



  
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. Version one was compiled following consultation with members and the wider community including the local primary school. This updated version has been produced following a review of current activity by the Board of Directors in 2019.

The purpose of the plan is to identify, communicate and monitor progress on key priorities and projects for the five years from 2017 to 2021. 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, 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 353 ordinary and 49 associate members at present (correct at December 2019). 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 ten 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 & Our Community***

## Staff

Urras Oighreachd Chàrlabhaigh currently employs five members of staff (4.5 full time equivalent):

- Development Officer - funded by Highlands and Island Enterprise (HIE).
- Peatland ACTION Project Officer - funded by Peatland ACTION (SNH).
- Community LED by Energy Champions Project Officer - funded by Scottish Government's Climate Challenge Fund.
- Community LED by Energy Champions Project Administrator - funded by Scottish Government's Climate Challenge Fund.
- Local Development Officer (Dalmore to Garynahine) - funded by HIE.  
This post is a partnership with Carloway Community Association.

## Directors

Kenneth J. MacLennan, Chairman	New Park, Callanish
Alex A. MacDonald, Vice Chairman	Knock, Carloway
Jacqueline Ferguson	Callanish
Neil J. MacArthur	Breascleite
Karen MacLean	Doune, Carloway
Derek MacLeod	Kirivick, Carloway
Dòmhnall Macleòd	Knock, Carloway
Iain D. MacLeod	Doune, Carloway
Iain N. MacLeod	Callanish
Murdo MacIver	Knock, Carloway
Noreen MacDonald, Secretary	Breascleite

## Company Details

Scottish Charity No. SC044779

Company Registration No. 472722

Registered Office: 28b Breascleite, Isle of Lewis, HS2 9EF

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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; Sports & Angling; Bonnet Laird Walk; Broch; Communication & Constitutional 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.

### 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 three funding bids 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.

### 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. We have successfully worked with Urras Oighreachd Ghabhsainn and Tighean Innse Gall to deliver two home energy efficiency projects to help local householders reduce their energy bills and save carbon. Our current project is delivering home energy visit to residents of Carloway and Galson Estates.

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. We worked in collaboration with Scottish Water and carried out a feasibility study 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. With support from Community Energy Scotland (CES) and Local Energy Scotland (LES) a feasibility study was completed in 2018. Unfortunately, the project is not viable at present.

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.

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

Project		Potential Partners	Timescale	Targets	Progress (December 2019)
<b>Tourism</b>					
1.1	Bonnet Laird Walk	VAF LHYCA Callanish Partnership	March 2020	<ul style="list-style-type: none"> <li>Complete phase one route planning through volunteer project (funded by VAF)</li> <li>Secure funding for necessary infrastructure, marketing and heritage mapping.</li> </ul>	<ul style="list-style-type: none"> <li>Route now agreed.</li> <li>Way-markers, stiles and the bridge have been installed by volunteers (supported financially by VAF and Paths 4 All).</li> <li>Funding is being sought for signage.</li> </ul>
1.2	Angling Development	Carloway Angling Club  Outer Hebrides Fisheries Trust	March 2021	<ul style="list-style-type: none"> <li>Continue to work with Carloway Angling Club and Outer Hebrides Fisheries Trust (OHFT) to investigate all opportunities and potential improvements.</li> <li>Secure funding to carry out feasibility study into the viability of expanding the angling as a tourism business. Feasibility study to include health of the eco-system and business expansion possibilities.</li> </ul>	<ul style="list-style-type: none"> <li>Carloway Angling Club have passed the management of Carloway River System to Urras Oighreachd Chàrlabhaigh.</li> <li>A feasibility study, supported by HIE, is currently being procured and should be complete by March 2020.</li> </ul>
1.3	Broch	UnT HES	March 2020	<ul style="list-style-type: none"> <li>Work with UnT to develop Broch visitor facilities including Visitor Centre and Car-Park.</li> </ul>	<ul style="list-style-type: none"> <li>A feasibility study, supported by HIE, is being finalised.</li> <li>Funding has been secured from RTIF to improve the car-park.</li> </ul>

1.4	Friends of Urras Oighreachd Chàrlabhaigh		March 2020	<ul style="list-style-type: none"> <li>Develop donation scheme for interested parties to support Urras Oighreachd Chàrlabhaigh.</li> </ul>	<ul style="list-style-type: none"> <li>Research has been carried out – plan to launch service in 2020.</li> </ul>
1.5	Accommodation (Airigh Pods & Campsite)	Outer Hebrides Tourism	Future Project	<ul style="list-style-type: none"> <li>Monitor wild camping on estate area in conjunction with Callanish Centre.</li> <li>Work closely with local community to identify suitable location.</li> <li>Investigate potential idea of providing accommodation in a remote, off-grid environment (Airigh Pods).</li> </ul>	<ul style="list-style-type: none"> <li>This project is dependent on securing funding and a suitable location.</li> </ul>
1.6	Marine Infrastructure	CnES	Future Project	<ul style="list-style-type: none"> <li>Manage foreshore activity as part of overall Estate Management.</li> <li>Investigate provision of pontoons and associated infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>This project is dependent on securing funding and a suitable location.</li> </ul>
<b>Renewables &amp; Fuel Poverty</b>					
2.1	Renewables: Local Energy Supply Scheme	Scottish Water CES LES	March 2018	<ul style="list-style-type: none"> <li>Investigate feasibility of local demand project supplying power to local water treatment works.</li> <li>Consider potential for other local demand projects especially community buildings and local food production.</li> </ul>	<ul style="list-style-type: none"> <li>A Feasibility Study was completed by External Renewable Consultants. The study concluded this project is not viable at present due to grid constraints.</li> </ul>
2.2	Home Energy Efficiency Scheme	TIG UOG	March 2020	<ul style="list-style-type: none"> <li>Secure funding for LED lightbulbs</li> <li>Deliver project in conjunction with partner organisations</li> <li>Investigate methods to continue similar projects beyond lifetime of initial project.</li> </ul>	<ul style="list-style-type: none"> <li>Funding was secured from WIDT and BASF to support delivery of LED lightbulbs as part of the project.</li> <li>A partnership project with Urras Oighreachd Ghabhsainn and TIG was completed in March 2018.</li> <li>Funding has been secured, from Climate Challenge Fund, for a second project delivering home energy advice visits to residents.</li> </ul>

2.3	Renewables: Export project	CES LES	March 2021	<ul style="list-style-type: none"> <li>Engage fully in on-going grid studies and consultation regarding grid constraints and subsidy changes.</li> </ul>	<ul style="list-style-type: none"> <li>We continue to work with other groups including CES to investigate new innovative options.</li> </ul>
<b>Estate Management and Community Engagement</b>					
3.1	Crofting Admin	Anderson Macarthur	Ongoing	<ul style="list-style-type: none"> <li>Continue to manage Crofting Administration in conjunction with Anderson Macarthur.</li> </ul>	<ul style="list-style-type: none"> <li>Crofting Administration is managed in conjunction with Anderson Macarthur.</li> </ul>
3.2	Community Engagement	Members BCA & CCA	Ongoing	<ul style="list-style-type: none"> <li>Continue to give regular updates through newsletters, social media and events at local show etc.</li> <li>Continue to work with young people through volunteering project.</li> </ul>	<ul style="list-style-type: none"> <li>Biannual Member newsletter launched in November 2018.</li> <li>Events held regularly including successful Community Land Week Event – From Our Land &amp; Sea.</li> </ul>
3.3	Peatland Management	Peatland ACTION	March 2020	<ul style="list-style-type: none"> <li>Host Peatland Officer including management, office space and support. (Peatland ACTION Officer covers Outer Hebrides area).</li> </ul>	<ul style="list-style-type: none"> <li>Hosted Peatland ACTION Officer since October 2018.</li> <li>Funding is provided on a year-by-year basis.</li> </ul>
3.4	Greylag Goose Management Scheme	SNH	April 2020	<ul style="list-style-type: none"> <li>Manage Greylag Goose Management Scheme on behalf of SNH.</li> </ul>	<ul style="list-style-type: none"> <li>We have successfully delivered the greylag goose management scheme on behalf of SNH since 2016.</li> <li>Funding has been secured for a cull in Spring 2020.</li> </ul>
3.5	Housing	HHP		<ul style="list-style-type: none"> <li>Investigate options for supporting provision of high quality housing.</li> </ul>	<ul style="list-style-type: none"> <li>This project is dependent on securing funding and a suitable location.</li> </ul>
3.6	Local Development Officer/CAM	HIE CCA	March 2021	<ul style="list-style-type: none"> <li>Anchor Organisation for Community Account Management with HIE.</li> <li>Host Local Development Officer including management, office space and line-management.</li> </ul>	<ul style="list-style-type: none"> <li>Hosted Local Development Officer since April 2019.</li> <li>Community Plan finalised and due to be launched by end of 2019.</li> </ul>
3.7	Staff Team	HIE	July 2020	<ul style="list-style-type: none"> <li>Secure Funding to retain Development Officer post in place.</li> </ul>	<ul style="list-style-type: none"> <li>Options for funding are being investigated.</li> </ul>