



THE
PRINCE'S
FOUNDATION



Sark Community Engagement Report of Findings

June 2023

This document is created by The Prince's Foundation representing and recording the activities and outcomes of The Prince's Foundation visit to Sark in April 2023.

The Prince's Foundation provides holistic solutions to challenges facing the world today. We champion a sustainable approach to how we live our lives and build our communities.

The work of The Prince's Foundation is inspired by His Majesty The King Charles III: that by understanding the balance, the order and the relationships between ourselves and the natural world we can create a more sustainable future.



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Contents

2	Introduction	34	Assessment of Place
2	Purpose & Objectives	35	Community Attributes
3	Methodology	36	Our Assessment of Sark
4	Programme	39	Strengthening the Community Capital
7	Events		
8	Engagement Activities	42	Next Steps
8	Community Stakeholder Evening	42	Comment on this Report
10	Mapping Quality of Place	43	Developing Solutions & Actions
14	Community Capital Assessment		
16	Natural Capital		
17	Social Capital		
18	Financial Capital		
19	Built Capital		
20	Outcomes		
20	Consolidation of Feedback		
22	Strengths & Assets		
26	Weaknesses & Concerns		
30	Opportunities		



Introduction

Purpose & Objectives

The Prince's Foundation were invited to Sark by the Seigneur, Christopher Beaumont, following conversations regarding a strategy for long-term stewardship, and appointed to engage with the community to conduct an early-stage assessment of the current situation.

In April 2023, a team from The Prince's Foundation, supported by Sark Property Company, visited Sark to undertake a community engagement exercise. The purpose of this visit was to reach out to local community stakeholders to understand their concerns, gain local knowledge and conduct an appraisal of the island's long-term sustainability. The visit culminated in this report, which details the activities that took place, provides a summary of what we have heard from the community, and outlines our preliminary analysis and possible next steps.

Methodology

About The Prince's Foundation

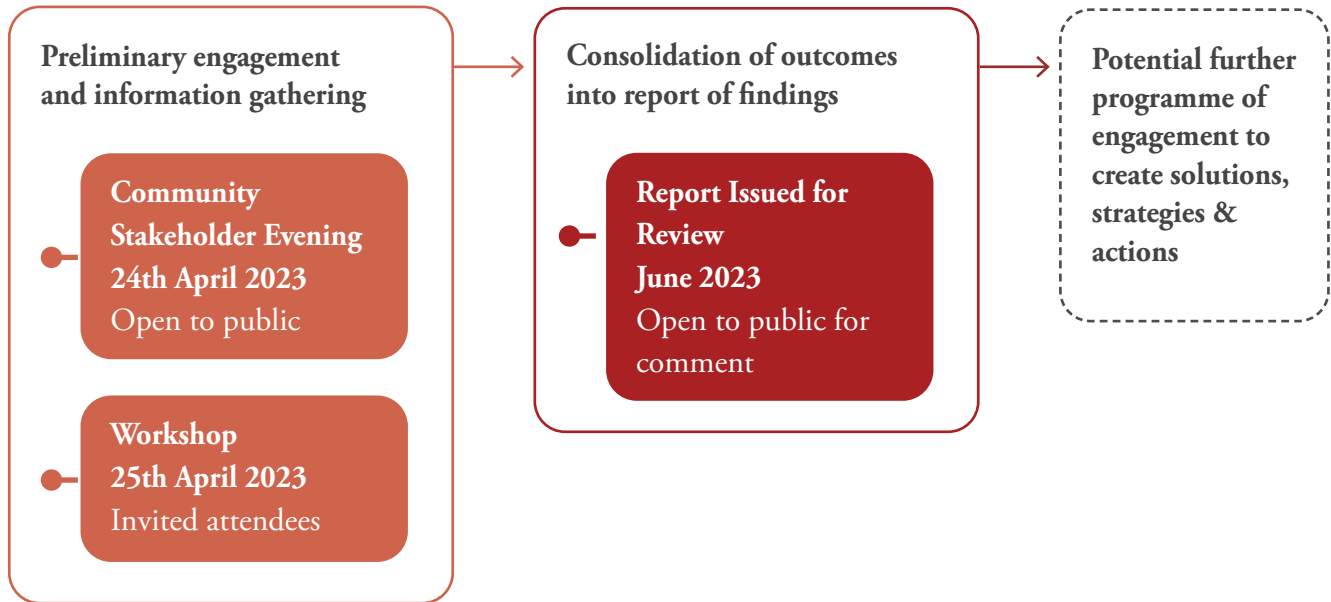
The Prince's Foundation's purpose is to champion harmony between the built and natural environments, and to improve the health and wellbeing of people and the planet. We make a difference through programmes and partnerships that support communities and champion sustainable placemaking.

We employ a process called **Enquiry-by-Design**. Our workshops facilitate effective and continuous engagement with stakeholders and community members to collaborate on any new or existing plans for the future of their city, town or neighbourhood. Typically, this involves the identification of key local issues and potential solutions as well as sharing our principles behind sustainable development.

The **Community Capital Assessment of Place** is a tool devised by The Prince's Foundation, to holistically assess the quality of place based on the natural, social, financial and built capitals. This framework has been used to undertake a comprehensive review of the positives, negatives and opportunities of each aspect of these four essential components of a place. This appraisal is a vital step in building a thorough picture of the local context.



Programme



Preliminary Engagement Process

The Prince’s Foundation team visited Sark from the 24th – 26th April to undertake a preliminary appraisal as part of its early stage review. The purpose of this visit was to listen to stakeholders representing the breadth of the community, gather information and understand local interests and concerns. To do this, two events were held: a community stakeholder evening session and a day-long stakeholder representative workshop.

Consolidation of Outcomes

This document provides a record of activities and a consolidation of outcomes from this preliminary stage of investigation. This report is intended to be circulated for further comment.

Next Steps

This report represents an initial assessment of current issues, opportunities and challenges as represented through conversations with the community and stakeholders. A lot more work is required to develop a long term strategy. To develop tangible solutions, strategies and actions, additional work with the community is required, which could include further workshops, events, and opportunities for community stakeholders to review and comment on outcomes.

The content, format and timeline of any next steps and potential further workshops are yet to be determined. In consideration of any feedback from the community, Chief Pleas and the Seigneur on the outcomes of this report, The Prince’s Foundation will be happy to discuss with all parties an appropriate way forward.



Photographs from The Prince's Foundation team visit



6

Photographs from The Prince's Foundation team visit

INTRODUCTION

Events

Community Stakeholder Evening

An event was held on the evening of Monday 24th April for members of the public to drop in and speak to the visiting Prince's Foundation team and provide comments. The format of the session included a short introduction presentation from The Prince's Foundation, followed by interactive activities asking people to set out their issues, concerns and possible opportunities for the island. These were intended to prompt conversation and discussion amongst attendees, and to allow comments to be collected.

Workshop

The community stakeholder evening was followed by a day-long workshop with a limited number of invited participants. The purpose of this workshop was to establish a greater depth of information on key topics and provide context to the outcomes of the public session. The agenda for the workshop day included statements from stakeholders and briefings on a range of topics, a walking tour around key parts of the island, and a summary and review of initial outcomes.

Photographs from Community Stakeholder Evening Session





A Community Stakeholder Evening was held at Island Hall

Engagement Activities

Community Stakeholder Evening

The public were invited to a community stakeholder evening session on the 24th April 2023 at Island Hall. Over 150 people attended this event, and throughout the evening, hundreds of comments were collected and recorded in response to our questions and activities.

ENGAGEMENT ACTIVITIES

Engagement Activities

Two activities were undertaken at the community stakeholder evening session, the outcomes of which are reported in the next few pages. These activities invited attendees to consider both the positive and negative aspects of Sark, as well as any opportunities to indicate where there may be potential solutions.

Mapping Quality of Place

Participants were asked to place coloured dots on maps, indicating places, areas or aspects of Sark that they felt were positive, negative or had potential.

Community Capital Assessment

Participants were invited to consider the positives, negatives and opportunities of Sark's natural, social, financial and built capital, with a number of questions provided to stimulate conversation. Comments were captured on post-it notes written by participants or recorded by the facilitating team.

Photographs from Community Stakeholder Evening Session



Mapping Quality of Place

Positive Areas

Participants placed green dots on two maps of Sark, to identify what they considered the positives of the island. These signify areas or aspects of Sark that should be carefully retained, preserved or enhanced.

Green dots were frequently placed on natural features and environments, areas of historic significance, community facilities and local businesses.

Negative & Opportunity Areas

Red dots were placed on areas that people disliked, and blue dots where there may be opportunity or potential. Where blue and red dots are clustered together, that indicates areas that should primarily be looked at as requiring improvement or investment.

A large proportion of the red and blue dots were placed on vacant or derelict properties. The red dots also highlight a clear concern regarding waste and pollution, with the incinerator and sewage discharge noted. The blue dots indicate the potential opportunities for better access at the harbour, and the potential of businesses along the avenue and other locations of closed businesses identified.

Positive

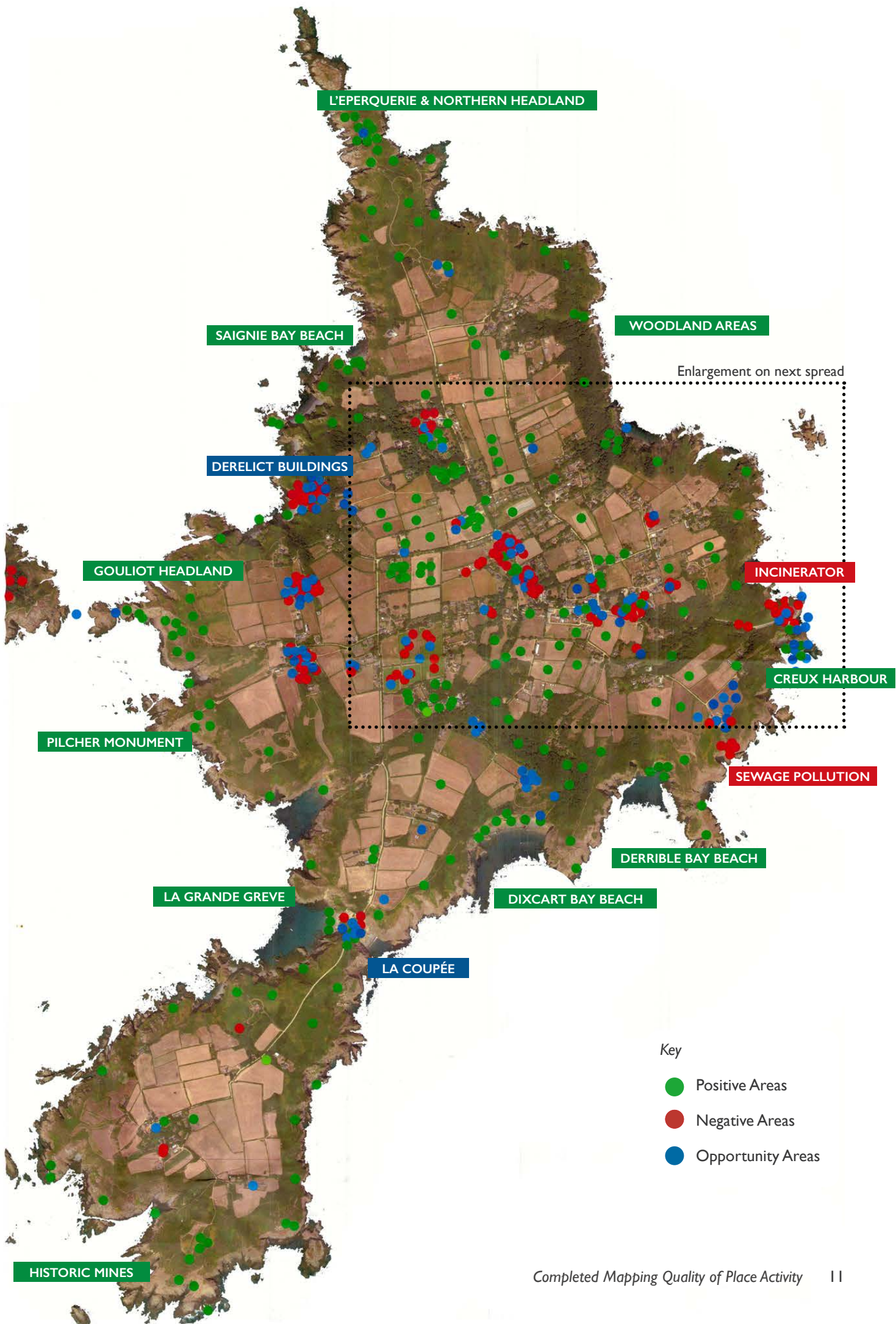
- Gouliot headland and caves
- L'Eperquerie / Northern headland
- Areas of woodland, cothils & cliffs
- Sark Dairy
- Sark Methodist Church
- Island Hall
- Stocks Hotel
- Farms and arable land
- Dixcart Bay beach
- Creux harbour and beach
- Saignie Bay beach
- Derrible Bay beach
- Pilcher Monument
- Historic Mines
- La Grande Greve

Negative

- Multiple derelict buildings
- Incinerator
- Sewage discharge
- Abandoned land / vineyards
- Rubbish dumps
- Diesel generator
- Chief Pleas government office

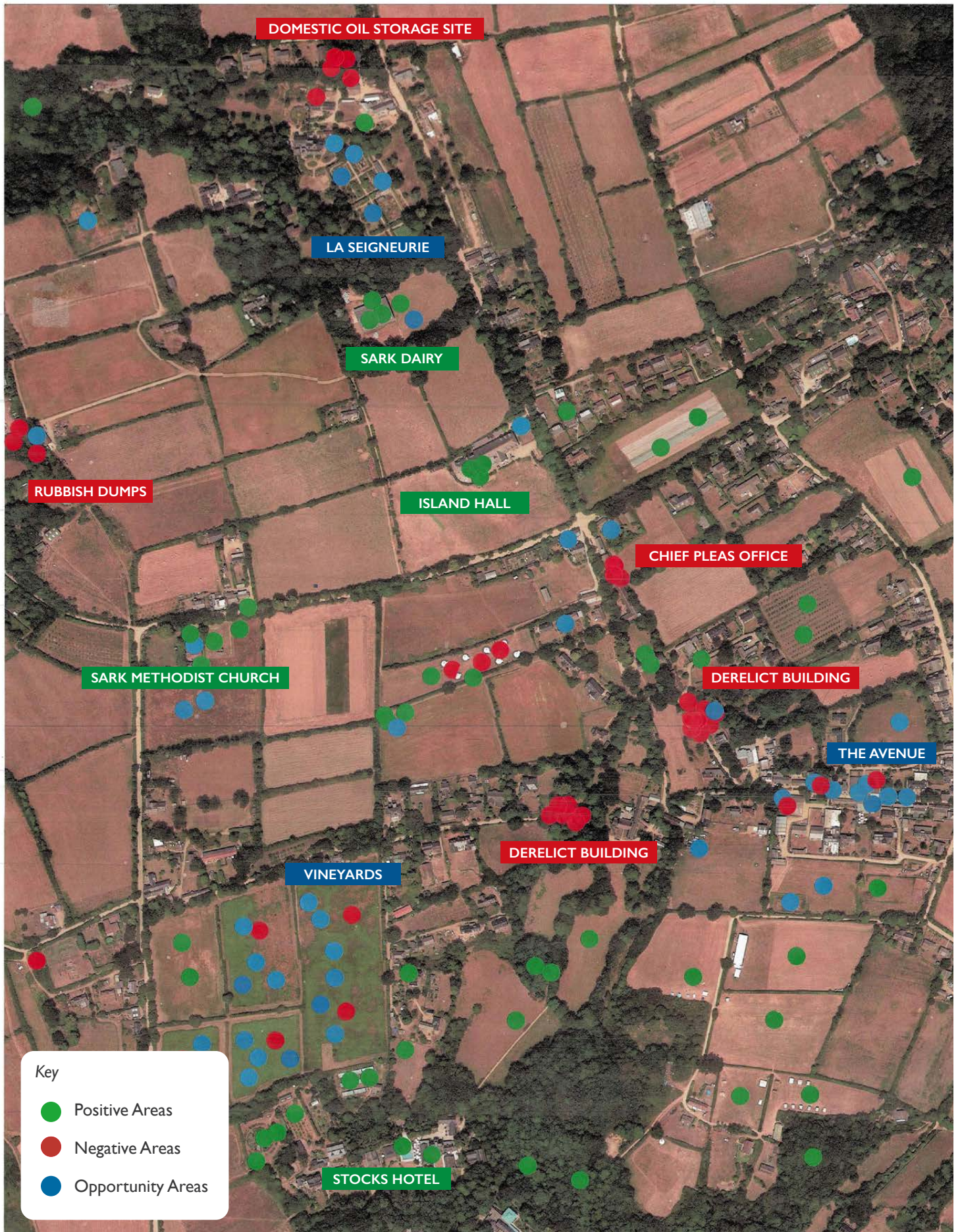
Opportunities

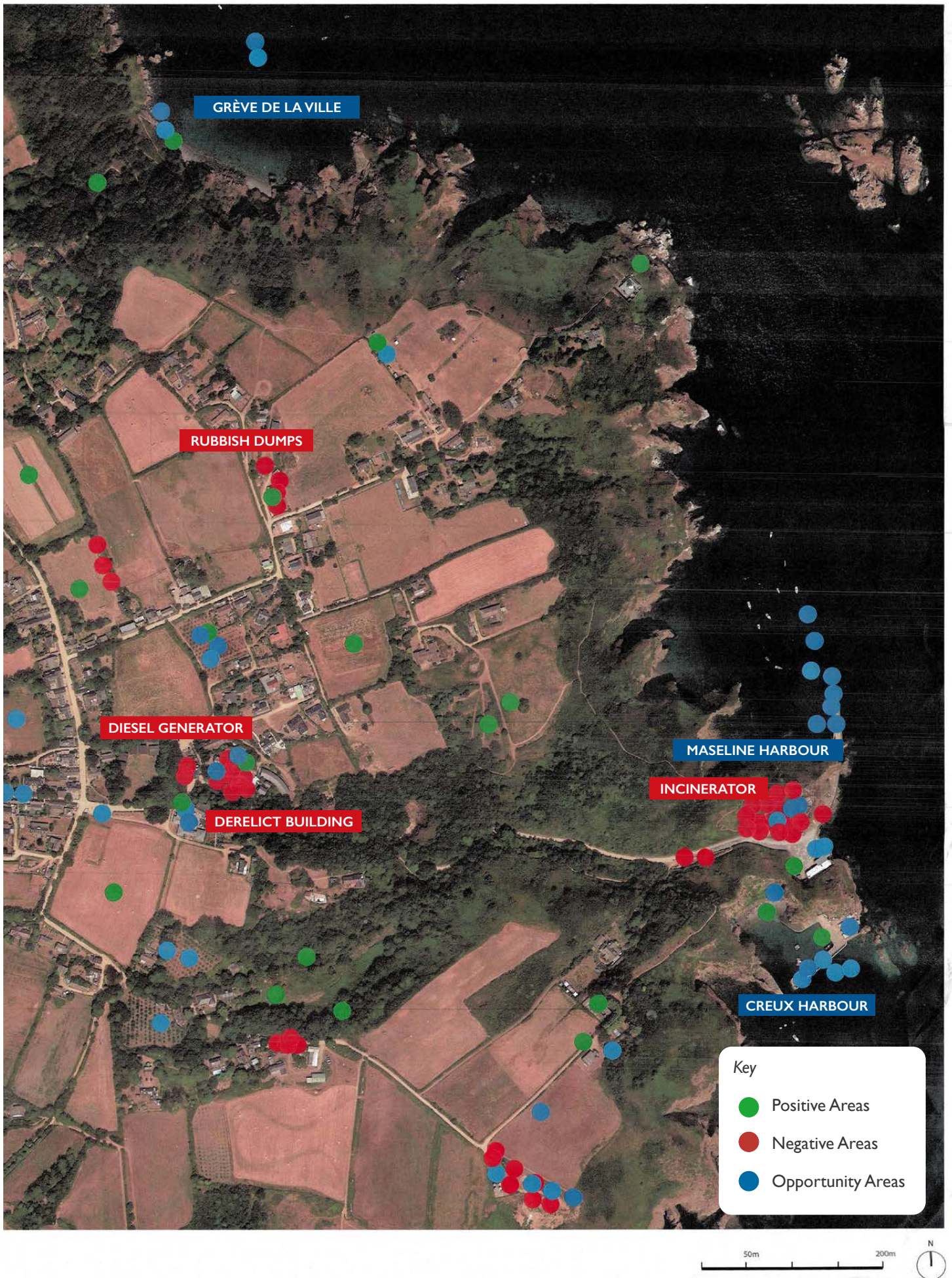
- Multiple derelict buildings
- Closed hotels and businesses
- The Avenue
- Creux Harbour
- Maseline Harbour
- Arable land and vineyards
- La Seigneurie
- Grève de la Ville
- La Coupée



Key

- Positive Areas
- Negative Areas
- Opportunity Areas





ENGAGEMENT ACTIVITIES

Community Capital Assessment

Participants were invited to leave comments regarding the positives, negatives and opportunities of Sark, against the natural, social, financial and built capital. A number of questions were provided to stimulate conversations and thinking. All written comments have been reviewed and taken into consideration. A broad cross section of these, capturing a variety of issues that have been mentioned, are shown in the following pages.

Photographs of Community Capital Assessment Activity



Community Capital Assessment Questions

NATURAL	SOCIAL	FINANCIAL	BUILT
<p>NATIVE</p> <ul style="list-style-type: none"> • Does the landscape reflect the local natural environment and native species? • Are there opportunities for incorporating or preserving local species? 	<p>BELONGING</p> <ul style="list-style-type: none"> • Is there a sense of pride among your community? • How does your local community function? Is it close-knit and does it meet regularly? • How are local traditions upheld? 	<p>STEWARDSHIP</p> <ul style="list-style-type: none"> • Does your community manage any of its own assets? • Does the whole community have a say on the types of services they want / need? 	<p>PLACE MAKING</p> <ul style="list-style-type: none"> • What does your community feel like? • What is it like to live there? • What is the built environment like? Does it have local character? Could it be improved?
<p>ECOSYSTEMS</p> <ul style="list-style-type: none"> • How does the landscape and natural environment connect to the wider surrounding area? • Are there well established green corridors and bodies of water that create healthy ecosystems? 	<p>SOCIAL EXCHANGE</p> <ul style="list-style-type: none"> • How do people connect in your community? • What clubs / events are held which promote activity? • Could more be done to create a sense of community? 	<p>INTEGRATED</p> <ul style="list-style-type: none"> • Does the community provide any local goods, products or services? • Are there any opportunities for increasing / enhancing the provision of local goods and services? 	<p>INTER-CONNECTED</p> <ul style="list-style-type: none"> • How does your area link together? • Are the road and footway links adequate or could they be improved? • Does your community have convenient and reliable access to transport?
<p>BIODIVERSE HABITAT</p> <ul style="list-style-type: none"> • What is the balance between the natural landscape and the use of land for other purposes? • Can the relationship between people and the local environment be improved? • What does the environment provide for your community? 	<p>MIXED</p> <ul style="list-style-type: none"> • What makes up your community? Is it diverse or mainly one social group? • Does your community provide for all sectors of society? <i>E.g. affordability, accessibility, engaging children and young people?</i> 	<p>DIVERSE</p> <ul style="list-style-type: none"> • Are there any opportunities for making the provision of local goods and services more affordable and available to everyone? • Is there a wide range of businesses and scales within your community? 	<p>PROPORTIONAL</p> <ul style="list-style-type: none"> • Are there a range of building types in your area? • Do you feel the architecture reflects the character of the local area?
<p>REGENERATIVE</p> <ul style="list-style-type: none"> • Can your local natural environment easily adapt to change? <i>e.g changes in climate and weather, population changes and different uses?</i> 	<p>LOCAL GOVERNANCE</p> <ul style="list-style-type: none"> • What opportunities are provided in your area for people to get together and network and undertake further learning? 	<p>ADAPTABLE</p> <ul style="list-style-type: none"> • How flexible is your local economy? • Are there a range of local employment opportunities? • What does your community want /need to maintain a stable economy? 	<p>DURABLE</p> <ul style="list-style-type: none"> • Are the homes / places of work adaptable according to changes in needs? • Are the materials used suited to the region?
<p>CONSERVATION</p> <ul style="list-style-type: none"> • Are natural resources managed effectively in your area? Do they need to be enhanced or conserved? • Are the natural resources being used sustainably? 	<p>ACCESS TO SERVICES</p> <ul style="list-style-type: none"> • What facilities and services are available to your community? • Do these meet the community's wants and needs? • Are they easily accessible to all sectors of your community? 	<p>REINVESTMENT</p> <ul style="list-style-type: none"> • How can economic growth be reinvested in your area to the benefit of the local community? 	<p>PRESERVATION</p> <ul style="list-style-type: none"> • What are the opportunities for renewable energy / new technologies to be used? • What are the opportunities to renovate or refurbish the existing built environment?

Natural Capital

Positives

- *Coastline, cliff paths and beaches*
- *Ecology, wild flowers, habitats, wildlife*
- *Beautiful and well preserved natural environment*
- *Dark skies*
- *Minimal human impact*
- *Lack of pollution*
- *Local-led conservation and maintenance of the island*
- *Location and geographic proximity to France, Jersey & Guernsey*
- *Low / no use of pesticides*
- *Organic produce grown locally*
- *Restrictions on fishing to protect marine species*

Negatives

- *Lack of legislated protection of wildlife, ecology and natural environments*
- *Poor management and monitoring of water supplies*
- *Erosion and threat of loss of la Coupée*
- *Invasive species (rats and pheasants)*
- *Dogs and dog fouling*
- *Difficult / steep access to beaches*

Opportunities

- *Promote eco tourism - celebrating darks skies and coastline*
- *Research and science exploration of natural environment*
- *Conservation of marine environment and sea life*
- *Conservation of landscape and wildlife*
- *Maximise agricultural potential for self-sufficiency*
- *Access to natural medications*
- *Potential UNESCO status*
- *Sensitively maintained accessible beaches and sea*
- *Test and monitor boreholes for safe water supply*

Social Capital

Positives

- *Strong community spirit - the community looks after one another*
- *Lots of local clubs, activities and events*
- *Peacefulness and solitude*
- *Feels safe*
- *Unique lifestyle and way of life*
- *Emergency services (boat ambulance)*
- *Independence and self sufficiency*
- *Active heritage society*
- *Local traditions and Sarkese culture and language*
- *Local provision of services*
- *A number of pubs*

Negatives

- *Lack of affordable housing for families, young people and seasonal workers*
- *Transient or temporary population using properties as holiday homes*
- *High cost and poor access to medical and mental health care*
- *Lack of education facilities and training for children and young people*
- *Lack of social or elderly care*
- *Poor leadership and governance*
- *Lack of transparency and trust in governing bodies*
- *Lack of elected leaders*
- *Unfair or inconsistent legal practices*
- *Poor access to legal aid*
- *Community divisiveness and disagreement*
- *High levels of inequality*
- *High rates of alcoholism*

Opportunities

- *Support young people and local businesses*
- *Provide social housing*
- *Provide emergency healthcare*
- *Create community allotments*
- *Improve communication between locals and governing body*
- *Greater external scrutiny and accountability of government*
- *More governance from Guernsey or UK*
- *More autonomy from Guernsey*

Financial Capital

Positives

- *Island produce - meat, dairy and other locally produced food*
- *Opportunities to be enterprising and creative*
- *Low, simple taxation*
- *Sale of freeholds*
- *Businesses re-opening after covid*
- *Possibility of digital working*
- *Fundraising ability*

Negatives

- *Residents taking advantage of tax status*
- *Unfair land ownership / leasehold system*
- *Lack of secure, year-round employment*
- *Cost of utilities and basic services contributing to a high cost of living*
- *Lack of access to capital for building purchase, maintenance, and ability to invest in ones home*
- *Poor access to banking services*
- *Lack of staff, seasonal workers and young working population*
- *Pay structures and wages*
- *Many closed hotels*
- *Not enough access to local produce*
- *Lack of investment or ability to invest in the island*
- *Lack of expertise and capacity*
- *Lack of long term financial strategy*
- *Lack of resources to support tourists needs as well as locals*
- *Duties on export of Sark's alcoholic produce*
- *No publicly owned assets*

Opportunities

- *Review land reform*
- *Increase taxation for welfare and investment*
- *Revise tax / residency legislation to deter tax-avoidance*
- *Invest in tourism*
- *Retain local market property laws*
- *Review open and local housing categories*
- *Create an opt in pension scheme*
- *Invest in future of horses and carriages*
- *Implement a customs post*
- *Provide mortgages*
- *Allow fishing for tourism and produce*
- *Implement a minimum wage*
- *Create co-operatives*
- *Create a community trust*
- *Provide more diverse shops, gyms and leisure options*
- *Maximise land use potential for local produce*
- *Reduce impot / duties to support export of goods*

Built Capital

Positives

- *Heritage buildings*
- *Lack of sprawl*
- *Car-free island*
- *Access to Guernsey provided by Sark Shipping Service*
- *Island Hall, churches & public and community spaces*

Negatives

- *Vacant, dilapidated and derelict properties*
- *Failing infrastructure*
- *Poor sewage system and lack of sewage treatment*
- *Poor rubbish disposal and recycling*
- *Burning plastic / the incinerator*
- *Poor quality of roads*
- *Access to utilities including electricity, water and communications*
- *Poor or inconsistent regulation for building appearance*
- *Weak development control laws*
- *Lack of conservation heritage / heritage building protection*
- *Access to and from UK / France*
- *Abandoned land and vineyards*
- *Accessibility / disability inclusion*
- *Asbestos risk*
- *Threat of unsightly wind turbines*
- *Too many tractors*

Opportunities

- *Investment in renewable energy, such as tidal, wind and solar*
- *Building regulation / planning reform*
- *Improve recycling and waste management*
- *Improve access to island and the ferry service*
- *Improvement and expansion of harbour*
- *Renovate and restore abandoned properties*
- *Electric vehicles*
- *More footpaths around the island*
- *Build new homes*
- *Provide more tourist accommodation*
- *A marina / protected moorings*
- *Rainwater collection to boost water supplies*
- *Road traffic legislation*



Outcomes

Consolidation of Feedback

The community stakeholder evening revealed a diversity of numerous and complex community concerns and priorities. Alongside these comments, we have factored in conversations during our visit to Sark and ongoing email correspondence from stakeholders.

From this extensive pool of information, we have consolidated a summary of outcomes that we believe represent the top priorities for a large proportion of Sark's community.

OUTCOMES

Summary of Outcomes

Our consolidation of feedback is summarised here as a set of overarching strengths, weaknesses and opportunities, explained and illustrated in the next few pages.

STRENGTHS & ASSETS

- A well-preserved natural environment
- A strong community & community facilities
- Local goods & services
- Self-sufficiency & self-governance
- Heritage & culture
- A unique lifestyle
- Car-free streets

WEAKNESSES & CONCERNS

- Poor infrastructure & utilities
- An absent population & tax schemes
- Unused or abandoned properties
- Lack of conservation & protection
- Poor availability of housing
- Poor access to health & social care
- Lack of trust in governance
- Insecure employment & financial instability
- Poor access to education
- Unfair leaseholder system

OPPORTUNITIES

- Tourism & more winter trade
- Potential of Sark produce
- Fair taxation
- Better medical & social care
- Conservation & study of environment
- Renewable energy investment
- Planning & building regulation
- Land reform & security of the housing market
- Access to the island & investment in the harbour
- Financial services & long term security
- Supporting local businesses & young people

OUTCOMES

Strengths & Assets

Based on the comments and information we received throughout this process of stakeholder engagement, we have identified the following aspects of frequently mentioned strengths and assets.

WELL-PRESERVED NATURAL ENVIRONMENT

The most popular aspect of Sark has been clearly identified as its **natural environment** that includes the **cliffs, coastline, beaches, cothils** and **woodland**. The rich **ecosystems** and **biodiversity** in animal and plant life are noted, alongside the **minimal human impact** on the island, which means the community enjoy **low levels of pollution** and **dark skies**.

COMMUNITY

The **strength and spirit of the community** is well recognised, where the community **support and look after one another**. The island **feels safe** with low levels of crime. There are many **clubs, activities and events** to get involved in. There is a high degree of **local knowledge** of the island and local people take ownership of all aspects of the island's management, conservation and progress. **Island Hall**, the **Methodist Church** and the **Heritage Room** provide useful spaces to facilitate this community interaction.

LOCAL GOODS & SERVICES

The island grows and produces **high quality, organic produce**, including meat, dairy and alcoholic goods. The **agricultural capability** of the island provides the possibility of a self-sufficient local food supply - for the island, and for export. People are **creative and enterprising** and **a number of businesses** provide efficient, affordable and quality services for locals and tourists, including transport, deliveries and postal services.

SELF-SUFFICIENCY & SELF-GOVERNANCE

Principles of self-sufficiency and self-governance are important to many people, reflected in a **simple tax system**, a **debt-free** government and a high degree of political **autonomy**. This provides a degree of freedom to start a business and develop creative and entrepreneurial activities without too much administrative burden. There is also a strong notion of **personal responsibility** and civic duty amongst the community.

HERITAGE & CULTURE

The island has a unique history and benefits from an **active heritage society**, as well as a community that celebrates and upholds its **traditions, values and culture**. The built environment reflects this sense of history and timelessness well.

A UNIQUE LIFESTYLE

Many people have said that Sark offers a completely unique way of life, **unlike anywhere else in the world**. Sark residents enjoy the **peace and tranquillity** of the island. Many people enjoy a level of remoteness and an opportunity for **solitude**, as well as a **harmonious, healthy** and **balanced** relationship to the land and environment.

CAR-FREE STREETS

The **absence of private cars** and vehicles mean that streets offer a greater element of **public social interaction** and can be used recreationally. There is an **absence of traffic congestion and pollution** which maintains a sense of tranquillity, and means of active travel such as **walking and cycling are adopted**, which have positive effects on lifestyle and wellbeing.



LA COUPEE



LANDSCAPE & NATURAL ENVIRONMENT



BEACHES



LOCAL PRODUCE



AGRICULTURE & FARMING



CAR - FREE STREETS



CREUX HARBOUR



VISITOR CENTRE & HERITAGE ROOM



RESTORED CIDER BARN



ISLAND HALL



METHODIST CHURCH

OUTCOMES

Weaknesses & Concerns

Based on the comments and information we received throughout this process of stakeholder engagement, we have identified the following aspects of frequently mentioned weaknesses and concerns.

POOR INFRASTRUCTURE & UTILITIES

The infrastructure and utility provision is **poor, unreliable or has limited capacity**. Waste, rubbish and sewage are not well-managed, to the extent that this poses **risk of harm to the environment and pollution of island resources**. **Energy, electricity and communications could be better provided** and/or upgraded. Access to a **safe, secure water supply** is questioned and needs examination. **Roads are in poor condition** and require better maintenance. Existing utility structures, such as the **incinerator**, are poorly located.

ABSENT POPULATION & TAX SCHEMES

Properties that are purchased or leased for the purposes of **holiday homes** or **tax benefits** contribute very little in terms of finance or resource. The community rely on an active and involved population, and are compromised by **residents that are absent from the community**, but occupy land or properties. The existing **tax system** is vulnerable to misuse and many consider this **unfair and inequitable**.

UNUSED OR ABANDONED PROPERTIES

Numerous properties throughout the island, and some pieces of land such as the former vineyards, have been **abandoned, left vacant or are in a poor state of disrepair**. These exemplify a **lack of inclination or ability to invest**, despite a shortage of housing available to meet local needs.

LACK OF CONSERVATION & PROTECTION

Despite a strong local effort to manage and conserve the islands environmental assets and heritage, it is recognised that there is a **need for formal legislation** in this regard. Conservation and protection of many aspects of the islands environment and heritage are needed, including the **habitats and ecosystems, plant life, sensitive environments, historic sites and heritage buildings and structures**. Management of invasive species, controlling development and maintaining public access are elements that may need regulating.

HOUSING AVAILABILITY

Despite a local housing market, a **lack of affordable housing for families, seasonal workers and young people** persist. This makes it difficult to sustain a young working population, who can afford to live and invest in the island long-term. The shortage of housing also affects the ability of a **seasonal workforce** to live on the island for shorter periods of time, and for **tourists** to find suitable available accommodation.

ACCESS TO HEALTH & SOCIAL CARE

The **cost and access to medical and mental health services**, and **emergency services** has been raised as a key concern. **Social care** for the elderly and disabled and **childcare** are also poorly provided for and may be prohibitively expensive. Many feel the **cost of medical insurance** is too high or unaffordable.



ABANDONED PROPERTIES & LACK OF HOUSING

GOVERNANCE

It has been indicated that governing bodies are **ineffective in delivering the needs of the island and community**. A **lack of transparency, trust and poor communication** from Chief Pleas has been noted. A lack of resource and capacity in addition to **uncontested elections** mean that there is a **poor sense of democracy and leadership**.

EMPLOYMENT, FINANCIAL INSTABILITY & COST OF LIVING

Many residents who work on the island mention a sense of instability due to a **lack of reliable year-round employment**, and pay that may be insufficient to cope with a **high cost of living**. At the same time, businesses may be **struggling to acquire staff** and the seasonal workforce needed to operate them. A lack of financial stability may mean that businesses are **unable or reluctant to invest**, leading to **businesses closing** or remaining closed throughout the year.

ACCESS TO EDUCATION

There is a **lack of educational facilities** and opportunities available on the island for those pursuing high school and further education. Existing school facilities are limited and **retaining teaching professionals** on the island can be difficult.

UNFAIR LEASEHOLDER SYSTEM

Many feel that the current land ownership and **leaseholder system is unfair** and that land reform may need to be revisited or completed to resolve persistent issues. The existing system **does not incentivise investment** in properties and land when they are occupied under the current leasehold conditions, where long-term ownership is not guaranteed and it is **difficult for residents to purchase or gain ownership of their homes**.



INCINERATOR LOCATION



WASTE MANAGEMENT & POLLUTION



DIESEL GENERATOR



EROSION



RUBBISH DUMPS



VACANT PROPERTIES



ABANDONED & DERELICT BUILDINGS



INEFFECTIVE LOCAL GOVERNANCE

OUTCOMES

Opportunities

Based on the comments and information we received throughout this process of stakeholder engagement, we have identified the following aspects of frequently mentioned opportunities.

TOURISM & MORE WINTER TRADE

Developing and expanding tourism in a sustainable and considered way is seen as one of the most popular and viable opportunities for Sark. In particular, **eco-tourism** could promote the abundant natural assets of Sark to wider audiences. However, it is crucial that this can also develop a greater degree of winter trade to provide **year-long employment** and income.

SARK PRODUCE

Local produce, which is identified as one of Sark's main strengths, could have much greater potential to support the local economy through **greater production, distribution** on the island and through **export**.

FAIR TAXATION

A review of taxation has been frequently mentioned as a necessary step in order to create a fair and equitable system where everyone contributes appropriately. Whilst the simplicity of the existing system is highly valued, there is considerable interest in **detering tax-avoidance** schemes which many believe are fuelling inflated property prices and rents. Many people also believe that current taxation is not sufficiently progressive, and that it **perpetuates growing inequalities**, and/or starves the island of potential capital.

MEDICAL & SOCIAL CARE

There is a need to leverage a system that grants access to medical and social care for the whole island community, at a cost that is affordable. The cost of private medical insurance contributes to a high cost of living on the island.

CONSERVATION & STUDY OF ENVIRONMENT

Concerns have been raised regarding conservation of landscape, habitats and marine environments. However, this has also been highlighted as an opportunity to **develop scientific study and research**, and grant recognition to the unique environment of the island.

RENEWABLE ENERGY

Renewable energy, such as **solar, wind and tidal power**, presents an opportunity to develop a sustainable, self-sufficient provision of energy and resolve existing issues with the energy experienced throughout the island.

PLANNING & BUILDING REGULATION

Planning and regulation of the built environment is needed to **protect the built heritage**, articulate the character and materiality that is unique to Sark, and create and maintain **buildings that are appropriate to the context and climate**.

LAND REFORM & THE HOUSING MARKET

The process of land reform has created a divisive and concerning issue regarding the sale and lease of land. A resolution of these issues is needed to ensure that the housing stock is well-maintained and **affordable options to buy and rent properties** are available.



POTENTIAL OF TOURISM

ACCESS & THE HARBOUR

Investment in Maseline Harbour may be needed to **improve visitor access** and create easier movement of cargo. Suggestions of a **marina** or boat moorings could also bring potential new tourism and trade.

FINANCIAL SERVICES & LONG TERM SECURITY

The ability to own and invest in property is made difficult due to a lack of **financial services**. **Access to capital** is needed to fund investment in land and property. In addition, there is an interest in developing an **opt-in pension scheme** or a community trust to provide essential social security in the long-term. Without core financial services helping to secure people's future, investment will be considered a risk, with residents unsure of their future on the island.

LOCAL BUSINESSES & YOUNG PEOPLE

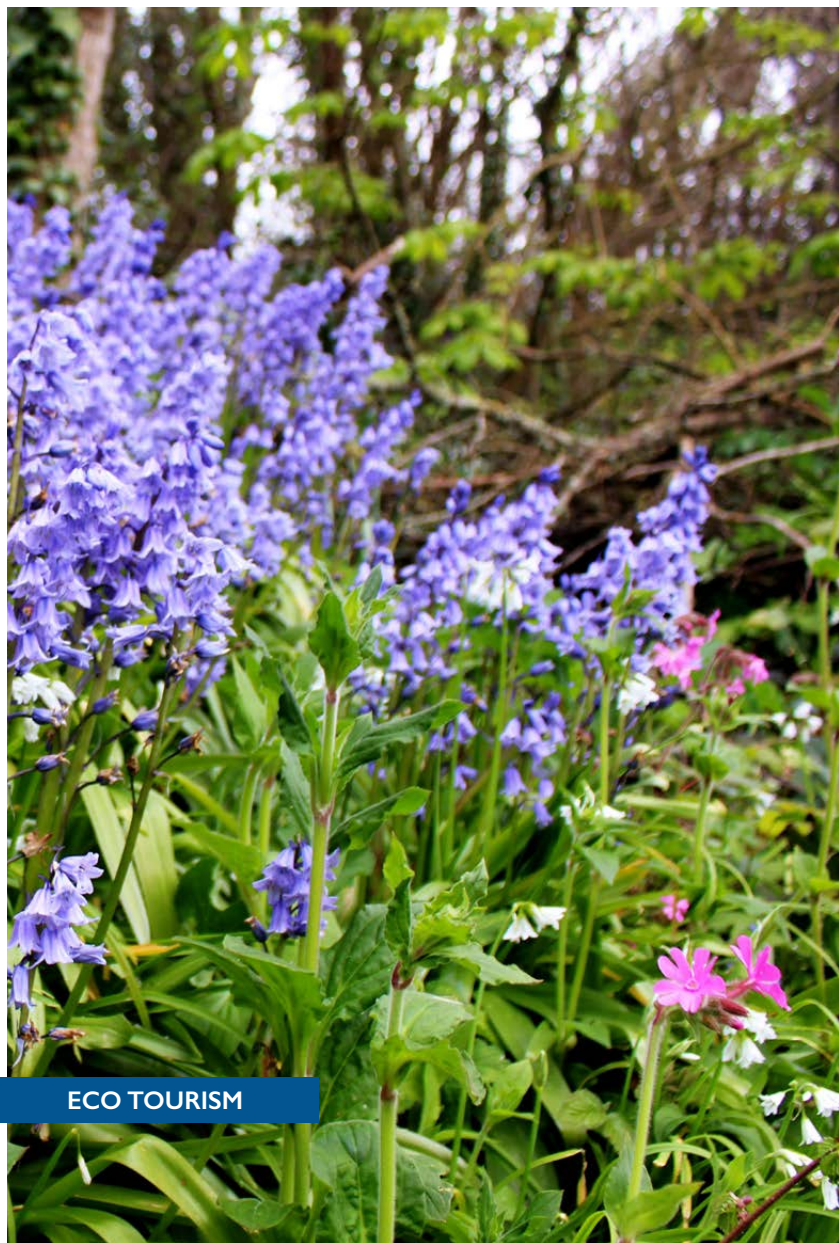
Supporting **local businesses and creative, enterprising people** is a consistent theme. The highly adaptable and versatile workforce is crucial to maintaining the economy and spirit of the island, and a **young population** needs to be retained to continue to supply an active and diverse workforce. This is crucial to be able to continue the traditions and trades unique to the island, such as maintaining the horses and carriages.



MASELINE HARBOUR



RESEARCH & SCIENTIFIC STUDY



ECO TOURISM



HERITAGE PROTECTION



CREATIVITY & ENTERPRISE



LOCAL BUSINESSES



HORSES & CARRIAGES



Assessment of Place

With the help of the Sark community, and their responses to our engagement activities, we have been able to conduct an assessment of Sark using The Prince's Foundation's 'Community Capital Assessment of Place'.

Using this framework, we are able to conduct a multi-faceted, big-picture appraisal of Sark and assess its ability to sustain its sense of place in the long-term.

Community Attributes

The Community Capital Assessment is a framework tool devised by The Prince's Foundation to holistically assess quality of place. It's assessment is based on the natural, social, financial and built capitals, in cross-section with the themes of: rooted, connected, balanced, resilient and prudent. In combination, we recognise that each of these aspects contribute to maintaining a balanced, harmonious and sustainable place.

Natural Capital

Ecosystems, natural resources and assets that are naturally occurring in the environment, and their preservation, enhancement and sustainable utilisation.

Social Capital

Networks promoting cohesion, trust, and cooperation, sustaining a community that provides for the needs of residents.

Financial Capital

Access to capital, connections to markets and a range of economic activity that drives progress and investment.

Built Capital

The quality and character of architecture, urban form, energy management, transport and infrastructure.

Rooted

Preserving a sense of place and identity through built form, recreational or cultural attractions and a strong local ecology, continuing the community's recognised characteristics, trades and traditions.

Connected

Creating links within communities through physical, social and movement networks, and encouraging financial and social exchange.

Balanced

Ensuring a variety of needs are met that consider different income groups, demographics and economic activities, as well as habitats and ecosystems.

Resilient

Establishing a base for a long lasting community by designing buildings, habitats and infrastructure that are durable and flexible, and developing management and governance frameworks that will support their maintenance and adaptation over time.

Prudent

Utilizing local skills, materials, natural resources and financial assets responsibly, taking advantage of and building on existing capacity to embed community assets for the long term.

Our Assessment of Sark

Key:

Strong
Moderate
Weak

	NATURAL	SOCIAL
ROOTED	<p>NATIVE</p> <p>The landscape is rich in a variety of native plant and wildlife species and environments. Local materials and resources are used primarily, and the area is well adapted to its local context and climate.</p>	<p>BELONGING</p> <p>A strong community exists, where many people feel a sense of belonging, develop close friendships and community ties, fulfil civic duties and contribute to the local culture.</p>
CONNECTED	<p>ECOSYSTEMS</p> <p>Habitats are preserved and well looked after throughout the island, with extensive areas of valuable habitats such as the woodlands, cothils, cliffs and coastal areas.</p>	<p>SOCIAL EXCHANGE</p> <p>A number of social activities, events and a strong ethos of volunteering and supporting one another creates meaningful social interactions and strengthens community.</p>
BALANCED	<p>BIODIVERSE HABITAT</p> <p>Residents of the island have enormous respect and appreciation of the land. Farming is small-scale and avoids use of pesticides. Concerns have been raised regarding invasive animal species, however.</p>	<p>MIXED</p> <p>The lifestyle on Sark is not viable for all, particularly young workers and families with children are not well provided for. High cost of essential services and utilities and a lack of affordable housing present challenges.</p>
RESILIENT	<p>REGENERATIVE</p> <p>Environmental and climate factors pose a threat to areas of coastland, particularly the Coupée which is susceptible to erosion. Natural sources of water are unmonitored and could be under pressure from increased usage.</p>	<p>LOCAL GOVERNANCE</p> <p>Local governing bodies in their current form are unable to address and resolve many key issues and concerns. Opportunities for training and education are limited.</p>
PRUDENT	<p>CONSERVATION</p> <p>The protection, management and enhancement of natural resources is informally implemented, and requires formal regulation and legislation to ensure this continues effectively.</p>	<p>ACCESS TO SERVICES</p> <p>There is limited access to services such as medical and social care, as well as banking, legal support and education.</p>

Our Assessment of Sark

Key:

Strong
Moderate
Weak

FINANCIAL	BUILT	
<p>STEWARDSHIP</p> <p>A lack of stewardship can be seen most distinctly in the number of properties left abandoned or vacant whilst many residents are unable to purchase their own homes. Forms of tenure are limited and constrained.</p>	<p>PLACE MAKING</p> <p>There are many examples of architecture that are respectful of local materials, climate and character, but this is not consistent throughout the built environment.</p>	ROOTED
<p>INTEGRATED</p> <p>There is local provision of a number of goods and services, and a creative and enterprising community. This may be constrained by poor access to capital and difficulty finding the required staff, skills or expertise.</p>	<p>INTER-CONNECTED</p> <p>There are well-connected walkable streets and paths throughout the island, and transport options and services are available that are in keeping with local traditions and customs.</p>	CONNECTED
<p>DIVERSE</p> <p>Income is primarily generated through tourism, which is very limited over the winter. Production and export of local produce provides some additional income-generating opportunities.</p>	<p>PROPORTIONAL</p> <p>The island maintains a low density of small scale buildings and has avoided over-intensification. The Avenue forms a reasonably well defined mixed-use centre.</p>	BALANCED
<p>ADAPTABLE</p> <p>The working population are highly adaptable and do multiple jobs, however many businesses are not able to operate year-round, closing over the winter months due to a lack of tourists and local customers.</p>	<p>DURABLE</p> <p>Available building stock is not maximised to meet housing need and many properties require significant investment and renovation.</p>	RESILIENT
<p>REINVESTMENT</p> <p>A lack of long-term financial and/or investment strategies has prevented the development of essential elements of infrastructure that are needed to ensure a sustainable future for the island.</p>	<p>PRESERVATION</p> <p>A lack of heritage protection and building regulation means the consistency, coherence and character of the built environment may be at risk.</p>	PRUDENT

Our Assessment of Sark

The matrix shows our analysis of the ‘community capital’ of Sark, with each aspect categorised as strong, moderate or weak. Most strikingly, this highlights a consistent lack of **resilience** and **prudence**, and weakness throughout many aspects of the **financial capital**.

Poor resilience is a threat

A concerning lack of resilience is evident throughout our assessment. This can be seen in the threats to a fragile environment, the lack of faith in local governance to make decisions and find solutions, the limitations of the economy and opportunities for secure employment, and poor maintenance of good-quality homes and properties. The impact of this may deter long-term investment and entice little commitment from residents to invest in a life on the island.

Greater prudence is desired

There are many strengths in the natural, built and social capital, but there are concerns that more needs to be done to manage, maintain and protect integral environmental, physical and cultural assets. There is a lack of formal conservation protection of environments and ecosystems, a lack of a diverse community that intend to inhabit the island long-term and pass on local knowledge and local culture, and a lack of planned development, upgrading and maintenance that includes a strategy for heritage protection. These are crucial to ensure the island’s character will be preserved for future generations to come.

Finance may be the weakest capital

Significant weakness is in the financial capital, which has meant that investment has not taken place in much-needed areas. Existing systems of taxation and land ownership combined with a lack of borrowing has meant investment primarily relies on private or commercial interests. Therefore, creative solutions are needed to promote stewardship and re-investment to ensure the long-term needs of the island and its community are met. It may be that a more diverse economy could help to supply greater sources of local finance, but for investment to have the best return for all, a clear vision and community strategy is needed.

Social capital needs to be leveraged

The social capital that has been so clearly highlighted throughout the engagement process needs to be leveraged to strengthen local governance. A trusted and transparent governing body is needed as an effective vehicle to manage and deliver any strategic investment or actions that can provide greater resilience and prudence needed for the island in the long-term.



ASSESSMENT OF PLACE

Strengthening the Community Capital

Many opportunities to strengthen Sark's Community Capital have emerged through the engagement process. These have the potential to build on existing assets and turn the weaknesses into strengths. The next spread shows just some of these possibilities, and how their initiation may be able to support further goals and objectives. This is intended only to illustrate a possible starting point for the next stage, working towards solutions and strategies.

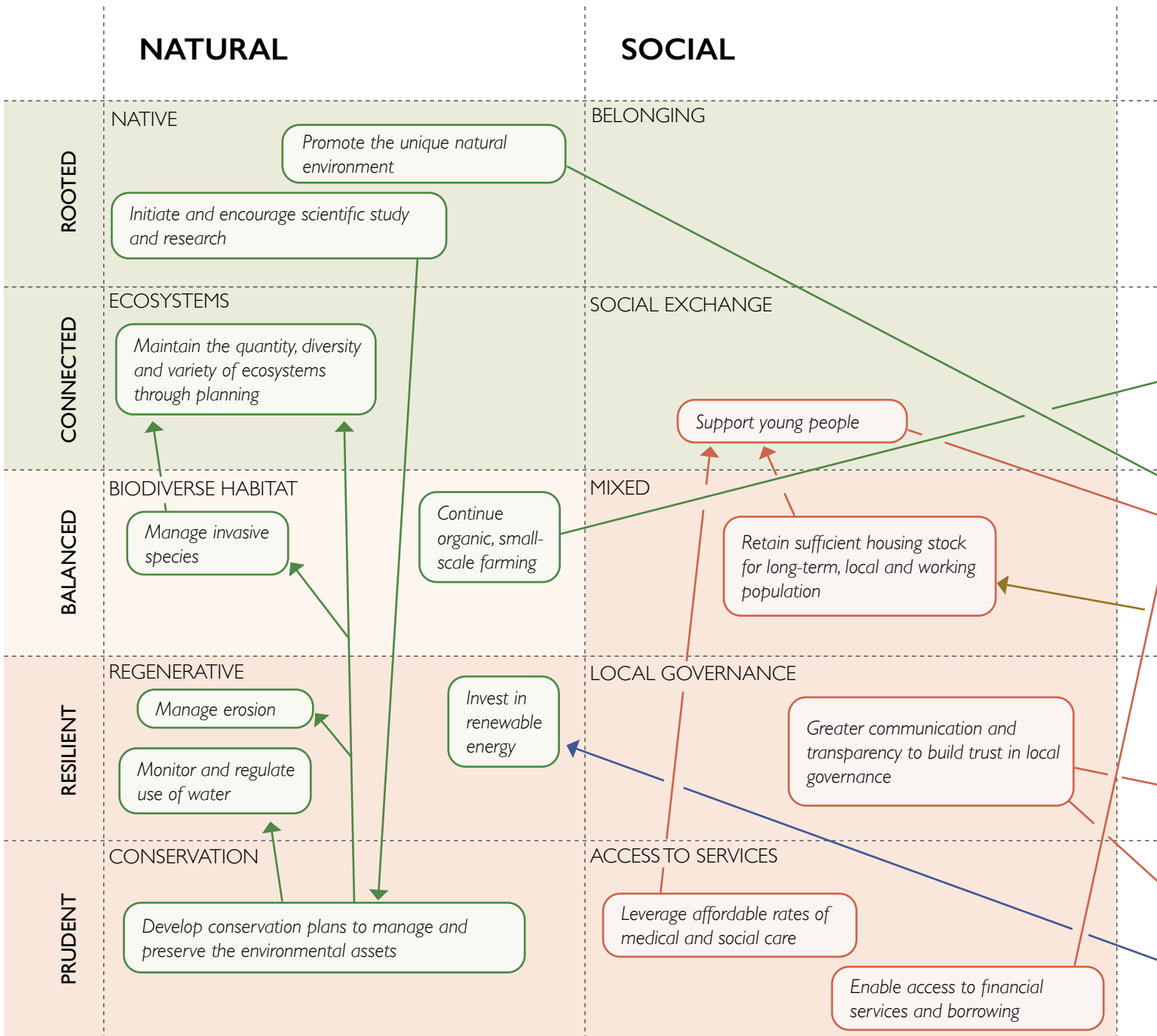
Strengthening the Community Capital

Key:

Opportunities to strengthen Natural Capital	Opportunities to strengthen Social Capital
Opportunities to strengthen Financial Capital	Opportunities to strengthen Built Capital

Community Capital Assessment:

Strong	Moderate	Weak
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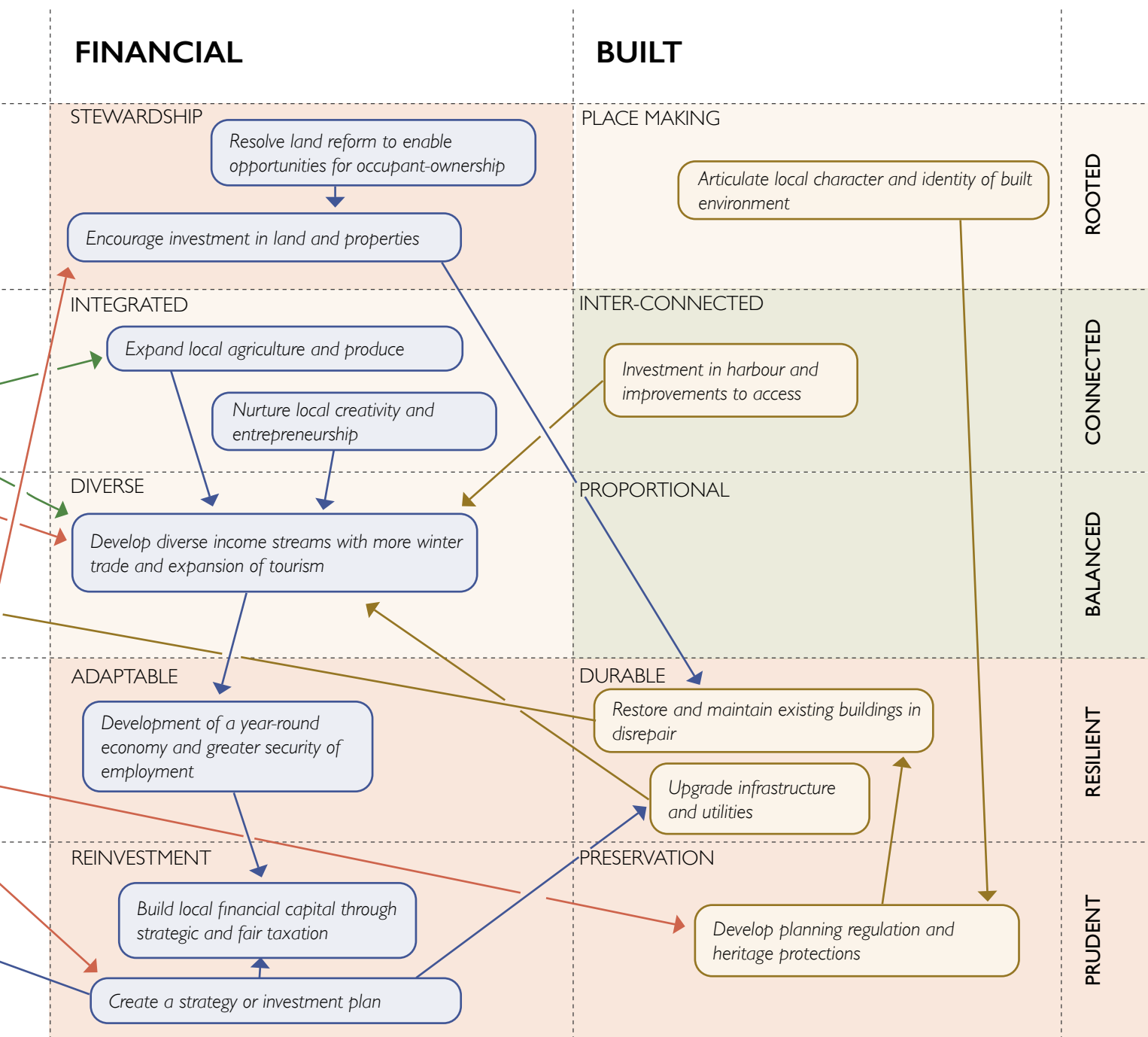
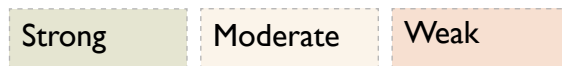


Strengthening the Community Capital

Key:



Community Capital Assessment:





Next Steps

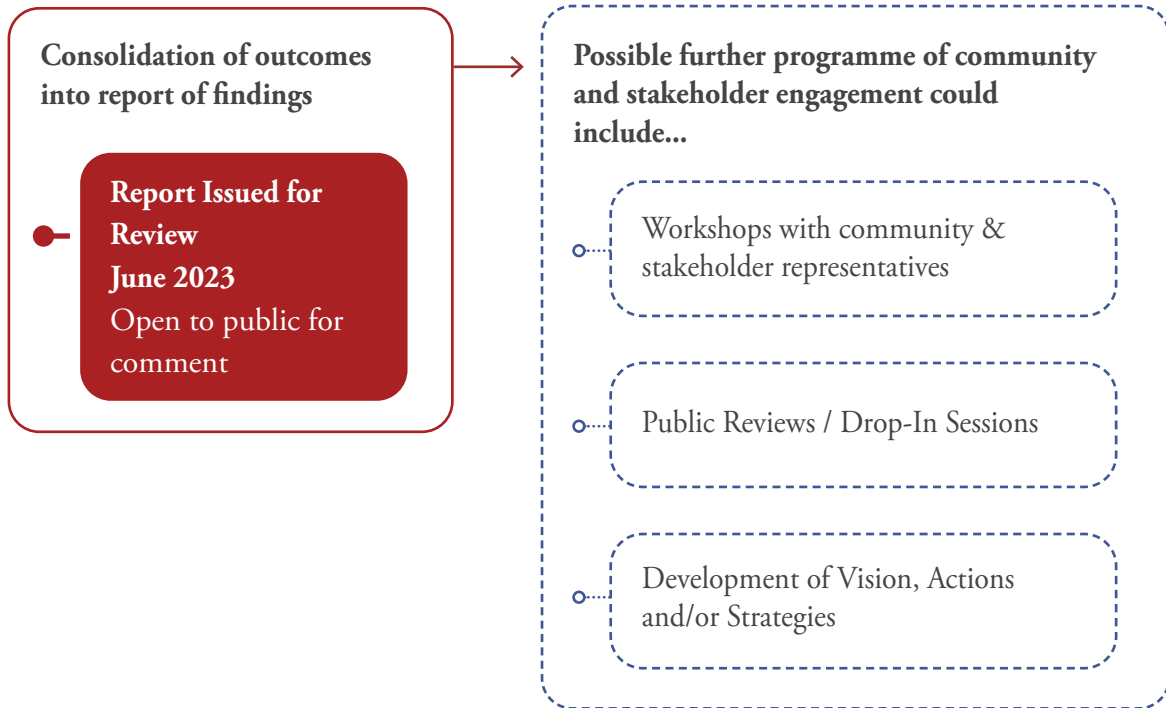
Comment on this Report

The Prince's Foundation would like to thank all participants who provided their time to contribute to our research and findings. This report is intended to be a true reflection of the Sark community's views. We aim to offer an accurate and non-partisan account of what we have heard.

If you would like to submit any further comments in response to this report, or if you were unable to participate in the stakeholder event and would like to share your thoughts, please get in touch.

Any feedback or comments can be sent to sark@princes-foundation.org and will be received confidentially by The Prince's Foundation team.

Developing Solutions & Actions



Possible Further Engagement

The issue of this report and review of any feedback concludes this stage of work; establishing a baseline of information and community consensus at this particular moment in time.

Next steps towards finding tangible, practical solutions would involve a further schedule of stakeholder engagement, including further workshops, events, and opportunities for community stakeholders to review and comment.

What Outcome Could be Expected?

Through a further process of stakeholder engagement, The Prince’s Foundation would be able to lead and support the development of a proposed vision, road map or a set of strategies and actions. The precise nature of this would be determined as a result of further engagement, collaboration and conversation.

Any outputs would be developed in collaboration with community representatives and relevant stakeholders, and would be informed by feedback from the public, to ensure that a community-developed and locally-endorsed outcome is achieved.

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