



 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
2022-2026

Introduction

This version of Urras Oighreachd Chàrlabhaigh's Strategic Plan is a five-year plan that builds on our previous Strategic Plan and the Garynahine to Dalmore Community Plan that was published in November 2019. Our previous Strategic Plan was 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 was compiled following consultation with members and the wider community including the primary school. There have been changes within the organisation and the community since the previous plan was produced. This new plan reflects on those changes, such as the purchase of new assets and the effect of Covid-19 on the wider community. It also aligns the Strategic Plans of Urras Oighreachd Chàrlabhaigh with the wider community plan for the Garynahine to Dalmore area which was published following wide community engagement.

The purpose of the plan is to identify, communicate and monitor progress on key priorities and projects for the five years from 2022 to 2026. We welcome any feedback 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, Breasclate, 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 335 Ordinary and 68 Associate Members at present (correct at May 2023). 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 eight directors; 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.

Urras Oighreachd Chàrlabhaigh took ownership of the Community Workshop in Breasclate, on behalf of the community in February 2021. The Doune Broch Visitor Centre and Carpark purchase was completed in March 2022.

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 summaries our purposes and our vision of the Trust in the coming years:

Developing Our Land, Our Assets & Our Community

Staff

Urras Oighreachd Chàrlabhaigh currently employs three full-time and one part-time members of staff:

- Development Manager
- Peatland ACTION Project Officer - funded by Peatland ACTION (SNH).
- Local Development Officer (Dalmore to Garynahine) - funded by HIE.
- Administrator (part-time).

Directors

Kenneth J. MacLennan, Chairman	New Park, Callanish
Alex A. MacDonald, Vice Chairman	Knock, Carloway
Neil Barker	Breascleite
Jacqueline Ferguson	Callanish
Neil J. MacArthur	Breascleite
Dòmhnall Macleòid	Doune, Carloway
Iain D. MacLeod	Knock, Carloway
Iain N. MacLeod	Callanish
Murdo MacIver	Knock, Carloway

Company Details

Scottish Charity No. SC044779

Company Registration No. 472722

Registered Office: Carloway Community Centre, Knock, Carloway, Isle of Lewis, HS2 9AU

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Instagram: carlowayestatetrust

Community Priorities & Key Areas for Development

Our Community Priorities were identified and shared in the Garynahine to Dalmore Community Plan. As an organisation we strive to ensure we any development activity aligns to these identified priorities. The following information is from the Dalmore to Garynahine Community Plan (Version 1 – November 2019).

Access to Services and Facilities

Good access to services and facilities is crucial to maintaining a sustainable community. We want people living in our area to have access to services such as a local shop, post office, leisure facilities, childcare and community space. Provision of these facilities will create employment and make our area a more attractive place to live.

Heritage and Tourism

Local heritage is viewed as an asset to our area, including our cultural heritage and physical assets. Residents want this heritage to be preserved and better understood. Developing tourism infrastructure has been identified as the best way for our area to capitalise on our heritage assets and to create employment.

Housing and Access to Land

A lack of housing in our area and the difficulties of accessing land have been identified as key barriers to growing our population. We want to see a mix of housing developments in the area, including housing for social rent and affordable purchase. We would also like to see opportunities for new entrants to crofting.

Natural Environment

The natural environment is very important to us. It represents a significant asset to the community. We want to see our natural environment protected and promoted. We recognise the serious threat of climate change and we support measures to reduce our carbon emissions through supporting behavioural change, managing our peatlands, promoting renewables and other methods.

The following key areas for development were identified:

1. Childcare
2. Recreational Facilities
3. Housing
4. Elderly Care
5. Gaelic and Culture
6. Marine Industries
7. Crofting
8. Tourism

Urras Oighreachd Chàrlabhaigh 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, Angling, Bonnet Laird Walk, Broch, Community Workshop and Communication which meet as required.

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.

The following table describes our current projects, relevant community priorities, areas for development and outcomes.

Project		Community Priority	Area for Development	Outcomes
1	Dùn Chàrlabhaigh	Heritage and Tourism	<ul style="list-style-type: none"> • Tourism • Gaelic and Culture 	<ul style="list-style-type: none"> • Purchase and develop Broch Visitor Centre and carpark. • Engage with HES to ensure Broch monument is protected and managed positively.
2	Community Workshop & Growing Hub	Access to Services and Facilities	<ul style="list-style-type: none"> • Recreational Facilities 	<ul style="list-style-type: none"> • Develop Community Workshop and surrounding land to create community workshop and community growing space.
3	Bonnet Laird Walk	Access to Services and Facilities	<ul style="list-style-type: none"> • Recreational Facilities • Tourism 	<ul style="list-style-type: none"> • Maintain walk infrastructure. • Investigate potential to further develop walk including marketing and heritage mapping.
4	Friends of Urras Oighreachd Chàrlabhaigh	Heritage and Tourism	<ul style="list-style-type: none"> • Tourism • Gaelic and Culture 	<ul style="list-style-type: none"> • Develop donation scheme for interested parties to support Urras Oighreachd Chàrlabhaigh.
5	Marine Infrastructure	Natural Environment	<ul style="list-style-type: none"> • Marine Industries • Tourism 	<ul style="list-style-type: none"> • Manage foreshore activity as part of overall Estate Management. • Investigate provision of community owned marine infrastructure.
6	Renewables: Export project	Natural Environment	<ul style="list-style-type: none"> • Marine Industries 	<ul style="list-style-type: none"> • Engage fully in on-going grid studies and consultation regarding grid constraints and subsidy changes.
7	Crofting Admin	Housing and Access to Land	<ul style="list-style-type: none"> • Crofting 	<ul style="list-style-type: none"> • Continue to manage Crofting Administration in conjunction with Anderson Macarthur.
8	Community Engagement	Access to Services and Facilities	<ul style="list-style-type: none"> • Recreational Facilities • Gaelic and Culture 	<ul style="list-style-type: none"> • Continue to give regular updates through newsletters, social media and events. • Continue to work with young people through p7 transition project.
9	Peatland Management	Natural Environment	<ul style="list-style-type: none"> • Crofting 	<ul style="list-style-type: none"> • Host Peatland Officer including management, office space and support. (Peatland ACTION Officer covers Outer Hebrides area).
10	Greylag Goose Management Scheme	Natural Environment	<ul style="list-style-type: none"> • Crofting 	<ul style="list-style-type: none"> • Co-ordinate Greylag Goose Management Scheme.

11	Housing	Housing and Access to Land	<ul style="list-style-type: none"> • Housing 	<ul style="list-style-type: none"> • Support creation of suitable housing through variety of routes including self-build.
12	Local Development Officer	Access to Services and Facilities	<ul style="list-style-type: none"> • All 	<ul style="list-style-type: none"> • Employ and support Local Development Officer. • Support Dalmore to Lochganvich Community Forum including review of Community Plan.
13	Staff Team	Access to Services and Facilities	<ul style="list-style-type: none"> • All 	<ul style="list-style-type: none"> • Support and develop staff team.
14	Angling Development	Natural Environment	<ul style="list-style-type: none"> • Recreational Facilities • Tourism 	<ul style="list-style-type: none"> • Manage Carloway River System as sustainable salmon and trout fishery. • Continue to work Outer Hebrides Fisheries Trust (OHFT) to investigate all opportunities and potential improvements.
15	E-bike Hire Scheme	Access to Services and Facilities	<ul style="list-style-type: none"> • Recreational Facilities • Tourism 	<ul style="list-style-type: none"> • Investigate, plan and establish E-bike hire scheme suitable for visitors and residents to help reduce carbon and provide sustainable income source.