

# Orkney Community Wealth Building Action Plan

2025-30



# Contents

<b>Introduction</b>	<b>3</b>
<b>Anchor Institutions</b>	<b>5</b>
<b>Five core Pillars to Community Wealth Building</b>	<b>6</b>
Communications	6
Pillar One: Fair employment and just labour markets	7
Pillar Two: Spending	10
Pillar Three: Making financial power work for local places	13
Pillar Four: Socially just use of land, sea, and property	16
Pillar Five: Inclusive ownership	19
<b>Appendix One: Additional drivers</b>	<b>21</b>

# Introduction

The challenges and opportunities that face Orkney are set out in the [Orkney Community Plan 2025/30](#) which informs this Action Plan.

One challenge is the lack of investment in the economy, which means that we have to use our existing resources more effectively to bring about the changes we want to see. The possible exception to this is the renewable sector, where Orkney is well placed to play a full role.

The [Orkney Community Planning Partnership](#) recognises that to develop our economy, eradicate poverty and ensure that everyone shares in the wealth generated in our county, a new approach is needed. The Orkney Community Plan 2025/30 sets out the commitment from partners to implement Community Wealth Building (CWB) in Orkney.

CWB has been described as an approach that pre-distributes wealth instead of redistributing it. This is because it helps people earn the money they need to support themselves and their families, rather than primarily relying on supplementing low incomes. CWB will support the generation of more wealth in Orkney and ensure that local people benefit. It would do this by using the resources in our community and skills of our people to best affect.

CWB approaches are not new to Orkney:

- Communities and the public sector have been working together for many years to ensure there are economic and social assets owned by the public. Some of the more recent examples include the hotel on Stronsay, house building projects across the isles, and the work to bring the Tomb of the Eagles into community ownership, but these are just a few.
- Many of the isles have community owned turbines that fund the work of the development trusts and the Council is planning its own [Community Wind Farm](#) to support public services.
- HIE, VAO and the Council have long supported different forms of business ownership and Orkney has a high number of self-employed people. One important example is the Auction Mart that is owned by local farmers.

This Action Plan explores how we can build on this work, including using the economic weight of the public sector and other anchor institutions to drive change in the local economy.

CWB will unlock local public sector spending, customer spending and savings to invest that money in Orkney's economy. It will build on the existing work done in the county, such as the Sustainable Procurement Policy adopted by the council and the campaigns by the Kirkwall BID, to encourage spending in the high street.

- One good example of how sustainable procurement works is the Council and NHS Orkney's joint procurement exercise for school dinners and patients, which broke the contract into small lots, allowing local providers to successfully bid and win the contracts.

- Another good example from 2003 is the public sector partners setting up the European Marine Energy Centre (EMEC) which, by drawing in public and private investment, creating jobs in Orkney and using local suppliers, has generated over £130m for our economy.<sup>1</sup>

CWB involves:

- Learning from the diverse experiences and continuing to support our communities who, through development trusts, community associations, social enterprises, private businesses and the public sector organisations, have already done so much to support the development of a vibrant economy that meets the needs of residents.
- Building on the work already done by Business Gateway, HIE, VAO and others to support local small and medium businesses to be able to do more.
- Utilising our existing assets, above all our people, their knowledge and skills, and our sense of community, to bring about change.
- Skilling up local people to be able to benefit from the opportunities that arise.
- Continuing to support the creation of new businesses, including those with different forms of ownership such as employee or community owned co-operatives.
- Recognising the value that volunteering brings to our financial economy, by ensuring many of the festivals, events and attractions which our tourism depends on, take place. Volunteering helps people back into paid employment and contributes to the broader community wealth that supports our wellbeing, e.g. sports clubs and pantomimes.
- Promoting fairer employment practices, including the payment of the Scottish Real Living Wage, which benefits the whole county through increased spend and less poverty.
- Lower climate change emissions, including through shorter supply chains and promoting investment in enhancing the environment and nature.

This is not a plan to replace the need to attract external investment; it will work in parallel. It is about ensuring Orkney is resilient and better placed to make the most of opportunities that arise.

---

<sup>1</sup> <https://biggareconomics.co.uk/emec-20-year-study>

# Anchor Institutions

Local public sector organisations, such as councils, health and social care bodies, further and higher education bodies and enterprise agencies are key Anchor Institutions, but they are not the only ones. Anchor Institutions can also be private, and third sector organisations rooted in local communities. One example is Sanday where the Development Trust is an anchor institution which employs 20 islanders and provides vital services, and it differs in each neighbourhood.

Anchor institutions are those that have a commitment to the local area and are ‘not going anywhere else’.

These include:

1. **Public bodies** – the Council, NHS Orkney, UHI Orkney, HIE, community councils etc.
2. **Social institutions** - e.g., Orkney Housing Association Ltd.
3. **The voluntary sector** – Voluntary Action Orkney, community associations and others.
4. **Private institutions** – including locally owned businesses.
5. **Sector groups** – that bring together businesses working in different parts of Orkney’s economy, for example Orkney Renewable Energy Forum, Orkney Housing Market Forum or the Kirkwall BID.

The Anchor institutions are economic agents who can affect change in the economy, e.g.:

- They invest locally, they employ people in Orkney who spend in the local economy and, where it is economical, they spend their money here.
- They drive the development of skills and address problems of inequality, such as the gender pay gap.<sup>2</sup>
- They work to reduce climate change emissions and promote the environment and nature.

All members of The Orkney Community Planning Partnership have committed to being Anchor Institutions. For more information on how to build an Anchor Network see [here](#).

---

<sup>2</sup> The gender pay gap is the difference women earn on average per hour at work compared to what men earn. It is calculated as the difference between the median hourly earnings (excluding overtime) for men and women as a proportion of the median hourly earnings (excluding overtime) for men. [Gender Pay Gap - Annual survey of hours and earnings: 2024 - gov.scot](#)

# Five core Pillars to Community Wealth Building

These are the levers that Anchor Institutions will use to deliver Community Wealth Building:

1. **Fair employment and just labour markets** – Partners using their weight as major employers and actors in the local economy to ensure the workforce are in well-paid jobs that benefit from an effective voice, security and flexibility, supporting the Fair Work First agenda.
2. **Spending** – Using public spend to deliver community benefit, fair work and build local supply chains.
3. **Making financial power work for local places** – increase flows of investment within local economies by harnessing and recirculating the wealth that exists.
4. **Socially just use of land and property** – Ensuring that communities maximise benefit and generate wealth from local land and property.
5. **Inclusive ownership** – Supporting and enabling the development and growth of locally owned enterprises that create employment and generate community wealth.

## A living Plan

This five-year Action Plan is a high level document, and it is a living document. Alongside this Action Plan will be a more detailed rolling two-year delivery plan which sets out the specific activities to be delivered, and the key performance indicators. This plan will be reviewed and renewed annually by the Community Planning Partnership.

## Communications

This document sets out the key activities to take CWB forward under the Five Pillars but key to CWB is engaging with the community. The Orkney Community Planning Partnership will:

Community engagement and communications			
Activity		Lead	Timescale
A.	Publish a Community Wealth Building Anchor Charter, signed by the Anchor Institutions.	CWB WG and Board.	2025-26
B.	Develop a communications and community engagement plan, to ensure that communities play a full role in determining how CWB will be delivered in Orkney.	CWB WG	2025-26
C.	Develop an online presence to promote CWB in Orkney.	Community Planning Business Manager	2025-26

## **Pillar One: Fair employment and just labour markets**

*Partners using their weight as major employers and actors in the local economy to improve the prospects of local people.*

The actions of anchor organisations have a defining effect on the employment prospects, incomes, and overall prosperity of local people and communities. Such organisations can act as economic agents of change by targeting recruitment towards poorer communities and harder to reach neighbourhoods, building commitments from employers to pay the Real Living Wage, adopting inclusive employment practices, opening progression routes for workers and providing comprehensive union recognition.

Good, fair and quality employment, job security and skills development are key elements of an inclusive and resilient local economy which achieves social wellbeing. However, the rise of in-work poverty and zero-hour contracts, together with the erosion of job security means that for many people the reality of employment is increasingly precarious. This is especially so for Orkney where many jobs are part-time and only for the duration of our short peak tourist season. The gender pay gap is much greater in Orkney (20%) compared to the rest of Scotland (10%)<sup>3</sup>, with many high paying sectors mainly employing men.

CWB will improve local employment opportunities, workers' rights and employee wellbeing. This pillar aligns closely to the Scottish Government's Fair Work framework. Through the [Fair Work Action Plan](#), the Scottish Government aims to support employers to adopt fair work practices, ensuring a diverse and inclusive workforce.

Anchor institutions are significant local employers and economic players. Implementing all the Fair Work elements in their own workplaces, not just paying the Real Living Wage and ensuring there is adequate worker representation and engagement, will be beneficial for our employees. It will also influence the employment market, improving conditions for those in the private and community sectors. By registering as Real Living Wage Employers they will encourage others to pay the rate.

---

<sup>3</sup> 2021 figures:

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/annualsurveyofhoursandearningsashegenderpaygaptables>. The gender pay gap is defined as the difference between men's and women's hourly earnings as a percentage of men's earnings.



1. Employment: What is already happening?
Partners support the Fair Work First agenda, including paying the <a href="#">Real Living Wage</a> .
Anchor institutions pay the Real Living Wage (RLW), and most are registered as RLW employers.
The Local Employability Partnership produce publicity to make employees aware of their legal rights.
Those in receipt of SG funded grants, including those administered in Orkney, are required to meet the <a href="#">Fair Work First</a> agenda and information has been provided to businesses and community groups about how they can comply. (See Finance, below).
VAO, HIE, <a href="#">Local Employability Partnership</a> (LEP) and the <a href="#">Local Action Group</a> deliver or support training on how employers can implement the Fair Work First agenda, and resources will be needed so this can continue.
The Orkney LEP support residents to develop skills to enter and thrive in the workplace. This work includes recognition of the value of volunteering to employment, both through upskilling and getting people to return to work.
OIC has received funding and is building a new childcare facility that will support parents and those with responsibility to take up paid work.

1. Employment Activities to be delivered 2025-30			
Activity		Lead	Timescale
A.	Develop an all-partner Workforce Group of human resources leads, HR practitioners, and trade unionists to work together to promote the <a href="#">Fair Work First</a> for their own employees, both the mandatory and the discretionary elements, setting a standard for the whole Orkney economy. Flexible working should be the norm and 'unflexible' working, the exception when it is genuinely needed by the business.	Workforce Group	2025-26
B.	The Equality Delivery Group will work with employers, trade unions and researchers at UHI Orkney, to develop a plan to reduce the Orkney gender pay gap to the Scottish average by 2030, eventually eradicating it.	Equality Delivery Group	2025-26
C.	Support disabled people to have equal opportunities in the workplace.	Local Employability Partnership.	2025-30
D.	Explore opportunities to extend the provision of childcare, including wrap-around care to cover the full working day, and support for carers so that more people, especially, but not only, women can better participate in the workplace and access training and education.	Workforce Group	2025-30
E.	Develop an Orkney Skills Action Plan that identifies opportunities for people to improve their employment prospects, captures the current and future skills needs of local industries, and the required actions to realise those opportunities and meet those needs.	Skills Planning group of the LEP & SDS	2025-26



1. Employment Activities to be delivered 2025-30			
Activity		Lead	Timescale
F.	<p>Develop a shared approach to the implementation of the different elements of the Fair Work Agenda across anchors. This includes:</p> <ul style="list-style-type: none"> <li>Adopting a common approach and taking steps within their powers to make employment more accessible for those who live on the ferry linked isles, with more hybrid and remote working.</li> <li>Where possible, adopting the approach set out by the <a href="#">Living Hours</a> campaign, with anchors registering where that is appropriate.</li> </ul>	Workforce Group	2025-30
G.	<p><a href="#">Real Living Wage Place</a>:</p> <ul style="list-style-type: none"> <li>Establish a RLW Place Action Group</li> <li>Develop a Plan to be delivered 2026-30 for Orkney to become a RLW Place</li> </ul>	CWB Working Group	2025-26

## **Pillar Two: Spending**

*Using public spending to deliver community benefit, fair work and build local supply chains.*

How we spend public resources on goods and services is a key economic development lever. Community Wealth Building promotes the progressive procurement of goods and services as a means to achieve greater economic, social and environmental benefits for communities. This requires balancing value for money considerations with procurement strategies which operate in the interests of local businesses, communities, and the environment.

Progressive procurement involves increasing the percentage of money spent by the public sector on local enterprises, including on those with shared ownership models, support the Fair Work First agenda and the just transition to a net zero economy. By tailoring procurement processes and decision making, councils and other anchor institutions can create denser local and regional supply chains. In turn, these are more likely to support local employment and have a greater tendency to recirculate wealth and surplus locally.

The Council spends approximately £67 million per annum on goods, services and works (2022 to 2023 figures). Of this £67 million, approximately 41% is spent with Orkney businesses or on companies that have a presence in Orkney.

In addition to spending by the public, private, community and voluntary sectors, there is also the spending by households. By encouraging shoppers to spend a greater proportion of their income locally, it benefits the local economy and local people. Good examples include Stromness Shopping Week, the campaigns like the Kirkwall BID Gift Card and the work of sector groups like Orkney Food and Drink.

Another way to ensure more money stays in the local economy, and providing value for money, is by promoting repair and reuse, vital elements of the circular economy. Building on the work of Orkney Restart, Orkney Zero Waste, and many others, an Orkney Circular Economy Network has been established, co-ordinated by Highlands and Islands Climate Hub that will address the wider aspects of the circular economy, including production, distribution, re-use and consumption.

**2. Spending - What is already happening?**

Community planning partners have procurement policies in place that can favour Fair Work First and Net Zero, and OIC and NHSO have procurement policies that promote local spending where that is viable.

Support is given, via Business Gateway, Economic Development Service, the Empowering Communities project and others, to local businesses and communities to encourage them to bid for local contracts from the Council and others. E.G., meet the buyer events.

The Orkney Business Forum has been established, and its members are potential partners in delivering elements of community wealth building.

There are numerous projects to support local spending and the 'sticky pound,' including the Kirkwall BID gift card, and initiatives from different sector groups.

**2. Spending - Activities to be delivered by Anchor Institutions 2025-30**

Activity		Lead	Timescale
A.	Develop an all-partner group of procurement leads and practitioners to develop shared plans and initiatives to promote Community Wealth Building and Net Zero in Orkney.		2025-26
B.	Agree a joint definition of what partners understand by best value. <sup>4</sup>	Procurement leads	2025-26
C.	Develop a shared view of how to balance community benefit and price/cost. <sup>5</sup>	Procurement leads	2025-26
D.	Explore opportunities for increasing procurement of local services and goods, including joint procurement along the model for food in schools and the hospital. Set targets to increase local procurement.	Procurement leads	2025-30
E.	Explore what else can be done to develop local supply chains, including: <ul style="list-style-type: none"> <li>Identifying products and services where it is economical to source locally.</li> <li>Providing support for private and Third Sector businesses that plan to extend the range of</li> </ul>	HIE, OIC Economic Development and Business Forum	2025-30

<sup>4</sup> Draft for discussion: 'Best value takes account of the cost of the service or goods to the purchaser, and social value, i.e., the benefits to the local community and society in general of choosing a particular supplier. This includes local spending that supports the local economy, support for fair work and the [Partnership's vision for a just transition to Net Zero](#).' This vision is a potential tool which could be provided to bidders as an explanation of what partners want to achieve regarding the just transition to Net Zero.

<sup>5</sup> For example, local spend may be beneficial for local businesses and the economy, but the impact will vary from contract to contract. The benefits of a local retailer providing the goods which it sources from South is going to have a less benefit locally than where the goods are also produced locally. The Social Value Engine, being used by the Local Action Group, is a potential tool for this.

2. Spending - Activities to be delivered by Anchor Institutions 2025-30			
Activity		Lead	Timescale
	<p>goods or services they intend to provide, including providing the necessary training, grants and loans.</p> <ul style="list-style-type: none"> <li>Supporting local businesses to engage with the procurement processes, including registering with Scotland Excel.</li> <li>Reviewing the procurement processes to see if they can be made more accessible for small businesses.</li> </ul>		
F.	Develop campaigns with partners (e.g., Kirkwall BID, Food Orkney) to promote local spending in Orkney like the Love Local campaign.	CWB Working Group	2025-30
G.	Develop a plan to strengthen the circular elements of the Orkney economy, beginning with the launch in 2025 of a local directory promoting repair and reuse of items.	Orkney Circular Economy Network	2025-30

## Pillar Three: Making financial power work for local places

*Increase flows of investment within local economies by harnessing and recirculating the wealth that exists.*

Community Wealth Building seeks to increase flows of investment within local economies by harnessing the wealth that exists locally. Anchor institutions, the [Scottish National Investment Bank](#), regional cooperative banks, community banks, credit unions and non-profit financial institutions have a crucial role to play in this process.

CWB also looks at mainstream public and private financial investment including the potential of harnessing public sector pension funds. Most public and private investments are expected to provide a return, and for pension investments, they are governed by regulations that protect the interests of the scheme members. However, the benefits from investing locally can often provide greater indirect and real returns for the beneficiaries of pensions scheme, i.e., local employees paying into the scheme and those who receive pensions and have retired in Orkney. If the investment leads to better jobs and incomes, that relieves the financial pressures on households and will mean that they will have less need to ask services for assistance. (See [Evergreen Direct Investment](#) as an approach to be considered by anchor institutions).

With Brexit and current government policies, it is difficult to attract the same levels of public investment. But where this happens, community planning partners are committed to ensuring that these investments follow a CWB approach, using the investment to boost the wealth owned in Orkney and by communities. The Islands Growth Deal and the Orkney Fund Board are two examples.

- **The Islands Growth Deal:** The [Islands Growth Deal](#) is a ten-year package of investment that aims to drive economic growth and the creation of sustainable jobs across Orkney, Shetland, and the Outer Hebrides. The UK and Scottish governments will each invest up to £50 million in the future economic prosperity of island resident, which is expected to unlock a further £235 million of investment from project partners, delivering a combined £335 million boost for the islands. The deal is anticipated to lead to up to 1,300 jobs and £393m of investment over ten years. The deal will target tourism, infrastructure, innovation, energy, and skills for funding.

One example is the Orkney Creative Catalyst project which will support around 228 longer-term full time equivalent jobs over an eight-year period. This includes the redevelopment of the former Stromness Post Office by the Pier Art Centre, to create a multi-function arts centre and creative practice hub.

- **Orkney Fund Board (previously called the Orkney Towns Board):** The [Orkney Fund](#) is backed by £20 million of grant funding from the UK Government. It will help revitalise local areas and fight deprivation at root cause by zeroing in on three goals: thriving places, stronger communities, and taking back control. It is designed to support new project ideas and proposals as well as supporting existing project proposals which are already identified but need an extra boost. The funding can be spent over the next 10 years from 2026.

- **Orkney Local Action Group (LAG)** is a constituted body that enables the assessment and delivery of a number of community investment funding programmes. The LAG provides a platform for a variety of public, private and third sector projects that have sustainable benefits and which will leave a legacy for communities across Orkney, to be delivered in partnership. The LAG has overall responsibility for the management and strategic direction of a Community Led Local Development (CLLD) plan that is agreed with the Scottish Government in alignment with CWB principles. In addition to monitoring the outputs of the CLLD programme, the LAG also delivers the OIC Crown Estate Community Led Development Fund that is highly complementary to CLLD and other community investment funds. The LAG disburses approximately £600,000 of funds per annum for a wide range of community-led developments that collectively lever a considerably higher total investment figure and delivers significant quantifiable social value.

### 3. Financial Power What is already happening?

HIE, [Community Led Local Development Grant Development](#), [Community Development Fund](#), [Economic Development grants](#), [Orkney Communities Mental Health and Wellbeing Fund](#), the [Levelling-up Fund](#), and the [OIC Crown Estate Community Led Development Fund](#) and other grants already align to CWB principles and the Fair Work First agenda. The [Local Action Group](#) is local people deciding on how funds, such as the [Community Led Local Development](#) fund, should be spent, which has led to significant investment in community wealth building.

OIC are investing in the [Community Wind Farm](#), which will ensure that the profits from renewables can be used to provide public services, and reduce the need for drastic cuts to services.

There are numerous examples of community groups owning and delivering projects and services, especially across the ferry linked isles (see above).

3. Financial Activities to be delivered by Anchor Institutions 2025-30			
Activity		Lead	Timescale
A.	Explore the viability of establishing a fund where individuals can invest money to support local initiatives that adopt a CWB approach, e.g., a local bank and Green Bonds.	CWB Working Group	2025-30
B.	Support the Orkney Community Housing Bonds being launched by Orkney Housing Association Ltd later in 2025.	OHAL	2025-26
C.	Partners to develop a shared approach on the best uses of community benefit funds that are made available from developments in the county, to support CWB approaches and reduce Fuel Poverty.	CWB Working Group	2025-26
D.	Explore how reserves and pension funds can be invested locally in ways which ensure a commercial return and promote CWB approaches.	Finance officers	2025-30
E.	Maintaining and where possible enhancing support to development trusts who are able to attract significant inward investment and develop projects that promote CWB.	Development Trusts/ HIE/OIC	2025-30
F.	Maintaining and where possible enhancing the availability of business development grants and loans.	HIE/OIC	2025-30
G.	Use the opportunities presented by the Islands Growth Deal and the Orkney Fund Board to promote CWB approaches.	Islands Growth Deal Team/Orkney Fund Board	2025-30



## **Pillar Four: Socially just use of land, sea, and property**

*Developing the function and ownership of local assets so local communities benefit from financial and social gain.*

How land and property assets are owned and managed is key to ensuring wealth is generated and retained for the benefit of local communities. This is also true for the sea around Orkney, with its capacity to provide food, generate energy and capture climate change emissions. Local ownership or influence of land and sea assets mean more wealth will be retained in Orkney.

When it comes to agricultural land across Scotland, ownership is highly concentrated, but this is less so in Orkney where there are over 600 farms and most of the land is owned by those who farm it. However, there are public assets that are underused and, when placed in community ownership, allow those communities to generate wealth and income for their areas.

The new Local Development Plan (i.e., on land) will follow [National Policy Framework 4](#) (NPF4) guidance and will embed community wealth building principles, so that new developments will support wealth generation in the community. The new Orkney Islands Regional Marine Plan will support the delivery of community wealth building, guiding marine development to maximise local social and economic benefits within our local communities.

The ferry linked isles have many good examples of the community taking control of assets and the rest of Orkney can learn from them. However, many of the isles benefit from well organised communities with established and effective community organisations and development trusts. These organisations are supported by anchor institutions, including VAO, HIE and the council. If Mainland Orkney and the Linked Isles are to have the same level of success as the isles, anchor institutions must support the development capacity of communities across Orkney.

Examples of communities taking control of local assets and property include:

- The Stronsay Fish Mart was sold to the local community to open as a café and a hostel.
- The Shapinsay School House was sold to the development trust.
- HMS Tern, a World War Two airfield, was sold by the Council to the Birsay Heritage Trust to develop as a heritage site and tourist attraction.

VAO, HIE, OIC and other partners, will work with communities to help them identify their priorities and support them in developing [Local Place Plans](#). Partners will ensure that communities have access to the information and support they need to take ownership of assets, including information about [community asset transfers](#), and [community right to buy](#).

Those public sector organisations with significant assets meet regularly to explore the options to make best use of assets, including when it would benefit Orkney if those assets were transferred to the community. When it has properties it wants to sell, the Council will often explore whether the community is interested.

Derelict land can be put to effective use, including empty houses. Orkney has a very high number of empty houses and the Council has a [Local Housing Strategy](#) which addresses the need to bring as many of those homes back into use, including through community ownership.

Active travel is an affordable way for individuals on low incomes to access employment opportunities, education, training, social activities and leisure. Active travel requires community access to land for walking and cycling, supported by the Orkney Sustainable Travel Group and the [Orkney Local Transport Strategy](#).

#### 4. What is already happening?

Led by the development trusts and supported by VAO, OIC, HIE and others, there is a strong tradition of communities, especially but not only on the isles, taking on community assets. There are mature relationships and procedures in place with the Council, the Council's Community Led Local Development team the Scottish Land Fund, Rural and Islands Housing Fund, the Scottish Government and others. This has been key to developing housing on the isles to attract the people the communities need to thrive.

Partners have in place procedures to respond to community asset transfers. Those partners with the most local assets, the council and NHSO, have up-to-date asset lists and the Council's list is published on the website and is searchable.

The Community Learning and Development Partnership (CLDP) has developed a Community Development Forum subgroup to ensure partner organisations are coordinating and collaborating to ensure communities are supported.

The [Property Asset Management Future Property Sharing Protocol](#) has been in place since 2018, and the Public Sector Property Asset Group meets regularly with VAO to explore opportunities that arise to support the community.

4. Activities to be delivered by Anchor Institutions 2025-30			
Activity		Lead	Timescale
A.	Making the information about identifying the owners of public assets, plus the tools, and funding sources people need to pursue community transfers and purchases available in one place online.	CWB, VAO and Public Sector Property Asset Group	2025-2026
B.	The Property Asset Group will be alert for opportunities to transfer assets to community ownership where this would lead to improvements for local people.	Public Sector Property Asset Group	2025-30
C.	The ability for communities to take on assets is limited by its capacity. More attention to be given to support the development of this capacity across Orkney, e.g., support for development trusts, including exploring where new organisations that promote development might be successfully established.	OIC, HIE and VAO.	2025-30
D.	Succession planning for businesses when the owner retires. This includes working with the National Farmers Union to support new entrants and succession planning, including cooperatives, but it means working with any business owner who wants to keep their business running after they retire.	OIC Economic Development and HIE	2025-30
E.	The Orkney Sustainable Travel Group will develop a vision for Orkney to promote active and sustainable travel (See the <a href="#">Orkney Travel Matters Report</a> , June 2024). This will: reduce inequalities by making travel accessible to more people, promoting positive physical and mental health, reduce emissions and promote the wellbeing economy.	Sustainable Travel Group	2025-30
F.	The new Local Development Plan will follow the guidance under National Policy Framework 4 (NPF4) and will embed community wealth building principles, and new developments will support wealth generation in the community.	OIC Development and Marine Planning Team	2025-27
G.	The emerging Orkney Islands Regional Marine Plan will embed community wealth building principles into decision making sure marine developments in Orkney create local sustainable socio-economic benefits and local infrastructure investments.	OIC Development and Marine Planning Team	2025-26

## Pillar Five: Inclusive ownership

*Stimulating the development and growth of locally owned enterprises that generate community wealth.*

Orkney's Community Wealth Building Action Plan supports the growth of local ownership of the economy, and it supports different models of business ownership that generate community wealth and are accountable to the community. Alongside the private sector, the voluntary, community and public sectors should not limit themselves to providing services and, through their activities, should accumulate wealth that can be used to benefit residents. Inclusive ownership will help ensure that more of the profit and wealth generated in Orkney remains here and that it is more equitably distributed.

- Cooperatives owned by local businesses, such as the [Orkney Auction Mart](#), and the [Orkney Cheese Company](#), ensure Orkney producers get a fair price for their products.
- Charities, such as the Pier Arts Centre, not only contribute to the locally economy as any major gallery does (attracting visitors who spend money on locally produced art and in local shops, employing people on the Real Living Wage etc.), their social mandate means they add to Orkney's wealth in different ways. For example, the gallery contributes to NHS Orkney's Creative Island Wellbeing project, the Growth Deal's TalEntEd Island programme (looking at innovative ways to encourage young people to remain or move to Orkney) and Developing the Young Workforce (providing placements for neurodivergent young people).
- Island development trusts, such as the one on [Westray](#), have benefited from community ownership of energy generation, to fund a whole series of services to the residents, including housing, business loans and fuel grants.
- [Employee cooperatives](#) share the profits from the business with everyone who works for the business.
- Community Interest Companies and community co-operatives, such as the [Papay Community Co-operative](#), provide local services for people which would not otherwise be available.
- The [Orkney Community Windfarm](#) will be owned by Orkney Islands Council and will support Orkney's Net Zero Vision and ensure that profits from the business will be spent on local services.

**5. Inclusive Ownership - What is already happening?**

Business Gateway and HIE provide advice to new and existing businesses about the different models they can adopt, including employee co-operative, community ownership and social enterprises. This includes succession planning when the business owner is retiring.

VAO give advice to those who are considering setting up social enterprises and is developing a strategy. They liaise closely with HIE and Business Gateway so that those setting up businesses get the advice they need, with VAO focusing on social enterprises and community ownership.

Partners work together and actively support communities who want to own and run businesses (see above under land and property).

**5. Inclusive Ownership activities to be delivered by Anchor Institutions 2025-30**

Activity		Lead	Timescale
A.	The information and tools people need to pursue different forms of ownership of the economy will be made available in one place online.	VAO, HIE and OIC Economic Development	2025-26
B.	Partners will continue to raise awareness of different forms of business models for the local economy that generate community wealth, including promoting awareness of this in the Orkney Business Forum, across the voluntary sector and to the general public.	VAO, HIE and OIC Economic Development	2025-30
C.	As opportunities arise, such as business succession or the development of opportunities to supply a wider range of goods and services in Orkney, to continue to consider more equitable forms of ownership.	VAO, HIE and OIC Economic Development	2025-30
D.	Developing the capacity in communities and among employees on how to successfully run businesses so that there is capacity to provide effective management for enterprises with different ownership models.	VAO, HIE and OIC Economic Development LEP CLDP, Business Gateway, Local Action Group	2025-30

# Appendix One: Additional drivers

## Scottish Government

The Scottish Government has adopted the CWB approach as a means to achieve their wellbeing economy objectives as outlined in the [National Strategy for Economic Transformation](#).

## Community Wealth Building Bill

The Scottish Government has brought forward a [Community Wealth Building Bill](#). The bill is targeted towards delivering inclusive growth, through promoting fair work, tackling inequality, and creating sustainable communities that foster wellbeing.

## National Planning Framework 4

CWB is identified as the means to develop productive places within National Planning Framework 4 (NPF4), with the approach seen as key in supporting delivery of national outcomes around fair work, business, economy, poverty, and communities.

## Fair Work

The Scottish Government has the ambition of becoming a Fair Work Nation. In December 2022, the Scottish Government released an action plan to promote fair and inclusive workplaces across Scotland. This action plan recognises that Fair Work is central to delivery of the workforce pillar in CWB.

The aims behind this action plan include; ensuring workers have an effective voice in the workplace, increasing the number of people earning the Real Living Wage, more Living Wage accredited employers, the implementation of anti-racist employment strategies and a reduction of the gender pay gap.

## Orkney

- The Council has committed to CWB in [The Council Plan 2023/28](#)
- NHS Orkney has developed their Strategic Anchor Plan 2023-2027 (see page 72, [here](#)).
- Highlands and Islands Enterprise grants and many Scottish Government funded grants are now conditional on organisations supporting Fair Work First.
- The Local Employability Partnership are focused on supporting employers and the local community to progress towards fair and sustainable employment that meets individual and community needs.
- The Community Planning Partnership has committed to implement CWB in the [Orkney Community Plan 2025/30](#).



[www.orkneycpp.org.uk](http://www.orkneycpp.org.uk)

If you would like this report in a different language or format, or just require more information, please contact us at:  
[community.planning@orkney.gov.uk](mailto:community.planning@orkney.gov.uk)