

Community Action Plan 2026-29

Final 20/04/2026





Introduction

Over the past year many of you shared your views through our survey, conversations and events.

You told us clearly that SWMID should focus on caring for what we already have, making decisions that are realistic, and creating opportunities for people to be involved in practical action.

This Action Plan explains what we will do over the next three years, why we are doing it, and how it connects to our Vision, Mission, Values

The plan will also align with the principles of Community Wealth Building.

What Do We Mean by Community Wealth Building?

Community Wealth Building is an approach to local development that focuses on keeping wealth, opportunity and decision-making rooted in the community rather than relying on outside investment or short-term projects.

Instead of asking

“What can we bring in?”,

Community Wealth Building asks:

“How do we make the most of what we already have — our land, people, skills and assets — so that benefits stay here?”

For South West Mull & Iona this means:

- Using community-owned land and buildings to create long-term local benefit.
- Supporting local enterprise, training and participation where possible.
- Making decisions that strengthen the local economy rather than extract value from it.
- Working with partners to build resilience over time, not just deliver one-off projects.
- Ensuring that opportunities, skills and confidence grow within the community itself.

Note on Terminology: Vision, Mission and Values

Vision describes the long-term change we aim to see in our community — the future we are working towards.

Mission defines our core role in contributing to that future — what we do and why.

Values set out the principles that guide how we work and make decisions.

Together, they provide a framework to ensure activity remains aligned with purpose, community expectations and long-term sustainability.

How This Changes the Role of SWMID

As part of this approach, SWMID is intentionally shifting its role.

In the past, community development organisations were often expected to deliver everything themselves — designing projects, running services and managing activity directly.

Over the next three years, SWMID will increasingly act as:

A facilitator, supporter and enabler of community action — not the sole deliverer.

This means:

- Helping ideas grow by providing structure, support and coordination.
- Creating space for individuals, groups and partners to lead activity.
- Offering guidance, access to assets and help with funding or planning.
- Encouraging working groups and collaborations rather than centralising delivery.
- Focusing SWMID's resources on stewardship, governance and enabling others to act.

This shift supports stronger participation, builds local confidence and ensures SWMID remains sustainable.

Our Overall Aim

(2026–2029)

To strengthen SWMID so it can responsibly manage community assets while enabling locally driven opportunity in a way that is sustainable, collaborative and achievable.

Vision

A thriving and resilient South West Mull & Iona, where community-owned land and assets support local opportunity, environmental stewardship and a strong sense of place.

Mission

To manage community-owned assets responsibly, enable locally led economic and social activity, and act as a trusted anchor organisation supporting sustainable development.

Values

Stewardship • Sustainability • Community-Led Action • Practicality and Focus • Collaboration • Transparency

These refinements clarify how SWMID intends to deliver its purpose going forward.



Child 1: A girl with blonde hair and glasses, wearing a red zip-up jacket, a blue scarf, black leggings, and green rubber boots.

Child 2: A girl with brown hair, wearing a light pink t-shirt, a blue scarf, denim shorts over black leggings, and green rubber boots.

Child 3: A girl with long dark hair, wearing a pink and white striped beanie, a black and white striped zip-up jacket, black leggings, and black sneakers.

Child 4: A boy with short brown hair, wearing a red zip-up jacket over a blue t-shirt, red pants, and brown boots.

Child 5: A boy with short brown hair, wearing a grey and black patterned zip-up jacket, blue pants, and brown boots.

Child 6: A girl with blonde hair, wearing a grey t-shirt, colorful striped leggings, and white sneakers.

Child 7: A girl with brown hair, wearing a light pink hoodie with "NASA" printed on it, dark pants, and green rubber boots.

What we will do

The following sections explore what we will do in detail and why it matters.

1. Strengthening SWMID as an Organisation

Actions

- Review how SWMID operates to ensure activity matches capacity.
- Build a clear funding pipeline aligned to agreed priorities.
- Develop modest income streams linked to our assets and services.
- Introduce regular financial monitoring to support decision-making.
- Deliver training for staff, Board and volunteers.
- Introduce simple measures to understand how assets are performing.

Why This Matters

A strong organisation protects community ownership and allows others to act with confidence.

2. Looking After Tiroran Forest

Actions

- Use valuations and professional advice to agree a long-term approach.
- Improve paths, access and infrastructure where appropriate using rural Tourism Infrastructure Funding to do so.
- Explore small-scale woodland enterprise opportunities.
- Monitor environmental health and community use.

Why This Matters

Tiroran is a shared long-term asset that must be managed carefully for both nature and people.



3. Developing Aird Fada (Seaweed) Carefully

Actions

- Deliver the funded programme testing products and processes.
- Provide opportunities for up to eight participants (minimum 50% women).
- Trial new ideas and evaluate what works financially and practically.
- Decide the future role of the project based on evidence.

Why This Matters

Innovation can happen safely without placing financial risk on the community.

4. Making Better Use of the Columba Centre / developing community hub space

Actions

- Review how the Centre is used and identify improvements.
- Increase training, events and enterprise use.
- Improve booking and access systems.
- Work towards the creation of a community hub space

Why This Matters

A community hub should actively support local life, learning and opportunity.



5. Planning for Bendoran

Actions

- Complete design and feasibility work already funded through Rural Tourism Infrastructure Fund.
- Work with stakeholders to shape future use.
- Deliver improvements in phases if viable.

Why This Matters

Careful planning ensures development benefits the community long term.

6. Improving Our Website and Digital Systems

Actions

- Launch a clearer SWMID website.
- Make it easier to find information and book spaces and buy things.
- Use digital tools to reduce administration.

Why This Matters

Better communication helps more people take part.



7. Supporting Working Groups and Participation

Actions

- Establish small working groups focused on practical outcomes.
- Provide support to help ideas move into delivery.
- Refresh groups as priorities change.

Why This Matters

Community development works best when people shape it directly..

8. Communicating Clearly and Regularly

Actions

- Share regular updates on progress and decisions.
- Provide opportunities to engage at key stages.

Why This Matters

Better communication helps more people take part.



9. Staying Engaged in Housing and Energy Discussions

Actions

- Remain involved in discussions and partnerships.
- Monitor opportunities without taking on unsustainable commitments.

Why This Matters

Housing and Energy are major elements of the local community development and SWMID wishes to support in the most appropriate way.

How We Will Monitor Progress

To ensure this plan remains active and accountable, we use an Action Plan Dashboard.

This dashboard:

- Lists all agreed actions.
- Tracks progress using a Red–Amber–Green system.
- Aligns actions with our Vision, Mission and Values.
- Includes key financial indicators.

The Dashboard is reviewed at every Board meeting (approximately every six weeks) to ensure progress remains on track and that any challenges are addressed early.

This allows us to:

- Stay focused on agreed priorities.
- Make evidence-based decisions.
- Ensure financial sustainability.
- Adapt responsibly if circumstances change.



How We Will Keep You Updated

We will share progress with the community minimum twice each year, including:

- What has been delivered.
- What we are learning.
- Key financial position of SWMID.
- What is planned next.

These updates will ensure transparency and allow the plan to evolve with community input.

Looking Ahead

By 2029 we want to see:

- Well-managed community assets.
- A financially sustainable organisation.
- Increased participation and local confidence.
- Opportunities shaped and delivered with the community.
- A strong foundation for the future of South West Mull & Iona.

This Is a Shared Plan

This plan is not about doing more — it is about doing the right things well, together.

SWMID will hold the foundations steady, support ideas to grow, and help enable the community to shape what comes next.



Conclusion

This Action Plan marks an important shift for SWMID and for South West Mull & Iona.

Over the next three years we are focusing on strengthening what we already hold — our land, buildings, partnerships and skills — rather than expanding beyond our capacity. We are committing to careful stewardship, realistic decision-making and enabling others to play an active role in shaping local opportunity.

Community Wealth Building sits at the heart of this approach. It is about ensuring that the benefits of community ownership stay rooted here: in local participation, local confidence, and long-term resilience. It is also about recognising that sustainable development does not happen through one organisation doing everything, but through many people contributing in different ways.

This Is a Shared Plan

SWMID's role will increasingly be to:

- Provide stability and good governance.
- Protect and manage community assets responsibly.
- Create the conditions for ideas to grow.
- Support working groups and partnerships.
- Make evidence-based decisions that protect long-term sustainability.

Progress will be monitored through the Action Plan Dashboard, reviewed at every Board meeting, and shared with the community on a bi-annual basis. This ensures that the plan remains active, transparent and responsive.

By 2029, we aim to have:

- A financially stable and resilient organisation.
- Well-managed, actively used community assets.
- Stronger participation and collaboration.
- Clearer pathways for local opportunity.
- A confident foundation for the next phase of community development.

This is a shared commitment. The strength of community ownership lies not only in the assets we hold, but in the people who care about them.







SWMID

**SOUTH WEST MULL &
IONA DEVELOPMENT**

