Other comments

- Log into website didn't work
- Not clear what day was about
- Lack of pre event info
- Better lighting please
- Group discussions difficult in hall where other groups talking at same time
- Would've been nice to have some tea/coffee mid afternoon
- Hot in afternoon.
- Excellent facilitator
- Move groups between tables more
- More healthy options
- Not enough breaks to network

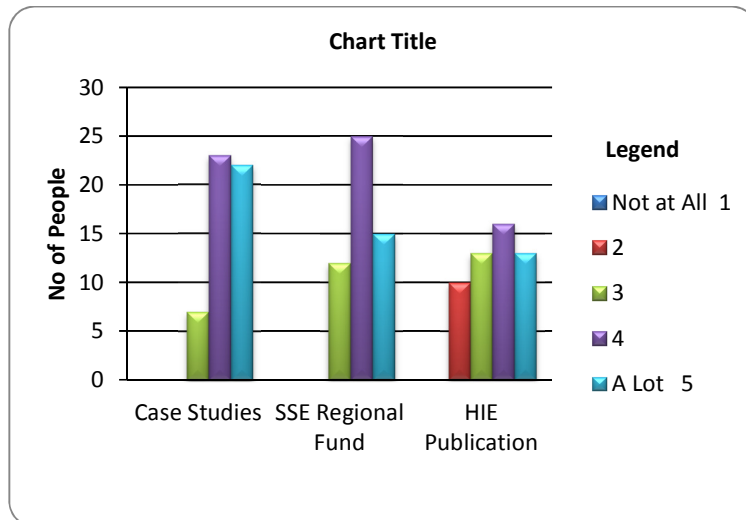
2 How useful were the presentations?

- Draw attention to feedback at the beginning so it can be filled as day progresses
- Very interesting, given an understanding of different types of projects
- Lots of acronyms without explanation
- Slides too small to read
- Handouts of presentations would be useful



3 How useful were the table discussions?

- The document should have been circulated at least 2 weeks before the seminar in order for us to do it justice – late delivery of HIE
- SSE - needed more details as had too many queries, HIE – needed it earlier so not able to review properly.
- What clear profit will SSE make?



Additional comments

Positive

- Good info, the follow up with all the details of the presentation and table comments will be invaluable.
- Come away with a very positive feeling following morning session, worried about regional fund and SSE control
- This was definitely the best event of this type of endeavour I have been to. It covered a lot in a few hours with a lot of feedback received for me to look into and to take to our community to help decide which avenue we should take
- Overall I found the day to be of great help and very informative
- Easy to get to, parking available, good presentation facilities, well organised.
- Good to bring people together to share ideas and network.
- Very impressed by the commitment of community volunteers who give their time for extra days like this.
- Interesting mix of people all coming with different perspectives.
- A great opportunity to extend learning.
- Make this an annual event.
- The day was well structured and balanced.
- I also enjoyed the day especially as you always learn something new. It's good to meet other groups in a similar situation and see how they have tackled their "challenges".

Areas for Improvement

- The seminar was billed as "renewables" but there was no comment on solar/tidal/wave etc. and mainly focused on wind power all day, does not address the whole picture.
- Could have moved tables around and mixed more as day went on.
- Would have been good to know why people had come, promote business, share experience etc.
- The conversations around the table were well managed but left little time for open discussion.
- Not possible to digest and usefully discuss the HIE publication responding to the set questions.
- CES was not the organisation we expected. It could have been better, an annoying buzz throughout the day. Too much in too short a day, more breaks needed. Maybe one hour workshops to discuss rather than racing from topic to topic.
- Hope that attendees use opportunity to build on networks or even organise another event in future.
- Need more information how communities can access regional fund.