

**Skye and Raasay
Investment Plan
Workshop 28.01.2021
Summary**

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Background

Skye and Raasay Investment Plan

In January 2021, Architecture and Design Scotland (A&DS) facilitated a two hour workshop with 65 participants, including community representatives and organisations, to initiate the stakeholder engagement for the proposed Skye and Raasay Investment Plan.

The Highland Council (THC), in conjunction with Highlands and Islands Enterprise (HIE) are leading on the preparation of the new plan. The purpose of the Investment Plan is to establish a collaborative approach for public sector agencies, businesses, the 3rd sector and the wider community to work together to prioritise and coordinate investment opportunities in the area.

This initial online discussion was aimed at re-visiting the priorities and outcomes identified through the Local Committee and Recovery Board and to continue the identification of projects, initiated before Christmas, that will deliver added value through greater coordination while achieving the agreed outcomes.

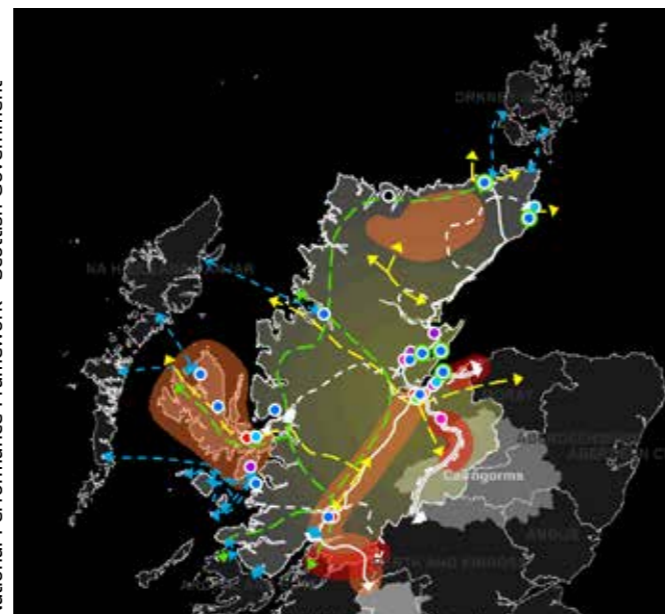
The outcomes were distilled from previously undertaken work which includes the Highland Indicative Regional Spatial Strategy, the adopted West Highland and Islands Local Development Plan (West Plan), priorities identified by the Highland Council Recovery Board and area priorities identified by the Skye and Raasay Local Committee.

The Investment Plan also offers the opportunity to work with the active communities across the two islands, to strengthen the partnership and to create a place based approach that builds on the work undertaken locally to date.

The Investment Plan for Skye and Raasay will seek to connect the benefits of the collectively identified and projects, with not only the agreed outcomes for the area, but those of the region and nation. This approach will contribute to a robust case for any future funding by demonstrating the Place Principle in practice.



National Performance Framework - Scottish Government



Regional Spatial Strategy - The Highland Council

A&DS Project

The purpose of this initial workshop was to assemble partners and stakeholders and initiate a collective conversation on:

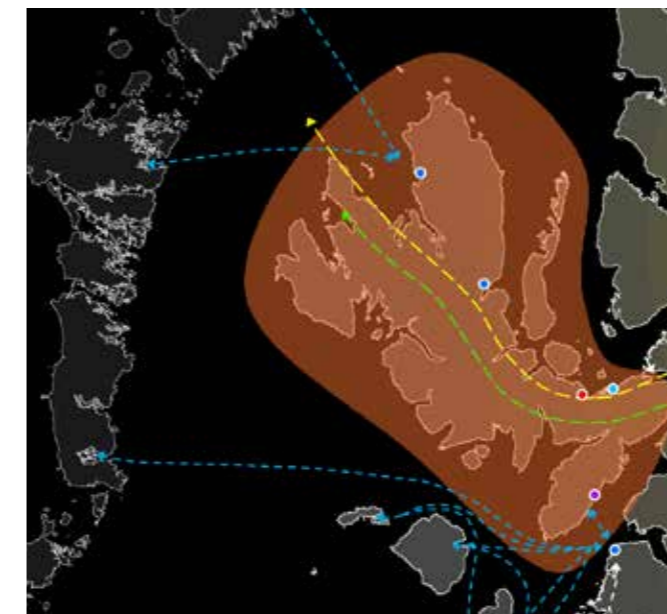
- **The Place:** Confirming priorities - the outcomes that people wish to achieve for the area
- **The Parts:** Identifying projects - which projects will deliver the greatest benefits for the priorities/agreed outcomes?

And position a future collective conversation/workshops on:

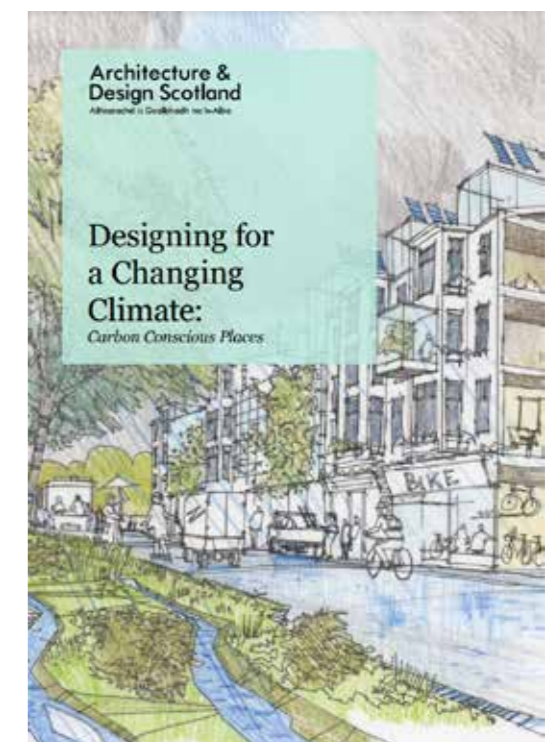
- **The Process:** Making things happen - identifying the actions, responsibilities and funding for delivering together.

A&DS, Scotland's design champion, recognise that how we design, plan and deliver places has a significant impact on Scotland's abilities to respond to the impacts of climate change, The Climate Change (Scotland) Act carbon emissions reduction targets and health inequalities. In 2019, A&DS established a programme to assist public sector organisations to take a place-based approach to designing for the changing climate.

This programme is supported by the Energy and Climate Change Directorate at Scottish Government. Through this work, A&DS has been able to work with place-based projects to champion a whole place approach to considering the net-zero carbon challenge and the implementation of the Place Principle.



Regional Spatial Strategy - The Highland Council



Workshop Process

“A benefit of participating in the workshop was getting a better feel of the possible future direction together and the general consensus on where we have to go”

Workshop Participant Feedback

Introduction

The workshop began with a welcome from Councillor John Gordon, Chair of the Skye and Raasay Committee and an introduction on the purpose of both the Skye and Raasay Investment Plan and the event, from Malcolm Macleod, Executive Chief Officer for Infrastructure and Economy at The Highland Council.

The Place and Parts - Confirming Priorities and Identifying Key Projects

Scene Setting

A recap on the outcomes agreed by the The Highland Council Area Committee in late 2020 was followed by an outline of the Highland Indicative Regional Spatial Strategy and an acknowledgement of the projects which are at various stages of progress, across the islands.

Highlands and Islands Enterprise reflected upon some of the people focused drivers for partnership working. Focusing on poverty reduction, supporting community participation and dialogue, community safety, resilience and mental health and wellbeing as motivators to address inequality for the people of the islands.

Local Committee and Recovery Board Outcomes

Sustainable Tourism - For Skye to retain its reputation as an internationally renowned sustainable tourism destination a coordinated approach is required to identify priorities and investment

Diverse and Green Economy - A strong and diverse economy with a range of employment opportunities will promote wellbeing and attract investment

Digital and Transport Infrastructure - Access to modern digital connections and the maintenance of a high-quality transport network is vital for ensuring the area is competitive and supporting the wider ambitions for the area

Strengthening Communities - Strong, capable and resourceful communities which are properly housed is vital for the social and economic growth of the area
Health and Education - Delivering modern health and education facilities makes the area resilient and an attractive place to live

What is an Investment Plan?

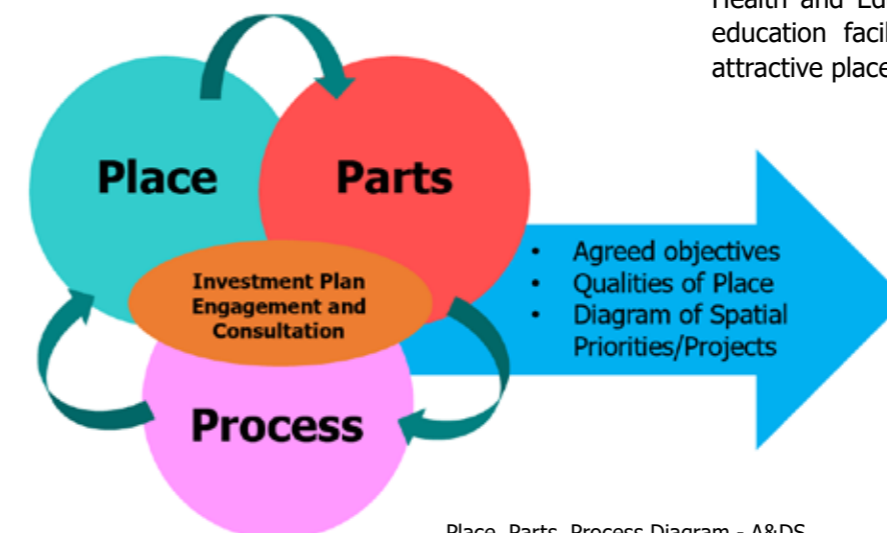
A Joint Plan for Investing and Working Together:

- Place-based approach for all those with an interest in the future of Skye & Raasay
- Acknowledges that many groups and organisations are investing in the area, or wish to;
- Opportunity to coordinate how we invest together and maximise the impact and benefits;
- Improves prospects of securing future funding; and
- Joint portfolio – joint actions and responsibilities to deliver.

What the Plan is...and is not!

- Prepared and delivered together – collective responsibility
- You know the Council/HIE can't deliver everything
- No additional pots of money (today), but better coordination

Vertical text on the right side of the slide: Skye and Raasay Workshop Slide - by THC/HIE/ A&DS



Workshop Process

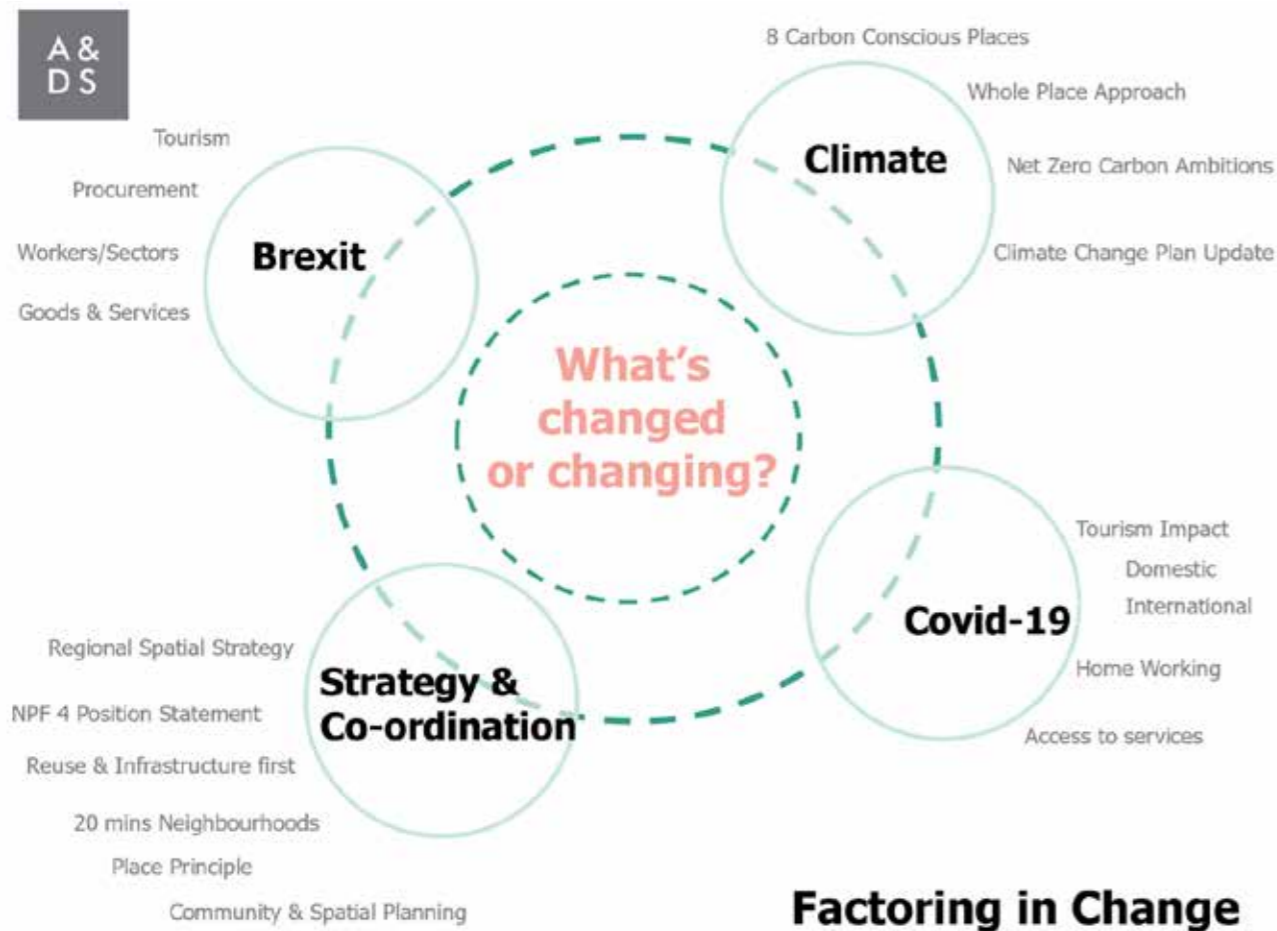
“(It was) useful to hear the views from all involved about what the current issues are and opportunities of how to improve things for the future”

Workshop Participant Feedback

What’s Changed and is Changing?

A&DS provided a brief summary of the issues and events that have occurred since the agreement of The Highland Council Outcomes in 2020, to highlight changes that may now need to be factored into the investment plan.

There was an opportunity for initial questions around the process to date before the attendees were divided into three groups and allocated to Breakout Rooms to participate in a facilitated discussion.



Skye and Raasay Workshop Slide - by A&DS

Breakout Rooms

Participants were divided into 3 groups and led through a facilitated discussion by A&DS staff. The following questions were posed in this initial short 50 minute session, to start the conversation.

- Think about 'now'- what are the issues that need addressing in Skye and Raasay?
- Think about the future, where do we want to be by 2030 and beyond?
- What are the 'parts' that need to happen (on the ground/system change etc.) to achieve your desired future?
- How do the projects (parts) align with the outcomes that were shared by The Highland Council in the scene setter?

Feedback was shared to the wider group from each of the Breakout Rooms by the facilitators and participants, further detail on the content is covered on pages 12 - 19 of this report.

Next Steps

The Highland Council outlined the next steps for the Investment Plan, confirming that this workshop is the beginning of the process and that this collaborative approach will build on the momentum of work previously undertaken. The process being undertaken in preparing the Investment Plan is intended to create an agreed vision for Skye and Raasay and this will provide a robust framework for those leading projects to take advantage of future funding opportunities.

A Skye and Raasay Investment Plan [webpage](#) has been created to highlight how to get involved in the process and to share information gathered to date.

Alongside that site launch an [online survey](#) has been created to collect the views of people on the priorities for the area and for interested parties to provide further information on their projects. This information will be used to help inform future events and shape the content of the Investment Plan

The session was closed with a request to complete an online evaluation form, to inform the format and content of future sessions and to reflect on the contribution of A&DS. Full details of feedback received are included within Appendix II.

What Does a Resilient Skye and Raasay Look Like?

Breakout Room Approach

The Breakout Room session was designed to initiate the discussion on where, how and by what means the communities, The Highland Council, HIE and other stakeholders can begin to outline how they can, and intend to work together, and to seek alignment/consensus on the outcomes needed to achieved for the Skye and Raasay communities.

The questions were compiled to prompt, probe and encourage collective working to address a complex set of opportunities and challenges. To identify common themes and commissions to inform subsequent engagement and shape the content of the Investment Plan.

Place Parts and Process Approach

To structure the workshop the 'Place, Parts, Process' approach was used:

- Place related to wider context, visions, status, unique needs and attraction
- Parts included the physical elements or 'hardware' necessary to achieve a place vision
- Process ranges from governance to consultation, from briefing to design from maintenance to promotion

For this initial workshop, we focused on the Place and Parts. The session offered a brief opportunity to reflect on any change of needs across the islands in the last year, to express aspirations for the following decade and beyond, reflect on the current projects and identify any that may be needed and to discuss the current relevance of the outcomes agreed in 2020 and their ability to focus investment on the people, buildings and services of the islands.

Feedback from each of the three groups has been collected and summarised under each question.



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Think about ‘now’ - what are the issues that need addressing in Skye and Raasay?’

Common and divergent themes were raised by each of the 3 groups to outline some of the issues that need addressing across the islands, a brief summary of each is included below:

Housing

There is not enough housing in some parts of the Island.

Affordable housing is an issue, there is also a lack of a mechanism to help those seeking to purchase a home to rent while they are waiting.

Availability of quality, affordable housing is linked, and contributes to a number of the other issues and themes.

Diversification of the Economy

There is a need to diversify the local economy – an example of the impact of the reliance on tourism is the lack of accommodation for contractors. This leads to increased contractor overheads, which means the cost of projects that are reliant of external service providers, are inflated. The lack of affordable accommodation also impacts the ability to retain skills and finance is not retained on the islands.

Community Inclusion in Decision and Plan Making

A wide group/stakeholders coming together to contribute to the future investment of the islands will create better buy in and a common understanding of what is going on.

Tourism

The islands suffer from ‘drive by tourism’ – we need to hold them on the islands longer to experience the economic benefits they may bring.

Policy could be built around the natural beauty of the place as the resource (such as Vancouver Island). When people come to Skye what do you need from them to support the value of the islands?

There is an inter-relationship between the opportunities and challenges associated with the impacts of tourism on the islands. The impact of tourism is both a benefit and a hurdle.

Tourism is year-round, is important to young people and contributes to the retention of to those young people on the island.

There are a number of issues connected to tourism, but thought needs to be given and action delivered on behalf of the permanent year-round residents on Skye and Raasay (school estate and education, health care, employment and economy).

Waste

There is inadequate waste and recycling – there is also a discord between private and public. We end up sending resources to where complaints arise.

There is no waste infrastructure - this needs to be co-ordinated.

The application of the circular economy economic model is an opportunity to tackle the issues – we need to be cognisant of funding available for it.

Food

Local Food – we need to make the most of the land and sea resources, which ties into the need to reduce carbon (i.e., local diet and eradication of food transport miles etc.)

Farming needs to move to low-carbon (crofting included) and embrace low carbon transport.

Infrastructure

There is a concern about overarching infrastructure capacity given the strain of the last year. Skye needs to be prepared to be busy again – we need to focus on coherent integrated transport.

There is a reliance on the road network across the islands– residents and visitors currently have no other option, unlike the mainland. The lack of maintenance and capacity issues that the road network has to deal with at the moment (i.e., independent travellers using private vehicles) needs to be addressed.

Connectivity is an issue – both physical and digital.

There is too much tourism for the current island infrastructure.

Think About the Future, where do we want to be by 2030 and beyond?

Common and differing ideas were raised by each of the 3 groups when discussing their aspirations for the future, a brief summary of each is included below:

Infrastructure and Transport

Improvements to the infrastructure on Skye was prioritised – the funding model adapted after an acknowledgment that funding was not necessarily going to come from public funds.

In the last 10 years, we have seen an increase in windfarms, and we get more out of them. They not only supply local energy but aid with the diversification of the local economy.

The islands are now equipped with the infrastructure and grid capacity to deal with the anticipated increase in demand for electricity (renewable and low impact) but we have also incorporated alternatives, such as hydrogen.

In 2030 there are no petrol cars on the island, the islands are nearly at the point where we can support electric vehicles.

Independent travel to pinch points has been eradicated – hubs for distribution (of people) are centrally located to alleviate the pressure on the road and infrastructure network.

A focus on how to move people sustainably around the island has ended the need to build more hardstanding carparks at popular attraction sites which only led to more cars on the islands.

Sustainable connected transport choices were created for all – both residents and visitors, which includes provision for safe active travel and a flexible bus service.

Adaptive capacity of the island's infrastructure has become a driver for change, in respect to the impacts of the anticipated sea level rise.

Office/Working Life

The pandemic impacted the uptake of home working during 2020/21. This shift influenced a model to accommodate a mix of home and office working, or 100% home working, across the islands.

Good digital infrastructure, paired with the benefits of living in an island community and the freedom to choose to work from home (or combine home and office working), has drawn more people to Skye and Raasay, continuing the increase in population.

The energy efficiency of existing office buildings has rendered them not fit for purpose in 2030.

In last 10 years, a low carbon model has been created that supports different ways to access sites on Skye, to get people to/from work on Skye.

Tourism

Any decision for development that created facilities for tourists/visitors was also designed to benefit residents.

Tourism remains an asset and allows more people to live on Skye and Raasay, it creates business thanks to the economic boost. This also helps keep people on the Island, support apprenticeships and avoids our communities becoming places solely for people retire.

Speed and Nature of Action

The speed up change was increased – an agile approach to planning and development was adopted and all stakeholders have been working quickly as ten years is not a 'long time' (in terms of number of changes).

The Investment Plan was a live iterative document that could change and adapt. It was reactionary and capable of responding to unpredictable change, quickly.

A localised agenda and local action have empowered small local communities to be more resilient for the future, from not only social, environmental and economics perspectives, but physical and digital.

The island is now designated as a National Geological Park

Housing

Affordable housing has been provided that positively impacted local wealth distribution (both financial and skills)

NHS, Council and Housing Association vacancies are now filled successfully as the availability of suitable and affordable housing for prospective employees, is no longer an issue.

Education and Healthcare

The way education and healthcare services are delivered has changed. The shift in planning how they are delivered has been successful because of the push to provide digital infrastructure across the islands.

The provision of remote and rural health and social care has been addressed, while some services are available online, the islands now host a transport system that gets people to NHS services across the island and beyond, as required

Population Demographic

The shift in needs of the aging population became a driver of change, there is now an increase in more care at home.

What Are the Parts that need to happen (on the ground/system change etc.) to achieve your desired future?

A variety of 'parts' were shared and proposed by each of the 3 groups, a brief summary of each is included below:

Bigger Picture and Longer-Term View

We should not look at the 'parts' in isolation. For example, a school development should be looked at in conjunction with housing and a general masterplan for the area, in keeping with the Place Principle.

The Investment Plan will target what in some cases will be a diminishing pot – but it is recognised that we need to pull together and prioritise the projects.

It is very complex; the questions are almost too big. Equality is very important – we want people to live their lives to their fullest whether a tourist or living there.

What are the friction points? How do we use them to facilitate change?

It was acknowledged that most of the projects identified are working towards achieving the desired future already.

Better understanding of the renewable heat, energy and hydrogen infrastructure that will allow for affordable, equitable and just heat and energy for everyone across the islands is required.

Investment in existing infrastructure needs to be prioritised.

Communication

Communication needs to improve between volunteer groups and the council/elected members. The volunteers are a 'finite resource' so having a specific person in the Council who is tasked with taking community projects forward and to offer support would be beneficial.

A better understanding of what the council can and can't do is needed.

Language and Culture

How do we ensure Gaelic is normalised and strengthened in all these developments- not marginalised? Impact on housing scarcity and price shifting balance of Gaelic and non-Gaelic speakers. How do we strengthen and protect the language and culture? How do we draw tourism away from the honeypots to other areas to spread the load? How do we make more use of language and culture in doing that?

Housing

The provision of affordable housing has the potential to positively influence the desired futures.

System Change

The planning system needs to be looked at. Seems too drawn out at times to deliver change at speed.

Population Demographic

There is a need to attract people to counter and support the aging population

During COVID people have been working from holiday homes. Working from home could be a viable opportunity for others, if the broadband capacity be improves/increased, attracting more people to the island.

Local Economy

How do you make your economy and places "more sticky" to work for locals and tourists?

Make sure Gaelic is visible. Education has employment vacancies and cannot recruit because of housing issues on the island.

How Do the Parts Align with the Outcomes that were shared by The Highland Council in the scene setter?

While all three groups came to the consensus that the 'parts' generally align with the outcomes that were shared during the scene setter, some points of concern, and steers for greater focus were offered:

Strengthening Communities

The strengthening communities' outcome could be expanded to address current issues raised during the session that are specific to the islands. The following comments were shared:

- Skye has got a strong history of attracting people to come and live, work, study, invest and visit and has the opportunity to further do that, but need there needs to be an integrated approach to infrastructure to make that happen. The island needs more people.
- Maybe something needs to be added around generational support, identification and acknowledgement of the issues and their differences, for young to old. This might better help retain young people on the islands.
- Work on the preservation of everyone's health and wellbeing
- We need to think of how to support behaviour change for those living on Skye.

Diverse and Green Economy

The diverse and green economy outcome could be expanded to include reference to the action being and hoped to be delivered by the community and land use. The following comments were shared:

- Delivery of change needs to meet in a 'pincer' movement with community-led, grass-roots 'massive-small' swell of activity.
- Need to embrace the two major perceived priorities: managed landscape change for all sectors of the community and the focused investments required to ensure meaningful sustainable town/village centres.
- There is a need to think of 'the offer' of Skye for visitors and those living there. Skye behaves like a National Park, maybe we need to think of it that way.

In addition, further observations were offered about the omission of the Gaelic language and culture and the need for leadership to deliver change from the outcomes.

Public Transport and Active Travel and Sustainable Tourism

Both outcomes could be expanded to incorporate/acknowledge public transport and active travel. The following comments were shared:

- Some of the processes are missing to shift our thinking – for instance building more car parks creates more problems. There has got to be a tipping point when we move away from a reliance on cars – which is a real challenge given the geographic location. To that end, we need to look at how can we get investment in public transport.
- Infrastructure for Active Travel needs to be thought through more, this needs to link to tourism and how tourists travel to and around Skye.

Gaelic

Gaelic offers huge opportunities around wellbeing, education, and economics, but the challenge is the community demographic shift. The language and culture play a strategic part in the socio-economic development of the highlands and islands and there are opportunities that arise from it. Is it possible to ensure 'Gaelic' is noted somewhere with the plan?

Leadership

Portree has been on the brink of delivering projects on many occasions in the last few decades – some have been in plans and drawings for some time. Local community consensus supports them, but the community are at a loss to understand on how to make them happen. There is a fear that the current plan is just more talk, delivery, execution and leadership are the things they want to see now.

A&DS Analysis and Conclusions

The Breakout Room discussions offered a taster of current issues manifesting on the islands and hopes for the island's future. While a general consensus that the projects (parts) align with the outcomes agreed by the Area Committee in 2020, some clear feedback was offered by participants around possible amendments, omissions, and additions. Several insights emerged from this initial engagement session, and the subsequent feedback, which can be used to inform the partnership approach and enable a strong collaboration for the Skye and Raasay Investment Plan.

Focus on What is Already There

The protection and enhancement of existing assets and infrastructure is a theme within the National Planning Framework 4 and the Infrastructure Investment Plan. Maintenance was identified as a theme that was raised in response to a number of the breakout room sessions. With a shift in focus from the provision of new facilities and infrastructure to the adaptation of the existing to reduce the impact of our built environment (to meet the targets of the Climate Change (Emissions Reduction Targets) (Scotland) Act 2019), there is an opportunity to revisit the outcomes and projects to prioritise projects that align with this agenda.

Conflicts

Conflicts between the projects, outcomes, and aspirations amongst Investment Plan stakeholders, should they exist, need to be openly discussed to allow solutions that serve the greater good to be identified and agreed upon. A partnership that embraces difficult conversations, tackles complex problems and the system and behaviour change needed from residents, businesses and visitors is more likely to succeed in delivering the collective ambition.

How to Be Bigger Than the Sum Of The Parts

Partnership working can be challenging, by working together as a collective, the reach of the place aspirations will go further. A framework and methodology for partnership working would help aid better understanding of the Investments Plans objectives and programme. The creation of an Investment Plan Steering Group, which includes representatives from across community groups and local agencies will help spread knowledge of the purpose of the collaboration, create a focal point for engagement and communications on project developments and mile stones.

Resilience

There is a need to be resilient, flexible, and agile in relation to the development of spatial and/or investment plans. The last 12 months have demonstrated that priorities and way of life can change very quickly in a short period of time. Our plans will need to respond to the current changes, but also those that are expected in the future.

The 10-Year Horizon is Not Very Long

Is there an opportunity to expand the time horizon for delivery of change beyond 2030? Can the Investment Plan to acknowledge the major mile stone dates within the Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 of 2030, 2040 and 2045 and the shifts in our systems already occurring working towards those dates, such as the Local Heat and Energy Efficiency Strategies and the Highland Adapts Partnership and the Just Transition Commission. Could the outcomes and projects align with those anticipated trajectories, demonstrating local agency and community action that is contributing to the eradication of unnecessary carbon emissions at a place scale?

Online Consultations

Whilst feedback on the session was generally positive, we recognise the limitations of online engagement. Large numbers of participants and sessions that focus on presentations with short periods for group conversation, do not always afford the opportunity for all to participate or contribute. The Skye and Raasay Investment Plan webpage and online survey have offered additional methods for engagement. A&DS would hope to continue to work with The Highland Council and Highlands and Islands Enterprise to inform subsequent engagement sessions.

Project Planning

The creation of an engagement and comms plan and programme, confirming the strategy for collaborative working and outlining the methods of wider engaging will identify the opportunities and challenges associated with reaching the wider population of the islands, public sector agencies, business, and the 3rd sector.

Draw on A&DS' advice and input as the Programme progresses

Whilst A&DS do not have a delivery role within the Programme, there are opportunities to draw on the input and advice we can provide. This includes (not exhaustively): providing examples of comparable best practice projects or activities; facilitating workshops to develop the vision and story of change in more detail; facilitating workshops to help identify and refine the outcome and spatial priorities; providing advice on implementing the whole place approach, to designing for a changing climate, in line with the Place Principle.

Next Steps

The pointers which have emerged from the workshop discussions will help guide the Skye and Raasay Investment Plan team with the preparations for the next steps of the process which are to focus on:

- Refining outcomes
- Looking at projects, benefits and inter-relationships in more detail
- Identifying and agreeing joint responsibilities for delivery
- Questions and issues that need to be explored further

They can also be used to inform place-based approach, including THC/HIE led initiatives, and a wider place leadership role.

Appendix I

Participants and Agenda

Project Lead Participants

Lynda Allan	Police Scotland
Marion Anderson	Ionad Thròndairnis
Adele Beck	Broadford & Strath Community Company
Ian Brown	Edinbane Community Company
Bruce Crawford	Police Scotland
Mark Crowe	Skye Cycle Project
Alistair Danter	Skye Connect
David Devine	Transport Scotland
Brian Fulton	Caledonian Maritime Assets Ltd
Claire Gray	Glendale Community Trust
Fiona Grant	West Highland College UHI
Raymond King	Scottish Fire & Rescue Service
Tracy Ligema	NHS Highland
Iain McIvor	Lochalsh & Skye Housing Association
Alexander MacDonald	Portree & Braes Community Trust
Ross MacKenzie	NHS Highland
Elizabeth MacLeod	Raasay Development Trust
Ewen MacPherson	Scottish Government Rural Payment & Inspection Directorate
Neil MacRae	Hi-Trans
Ronnie MacRae	Community Housing Trust
Henrik Micski	Minginish Community Hall Association
Donnie Munro	Sabhal Mor Ostaig
Nigel Patterson	West Highland College UHI
Laurie Robertson	Sustrans
Hugh Ross	Staffin Community Trust
Peggy Semler	Struan Community Development Group
Mike Shucksmith	Sleat Community Trust
Audrey Sinclair	Kyleakin Connections
Sjoerd Tel	Sustrans
Fiona Thomson	Portree & Braes Community Trust

Dave Till	Skye Connect
Alex Turner	Nature Scotland
Stephen Varwell	Kilmuir Community Trust
Gordon Willoughby	Uig Community Trust

Elected Member Participants

Clr John Finlayson
Clr John Gordon
Clr Calum MacLeod
Clr Calum Munro

Skye and Raasay Investment Plan Team:

Douglas Chisolm	THC Planner
Scott Dalgarno	THC Development Plans Manager
Willie MacKinnon	THC Ward Manager
Malcolm MacLeod	THC ECO Infrastructure & Environment
Stuart MacPherson	HIE Head of Strategic Projects

A&DS Facilitators:

Heather Claridge	A&DS
Daniel McKendry	A&DS
Gerard O'Brien	A&DS
Karen Ridgewell	A&DS

The Highland Council Participants

Wendy Anderson	THC Leader & Development Officer
Jane Bridge	THC Senior Engineer
Fiona Cameron	THC Programme Manager
Robert Campbell	THC Estate Strategy Manager
Dorothy Gibb	THC Principal Estates Officer
Morag Greenshields	THC Waste Management Officer
Colin Howell	THC Head of Infrastructure
Leona Joiner	THC Tourism Project Coordinator
John McHardy	THC Housing Development Manager
Gordon MacDonald	THC Roads Operation Manager
Finlay MacDonald	THC Head of Property & Facilities Management
Shane Manning	THC Principal Traffic Officer
Pablo Mascarenhas	THC Community & Democratic Engagement Manager
Keith Masson	THC Climate Change Manager
Alastair Stewart	THC Project Officer Facilities
Debbie Sutton	THC Amenity Services Manager
Kathleen Urquhart	THC Corporate Improvement Project Manager
Nicole Wallace	THC Environment Manager
Keven Wickham	THC Waste Operations Manager
Neil Young	THC Senior Engineer

Agenda

- Welcome THC
- Session Format A&DS
- The Place and Parts - Confirming Priorities and Identifying Key Projects
- Scene Setter THC/HIE
- Change Presentation A&DS
- Questions
- Break Out Rooms A&DS
- Think about 'now', what are the issues?
- Think about the future, where do you/we want to be by 2030 and beyond?
- What are the 'parts' the need to happen to achieve the desire future?
- How do the projects align with the objectives/outcomes shared in the scene setter?
- Break
- Break Out Room Feedback A&DS
- Summary and Next steps THC/A&DS
- Evaluation A&DS

Appendix II Workshop Feedback

Feedback was received from 29 of the workshop's participants through an online form. Here is a summary of responses:

1. How effective was the workshop in supporting the preparation of Skye and Raasay's Investment Plan through collective working?



2. One key benefit of participating in the workshop was...

- A clearer understanding of priorities on Skye and Raasay
- The breadth of experience of the participants helped expand the discussion
- Opportunity to put forward our perspective and to hear from others
- Getting a better idea of what the plan is (and isn't)
- Awareness of other organisations views
- Useful to hear the views from all involved about what the current issues are and opportunities of how to improve things for the future
- Format as effective, if not more so, than face-to face
- I was pleased to see clear priorities being shared, as not sure all are aware of these previously
- Finding out what is going on to develop the plan
- Seeing both the diversity of work required but also the degree of consensus around what is needed
- Hearing the suggestion being made for a single point of contact for all local groups to contact re projects and proposals

- Gaining a perspective on the wider development agenda
- Getting a better feel of the possible future direction together and the general consensus on where we have to go, not so much time on the day to day tactics
- Finding common ground/themes with other organisations to help focus development efforts
- Getting the bigger overview of level of activity already underway and possibilities for future projects.
- Getting a wider view of both islands needs and aspirations
- Gaining some knowledge of concerns that others hold
- Being listened to and having the opportunity to request financial support for community projects
- Bringing a wide range of Stakeholders together which might not have been as successful if we had all needed to be in the same room
- The workshop was a good demonstration of intent with excellent representation from most local organisations, agencies and leading officials. It was encouraging to see and hear of the support and commitment to further development of the plan
- Meeting some key stakeholders and trying to agree a shared vision
- Hearing combined views, ideating, getting a sense of vision and appetite for what is important
- Gaining a perspective on the wider development agenda
- To be able to put forward ideas and hear what others think
- Not very convinced that there was one!
- Input to a discussion on how the interface between HC and community groups could be improved - to better prioritise, communicate and deliver projects on the ground

3. One thing I know now that I didn't know before is...

- How common the challenges are across the board
- The scale of the accommodation challenge on the islands - will make much of the decarbonisation and infrastructure work all the more challenging
- The range of community organisations active in Skye and Raasay
- The level of strategic work that is taking place
- The desire mentioned for growing the population by inward migration
- How many people are involved in the work to develop the plan and the variety of roles and experience those involved bring to the table
- Internet issues are still a major problem in certain areas
- Architecture Design Scotland have excellent facilitators
- The degree of consensus that exists
- The commitment by THC towards partnership working to achieve more for local communities
- That Councillors and HC are pushing to get projects in the area on the national list of projects that should be prioritised for funding
- Progress re some of the sustainability activities
- There is so much going on
- How many departments within HC are involved
- How much support there is for this plan across the island and at the Inverness headquarters
- The diverse views of many and also that while some folk see the bigger picture others are very much focussed on their own very specific project/area
- Better understanding of the players involved
- That various bodies like HIE & HC are working closer together than I had previously realised
- That there is a shared desire to consider impact on our environment
- The key issues already identified
- How many other community-led projects are underway which complement ours.

Appendix II Workshop Feedback

4. What change(s) would have improved your experience of the workshop

- Smaller workgroups and more time for feedback from additional smaller groups with a focus for each group
- I thought it was really well run and great turnout
- Perhaps smaller break out groups, but only a minor point
- Smaller breakout groups would have helped generate a discussion
- I think a longer workshop would have worked, allowing more time for discussions in the breakout as that did feel a bit rushed and not everyone was able to dig further into specific issues
- Less intro and summary
- Smaller groups for proper discussion - there were a lot of folk with their hands up who didn't get a chance to speak. A few big characters had more than their fair share of airtime. Suggest some form of virtual post it notes would have worked well - gets lots of ideas out quickly and allows a better understanding of where the balance of opinion
- An overview of "Skye the success" story - what has been achieved on the island in the last 50 year
- More advanced briefing so us ponderers had time to distill our thoughts into a few punchy statements
- Because of the breakout group size, there wasn't enough time to cover the questions asked and let everyone who wanted to contribute to the discussion
- This session did not prove particularly relevant to my role
- A final session drawing together the main ideas/ points of each breakout group on one sheet (virtual slide perhaps?) to actively conclude the priorities/ common themes across the delegates, and for the organisers to subsequently outline the next steps in how these will be included in the investment plan
- Perhaps reduce the number of topics being discussed in one go. A lot of information to digest.
- I felt the meeting lacked focus and at times control. There were far too many options being discussed and no real substance to what was actually going to be achieved. I have heard the same issues being raised for over 5 years with no progress made on any of them
- Smaller working groups would have allowed more participation. I felt that there were some with views that didn't get the opportunity to put them into the mix
- Lead in time. How can we continue to be involved

5. How likely are you to recommend Architecture and Design Scotland to a friend or colleague?

- Perhaps being asked to submit answers to breakout questions in advance would have helped the facilitator pick up on a wider variety of points from the group but overall I think the facilitators did a great job
- More time to debate/ discuss the importance of this being a collaborative way of working with no guarantees of outcomes unless everyone contributes
- Clearer idea of the next stages, and how our participation/ input will be used
- Perhaps a little more information on the subject matter for the breakout groups
- More detail on the likely potential funding streams
- Too short a time for everyone to have their say (added to the fact that our facilitator misjudged the timing and I believe we finished at least 5 minutes too early
- If you had held a more structured meeting, with clear objectives and more local representatives rather than people from regional/national bodies, you could have carried out a more useful exercise.
- We have very slow internet in Torrin so I lost some of the content of the meeting, but in the current challenging circumstances I thought the workshop was planned and managed exceptionally well.



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