

Sleat Community Trust Membership Consultation Survey

Final Report – February 2012

Produced for Sleat Community Trust

by Amanda Bryan, Aigas Associates

1 Introduction

Sleat Community Trust (SCT) was incorporated in 2004 as a company limited by guarantee with charitable status. It was formed to improve the economy and social amenities in the Sleat peninsula of Skye through investigating and providing sustainable solutions to meet the community's needs and aspirations. SCT currently owns a petrol station, garage and shop in Armadale, all of which are managed on its behalf by Sleat Community Trading Company (SCTC). It recently acquired the 440-hectare Tormore Forest, which is managed on its behalf by Sleat Renewables Limited (SRL). The acquisition of this large area of woodland represents a considerable increase in commitment for the Trust, and also provides opportunities to generate a significant amount of income. The Trust also has a range of other working groups that deliver marketing of the area to visitors, environmental projects and a community newsletter amongst other activities.

In November 2011 Sleat Community Trust with the support of Highlands and Islands Enterprise (HIE) started a review of the first 7 years operation of the company to reflect on what has worked well and what can be improved on as they move forward. This review has been undertaken by independent consultants and has consisted of a desk review of available documentation, a desk review of financial information, a survey sent to all members, telephone interviews with all current and previous directors, working group members and some staff, representatives of community and other key organisations in Sleat, public and voluntary sector organisations with whom Sleat Community Trust works and any interested member of the community. This process was facilitated by using local press to advertise opportunities to engage with the review process.

This report summarises the findings of the survey sent to all members of Sleat Community Trust while a separate report draws together the findings of all strands of the Review process.

2 Survey Methodology

The Membership Consultation Survey was developed using the electronic on-line survey tool Survey Monkey but all eligible respondents were sent a paper copy of the survey which they could choose to complete in hard copy or on-line. The survey was sent out to the 455 individuals (in 280 households) who are currently recorded as members of Sleat Community Trust; based on information extracted from the SCT Membership Database in January 2012. The survey opened on Monday 16th January 2012 and closed on Monday 6th February 2011 although responses were still accepted until Friday 10th February to allow for any postal delays – during this time a total of 170 (37.4%) completed surveys were received. Of the surveys completed 120 were hard copy and 50 were on-line.

The survey, including the invitation to participate, the handling of individual responses and the overall analysis was conducted completely by the independent consultant to ensure complete confidentiality. The survey questions were formulated by the independent consultant but agreed by representatives from Sleat Community Trust prior to issuing. A copy of the full set of survey questions is given in Annex 1.

3 Survey Results

The results of the survey have been presented on a question by question basis and initially results are given for the entire set of respondents. Where relevant i.e. where there is a marked difference between different sub-sets of respondents (e.g. residents of specific townships, or crofters and non crofters) these figures are further analysed. Selected highlights from the text based responses are presented in the main body of the report to illustrate key types of feedback given. Question 1 is not analysed as this asked for respondents' names.

Those questions where only one answer was allowed have a 'Total' box at the bottom of the table, however a number of questions allowed respondents to select all or a specified number of responses and therefore in these instances no 'Total' box is supplied. Not all respondents completed all questions and where this is the case the number of actual respondents will be clearly stated.

It is also important to recognise that it is very easy to make assumptions about the nature of individual surveys – respondents could easily be perceived as being 'wholly supportive' of Sleat Community Trust or 'wholly challenging' of the organisation, however analysis of individual responses showed a more complex picture with some of respondents indicating support for some aspects of the organisation but raising questions about other aspects. This point is very difficult to illustrate in this kind of summary report but should not be lost.

3.1 Question 2 – Gender of Respondents

Are You Male or Female?	Response Count
Male	76 (44.7%)
Female	92 (54.1%)
Prefer not to Answer	2 (1.2%)
Total	170 (100%)

The number of male and female respondents are roughly equal but with a slightly higher number of women completing the survey. Analysis of responses from the two groups show that they again are very similar – there is a slight variation in demographics in that more younger women participated in the survey; also a smaller percentage of female respondents identified themselves as crofters. Other slight variations between the two groups will be identified in sections below.

3.2 Question 3 – Age of Respondents

Which Age Category Do You Fall Under?	Response Count
18-30	6 (3.5%)
31-45	28 (16.5%)
46-65	76 (44.7%)
Over 65	53 (31.2%)
Prefer Not to Answer	7 (4.1%)
Total	170 (100%)

Results indicate that older members of the community were more likely to respond to the survey and this is quite marked and consistent across all geographical areas. Although numbers are small for the 31-45 group almost twice as many female (18) than male (10) respondents in this category participated.

3.3 Question 4 – Geography

In which part of Sleat do you live?	Response Count
Achnacloich	4 (2.4%)
Aird	9 (5.3%)
Ardvasar	11 (6.5%)
Armadale	7 (4.1%)
Calligary	17 (10%)
Camuscross	30 (17.6%)
Drumfearn	6 (3.5%)
Duisdale	11 (6.5%)
Ferindonald	9 (5.3%)
Isle Ornsay	6 (3.5%)
Kilbeg	2 (1.2%)
Kilmore	3 (1.8%)
Kinloch	0
Knock	0
Ord	12 (7.1%)
Ostaig	3 (1.8%)
Point of Sleat	1 (0.6%)
Sasaig	11 (6.5%)
Tarskavaig	15 (8.8%)
Teangue	7 (4.1%)
Tokavaig	1 (0.6%)
Tormore	0
Outwith Sleat Community Trust Boundary	3 (1.8%)
Prefer Not to Answer	2 (1.2%)
Total	170 (100%)

In general the geographical distribution of respondents reflects the wider population distribution across the peninsula. The one area of exception is in Ardvasar and Armadale where perhaps a greater level of response might have been expected.

3.4 Question 5 – Crofting Tenure

Are You a Crofter (i.e. do you hold a croft tenancy, do you work a croft or are you part of a crofting family)?	Response Count
Yes	65 (38.2%)
No	102 (60%)
Prefer not to Answer	3 (1.8%)
Total	370 (100%)

A majority of respondents considered themselves to be non crofters and of those 176, 79 or 45% were female and 95 or 54% were male. Crofting respondents were more likely to be younger than non crofters. In particular in the 31-45 age group 46.4% of respondents were crofters and in the 18-30 age group 83.3% of respondents were crofters. While crofting respondents were generally well distributed across the peninsula the greatest concentration of crofting respondents came from Camuscross (29.2%) and Tarskavaig (21.5%)

3.5 Questions 6 and 7 – Membership

Two questions were asked relating to membership, the first to ascertain how many respondents were actually members (some non members phoned to request surveys to be issued to them) and then a further one to explore why those who hadn't joined had chosen not to. These questions should help Sleat Community Trust to shape their communications and increase membership.

Are You Currently a Member of Sleat Community Trust?	Response Count
Yes	151 (88.8%)
No	12 (7.1%)
Don't Know	7 (4.1%)
Prefer Not to Answer	5 (2%)
Total	307 (100%)

The significant majority of respondents to the survey are currently members of Sleat Community Trust. But it is also interesting to note that a small but significant minority of respondents were not sure if they were members or not.

Those respondents who were not members were also asked to indicate the reason why they had not joined the organisation. It should be noted that this was also completed by some of those individuals who did not know if they are members not just those who had responded 'No' to Question 5.

If you are NOT a Member can you tell us the reason?	Response Count
I don't think I am eligible.	2
I haven't got around to it.	2
I don't agree with Sleat Community Trust's current priorities and approach.	0
I don't understand what my responsibilities would be as a member.	1
Don't Know	7
Other	6
Prefer Not To Answer	0
Total	18

Other reasons specified included "So far I didn't know I could be a member since I am a student at SMO, but will become a member asap", "I'm an employee" and "I think I signed up several years ago. I have to admit I'm not sure".

3.6 Question 8 - Support for Sleat Community Trust

Please tell us which of the following statements relating to Sleat Community Trust you agree with. (Please select all that apply)	Response Count
I am supportive of Sleat Community Trust and feel they are doing a good job.	134 (78.8%)
I am supportive of community ownership of assets such as the filling station and Tormore Forest and want it to succeed.	130 (76.5%)
I am not supportive of community ownership of land and assets.	5 (2.9%)
I am not supportive of Sleat Community Trust and do not feel they are doing a good job.	3 (1.8%)
Prefer Not to Answer	7 (4.1%)
Other	21 (12.3%)

These results show that a significant majority of the respondents are supportive of SCT and feel they are doing a good job, with an equally high level of support for community ownership and management of assets. Of those that identified that they are not supportive of the organisation or who would prefer not to answer, no pattern can be seen in either geographical distribution, gender or age.

Of those who selected 'Other' and who provided additional explanations there were a number of typical responses. Some respondents indicated that they are supportive of the Trust but are not necessarily supportive of the way it is being run and others indicated that they did not have enough information on which to give an opinion. A list of all responses is provided in Annex 2 but some examples are provided below:

- *"I am supportive but the people at Drumfearn are completely neglected."*
- *"I am supportive of SCT and feel they are doing a good job in some respects and areas"*
- *"I am supportive of Sleat Community Trust"*
- *"I am supportive of Sleat Community Trust and I am supportive of community ownership of assets, but feel that a lot of mistakes are being made about the running of the petrol station. It does not fill the community with confidence about community-run things. But Tormore Forest seems to be going well so far. It is down to the skills and experience of the people in charge."*
- *"I am the owner of a holiday home in Ardvassar. I do not know enough about the work of the Trust to be able to comment if I agree with their work or not. I am also not sure if it is appropriate for me to be a member in the circumstances."*
- *"I am hugely supportive of the organisation and think it does a wonderful job, with the striking exception of the language question...."*

3.7 Question 9 – Sleat Community Trust's Projects

Please tell us what you think of the following projects that Sleat Community Trust is currently working on. (Please select all that apply)	I am supportive of this area of work	I am not supportive of this area of work	I would prefer not to answer	Response Count
Tormore Forest Purchase and Redevelopment	150	8	8	166
Filling Station, Post Office, Garage and Trust Office Development	156	3	5	164
A' Mhaoile Wind Turbine Development	115	27	16	158
Visit Sleat initiative	140	6	12	158
Clean Sleat Initiative	139	7	10	156
Subsidised Taxi Scheme	146	4	4	154
Environment Group's work on bats, mink and beach cleaning	134	10	15	159

While all 170 respondents provided answers for this question, not all respondents indicated their views on every area of SCT's work. On the whole there is considerable support for all areas of the Trust's work with 75%+ support for all areas of activity except the development of the A'Mhaoile Wind Turbine where explicit support is given by 67% of respondents. Those project areas where there is the greatest level of support are the Filling Station, Garage and Shop at Armadale and Tormore Forest, followed closely by the Subsidised Taxi Scheme. Of the 27 respondents that indicated they are NOT supportive of the wind development 60% are female with 40% being male and while there is a wide geographical distribution of non-supporters the townships where there is greatest dissent are Drumfearn, Isle Ornsay, Ferindonald and Teangue.

3.8 Question 10 – Achievement of Community Aspirations

Sleat Community Trust has been working to deliver the community's vision for the area as identified in work undertaken by CADISPA in 2004/5. What progress, if any, do you feel we have made in meeting the community's aspirations as set out below?	Vision Achieved	Significant Progress Made Towards Vision	Some Progress Made Towards Vision	Little or No Progress Made Towards Vision	Prefer Not to Answer	Response Count
Sleat should have improved transport, roads and service (including housing and broadband) provision.	3	38	79	32	11	163
Sleat should be a place where young people are welcomed and able to stay and live.	9	29	70	35	16	159
Sleat should have economic sustainability through increased business and diversity in the economy.	7	25	85	26	13	156
Sleat should be an integrated community working together.	6	30	94	16	14	160

While 167 respondents provided answers for this question, not all of these respondents indicated their views on whether different aspects of the community's aspirations had been achieved. As can be seen from the figures above there is not a clear consensus on how far the community's vision as set out in the CADISPA report has been achieved. The one clear message is that while clearly some progress has been made there is still much to be done. The comments provided by respondents would indicate that many found it difficult to respond to this question either due to not having enough information or through the statements covering very broad areas such as 'transport AND housing' and that while there have been improvements in some of these areas, other services in the same category have decline. Some examples of feedback are given below:

- *"Not enough measurable information to make a judgement e.g. how many Sleat youngsters (and what constitutes a young person) have affordable housing in Sleat?"*
- *"Don't really know enough to comment"*
- *"We have a good road but are now suffering from poor public transport and no housing for single people which I feel is more important than faster broadband which I feel is adequate at the moment."*
- *"The statements are too bland as visions and too self-evident. If you look at the negatives of the above I don't think anyone would say that Sleat should make young people unwelcome or that it should be a dysfunctional community or that we should downgrade transport, roads etc. If you want to measure achievement then set specific targets so we know how we are progressing towards the vision."*
- *"Having only just recently moved to Sleat I do not feel able to comment on the above at this moment in time"*

A number of other respondents identified that while progress has certainly been made in some areas it is hard to identify what progress may have been due to the work of the Trust and what was due to the work of others whether that is the Council, SMO or the Community Council.

- *"I would say that since 2004/5 Sleat as a whole has gained in these areas – I am not sure what the Trust has done in all areas and this should be made clear."*
- *"It is important that people are aware of which targets the Trust itself can: a) initiate & lead b) co-operate with/ participate in c) can only comment on and pressurise other organisations to take initiatives. Otherwise local people may expect the Trust to achieve things outside its remit."*
- *"Transport issues are mostly out with local control - but a lot of noise has been made!"*

- *“The community council, SCT, and CDI should have a more joined-up approach to enable development and improvements throughout all of Sleat. All do important work, but I feel that not everybody is aware of exactly the role of each group within the area. I feel that better communication between CDI in particular would enable all Sleat residents to pool resources together and have an important role and a voice in the SCT.”*

The range of responses to this question (provided in full in Annex 3) would indicate that this is an area where additional work needs to be undertaken in the future. It is important that while priorities for the area are identified and agreed by the wider community, the role of SCT (and others) in delivering these could be more clearly defined and progress measured in due course.

3.9 Question 12 – Sleat Community Trust Operations

Please tell us what you think about how Sleat Community Trust operates. (Please select all that apply)	Response Count
I am happy with the way in which Sleat Community Trust conducts its business and would be happy with this approach continuing.	98 (57.9%)
I would like Sleat Community Trust to be more open and transparent and engage with the wider community.	49 (28.8%)
I would like more information to be available in easily accessible forms about Sleat Community Trust’s activities.	50 (29.4%)
I would welcome greater opportunity to input more to the work of Sleat Community Trust e.g. through Working groups or Consultations.	25 (14.7%)
I would like Sleat Community Trust to consult more widely about future priorities for the area.	51 (30%)
I would like Sleat Community Trust’s Staff and Directors to be more accessible.	16 (9.4%)
I would like Sleat Community Trust to work more in partnership with other community organisations.	48 (28.2%)
I would like Sleat Community Trust to treat community development with equal importance to commercial development activity.	67 (39.4%)
Prefer Not To Answer.	4 (2.4%)
Other.	22 (12.9%)

All 170 respondents completed this question. The responses indicate that over one a half of respondents (57%) are happy with the way in which Sleat Community Trust currently operates. Further analysis however shows that only 35 or 20% of respondents selected only this option with the remaining 63 respondents who also indicated that they were currently happy with Sleat Community Trust’s operations stating that they would like to see modifications made in certain ways, in particular improvements in the information made available about activities and greater importance to be given to community development.

The top five overall priorities, which are given below could be seen collectively as an aspiration for the community to be able to engage more with the work of the organisation:

- I would like Sleat Community Trust to treat community development with equal importance to commercial development activity.
- I would like Sleat Community Trust to consult more widely about future priorities for the area.
- I would like more information to be available in easily accessible forms about Sleat Community Trust’s activities.
- I would like Sleat Community Trust to be more open and transparent and engage with the wider community.
- I would like Sleat Community Trust to work more in partnership with other community organisations.

Respondents were also given the opportunity to specify their own thoughts on how Sleat Community Trust operates and 21 respondents chose to do so with their feedback covering a very diverse range of views. These are reproduced in full in Annex 4 but points made include a suggestion to have a postal ballot for Director Elections in order to be more inclusive, SCT projects to be spread over a wider geographical area and increasing consultation with grassroots community groups.

3.9 Questions 12 and 13 – Describing Sleat Community Trust Now and in the Future

In surveys of this nature it can be very difficult to analyse open responses so in order to enable respondents to provide feedback in their own words rather than those provided for them they were asked to give up to three words that they felt described Sleat Community Trust now and how they would like to describe them in the future. They were free to respond or not, use the same words in both questions and to provide one, two or three words (although may used short expressions rather than single words).

For the first question about describing Sleat Community Trust currently a total of 125 respondents provided 195 words or phrases and these have been sorted into those words which could be viewed as positive (e.g. creative, positive, successful) or neutral (e.g. developing, well-meaning) (146 words used 317 times) and those which could be viewed as expressing a negative opinion (e.g. unstructured, distant, not consultative) (47 words used 58 times). Those words that scored 3 or more mentions have been listed below. The impression gained here is of a very hard working and committed organisation, with good intentions but which needs greater focus and greater ongoing engagement with the community.

What three words would you use to describe Sleat Community Trust currently?	
Describing Word/s	Frequency
Hard Working	25
Progressive	10
Forward Thinking/ Looking	8
Ambitious	7
Enthusiastic	6
Inclusive	6
Busy	5
Good/ Very Good/ A Good Thing/ Good Achievements	5
Innovative	5
Active	4
Committed	4
Energetic	4
Closed/ Closed Shop	3
Diligent	3
Dynamic	3
Effective	3
Enterprising	3
Imaginative	3
Proactive	3
Resourceful	3
South Facing/ South Centric	3
Successful	3
Visionary	3
Well-Meaning	3

For the second question describing Sleat Community Trust in the future a total of 93 respondents completed the question supplying a total of 134 words (used 279 times). Those that were used 5 times or more are presented in the table below. As above it should be noted that where words/statements that have very similar if not identical meanings were used these have been grouped together. As can be seen below there is a greater degree of consistency than there was for the first question.

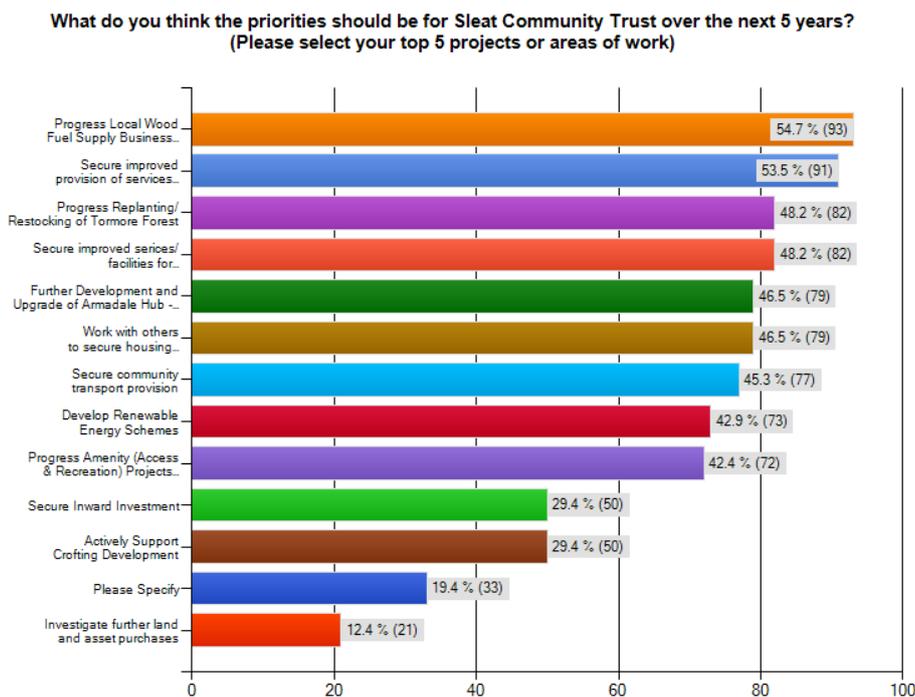
What three words would you like to use to describe Sleat Community Trust in the future?	
Describing Word/s	Frequency
Inclusive/ All/ Everyone Involved/ Involving	12
Successful	12
Hard Working	9
Forward Thinking/ Looking	8
Innovative	7
Dynamic	7
Imaginative	6
Open	6
Ambitious	6
Proactive	5
Integrated	5

The other word that was used in a number of different contexts was ‘community’ whether that is in phrases like ‘community led’, ‘community landowner’, ‘community centred’ or ‘represent the community’. The environment and sustainability was another theme.

3.10 Question 14 – Future Priorities

What do you think the future priorities should be for Sleat Community Trust over the next five years? (Please select your top 5 projects)	Response Count
Progress Amenity (Access & Recreation) Projects within Tormore Forest	72 (42.4%)
Progress Replanting/Restocking of Tormore Forest	82 (48.2%)
Progress Local Wood Fuel Supply Business from Tormore Forest	93 (54.7%)
Further Development and Upgrade of Armadale Hub – Filling Station, Post Office, Office and Garage	79 (46.5%)
Develop Renewable Energy Schemes	73 (42.9%)
Work with others to secure housing for local needs	79 (46.5%)
Secure Inward Investment	50 (29.4%)
Secure Improved provision of services for older people.	91 (53.5%)
Secure improved services/ facilities for children and young people	82 (48.2%)
Investigate further land and asset purchases	21 (12.4%)
Secure community transport provision	77 (45.3%)
Actively Support Crofting Development	50 (29.4%)
Prefer Not to Answer	7 (4.1%)
Other	33 (19.4%)

It should be noted that while respondents were asked to select their top five priorities a small number selected more than 5 and indeed some selected every activity listed. However there are still clearly two projects that score significantly higher than the next grouping as can be seen in the bar chart below with the projects rated from highest priority to lowest priority in order. The two highest priorities are the development of wood fuel from Tormore and the improved provision of services for older people.



On the whole there is a great deal of consistency between different subsets of those that responded, albeit with a few key variations. Understandably a higher percentage of crofters feel that the Trust should more actively support crofting development (47.7% as compares 29.4% in the overall set of respondents). Interestingly this increases to 77.8% of crofters under the age of 45 showing a clear desire for more active engagement of the Trust from younger crofters. Crofters also scored ‘Secure improved services/ facilities for children and young people’ the highest of all their choices. Older women were most likely to select the need to ‘Secure community transport provision’ as a priority.

Respondents were also given the opportunity to list other project areas that they felt were of importance and 33 comments were provided with a wide range of suggestions including “green burial site in Tormore”, “maximise opportunities to help preserve our natural environment” and “actively support Gaelic community development”. A full list of responses is provided in Annex 5.

3.11 Questions 15 Information and Communications

Sleat Community Trust provides a range of different information accessible in different ways. Respondents were asked to identify which of these they used and how useful they found each one. A total of 163 respondents answered this question but again not all respondents who answered the question provided feedback on each information source.

Sleat Community Trust provides information about its activities through a wide range of mechanisms – please can you tell us which of these you use and which you find useful.	Don't Use	Use and Find Very Useful	Use and Find Useful	Use but Don't Find Useful	Response Count
An Slèiteach	15	73	53	3	144
Electronic Newsletters	24	49	58	4	134
Websites	54	16	41	12	123
Regular updates in West Highland Free Press	20	33	67	12	131
AGMs and community meetings	42	25	48	5	120
Dropping in to Trust Office/ Filling Station	48	21	46	4	119

From the above it can be seen that An Slèiteach scores very highly both in terms of use and usefulness, with electronic newsletters following closely behind. 33 respondents provided additional comments in the space provided (given in Annex 6) but a number of others also provided additional feedback on the question itself. Key points raised included:

- Not having internet/email access is still an issue for many so they are reliant on hard copy information which cannot be issued as frequently.
- The website is not updated regularly enough – is there a possibility of sending out an email when new information is added?
- Not everyone can attend meetings/ AGMs – issues around timings, transport etc.
- For those that use the filling station in particular this is a good informal way to keep up with news but again this tends to suit those in the South of the peninsula who are more likely to use the facility.
- Updates in the WHFP are not that frequent and this is an area that could be expanded further.

3.12 Questions 16 & 17 General Views on Progress to Date and Future Priorities

A final question was included in the survey which was open ended and enabled respondents to provide any additional thoughts or views on the progress of Sleat Community Trust and the future of the organisation which they had not had the opportunity to express elsewhere. A total of 51 and 58 respondents respectively chose to make comment and these are provided in Annexes 7 and 8. The feedback provided on progress to date (Q16) was generally very positive although several respondents made comments stating a desire to see greater collaboration with other Sleat based community organisations and greater focus; some representative responses are provided below:

- *“Excellent in securing filling station and garage facilities. Now Tormore underway doing a good job.”*
- *“Has been a very good focus for bringing the community together.”*
- *“It has worked very hard, particularly impressive volunteer effort but could achieve more, more effectively and quicker and with less effort by working in partnership with existing community groups and organisations throughout Sleat.”*
- *“The Sleat Community Trust has been very successful in its operations and deserves the fullest support from the community.”*
- *“SCT should have some form of mission statement and clearly state what their remit is. Whilst in general they have a lot of support I am actually unsure what their remit is. Should clarify simple and clear objectives with goals that can be measured.”*
- *“It’s done a great job so far!”*
- *“I am new to the area, so... do not feel able to comment as I do not have enough knowledge of the SCT. Would like to get more involved though!”*
- *“I feel that a lot has been achieved in a remarkably short period of time with the Trust now offering employment and playing a key role in both helping to retain existing services and develop new ones for the benefit of the whole community of Sleat. However, with this success comes ever increasing public demands and expectations and I feel that a 10-year plan with development priorities, timescales and their intended benefits would help.....”*
- *“Trust is making good progress, some small steps and big steps. Happy with achievements so far.*
- *“It started out full of promise and has gone a bit awry because it has forgotten to be led by the community. At the very start, Cadispa asked us what we wanted and for a while the Trust was guided by that but that’s a long time ago. Time to ask the community again.”*
- *“So far so good.”*
- *“I think Tormore and filling station acquisition are first class. Long may it continue.”*

Question 17 then went on to explore views on priorities for the future and here a wide range of different ideas were put forward key these included transport (roads, ferries and footpaths), housing, young people, leisure facilities, employment in general, heritage and culture particularly improved use of the Gaelic language to provide a sense of place and as a promotional tool and the environment. Other topics included developing more community events, engaging more people in the work of the Trust, development across the whole peninsula, Kilbeg (pro and anti) and working in collaboration with others in particular the Camuscross and Duisdale Initiative. Again the need to identify key priorities and focus on them was suggested. Some of the statements made are provided below for illustration.

- *“Remember the heritage and the language, the culture, the music. And the heritage and the environment and the architecture in all its forms. Whether oak woodlands, or dry stane dykes or bird population and diversity of plant species. To keep alive traditions and knowledge of the past while looking forward with optimism and realism (with a touch of idealism) and fortitude.”*
- *“How about a few more community events: Sleat gala, dance , BBQ etc.”*
- *“Assisting less favoured townships e.g. Point of Sleat. Developing a green burial site as part of Tormore Forest Development. Protecting and encouraging biodiversity, controlling more alien and invading species.”*
- *“Local food projects. Cycle/ footpath projects particularly joining townships together. Rather than amenity paths in Tormore of limited use from this end of the peninsula when we have Kinloch and Ord Forest Paths.”*
- *“Support other communities to develop like CDI; Support retention of current ferry schedule & pricing to support local tourism initiatives especially shops and studios around pier, investigate on-line 'bulletin boards' for sharing transport to Broadford, Kyle, Portree & Inverness and checking on health & welfare of elderly.”*
- *“Response to ferry review crucial. Encouraging volunteers for specific projects/ work experience opportunities?”*
- *“Dynamic leadership of SCT, with economic, finance and communication skills.”*
- *“I believe that a significant proportion of the income from the forest should be put into a development fund that local organisations can access for specific projects that show a real community benefit.”*
- *“I think the Trust should do more front-facing work such as hosting events, fundraising and discussions/ debates to improve their profile and get more people involved. A community forum? Perhaps feasibility work into possible economic development opportunities using our natural resources. Could also be more supportive of the Gaelic language and economy. I also think we need to do more for our young people.*
- *“Working in co-operation with Camuscross and Duisdale Initiative.”*
- *“If businesses are to thrive in this area then provision for public transport must be looked into and the SCT must address these needs.”*
- *“I feel that we have a big gap in provision in Sleat for our teenagers – there has been no youth club for many years and little scope for their involvement in community issues.”*
- *“Better recognition of the need for nature conservation - both in its own right and its key role in underpinning both social and economic development.”*
- *“Just keep doing what they are working on to a high standard, and communicating it as best they can to locals. And perhaps get more new blood involved.”*
- *“I do feel there is nothing for young people to do. I feel there should be some kind of youth festival for Sleat, with direction to pin point the holes in our community concerning the young.”*
- *“Jobs for all community within the community by developing job opportunities, especially within the tourism area. More essentially for all year round.”*
- *“It would be good if Kilbeg development and other land developments by Clan Donald were more open and the community had a say. The ideas of what "development" means seem to differ here. “*
- *“The Trust has two roles – to develop its existing businesses and projects in the most professional manner possible. The second is to help the community understand that the Trust has the ability, not to solve all problems and lead in all developments, but to be the conduit by which all the active groups can work together.”*
- *“....Actively support Gaelic Community Development. Would like to see SCT addressing fundamental concerns of the area - being brave enough to tackle the big problems and enlisting the help and support of others in order to do it. An obvious example is that indigenous local culture is dying on its feet. SCT is well placed to take action on this within the community, instead of leaving the matter to others (e.g. Sabhal Mor Ostaig, the Gaelic College who cannot do everything).”*
- *“The trust needs to find out what people want, not just decide to do things and then ask us if we agree. We need to set the pace and then they do what the community has asked for and needs.”*
- *“Walk before they run. Concentrate on a few key community beneficial tasks and make them happen. Earn a reputation for determination. Win hearts and minds and support locally and at a county and government level.*

Look carefully at how other areas have proceeded with larger asset acquisitions, projects and inward investment before embarking.....”

- *“SCT needs to motivate the youth and mainstream community into daily and 'director' involvement with more immediately practical and less fanciful projects. Why is money being wasted on this survey when the Directors should be getting out in the community and talking to the residents and members?”*

Annex 1 Survey Questions

Page 1

This survey forms part of the consultation exercise that is being commissioned by Sleat Community Trust. It is part of a wider evaluation that SCT are undertaking with support from HIE. All responses will be treated in the strictest confidence and reporting of the results will be in such a way that feedback will not be attributed to individuals. The survey should take approximately 10 minutes to complete either online at: <http://www.surveymonkey.com/s/XQRF9JL> or on hard copy which should be either delivered to the Sleat Community Trust Offices or the Filling Station in Armadale or mailed directly back to Amanda Bryan, Aigas Associates, North View, Aigas, Beauly, Invernessshire, IV4 7AD. Some of the boxes may be too small for you to complete your responses. If necessary please attach separate sheets all of your feedback is greatly appreciated.

The survey opens on Monday 16th January 2011 and closes at midnight on Monday 6th February. Each person should complete the survey only once either electronically or on paper copy please do not submit both. If you have any questions or problems completing the questionnaire please contact Amanda directly on 01463 782597 or at aigasassociates@aol.com.

Your assistance with this is greatly appreciated.

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The Survey below consists of 17 questions. You must give a response to all questions marked with an asterisk, but in most instances there is an option to select a not applicable option or equivalent. If completing the form electronically you can alter your selections at any time while completing the form before submitting it. There are three questions asking for some details about your gender, age and location this is to help with analysis so we can see if there is a marked difference between the views of male and female respondents for example or between residents of the different parts of Sleat.

1. Name:

2. Are You Male or Female?

- Male
- Female
- Prefer Not to Answer

3. Which Age Category Do You Fall Under?

- 18-30
- 31-45
- 46-65
- Over 65
- Prefer Not to Answer

4. In which part of Sleat do you live? (Please select only one response)

- Achnacloich
- Aird
- Ardvasar
- Armadale
- Calligary
- Camuscross
- Drumfearn
- Duisdale
- Ferindonald
- Isle Ornsay
- Kilbeg
- Kilmore
- Kinloch

- Knock
- Ord
- Ostaig
- Point of Sleat
- Sasaig
- Tarskavaig
- Teangue
- Tokavaig
- Tormore
- Outwith Sleat Community Trust Boundary
- Prefer Not to Answer

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5. Are you a crofter (i.e. do you hold a croft tenancy, do you work a croft or are you part of a crofting family)?

- Yes
- No
- Prefer Not to Answer

6. Are You Currently a Member of Sleat Community Trust?

- Yes
- No
- Don't Know
- Prefer Not to Answer

7. If you are NOT a Member can you tell us the reason? (Please select only one response)

- I don't think I am eligible
- I haven't got around to it
- I don't agree with Sleat Community Trust's current priorities and approach
- I don't understand what my responsibilities/ liabilities would be as a member
- Don't Know
- Prefer Not to Answer
- Other (please specify)

8. Please tell us which of the following statements relating to Sleat Community Trust you agree with. (Please select all that apply)

- I am supportive of Sleat Community Trust and feel they are doing a good job.
- I am supportive of community ownership of assets such as the filling stations and Tormore Forest and want it to succeed.
- I am not supportive of community ownership of the land and assets.
- I am not supportive of Sleat Community Trust and do not feel they are doing a good job
- Prefer Not to Answer
- Other (please specify)

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9. Please tell us what you think of the following projects that Sleat Community Trust is currently working on. (Please select all that apply)

I am supportive of this area of work, I am not supportive of this area of work, and I would prefer not to answer

- Tormore Forest Purchase and Redevelopment
- Filling Station, Post Office, Garage and Trust Office Development
- A'Mhaoile Wind Turbine Development
- Visit Sleat Initiative

- Clean Sleat Initiative
- Subsidised Taxi Scheme
- Environment Group’s work on bats, mink and beach cleaning

10. Sleat Community Trust has been working to deliver the community's vision for the area as identified in work undertaken by CADISPA in 2004/5. What progress, if any, do you feel we have made in meeting the community's aspirations as set out below.

Vision Achieved, Significant Progress Made Towards Vision, Some Progress Made Towards Vision, Little or No Progress Towards Vision, Prefer Not To Answer

- Sleat should have improved transport, roads and service (including housing and broadband) provision.
- Sleat should be a place where young people are welcomed and able to stay and live.
- Sleat should have economic sustainability through increased business and diversity in the economy.
- Sleat should be an integrated community working together.

Do you have any further comments on progress made to date? Please use the space below to tell us about them.

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11. Please tell us what you think about how Sleat Community Trust operates. (Please select all that apply)

- I am happy with the way in which Sleat Community Trust conducts its business and would be happy with this approach continuing
- I would like Sleat Community Trust to be more open and transparent and engage with the wider community
- I would like more information to be available in easily accessible forms about Sleat Community Trust's activities
- I would welcome greater opportunity to input more to the work of Sleat Community Trust e.g. through Working Groups or Consultations
- I would like Sleat Community Trust to consult more widely about future priorities for the area
- I would like Sleat Community Trust's Staff and Directors to be more accessible
- I would like Sleat Community Trust to work more in partnership with other community organisations
- I would like Sleat Community Trust to treat community development with equal importance to commercial development activity
- Prefer to Not Answer
- Other (please specify)

12. What three words would you use to describe Sleat Community Trust currently?

13. What three words would you like use to describe Sleat Community Trust in the future? (if different from above)

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14. What do you think the priorities should be for Sleat Community Trust over the next 5 years? (Please select your top 5 projects or areas of work)

- Progress Amenity (Access & Recreation) Projects within Tormore Forest
- Progress Replanting/ Restocking of Tormore Forest
- Progress Local Wood Fuel Supply Business from Tormore Forest
- Further Development and Upgrade of Armadale Hub Filling Station, Post Office Shop, Office and Garage
- Develop Renewable Energy Schemes
- Work with others to secure housing for local needs
- Secure Inward Investment
- Secure improved provision of services for older people

- Secure improved services/ facilities for children and young people
- Investigate further land and asset purchases
- Secure community transport provision
- Actively Support Crofting Development
- Prefer Not to Answer
- Other, Please Specify

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15. Sleat Community Trust provides information about its activities through a wide range of mechanisms please you tell us which of these you use and which you find useful.

Don't Use, Use and Find Very Useful, Use and Find Useful, Use but Don't Find Useful

- An Slèiteach
- Electronic Newsletters
- Websites
- Regular updates in West Highland Free Press
- AGMs and community meetings
- Dropping in to Trust
- Office/ Filling Station

Is there specific information you would like to receive about SCT or are there different ways in which you would like to receive it? Please let us know in the space below.

16. We would welcome your views on how Sleat Community Trust has operated and what it has achieved if not covered in the questions above.

17. We would welcome any thoughts you might have on priorities for the Sleat peninsula and Sleat Community Trust moving into the future, if not covered in the questions above.

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Thank you for completing this survey. Your feedback is of great value to us.

All the survey responses will be analysed during February and will be added to a report which will be submitted to Sleat Community Trust and HIE later in February for their consideration. A summary of the survey results and the results of the wider evaluation will be both available on the website and circulated with An Slèiteach in due course.

Annex 2 Feedback on Q8 – Views on SCT

1. My feelings on ownership of land would depend on what land and which assets. Probably would approve.
2. I was not a supporter of buying the forestry - FCS already owned by public. They should have passed it to the community for nominal sum not via grants, loans etc. However now that they have it I support it.
3. I am supportive but the people at Drumfearn are completely neglected.
4. I am supportive of SCT and feel they are doing a good job in some respects and areas
5. I am supportive of Sleat Community Trust
6. I am supportive of Sleat Community Trust and I am supportive of community ownership of assets, but feel that a lot of mistakes are being made about the running of the petrol station. It does not fill the community with confidence about community-run things. But Tormore Forest seems to be going well so far. It is down to the skills and experience of the people in charge.
7. I am supportive of SCT and feel they have done an exceptional job in creating a community led social enterprise company between March 2004 and November 2011. I do not feel that I can support the current BoD of the Trust and its subsidiary companies.
8. I am supportive of SCT and feel they are NOT doing a good job
9. Doing a great job!
10. I am supportive of the Trust
11. Filling station fuel prices unaffordable only used in a emergency.
12. I am the owner of a holiday home in Ardvassar. I do not know enough about the work of the Trust to be able to comment if I agree with their work or not. I am also not sure if it is appropriate for me to be a member in the circumstances.
13. I am supportive in principle and excited about some aspects of it but would like to see a proper community masterplanning exercise so that we are all involved in a cohesive way forward. It is hard to see where all this money has gone,. Not convinced that the shop needs to be community owned as I think community good and private enterprise can work together
14. I am hugely supportive of the organisation and think it does a wonderful job, with the striking exception of the language question (see my comments below).
15. For Q9 I have "preferred not to answer" for two projects, because I really don't know anything about them, although I would be inclined to support them. On the Clean Sleat initiative, you could hardly object to it (like Mom and apple pie) but I have doubts about whether it means much more than a scout badge.
16. I am supportive of SCT but feel they could be doing a better job.
17. I have heard the trust wants to buy Ardvassar Stores. I definitely think they should not. They should let someone else take it on - they should only step in if it looks as if it will stop being a shop. Why are they even thinking of doing it when they aren't giving any support to the Camuscross and Duisdale Initiative for their Hub? It looks very bad - was at the community workshop yesterday. Not one person from the trust there. Don't they care about this part of Sleat? A really big project and major investment and more employment, facilities and a new tourist attraction for Sleat and some of them sound as if they don't even want it to happen. Makes them look very childish. Makes them look ANTI Sleat.
18. I have little confidence in the current directors of SCT and the way they are taking the Trust.
19. Not satisfied that the Trust is properly directed from the top or properly coordinated and integrated in its various activities.
20. The trust must look to extend community ownership - the dead hand of the landlord has to be removed.
21. I am supportive of any effort to reduce the rule of landlords

Annex 3 Feedback on Q10 – Community Aspirations

1. At the moment members are really trying to preserve the bus service will not be as drastically cut as proposed. L&S Housing Association is working very hard but finance cuts are drastic - but the Association does its very best and co-operates over other provision but it is very difficult.
2. I do not have enough info on this.
3. I would say that since 2004/5 Sleat as a whole has gained in these areas – I am not sure what the Trust has done in all areas and this should be made clear.
4. Drumfearn township is completely neglected. Drumfearn/ does not receive the internet/broadband like the rest of the peninsula.
5. It is important that people are aware of which targets the Trust itself can :a) initiate & lead b) co-operate with / participate in c) can only comment on and pressurise other organisations to take initiatives. Otherwise local people may expect the Trust to achieve things outside its remit.
6. No public transport on side roads difficult for the elderly
7. Not enough measurable information to make a judgement e.g. how many Sleat youngsters (and what constitutes a young person) have affordable housing in Sleat?
8. Don't really know enough to comment
9. Point 4 - ?
10. I don't think there was a covering vision just some aspirations
11. Housing so far outwith our control, not enough employment , need small business units,
12. Am unsure if any progress is attributable to SCT.
13. Services have improved but not convinced the Trust has influenced this!
14. Some of the Directors believe in development at any cost. I strongly believe that well thought out, sustainable (in environmental terms) development to be much more beneficial in the longer term.
15. Public transport is an often ignored and serious problem in Skye
16. We need a well lit, distinctive and attractive road junction on the Broadford road.
17. It should not just be young people that are welcome to live in Sleat . People of all ages can contribute to a community.
18. Having only just recently moved to Sleat I do not feel able to comment on the above at this moment in time
19. I feel that the geographically dispersed nature of Sleat and the lack of an obvious central place for large-scale community interaction makes it more likely that the separate villages will be working to further their own priorities that others are being left behind.
20. I have only been living here for just over a month so not aware of the progress made.
21. Much of the lack of progress is due to third parties i.e. Highland Council, BT etc. Also, as there is little job opportunity and affordable housing, Sleat is not a good environment for young people and there is no local provision for sheltered housing for the elderly.
22. My answers are based on intuition rather than hard facts as I don't have these to measure progress against. For example there is some new affordable housing at Armadale but I don't imagine that there is enough to sustain a young population in Sleat. There is a better ferry service but worse bus service.
23. Encourage universal bilingualism for community integration and economic development.
24. On the last question, who wouldn't want their community to work together? But I don't understand what an 'integrated' community means. I dislike slogans like this - it so easily becomes a hackneyed cliché. In general, it is hard to decide where 'significant' begins - but without a doubt the vision is holding up well against a context of hard times and the retrenchment of public services and funding.
25. I am full of admiration for the way that the Sleat Community Trust is organised and 'driven'. A few work extremely hard for the benefit of the many although with such a 'mixed' community it is difficult to achieve consensus.
26. I am sorry I have too little information about the progress therefore I didn't answer the last question.
27. Transport issues are mostly outwith local control - but a lot of noise has been made! Many opportunities for young people are only limited by housing issues. Compared to other rural areas there is great diversity of economy. It is well integrated considering it is not one geographical village
28. Depends what is meant by integrated. Where no selection has been made, I cannot answer because I do not have sufficient information - this is directly related to poor dissemination of information by SCT.

29. Lack of affordable housing is a major need which has to be addressed.
30. The first one was impossible to deliver - apart from housing and nothing has been done on that. In fact the trust has made it worse because they took over one of the rented houses in the area for their offices
31. We have a good road but are now suffering from poor public transport and no housing for single people which I feel is more important than faster broadband which I feel is adequate at the moment.
32. There is little evidence that SCT has worked towards improved roads, transport etc.
33. After a positive beginning with strong and visionary leadership the Trust has fallen in to a malaise with little being achieved other than a botched Tormore development. Has fallen foul of bickering between 'egos', needs a firm and visionary hand returning to the tiller.
34. SCT, Clan Donald, FEI and SMO should start to talk to each other regularly.
35. The composition of the locality has changed radically in the last thirty years with loss of identity, leading to lack of cohesion.
36. Sleat should be a purely residential community. It should not and never become a business centred community.
37. The edges of the community tend to be bypassed
38. I don't have any knowledge of achievements
39. Tourism Initiatives still seem very spasmodic
40. Feel that Camuscross and Duisdale Initiative should have been integrated into SCT.
41. The community council, SCT, and CDI should have a more joined-up approach to enable development and improvements throughout all of Sleat. All do important work, but I feel that not everybody is aware of exactly the role of each group within the area. I feel that better communication between CDI in particular would enable all Sleat residents to pool resources together and have an important role and a voice in the SCT.
42. The statements are too bland as visions and too self-evident. If you look at the negatives of the above I don't think anyone would say that Sleat should make young people unwelcome or that it should be a dysfunctional community or that we should downgrade transport, roads etc. If you want to measure achievement then set specific targets so we know how we are progressing towards the vision.

Annex 4 Feedback on Q11 – SCT Operations

1. I telephoned you about the elections of the management committee (it would be beneficial and more inclusive for the community if this could be done by postal ballot as not everyone can attend the AGM). With nearly all of the above questions I would not want to criticise, I think the Trust would try to do them all! I think the newsletter is excellent and information at Post Office etc.
2. I feel I am not in a position to know the answer as I am not informed enough on the matters.
3. I would like to SCT to spread its projects over a wider geographic area so that all parts of Sleat benefit. Many people from Camuscross to Drumfearn and Ord never/ rarely go to Armadale/Ardivasar
4. I would like SCT to consult in a different way about priorities i.e. by going to grassroots groups : e.g. Mother & Toddler group, badminton club in order to get the views of younger families who are local to the area and unlikely to attend meeting in local Halls at 7.30 when organising families after a day's work!
5. They do a good job
6. Break down barriers between special interest groups
7. I would like SCT Members to know that they can attend Board meetings as observers if they wish. This would go some way to stopping the present 'hiding our light under a bushel' syndrome. Confidential Agenda items would be left to last and before which observers would be asked to leave.
8. Not sure - don't know much about the Sleat Community Trust
9. Hard to find exactly the right box to tick here. I'm generally happy with SCT's achievements but from my experience as a former director I feel the meetings could have been considerably more productive.
10. I would like SCT to operate more as a truly bilingual organisation and place progressive Gaelic redevelopment at the centre of its remit.
11. I don't want to be steered into either implied criticism or seeming to say everything in the garden is perfect. An Sleiteach informs us, we can always pick up the phone and ask, and I have only made it to a few of the public meetings, but I can't blame the staff and directors for that! It's far too easy and it's unfair to claim we're not well enough informed. But I am of course aware that there has been a period of stress. That is to be expected with so much going on, and I am confident for the future.
12. Again I can't really say.
13. I tick all because they are all important, not that I don't believe they are happening. Sometimes request for more accessibility and openness merely reflects the public's apathy in finding out. Time spent in overly addressing any such issues merely takes away from time spent making things happen.
14. SCT seems to operate like some sort of exclusive club. I feel it does not represent the interests of all sections of the Sleat area. I can see that SCT environmental and economic development aspirations, but a great deal could be done to enhance the community and cultural aspects – especially those relating to indigenous language (Gaelic) and culture - which is not being done.
15. The trust needs to get someone in from outside to find out what the community wants and needs like Cadispa did at the start. This questionnaire is mostly about what the trust is already doing and isn't asking open questions about what we want.
16. Not enough community consultation. Too many decisions behind closed doors.
17. I am not with the way in which SCT conducts its business and I would not be happy with this approach continuing.
18. I am not happy with the way in which Sleat Community Trust conducts its business and would not be happy with this approach continuing.
19. Keep Sleat a residential only area and not a business.
20. Divided Leadership?
21. Again, some of these are motherhood and apple pie as the Americans would say. Of course the community and commercial development shouldn't be mutually exclusive.

Annex 5 Feedback on Q14 – Future Priorities

1. I feel again not entirely well informed enough to be able to answer these questions.
2. Elderly services I see as a priority as there is less and less available from council services. Subsidised taxi has been a fantastic asset for the community - please keep it going.
3. Secure (any) provision for disabled?
4. Affordable housing is a really serious need without a solution being found soon we are going to keep haemorrhaging young people. The work is there it's the houses that are needed at prices young people can afford.
5. Local Food Initiatives Throughout Sleat
6. I also want to see amenity development in Tormore and further asset purchases.
7. Kilbeg Village Development
8. Require vision first
9. How about improved working and communicating with other local community organisations
10. Create an awareness of the magnificent hill walking sights to see and learn about.
11. Green burial site in Tormore
12. Housing needs could be addressed through the Kilbeg Development Plan, as could recreational facilities and commercial and enterprise opportunities.
13. Stick with their own responsibilities and not interfere with other things already on offer. Government and social services should look after the elderly – the Trust should identify and pass on issues. They take on too much so no delivery. Stick with their own remit which needs to be clarified to the community. Cannot expect too much support if don't really know what they should be doing.
14. An ice centre/rink with cafe/bar would be a great asset.
15. Maximise opportunities to help preserve our natural environment
16. Improve tourism prospects by employing the skills of appropriate local people.
17. Leisure centre and swimming pool locally
18. A centre for adult/young person education, for those through no fault of their own dropped through the net.
19. Encourage community pride in bilingualism and re-strengthen the Gaelic language a unique local cultural asset.
20. Improve on work (jobs) for all community within this area.
21. Aims are evident and praiseworthy
22. Make Gaelic one of the main focal points in the development.
23. Actively support Gaelic Community Development
24. Support the CDI to develop their Hub project - it will be a great thing for this end of Sleat and for the whole of Sleat and look good for the trust to be involved, because all its projects are in Armadale/Tormore at the moment. I've heard quite a few people here grumbling about that the trust hasn't done anything for them.
25. SCT are currently concentrating too much funding/income into Tormore regeneration.
26. Lobby for Mallaig- Armadale Ferry
27. Secure continuity of Calmac Ferry service between Mallaig and Armadale. The role of the Trust becomes more important in the absence of a community council and this and representations to Highland Council, MPs, NHS etc. should command their attention more than some of the items above.
28. Must get more younger members of the community actively involved.
29. Why did we not deliver a masterplan for Sleat? Answer: Landlords (both) have their own agenda. They are not integrated into a total plan for Sleat. They will decide housing availability and land. The community should decide this. Uncoordinated approach to housing and land use will lead to serious value issues for Sleat.
30. Work closely with Sleat Community Council to improve roads infrastructure
31. Assist local boat owners with improvements to facilities.
32. Woodland Burial Site Development
33. More integrated approach re tourism initiatives

Annex 6 Feedback on Q 15 - Information Provided

1. AGM not at suitable times for me.
2. Filling station is always good craic and very helpful
3. If there are any consultations/ decisions made concerning the Drumfearn township this should be before the decision is made.
4. Website isn't updated regularly. Updates in WHFP are not regular. AGMs could be a chance to consult with the community but usually just a presentation on what is being done.
5. Cascade system for local delivery of Newsletters to neighbours (despite organisation required and obvious problems) in order to boost cohesiveness among neighbours.
6. Do not have internet
7. One large annual get together for all Sleat Residents
8. The website should be kept more up to date
9. I receive more than one copy of an Sleiteach - your database needs updating! Also you should have an opt out for the paper version of this as receiving it in both hard copy and electronically is unnecessary and wasteful
10. I do not have the internet (so had to visit someone to get help to do this in time) Internet is difficult to get in some places and anyhow I do not have a computer
11. I'd like to have access to the minutes of meetings of the subsidiary companies. SCTCL and SRL are subsidiary companies of the Trust made up mostly of unelected directors who meet regularly and have a huge influence on the decision making process of the elected BoD of the Trust. Minutes of these meetings are not available to the members and invariably are only received by the BoD of the Trust at the start of Trust meetings.
12. Email alert every time a new article is published on the website - this would also encourage more traffic. Do they have a facebook page? Do they tweet?
13. What is happening with the village development???
14. I think that the Trust needs to provide better facilities so that the general public will be attracted to come and interact with it. The shop and post office is a good focus, but better designed and adequately staffed offices that allow free public access to a range of services (café, internet, photocopying, printing) while at the same time learning about the Trust's work and sharing ideas but still able to keep some meetings and records confidential would be a great asset.
15. Open publication on website, which must be kept up to date, of minutes of all meetings of items discussed excepting confidential items of course. The minutes must be easily understood and not just one-liners which don't explain properly.
16. An Sleiteach is probably the single most effective vehicle for communication and I believe that everyone would like to see more issues - although I know much hard work that means. It just works!
17. email to (email address provided)
18. Less low-status token use of Gaelic and more high-status instrumental use of the language.
19. If you want to engage our young people you need to start using social media more - Facebook, Youtube
20. Use filling station occasionally
21. I know I am biased as being part of the communications group, but we all know that the website is sorely underused - lack of personnel resources.
22. Straight, clear information - without the element of self congratulation – would be most welcome.
23. The Trust office is in Armadale. I never am. No good to me as a hub. All the trust public meetings are in Ardsasar, Clan Donald or Ostaig, even though there is a hall in Duisdale. We always have to travel to that end of Sleat for trust events.
24. When did SCT have a community meeting last? If so it wasn't well advertised.
25. Because the Trust has no effective leadership the AGMs are appalling - indeed a shambles.
26. Not everyone has a computer/ e-mail, therefore dates of working group/ consultations or meetings may not reach these members. A notice on the window of the filling station would help or a note by post. It is VERY annoying to find a meeting where one wanted to contribute ideas has been missed, but all these with e-mail WERE notified.
27. More fact - less flatulence !
28. Financial transparency is fundamental.

29. What about compiling a list of useful skills and offers of help and approaching individuals personally instead of this global form of communication.
30. Don't get e-letters would prefer e-letter to paper.
31. I do use the filling station/ PO/ Garage but not for info about the Trust
32. The Sleat emails are an excellent way for an IT geek like me! They keep you up to date and informed of almost everything going on in the area. They are a very important resource indeed. An Slèiteach is also a great community resource.
33. Website not kept sufficiently up to date.

Annex 7 Question 16 – Feedback on SCT to Date

1. I think 'they' do an amazingly good job - the Post Office would not exist without them, filling station necessary too - and it's a friendly place. You could not include everything but village hall is very important locally as well as cooperation with other venues and attractions such as SEALL.
2. Excellent in securing filling station and garage facilities. Now Tormore underway doing a good job. Don't think lorries as disruptive as people thought. I see progress.
3. Has been a very good focus to bring the community together.
4. SCT has not operated appropriately concerning the decision for A'Mhoile wind turbine developments.
5. It has worked very hard, particularly impressive volunteer effort but could achieve more, more effectively and quicker and with less effort by working in partnership with existing community groups and organisations throughout Sleat.
6. When giving financial grants to voluntary groups you should check whether they make any effort at their own fund-raising and promoting themselves to the wider community rather than operating a closed shop or secret society.. The Badminton Club received a grant of £200 or £250 pounds and yet I have NEVER seen any promotion for this group, invitations to play or been aware of them raising their own funds through say a Strupag Cafe. In future grants should be given to groups who make some effort at integrating themselves into the community and being open for all.
7. Prevented filling station / garage / post office going out of business. Prevented Forest being purchased by private individual / commercial forestry Co and any profits being taken outside the area. Now needs more strategic thinking and a prioritised action plan AND mechanism for revising those priorities to react if new opportunities arise.
8. Well done
9. Single most important development is to further Kilbeg Village Development
10. The main achievement is the purchase of Tormore Forest
11. There is a perception of a lot of 'politics' at the trust and as between the trust and its subsidiaries - if correct then control and organisation is an issue which will affect the trust's ability to carry forward its existing projects and develop new ones. There is also a perception that the trust is not always as supportive as it might be of the efforts of other community groups.
12. The AGM was very informative but too heavy on the financial detail - most of it went over people's heads!
13. SCT has evolved on the back of largely volunteer effort which is tenuous to say the least. It now needs to ensure projects are run by paid staff. If it doesn't delegate it will relegate!
14. Thank you to the Trust
15. The Sleat Community Trust has been very successful in its operations and deserves the fullest support from the community.
16. Mostly good
17. The Trust has made remarkable progress since its establishment in March 2004. This was achieved largely through local voluntary commitment and effort with financial support from public and private agencies. I feel that the community involvement has been lost and the Trust is now governed by commercial interests. The unelected BoD of SRL now control the finances of the Trust and they dictate where, when and how monies will be spent. This cannot be allowed to continue.
18. SCT should have some sort of mission statement and clearly state what they are about. Whilst in general they have a lot of support am actually unsure what their remit is. Should clarify simple and clear objectives with goals that can be measured. They should consult with their members more. One example is moving SCT into the bungalow to use as their office and upgrading the changes at ££ cost out of the funds and at a loss of £400 pcm from the rental thereafter. It contravenes their objective of assisting with affordable housing. Maybe should consider highlighting issues and going to other responsible source to deal not pass the buck but demand updates and action. They seem to think they are dignitaries or MPs which is definitely not the case or remit.
19. I think you're all doing a great job!
20. It's done a great job so far!

21. The Trust was set up to administer proceeds from windfarm which never came to be but I am delighted with it securing the petrol pumps etc as well as Tormore.
22. I think the Trust has tried hard but often loses sight of its social aims and can appear inaccessible. I realise that this is in part due to volunteers' lack of time.
23. SCT has achieved much in its relatively short life. Fortunately the Directors are pretty diverse which is democratically beneficial. Commend garage etc, woodland, environmental benefits, transport improvements.
24. I think SCT is doing a good job, however I cannot see how Tormore purchase has been of any benefit. It seems to have been about securing a wood source for the college.
25. I am new to the area so, as mentioned above, do not feel able to comment as I do not have enough knowledge of the SCT. Would like to get more involved though!
26. I feel that a lot has been achieved in a remarkably short time with the Trust now offering employment and playing a key role in both helping to retain existing services and develop new ones for the benefit of the whole community of Sleat. However, with this success comes ever increasing public demands and expectations and I feel that a 10-year plan with development priorities, timescales and their intended benefits would help ensure that the public does not get disenchanted with the Trust and look to switch their support to a new venture, such as through the exciting projects being developed by the Camuscross and Duisdale Initiative.
27. We are very lucky to have such a hard working and dedicated team in our community but feel we need a 'business' head to take the Trust forward.
28. Sleat should be very proud of what a handful of visionaries in our community have achieved and I think often the Trust doesn't get enough local praise - just fault finding. But unfortunately that seems to be the culture here. If only the population could hear how well regarded they are by other fledgling Development Trusts. I think equally the Trust shouldn't be so un-confident of its work and decisions, and be in a continual defensive mode!
29. Trust is making good progress, some small steps and big steps. Happy with achievements so far.
30. A relocation of the bottle banks at the pier. Also by its very existence is beneficial to show it's true colours or come to fruition.
31. SCT is an amazing organisation and its work on community ownership and redevelopment is truly inspiring and a source of pride for whole community. However, it is striking that re-strengthening the indigenous language of the community and developing bilingualism as a unique community asset is almost entirely absent from the SCT development agenda. Sleat is internationally recognised as one of the few places in Scotland where Gaelic is actually growing as a language, but SCT still operates as a monolingualist English-language organisation, and in more progressive multilingual countries (French-Canada, Catalonia, Switzerland, etc.) such an approach in a bilingual community with a threatened indigenous language would be unthinkable. I understand that the Gaelic language can be controversial in Sleat, but all the more reason to normalise the language in the community's projects and redevelopment, encouraging universal bilingualism in Sleat and pride in our unique local cultural heritage. There is also a strong economic argument to be made. The cultural economy is huge in Sleat, much stronger than one would expect in rural area, and this sectoral diversity is a source of economic stability. Almost all of this cultural activity is directly connected to the Gaelic language. Gaelic is Sleat's USP, and much more could be done to market Sleat to visitors as a Gaelic-speaking community, encouraging cultural tourism as is done in the Gaeltacht in Ireland, for instance.
32. Excellent job.
33. I have a troublesome relationship with SCT.
34. I feel that I have covered this in the Q&A above
35. I think doing well so far!
36. The Trust has achieved a remarkable list of activities which should not be down-played because of any minor issues. It has been remarkably cohesive, without acting to be so. This is now the main strength to build on.
37. I believe SCT has not taken ordinary people with it (though it assumes we are all on board). Some of it's "achievements" seem like window dressing (projects for which money is available) and of no real account.

38. SCT has gone from being dependent on grant aid to self sufficiency in a very short time by taking opportunities as they arose. This should continue.
39. It started out full of promise and has gone a bit awry because it has forgotten to be led by the community. At the very start, Cadispa asked us what we and for a while the trust was guided by that but that's a long time ago. Time to ask the community again. Too many men on the board - there have been a lot of good women directors but they have mostly only stayed for a year or two - there is obviously something wrong there. Too much showing off and competitiveness - all about acquiring things and pretending to be businessmen. Time for some female sensitivity and listening to what people are saying.
40. I fail to understand Clean Sleaford - when I see everyone using cars, burning electricity and overheated offices etc. Promotion is given to cycle week - should be cycle year - cycle paths all over Sleaford.
41. SCT has achieved a great deal since its conception but the current directors have lost their way.
42. As in all voluntary bodies - strong inspired leadership, direction and coordination and delegation of tasks with accountability for assets are required. People can be enthusiastic and innocently misguided. Some basic financial training and terms of reference are required.
43. Good work, but much more to do.
44. Started very strongly with constructive vision and leadership - after year 2 began to lose its way with egos coming to the fore couple with a self important clique forming. Has now further lost its direction and is widely seen as self righteous and 'jobs for the boys'. Shame.
45. I think SCT has been well operated and has made good progress, especially on the post office/ filling station hub and acquisition of Tormore.
46. So far so good.
47. It has done very well so far. Hope it doesn't become too 'business minded'. Sleaford is and should remain a residential community.
48. Too many committees with the same old faces. It has proved hard for us as newcomers despite making people aware of our skills and experience to 'break-in'. We are prepared to help and have said so, but no-one has taken us up on our offers.
49. I do get a sense of pride when I see the wood coming out of Tormore. The Trust is making a good job of it.
50. I think Tormore and filling station acquisition are first class. Long may it continue.
51. Remarkably successful for such a small community. Vision tempered with pragmatism.

Annex 8 Question 17 – Thoughts on Future Priorities

1. There is still not enough for children - aged 8-13 or there may be and they do not advertise.
2. Infrastructure for existing fishing and shellfish businesses i.e. jetty's and landing facilities
3. Remember the heritage and the language, the culture, the music. And the heritage and the environment and the architecture in all its forms. Whether oak woodlands, or dry stane dykes or bird population and diversity of plant species. To keep alive traditions and knowledge of the past while looking forward with optimism and realism (with a touch of idealism) and fortitude.
4. Anything that creates an income or jobs in the area or supporting existing business. Consider cattle corrals using woodchip/ shed/ covered area for community facility to fatten ready to slaughter for community consumption. Stock club idea could cover pig/sheep also.
5. How about a few more community events: Sleat gala, dance , BBQ etc.
6. Do not destroy Sleat with any wind turbines/ windfarms.
7. Assisting less favoured townships e.g. Point of Sleat. Developing a green burial site as part of Tormore Forest Development. Protecting and encouraging biodiversity, controlling more alien and invading species.
8. Local food projects. cycle/ footpath projects particularly joining townships together. Rather than amenity paths in Tormore of limited use from this end of the peninsula when we have Kinloch and Ord Forest Paths.
9. I think local voluntary groups and societies should be encouraged to publicise their activities more and perhaps the Community Trust could assist in this - either on their website or the odd profile in a Newsletter.
10. Support other communities to develop like CDI; Support retention of current ferry schedule & pricing to support local tourism initiatives especially shops and studios around pier, investigate on-line 'bulletin boards' for sharing transport to Broadford, Kyle, Portree & Inverness and checking on health & welfare of elderly.
11. Response to ferry review crucial. Encouraging volunteers for specific projects/ work experience opportunities?
12. Dynamic leadership of SCT, with economic, finance and communication skills.
13. SCT must have proper community visioning process, which will establish itself as a vehicle for helping the community achieve its ambitions in a coherently planned and structured way.
14. Bearing in mind that the world's economy is the wholly owned subsidiary of the world's ecology and that it is better to be ecological than economical with the truth, I would hope for a serious reconsideration of the impending danger of over-development. We humans tend to forget that if we look after wildlife, it will look after us! So conservation of and respect for the remaining wildlife habitat on Sleat should be the top priority if we are to prevent what is happening in Camuscross - now becoming known as Camus-concrete!
15. There is no public transport on the side roads and in the winter the roads are very bad.
16. Better transport links should be a priority. Sabhal Mor Ostaig and the local tourist industry are highly dependent on access to the area and improved transport services. The summer service provided on the Armadale to Mallaig route should be extended to late evening and there should be three or four services each day in winter. A daily air service to/from the Central Belt is urgently needed and the train service to/from Kyle of Lochalsh should be increased and / or revised to allow people in Sleat to get to and from Inverness at convenient times for meetings, appointments and onward travel.
17. I believe that a significant proportion of the income from the forest should be put into a development fund that local organisations can access for specific projects that show a real community benefit.
18. Affordable housing for rent or purchase, without the sacrifice of mod cons such as central heating, shower, double glazing etc, for single occupancy would be my personal priority.
19. Help support younger people getting into crofting
20. The Trust completely ignores the importance of the Gaelic language as an asset and as a unique selling point for Sleat. Despite its importance to the economy of Sleat (i.e. the number of people employed by Sabhal Mor Ostaig and Fearann Eilean Iarmain).
21. I think the Trust should do more front-facing work such as hosting events, fundraising and discussions/ debates to improve their profile and get more people involved. A community forum? Perhaps feasibility

work into possible economic development opportunities using our natural resources. Could also be more supportive of the Gaelic language and economy. I also think we need to do more for our young people.

22. Working in co-operation with Camuscross and Duisdale Initiative.
23. Further renewables development. Monthly subsidised Inverness bus from Sleat (may not need to be subsidised?). I would have suggested shop/cafe/ meeting place/ bakery but this provision may develop with the Camuscross and Duisdale Initiative. On the back of this if it goes ahead the active support for enabling older/infirm/ less able members of the community to access the above.
24. If businesses are to thrive in this area then provision for public transport must be looked into and the SCT must address these needs.
25. I think the proposed 'new village' that is desired by the SMO & CDLT is a bad thing for Sleat. The village would promote an elitist mentality & I cannot see how this comparatively huge village would integrate into the existing community. I fear it would marginalise the existing community & look down on it. I think SCT should oppose this village.
26. The Trust is already a partner with the Community Council, Sabhal Mòr Ostaig and the Clan Donald Lands Trust in the new Kilbeg village proposal - 44 acres of bare land with the potential to significantly meet Sleat's developmental needs well into the foreseeable future - housing, business premises, job creation, renewable energy, sports facilities, recreation, central place for large-scale community interaction currently needed while at the same time the Trust continuing to support Sleat's villages in pursuing their own specific priorities.
27. I feel that we have a big gap in provision in Sleat for our teenagers – there has been no youth club for many years and little scope for their involvement in community issues.
28. Better recognition of the need for nature conservation - both in its own right and its key role in underpinning both social and economic development.
29. Information for new comer would be valuable; also more sports classes etc in the area
30. I would like to see leisure facilities in Sleat.
31. Just keep doing what they are working on to a high standard, and communicating it as best they can to locals. And perhaps get more new blood involved.
32. Keep up the good work.
33. I do feel there is nothing for young people to do. I feel there should be some kind of youth festival for Sleat, with direction to pin point the holes in our community concerning the young.
34. As Highland Council and Social Work are cutting back all the time, maybe the Trust can take over some of the support for local activities and be a sounding board for people with concerns. Maybe even hold a "surgery" once a month, say, for folk to bring their problems. It's good to talk!
35. Thank you!
36. Maximising the Torr Mor project, providing dry fuel for biomass boilers and encouraging the conversion from oil boilers in homes and businesses in Sleat has so many benefits - It's greener in several ways, and it builds real, sustainable and diverse employment in Sleat. Housing is a perennial issue, and there are two bodies with real responsibility and experience here – the housing association and the council. The Trust could assist and cajole them in a complementary way, not be another provider. I think we could do more to make our many older citizens feel less isolated and more independent.
37. Jobs for all community within the community by developing job opportunities, especially within the tourism area. More essentially for all year round.
38. There should be a dedicated impartial complaints officer in the Trust Offices or PO Contact.
39. Possibly to give a lead towards a 'bigger picture', with a more up-front 'political philosophy' and urging the other corporate, organisational and individual players to come in with SCT and demonstrate a more confident stakeholder impression.
40. It would be good if Kilbeg development and other land developments by Clan Donald were more open and the community had a say. The ideas of what "development" means seem to differ here.
41. The Trust has two roles – to develop its existing businesses and projects in the most professional manner possible. The second is to help the community understand that the Trust has the ability, not to solve all problems and lead in all developments, but to be the conduit by which all the active groups can work together.

42. Re Q14 Actively support Gaelic Community Development. Would like to see SCT addressing fundamental concerns of the area - being brave enough to tackle the big problems and enlisting the help and support of others in order to do it. An obvious example is that indigenous local culture is dying on its feet. SCT is well placed to take action on this within the community, instead of leaving the matter to others (e.g. Sabhal Mor Ostaig, the Gaelic College who cannot do everything).
43. The trust needs to find out what people want, not just decide to do things and then ask us if we agree. We need to set the pace and then they do what the community has asked for and needs.
44. I would like to see single (flat?) accommodation for single - large waiting list. I would like to see environment group tackle all the rubbish in ditches and ditches cleaned out. Felled trees - decades fallen cleaned up. More dog waste bins especially along the sea wall.
45. Setting up of a youth club. Transport for senior citizens and arrangements made for a lunch club for senior citizens and discount on wood deliveries for senior citizens and all of the above for disabled folk.
46. Walk before they run. Concentrate on a few key community beneficial tasks and make them happen. Earn a reputation for determination. Win hearts and minds and support locally and at a county and government level. Look carefully at how other areas have proceeded with larger asset acquisitions, projects and inward investment before embarking. It is noticeable that very few (if any) indigenous locals, landowners, crofters or business people participate. Most participants are incomers. Community trust means that it is not a platform for egocentrics.
47. The population of Sleat includes many incomers including retired academics and experts in many fields, it isn't just crofters, asking these people to contribute their expertise would be beneficial to all. Many of these people may never have considered that their talents would be useful.
48. SCT needs to motivate the youth and mainstream community into daily and 'director' involvement with more immediately practical and less fanciful projects. Why is money being wasted on this survey when the Directors should be getting out in the community and talking to the residents and members?
49. Provide some finance from Tormore profits to help with senior citizens lunches and travel.
50. Buy Sleat through community purchase.
51. The current high cost per unit of home heating oil is an important feature. The Trust could investigate ways and means of alleviating this burden on domestic budgets. Language and culture is important in this area; they should be promoted as unifying elements.
52. [] fast alone
53. Keep within its mission statement and objectives. Don't dabble outside.
54. Continuation of support for sustainability throughout Sleite. There is no mention of commitment to Gaidhlig here whatsoever.
55. Important to retain Mallaig-Armadale ferry service. Improve/restore public transport, especially to connect with ferries. Ensure proper road clearing in winter and road maintenance generally.
56. Don't go too far and ruin it. Excessive tourism can wreck what one is trying to preserve....i.e. the beauty of the place.
57. Linking in with E.I., Sabhal Mor etc. to achieve an integrated view of Sleat and its needs.
58. Some leisure facilities! Access to gym equipment, hall space for rent for sports.