




Urras
Oighreachd
Chàrlabhaigh
Carloway Estate Trust

DEVELOPING
OUR LAND
OUR ASSETS
OUR COMMUNITY

An t-Slighe air Adhart The Way Forward

Urras Oighreachd Chàrlabhaigh
Carloway Estate Trust

Strategic Business Plan
2017-2021

Introduction

This draft version of Urras Oighreachd Chàrlabhaigh's Strategic Plan is a five-year plan based on the original Feasibility Study and Business Plan, created prior to the acquisition of the land, and the Development Plan produced shortly afterwards. It has been compiled following consultation with members and the wider community including the local primary school.

The purpose of the plan is to identify, communicate and monitor progress on key priorities and projects for the next five years.

We welcome any feedback on this draft or our wider plans to help with our forward planning.

Background

Urras Oighreachd Chàrlabhaigh, purchased Carloway Estate and foreshore in May 2015, with funding support from the Scottish Land Fund, Comhairle nan Eilean Siar (CnES) and Highlands and Islands Enterprise (HIE). The estate includes the communities of Callanish, Breasclete, Tolsta Chaolais, Doune, Kirivick and Knock Carloway. The estate extends to 11,500 acres, just over 200 crofts and a population in the region of 600 people.

Urras Oighreachd Chàrlabhaigh is a member organisation with 340 ordinary and 29 associate members at present (correct at January 2017). Ordinary members are individuals aged 16 and over who are either resident in the Community or a croft tenant of a croft within the Community and resident in Lewis and Harris. Associate Members are individuals or businesses who are not ordinarily resident in the Community that support the purposes and work of the Trust. Associate Members are neither eligible to stand for election to the Board nor to vote at any General Meeting.

The Board of Directors are elected by the members; the minimum number of directors is five and maximum twelve. There are currently twelve directors and a secretary; The Board offers a wide range of skills and is very fortunate in having a good spread of ages represented, and a good geographical spread. The Board meet regularly and there are sub-groups who deal with distinct areas of responsibility as required.

Purposes

The purposes of the Trust are clearly defined as follows:

To advance community development and advance the regeneration of the area through the management of community lands and associated assets for the benefit of the community and the public in general.

To advance environmental protection or improvement including preservation, sustainable development and conservation of the natural environment, the maintenance, improvement or provision of environmental amenities for the Community and/or the preservation of buildings or sites of architectural, historic or other importance to the Community

Mission Statement

Our mission statement summarises our purposes and our vision of the Trust in the coming years:

Developing Our Land, Our Assets and Our Community

Staff

Urras Oighreachd Chàrlabhaigh currently employs a Development Officer; she is based in the Old Carloway School. The Trust intend to develop projects that provide sustainable income streams to secure this post (and others) in the future. Until this is realised; additional funding will be required to fund this post and associated office costs.

Directors

Kenny John MacIennan (Chairperson)
Alex A. Macdonald (vice-Chairperson)
Alasdair Ranald Fraser (Treasurer)
Cathy Mary Macmillan
Christina Neil
Derek Macleod
Donald Macleod
Eilidh Reid
Elizabeth MacBain
Iain D. Macleod
Iain Norman Macleod
Murdo Maciver

Secretary

Noreen MacDonald

Development Officer

Sally Reynolds

Company Details

Scottish Charity No. SC044779
Company Registration No. 472722
Registered Office: 28b Breasclete, Isle of Lewis, HS2 9EF

Contact Details

Address: Old Carloway School, Knock, Carloway, Isle of Lewis, HS2 9AU
Telephone: 01851 643481
Email: sally@carlowayestatetrust.co.uk
Website: www.carlowayestatetrust.co.uk
Facebook: carlowayestatetrust
Twitter: @UOCharlabhaigh
Instagram: carlowayestatetrust

Projects

The main purpose of Urras Oighreachd Chàrlabhaigh is to manage and protect Carloway Estate. This will always remain our first objective including all associated Crofting Administration and engagement with our members and wider community. The Board of Directors have set-up up various sub-groups to ensure day-to-day management of the Estate can continue as efficiently as possible. These include: Crofting & Leases; Sporting; Renewables and Communication.

We describe some of our short and medium term projects below but we are aware other projects will appear in the future. In the short-term the focus for the Trust is to ensure we have a sustainable income source. We plan to ensure all available resources are re-invested in developing income generating projects to ensure the Trust has a secure and viable future as a Community Owned Estate.

1. Energy – Renewables & Tackling Fuel Poverty

Taighean Innse Gall's 2014 fuel poverty report showed that 71% of householders are in fuel poverty in the Western Isles. A new category had to be developed showing that 11% of householders are spending more than 30% of their income on fuel. Urras Oighreachd Chàrlabhaigh is committed to help tackle fuel poverty locally. Working in a three-way partnership with Taighean Innse Gall and Urras Oighreachd Ghabhsainn; we are currently applying for funding for an energy efficiency project to help local householders reduce their energy bills and save carbon.

Renewable Energy remains a high priority for Urras Oighreachd Chàrlabhaigh; the pre-purchase feasibility plans have had to be adapted following grid constraints and national subsidy changes. A new and exciting project is being developed in collaboration with Scottish Water to investigate the feasibility of providing energy to the West Lewis Water Treatment Works. This is one of Scottish Water's largest energy users in the Western Isles and based on Carloway Estate. We are working closely with Community Energy Scotland (CES) and Local Energy Scotland (LES) and hope to carry out a feasibility study in 2017. If viable, this project would provide a long-term sustainable income stream for the Trust.

Urras Oighreachd Chàrlabhaigh continues to investigate the potential for hydro schemes on the Estate together with wind and tidal schemes. Again, we work closely in collaboration with CES, LES and other groups that have been successful with renewable schemes or hope to develop schemes. We are one of 20 local groups working together to investigate the current grid limitations and potential innovative options to overcome these constraints.

2. **Tourism**

Tourism has always been identified as a key area for development with local attractions including Callanish Stones, Doune Broch and the Flannan Isles. We are working with a number of other organisations including Urras nan Tursachan, CnES and Historic Scotland to develop the Callanish Partnership Project. Urras Oighreachd Chàrlabhaigh is committed to investigating any opportunities for Tourism projects that may arise including accommodation, interpretation and activities. Tourism offers the potential for Urras Oighreachd Chàrlabhaigh to secure a sustainable income stream, provide local employment and further enhance the local economy.

We have been successful in a funding bid to support volunteers to help establish the route of our Bonnet Laird Walk. This has been carried out in collaboration with Lewis and Harris Youth Clubs Association (LHYCA) and a key element has been young people working towards a John Muir Discovery Award.

3. **Innovation**

Through our consultation exercise a number of innovative projects have been suggested. Urras Oighreachd Chàrlabhaigh are currently investigating the potential of a selection of these as long-term income streams for the Trust. The popular over-arching themes were local food production and alternative fuel sources. Bracken log production is a very new and innovative approach to fuel provision. Further investigation and research is required to establish if there is sufficient local resource. The development of an Aquaponics enterprise on the Estate is currently being investigated, following a presentation to the Board of Directors by a local expert. Further investigation will be required to establish the business viability, technical specifications and potential for renewable energy usage. If viable, this would provide a sustainable local food source, employment, and a long-term income stream for the Trust. It also offers great training and tourism development potential.

The following table describes our current projects, time frames, potential partnerships and associated actions.

Project		Potential Partners	Timescale	Actions
Renewables & Fuel Poverty				
1.1	Renewables : Local Energy Supply Scheme	Scottish Water CES LES	Short-term	<ul style="list-style-type: none"> Complete feasibility into viability of project supplying power to local water treatment works. Consider potential for other local demand projects especially community buildings and local food production.
1.2	LED Communities Home Energy Efficiency Scheme	TIG UOG	Short-term	<ul style="list-style-type: none"> Secure funding for LED lightbulbs Deliver project in conjunction with partner organisations Investigate methods to continue similar projects beyond lifetime of initial project.
1.3	Renewables: Export project	CES LES	Long-term	<ul style="list-style-type: none"> Engage fully in on-going grid studies and consultation regarding grid constraints and subsidy changes.
Tourism				
2.1	Bonnet Laird Walk	VAF LHYCA Callanish Partnership	Medium-term	<ul style="list-style-type: none"> Complete phase one route planning through volunteer project (funded by VAF) Secure funding for necessary infrastructure, marketing and heritage mapping.
2.2	Angling Development	Carloway Angling Club Outer Hebrides Fisheries Trust	Medium-term	<ul style="list-style-type: none"> Continue to work with Carloway Angling Club and Outer Hebrides Fisheries Trust (OHFT) to investigate all opportunities and potential improvements. Secure funding to carry out feasibility study into the viability of expanding the angling as a tourism business. Feasibility study needs to include health of the eco-system, potential for growing fish stocks in a local hatchery and the business expansion possibilities including Tourism.
2.3	Airigh Pods	Outer Hebrides Tourism	Medium-term	<ul style="list-style-type: none"> Investigate fully this novel idea providing accommodation in a remote, off-grid environment.
2.4	Campsite	Callanish Partnership	Long-term	<ul style="list-style-type: none"> Monitor wild camping on estate area in conjunction with Callanish Centre Work closely with local community to identify suitable location.
2.5	Marine Infrastructure		Long-term	<ul style="list-style-type: none"> Manage foreshore activity as part of overall Estate Management. Investigate provision of pontoons and associated infrastructure.

Project		Potential Partners	Timescale	Actions
Innovation				
3.1	Aquaponics	HIE	Short-term	<ul style="list-style-type: none"> Secure funding to support feasibility study. Feasibility study to include business viability, technical specifications and energy requirements including renewable options. Investigate Tourism and Training potential as part of overall project.
3.2	Bracken Log Production	HIE	Short-term	<ul style="list-style-type: none"> Secure funding to support feasibility study. Feasibility study to include local resource suitability and requirements, business viability and energy requirements.
3.3	Egg Production Unit	HIE	Long-term	<ul style="list-style-type: none"> Investigate potential to incorporate as part of wider local food production project.
Estate Management and Community Engagement				
4.1	Crofting Admin	Anderson Macarthur	Ongoing	Continue to manage Crofting Administration in conjunction with Anderson Macarthur.
4.2	Community Engagement	Members BCA & CCA	Ongoing	Continue to give regular updates through newsletters, social media and events at local show etc. Continue to work with young people through volunteering project.
4.3	Friends of Carloway Estate Trust		Short-term	Develop donation scheme for interested parties (eg. ex-pats) to support Urras Oighreachd Chàrlabhaigh.