

Exhibit 9 - health check devised by Community Land Trust Unit, Highlands and Islands Enterprise

(section 3)

Community Land Ownership – ‘health check’

Community Land Initiatives (CLIs) are varied in location, scope, size and purpose. These initiatives should be assessed in relation to their success in fulfilling their individual objectives, rather than some absolute standard. However there is some commonality in the scope and objectives of the initiatives and much commonality of purpose.

It would be an error, however, to seek to define for all community land initiatives what their purpose should be in managing their land assets and how that purpose is fulfilled.

Community Land Initiatives will vary in their stakeholders, their aims and the kinds of activities, which are successful in their context. Any evaluation must work with this diversity. The aim is successful – not homogeneous community land initiatives.

The ‘health check’ is designed to be a tool which communities can use to facilitate internal discussion on what should be the key items, which measure their progress, impact and success.

The ‘health check’ is intended as a set of principles and ideas on which individual community land initiatives can define their own goals and build statements of service quality. Some core outcomes are included to which a community would add its own specific objectives. This approach should provide a flexible and durable system capable of dealing with diversity and change. While the ‘health check’, as a set of basic principles, may be relatively abstract and skeletal the ‘desired outcomes’ or goals drafted should be meaningful in the context of the individual community land initiative and be capable of being assessed in detail.

Each element of the ‘health check’ is defined initially as an outcome for stakeholders. This element may be extracted to form the basis of a charter-type statement for community land initiatives. The outcome is then translated into community business requirements.

The ‘health check’ is based on the practical experience of community land members participating in the community land ownership movement. The core principles and objectives listed here were prepared following a seminar comprising thirty members of CLI’s held in Abriachan in 2002.

(CORE OBJECTIVES IN BLACK – EXAMPLES OF ADDITIONAL LOCAL OBJECTIVES IN RED)

Principle 1 – Purpose and Ambition

Community Land Initiatives have clear mission, purpose, motivation and direction, and regularly refresh their objectives.

1. THE CLI WILL HAVE A CONSTITUTION, FORMAL LEGAL STRUCTURE AND SET STANDARDS OF SERVICE
2. THE CLI SHALL AIM TO SERVE ITS COMMUNITY AS EFFECTIVELY AND EFFICIENTLY AS POSSIBLE.
3. THE CLI SHALL DEFINE THE OBJECTIVES IT IS SEEKING TO ACHIEVE, AND CONSULT WITH STAKEHOLDERS TO DEVELOP AND REVIEW THAT DEFINITION. THE SATISFACTION OF THE LOCAL COMMUNITY SHALL BE AMONGST THE PRIMARY OBJECTIVES.
4. THE ISLE OF MIST TRUST WILL HOLD A GOALS AND OBJECTIVES SETTING EVENT EVERY TWO YEARS.

Principle 2 — Community Focused Organisation

Community land Initiatives depend on their members and supporters and therefore should understand current and future community needs, meet community requirements and strive to exceed community expectations.

5. THE COMMUNITY LAND INITIATIVE IS AWARE OF ALL ITS RELEVANT STAKEHOLDERS.
6. THE CLI IS ALLOWED TO GROW AND DEVELOP ACCORDING TO THE VIEWS AND HOPES OF LOCAL PEOPLE
7. THE CLI SHALL HAVE USER FEEDBACK MECHANISMS, COMPLAINTS PROCEDURES AND CLEAR CHANNELS OF COMMUNICATION TO AND FROM OTHER STAKEHOLDERS.
8. THE CLI WILL PUT THINGS RIGHT WHEN THEY GO WRONG
9. THE ISLE OF MIST TRUST WILL UNDERTAKE A BALLOT OF ITS MEMBERS ON ALL DECISIONS AFFECTING THE LOCAL BIRDLIFE

Principle 3 — Leadership

Leaders establish unity of purpose and direction of the community land initiative.

They should create and maintain the internal environment in which people can become fully involved in achieving the initiative's objectives.

10. THE BOARD OF DIRECTORS WILL SHOW STRONG AND ACCOUNTABLE LEADERSHIP AND INSPIRE THROUGH THEIR VISION.

11. THE CLI IS PROACTIVE IN INVOLVING THE YOUNGER GENERATION IN ITS ACTIVITIES AND IS ALWAYS CONSCIOUS OF THE NEED FOR A SUCCESSION PROGRAMME FOR DIRECTORS.
12. THE CLI PREVENTS NO ONE INDIVIDUAL OR GROUP OF INDIVIDUALS FROM UNDULY CONTROLLING THE PROJECT
13. THE CLI SHARES THE BURDEN OF MANAGEMENT AROUND MEMBERS OF THE COMMUNITY
14. AGENCIES WILL TAKE A DECREASING ROLE ON COMMUNITY BOARDS
15. THE ISLE OF MIST TRUST WILL HAVE AT LEAST ONE PERSON UNDER THE AGE OF 18 ON ITS BOARD.

Principle 4 — Involvement of People

People at all levels and of all ages are the essence of a community land initiative and their full inclusive involvement enables their abilities to be used for the organisation's benefit.

16. THE CLI WILL BE OPEN AND PROVIDE FULL INFORMATION TO ITS STAKEHOLDERS
17. THE CLI WILL ALWAYS CONSULT & INVOLVE ITS STAKEHOLDERS IN DECISION-MAKING
18. THE CLI WILL STRIVE TO ENCOURAGE ALL AGE GROUPS AND SECTORS WITHIN THE COMMUNITY TO BECOME INVOLVED (E.G. CHILDREN, YOUTHS, OLDER PEOPLE, DISABLED, WOMEN ETC)
19. THERE WILL BE A HEALTHY AMOUNT OF VOLUNTEERS PREPARED TO WORK ON COMMUNITY LAND PROJECTS
20. THE ISLE OF MIST TRUST WILL DEVELOP A TRAVELLING EXHIBITION THAT GOES ROUND ALL SCHOOLS, HOSPITALS AND HOMES IN OUR REGION.

Principle 5 — Planning and organisation

Community Land Initiatives develop planning and organisational systems, which are integrated, efficient, utilise the skills of their members effectively and meet the expectations of stakeholders.

21. THE CLI SHALL SEEK TO SERVE ALL OF ITS COMMUNITY, DEVISING A PROGRAMME OF WORK APPROPRIATE TO THE COMMUNITY'S STATED OR IMPLIED NEEDS.
22. THE CLI WILL CARRY OUT A FULL RISK ASSESSMENT PRIOR TO ENGAGING IN ANY DEVELOPMENT PROJECT
23. THE CLI WILL STRIVE TO USE ITS RESOURCES EFFECTIVELY

24. THE CLI HAS AN IN-BUILT MONITORING AND EVALUATION PROGRAMME AND REGULARLY REVIEWS THE EFFECTIVENESS OF ITS ACTIONS IN ACHIEVING ITS AIMS, AND MAKES IMPROVEMENTS WHERE POSSIBLE
25. THE CLI SHALL EXPLICITLY RESPOND IN ITS PLANS TO OVER- AND UNDER-PERFORMANCE AND TO STAKEHOLDER FEEDBACK TO MAINTAIN AN APPROPRIATE BALANCE OF RESOURCES OVER THE FULL RANGE OF OBJECTIVES.
26. THE COMMUNITY LAND INITIATIVE REGULARLY REVIEWS THE TRAINING AND SKILLS DEVELOPMENT NEEDS OF ITS DIRECTORS, MEMBERS, STAFF AND VOLUNTEERS.
27. THE ISLE OF MIST TRUST WILL PRODUCE A NEW BUSINESS PLAN EVERY THREE YEARS INCLUDING DETAILED FINANCIAL PROJECTIONS

Principle 6 – Environmental stewardship

Community Land initiatives aim to manage the land and environment in a sustainable manner, encouraging research, education and proactive stewardship.

28. THE CLI FULLY UNDERSTANDS AND IS AWARE OF THE ENVIRONMENTAL ASSETS ON ITS LAND
29. THE CLI INITIATIVE HAS A PROACTIVE POLICY ON ENVIRONMENTAL MANAGEMENT AND ASSESSES THE ENVIRONMENTAL IMPACT OF ALL ITS PROPOSED DEVELOPMENTS
30. THE CLI ENCOURAGES A RESPECT FOR THE LAND AND USES ITS ENVIRONMENTAL ASSETS FOR COMMUNITY BENEFIT, PARTICULARLY ON THE EDUCATION FRONT
31. THE ISLE OF MIST TRUST WILL CARRY OUT A FULL BOTANICAL SURVEY NEXT SUMMER

Principle 7 – Partnership and Outreach

Community Land Initiatives work in partnerships with their stakeholders and other initiatives, working together so as to achieve more than working apart.

32. THE CLI IS CONSCIOUS OF ITS ROLE IN THE COMMUNITY LAND MOVEMENT AND IS PROACTIVE IN HELPING AND ASSISTING OTHER GROUPS, SHARING KNOWLEDGE AND EXPERIENCE
33. THE CLI WILL PARTICIPATE IN BUILDING & STRENGTHENING A COMMUNITY LAND NETWORK AS AN ADVISORY BODY AND RESOURCE FOR THE SECTOR
34. THE ISLE OF MIST TRUST WILL JOIN THE COMMUNITY WOODLAND ASSOCIATION.

Principle 8 – Delivering economic health

Community Land Initiatives strive for long-term financial viability and aim to stimulate the local economy and make effective use of the land and infrastructure.

35. THE CLI WILL BE MANAGED ON SOUND FINANCIAL PRINCIPLES, KEEP FORMAL AUDITED ACCOUNTS AND BE FINANCIALLY STABLE
36. THE CLI WILL SUCCESSFULLY DELIVER INCOME GENERATING PROJECTS WHICH FACILITATE LONG-TERM FINANCIAL STABILITY
37. THE CLI WILL KEEP UP TO DATE WITH REVENUE EARNING OPPORTUNITIES
38. THE CLI WILL STRIVE FOR ECONOMIC SUSTAINABILITY WITHOUT EITHER BEING A DRAIN ON PUBLIC FUNDS OR UNSUSTAINABLY EXPLOITING ITS OWN RESOURCES AND INFRASTRUCTURE
39. THE CLI WILL PROVIDE OPPORTUNITIES FOR INDIVIDUALS TO ESTABLISH BUSINESSES CONNECTED TO THE LAND
40. THE ISLE OF MIST TRUST WILL SEEK PARTNERSHIP FUNDING FOR AND IMPLEMENT A POLICY FOR ALL ELECTRICITY ON MIST TO BE GENERATED FROM RENEWABLE SOURCES BY 2010

Principle 9 – Cultural stewardship

Community Land Initiatives respect, understand and promote their distinctiveness, culture and heritage

41. THE CLI WILL ENCOURAGE PEOPLE TO SEE THEIR AREA AS A BEAUTIFUL, IMPORTANT AND INSPIRATIONAL PART OF THE WORLD
42. THE CLI WILL FACILITATE AN UNDERSTANDING AND RESPECT FOR LOCAL CULTURE
43. THE CLI FULLY UNDERSTANDS AND IS AWARE OF THE ARCHAEOLOGY AND BUILT HERITAGE ASSETS ON ITS LAND.
44. THE CLI USES ITS HERITAGE ASSETS FOR COMMUNITY BENEFIT PARTICULARLY ON THE EDUCATION FRONT
45. THE ISLE OF MIST TRUST WILL OPEN UP A HERITAGE TRAIL IN SUMMER 2008.

Principle 10 – Motivation, inspiration and confidence

The Community Land Initiative stimulates and motivates the community to take responsibility for their future, to be free thinking and innovative and to inspire and trigger other projects.

46. THE CLI HELPS CREATE A DYNAMIC, FULFILLED, CONFIDENT AND HAPPY POPULATION
47. THE CLI GIVES LOCAL PEOPLE A CHANCE TO LEARN NEW SKILLS AND GROW
48. THE CLI WILL STRIVE TO INNOVATE AND IMPROVE
49. THE COMMUNITY LAND INITIATIVE STIMULATES NEW COMMUNITY ENTERPRISES AND DEVELOPMENTS ON A COMMUNITY AND PERSONAL LEVEL

50. THE ISLE OF MIST TRUST WILL AIM TO STOP POPULATION DECLINE BY FACILITATING 8 NEW SOCIAL HOUSES AND 12 JOBS OVER THE NEXT FIVE YEARS

