

Agenda Item	7
Report No	LA/20/22

HIGHLAND COUNCIL

Committee: Lochaber Area

Date: 7 November 2022

Report Title: Fort William 2040 Annual Update

Report By: Executive Chief Officer Infrastructure, Environment & Economy

1 Purpose/Executive Summary

1.1 This report provides an update on the progress of the Fort William 2040 (FW2040) Masterplan and Delivery Programme. Due to the Covid-19 pandemic, the last report to the Lochaber Committee on this subject was presented in February 2020. Since then, significant progress has been made with individual projects, and a number of wider developments have been implemented since the appointment of a dedicated Project Manager for FW2040 in March 2022. This report provides updates on the individual projects within the Masterplan, details the wider developments that have been implemented, and sets out key work to be undertaken in the coming year.

2 Recommendations

2.1 Members are asked to:

- i. **Note** the progress that has been made with the individual projects within the FW2040 Masterplan as summarised at **Appendix 1** FW2040 Projects Update Oct 2022;
- ii. **Support** the proposal to develop a dedicated Regeneration Project Manager post for Fort William, as summarised in section 7 of this report;
- iii. **Note** the wider developments that have been implemented in 2022 to enhance the delivery of the programme, specifically:-
 - a) the appointment of a dedicated Project Manager for FW2040;

- b) the establishment of a FW2040 Community Stakeholders' Group- terms of reference provided at **Appendix 2** - FW2040 Stakeholders' Group T.O.R;
 - c) the redevelopment of the FW2040 website in response to public feedback, which can be viewed at <https://www.highland.gov.uk/fw2040>;
 - d) the production of a new Communications Plan for FW2040 - **Appendix 3** - FW2040 Communications Plan; and
 - e) a public consultation event being held in Caol Community Centre- verbal update to be provided to committee due to timing of event
- iv. **Support** identified priority FW2040 work areas for the coming year as summarised in section 7 of this report

3 Implications

- 3.1 **Resource** – resources to cover the salary of the FW2040 Project Manager, update FW2040 online documentation and continue to promote the plan and engage with the local community are allowed for within the Service budget.
- 3.2 **Legal** – the FW2040 Masterplan and Delivery Programme do not form part of the Council's statutory development plan for the area and are therefore very unlikely to be subject to any legal challenge.
- 3.3 **Community (Equality, Poverty, Rural and Island)** – the related local development plan has been subject to Equalities Impact Assessment (EqIA) screening and found not to require a full EqIA. One of FW2040's aims is to make Fort William a more effective "engine" to drive the economy of the wider Lochaber area and to make the town a focus for infrastructure network and facility improvements that will also benefit the rural hinterland of the town. Poverty issues are addressed by FW2040's support for employment, district heating and affordable housing opportunities, and improved accessibility to facilities via free or cheaper travel modes.
- 3.4 **Climate Change / Carbon Clever** – the related development plan has been subject to several rounds of environmental assessment including Habitats Regulations Appraisal (HRA) and Strategic Environmental Assessment (SEA). The 2019 review of FW2040 focused on climate change and ecological emergency issues. From this, a new overarching theme of "addressing the climate change and ecological emergency" emerged. All of the larger FW2040 projects will be subject to individual environmental assessment as appropriate. All projects, regardless of scale, will be encouraged to consider ways in which they can contribute to this theme.
- 3.5 **Risk** – There are no known significant risks associated with this item.
- 3.6 **Gaelic** – Gaelic headings will be used in any written publications relating to FW2040.

4 Background

- 4.1 FW2040 was produced following community consultation in 2018/19 seeking priorities for the future development of the town and surrounding area. Feedback from participants helped to create a Vision, Masterplan and Delivery Programme designed to achieve those priorities. This focuses on four key themes, which aim to make Fort William “A Great Place to Live”, “A Connected Place”, “A Place Facing Water”, and “A Net Zero Town”.
- 4.2 Multiple organisations are contributing to this vision by delivering projects under the FW2040 banner. These projects include Thomas Telford Corpach Marina, active travel developments, the new Belford Hospital, new housing developments, flood protection works and improved internet connection speeds among others. Over the lifetime of the programme, additional projects will emerge and develop in response to further consultation and new funding opportunities.
- 4.3 The FW2040 Programme is overseen by a Programme Board, which consists of representatives from key delivery organisations. The Board meets quarterly to review progress and to identify where joined up working can help to tackle any barriers to project progression. Organisations represented on the Board are currently:-
- Highland Council
 - Highlands & Islands Enterprise
 - Crown Estate Scotland
 - Lochaber Chamber of Commerce
 - NHS Highland
 - Lochaber Community Partnership
 - Transport Scotland
 - Scottish Government Economic Development Directorate
 - HITRANS

The Board is currently chaired by Alastair Nicolson, HIE Area Manager for Lochaber, Skye & Wester Ross. The Chair rotates on an annual basis. The Board has dedicated administrative support from Highland Council’s Democratic Services team.

- 4.4 The Board also has a Transport sub-group. Membership of the Transport sub-group consists of Highland Council Planning & Transport representatives, HIE, HITRANS, Transport Scotland and Lochaber Chamber of Commerce. The sub-group is a forum for key stakeholders to update, consult and assist with the delivery of projects related to the “Connected Place” theme of FW2040.

4.5 The FW2040 Masterplan

Extensive community consultation undertaken in 2018-19 developed a shared vision for the future of Fort William and Lochaber. This vision is summarised by the following key themes, which state that Fort William and the surrounding area should be:-

- A Great Place to Live
- A Connected Place

- A Place Facing Water
- A Place with Collective Ambition

Feedback received in 2019 introduced a new overarching theme of “addressing the climate change and ecological emergency”, which many respondents felt should be a guiding principle for FW2040.

The FW2040 Masterplan is a series of headline projects that are being progressed in order to deliver the above vision. They are at different stages of development, and some require further work to assess feasibility and funding requirements. However, they all share a degree of commitment, viability and strategic importance that makes them suitable for inclusion in the plan.

In addition to the Masterplan, FW2040 contains a range of aspirational projects. These are projects, or broader ideas, that have been suggested through the consultation process to date. The Masterplan is reviewed on a six-monthly basis by the Board and as part of this process, aspirational projects can be moved onto the plan if it is felt they are at a suitable stage of development to be included.

Annual consultation on FW2040 includes seeking new ideas for aspirational projects from the local community. In addition, these can be fed into the process via the FW2040 Community Stakeholders’ Group or by contacting the FW2040 Project Manager.

It is important to note that the FW2040 Board has no power (or desire) to “veto” the development of any local community project. However, projects included in the Masterplan benefit from the enhanced joined up working, resources, and collective support of the Board, due to their importance in helping to deliver the overall FW2040 vision.

5 FW2040 Masterplan Projects’ Progress

5.1 **Appendix 1** of this report summarises the current position and progress with each of the individual projects currently on the FW2040 Masterplan. There will be a further review of this following a public consultation event being organised for Wednesday 2 November 2022 in Caol Community Centre. Further information on this event is provided in section 6.6 of this report.

Projects marked as complete will be removed from the Masterplan. A review of aspirational projects, including any new suggestions from the event, will be undertaken to determine if any are in a position to be brought forward for inclusion going forward.

5.2 Significant progress to highlight within **Appendix 1** since the last detailed report to Committee in February 2020 includes the following:-

- Caol & Lochside Flood Protection Scheme has progressed from tender stage to works being well underway. Work is scheduled to complete in August 2023.
- Housing development at Blar Mhor has moved from initial site clearance work to the phased completion of 117 units.

- The new Belford Hospital has progressed from a basic strategic assessment to Scottish Government approval of the Initial Agreement in July 2022, with work now underway on the Outline Business Case.
- The development of 350 new houses at Upper Achintore has progressed from planning approval to construction being underway on the first phase of 82 units.
- The completion of the re-development of Tweeddale House, and imminent completion of Lochaber House, into 37 new town centre flats.
- Thomas Telford Corpach Marina has progressed from securing necessary licenses and tendering civil engineering works to expected completion by the end of 2022 and opening in Spring 2023.
- A range of developments around active travel provision, including the upgrade of the Black Parks route and the establishment of the Hi-Bike scheme. Active travel provision is also built into the Caol & Lochyside Flood Protection Scheme.
- The development of new hotel and bunkhouse accommodation, and additional leisure facilities, at Nevis Range.
- The progression from scheduled cable laying to completion in March 2022, of a full fibre network connecting Fort William's public buildings.

6 Wider Developments to Support Delivery of FW2040

6.1 Work has also taken place in 2022 on a number of wider developments to support the delivery of FW2040. These have focussed on enhancing communication, raising the plan's profile, making it easier for the public to find information on individual projects, ensuring strong community involvement in the process, and providing a dedicated resource to co-ordinate the delivery of the programme.

6.2 Dedicated Project Manager

In March 2022, the first dedicated Project Manager was appointed to co-ordinate the overall FW2040 programme. This post is initially for two years, on a full-time basis, and is jointly funded by Highland Council and Crown Estate Scotland, with Highland Council as the employer. The postholder sits within the Communities and Place service and is based in Charles Kennedy Building, Fort William. Key responsibilities of the post are:-

- co-ordinating and promoting the overall delivery and identity of the FW2040 programme;
- monitoring and reporting to the FW2040 Board and local Members on progress with the delivery of individual projects and the wider programme;
- leading on FW2040 communications, updating programme documentation, and providing updates to the public;
- identifying barriers to project progression and working with delivery partners to overcome these;
- undertaking consultation work with stakeholders;
- managing or supporting the delivery of assigned projects;
- assisting in bringing forward new project proposals for inclusion within FW2040 and monitoring aspirational projects;
- reviewing and identifying potential funding and investment sources for the area;

- arranging and supporting meetings of the FW2040 Board and Community Stakeholders' Group; and
- helping to promote and maintain the profile of Fort William and Lochaber, and the FW2040 Programme, at relevant national networks

6.3 **FW2040 Community Stakeholders' Group**

A FW2040 Community Stakeholders' Group was established in August 2022, following discussions with the Linnhe Community Alliance, the FW2040 Project Manager, and the FW2040 Board.

The purpose of the group is to ensure clear, regular two-way communication and reporting between the FW2040 Programme Board and Community Stakeholders. It is a forum where stakeholder representatives can discuss individual projects and communicate their views and ideas to the FW2040 Programme Board. It is also a means to identify opportunities where stakeholders can actively assist in progressing individual projects, and it contributes to the overall collaborative approach that underpins FW2040. The group also meets quarterly, mid-way between Board meetings. Organisations represented on this group are:-

- Fort William, Inverlochy and Torlundy Community Council;
- Caol Community Council;
- Kilmallie Community Council;
- Nether Lochaber Community Council;
- Ardgour Community Council;
- Spean Bridge, Roy Bridge and Achnacarry Community Council;
- Highland Council Ward 11- Cllr John Grafton;
- Highland Council Ward 21- Cllr Angus MacDonald;
- Voluntary Action Lochaber;
- Lochaber Environmental Group; and
- High Life Highland Adult and Youth Services

This group is Chaired by Dr Michael Foxley of Ardgour Community Council. The Chair also rotates on an annual basis. The terms of reference for this group are included with this report at **Appendix 2**.

6.4 **New FW2040 Communications Plan**

FW2040 is a collaborative process to co-ordinate and deliver a shared vision for the future of Fort William and Lochaber. With FW2040 being delivered by multiple organisations, it is important that partner organisations communicate FW2040 in a consistent and focussed manner. Without communicating that projects are being consulted on and delivered in order to achieve an **overall vision**, there is the danger that they are seen in isolation and the overall FW2040 identity is diluted.

It is also critical to remember that FW2040 is intended to be an active and live plan. There is a commitment to ongoing collaboration between community groups and public agencies to monitor, record and communicate progress in delivering individual projects and the wider FW2040 vision.

New projects also need to be developed over time and brought to a stage where they can be included within the FW2040 Masterplan. This process also requires effective communication about the overall progress and vision for FW2040. Without this, there is a danger that momentum and identity will be lost.

With the above in mind, a new FW2040 Communications Plan has been developed by the FW2040 Project Manager and approved by the Board. The plan is included with this report at **Appendix 3**.

6.5 FW2040 Website

A key part of the new Communications Plan was the updating of the FW2040 website. Information on FW2040 sits within the Planning section of the Highland Council website, under “local and statutory development plans”. Public feedback indicated that content on the website needed to be more accessible. People wanted it to be easier to find information on the progress of individual FW2040 Projects. They also wanted a more concise overview of the background, aims and objectives of the programme, and how it operates. In addition, changes have been made to convey the fact that FW2040 is an ongoing and dynamic programme. Information has been added on future priorities for the Board and archive reports and press releases will be available for information and context.

The website will now be set up with the following pages:

- Consultation Background
- The Vision
- The Masterplan
- FW2040 Delivery Programme- information on:
 - Current projects
 - Aspirational projects
 - Completed projects
 - FW2040 Board and Stakeholder Group
 - Future priorities
- Archive reports and press releases

The FW2040 Project Manager will receive training in the Jada Content Management System, used for editing content on the Highland Council’s website. This will ensure that online information about the programme is kept up to date.

The above changes are intended to make more effective use of the website as a key communication tool for FW2040.

The new website can be viewed at <https://www.highland.gov.uk/fw2040>

6.6 Public Consultation Event

At time of writing this report, final preparations are underway to host this event in Caol Community Centre on 02/11/22. Since the FW2040 plan was first developed in 2018, the intention has been to host a large public consultation and update event annually. However, this was not possible in 2020 and 2021 due to the pandemic. The event will feature two open drop-in sessions, which will follow the same format, running from 3-5 pm and 7-9 pm. The format is that of a “trade fair”, with a range of stalls for delivery organisations and specific FW2040 projects, to display information and engage with the public. In addition, people will be able to speak to representatives of the FW2040 Board and the recently established Community Stakeholders’ Group. There will also be two keynote presentations; from local Members calling for people’s views and priorities for town centre and waterfront regeneration, and from Transport Scotland on the forthcoming 2nd Strategic Transport Projects review.

A verbal update will be provided to Committee on 7 November due to the timing of the event.

7.0 Priorities for Coming Year

The following priorities have been identified for FW2040 for the coming year.

- **Town Centre Regeneration and Waterfront Development**

Funding options are being investigated to appoint a dedicated Regeneration Project Manager for Fort William to lead on this work. Any such post holder would be employed by Lochaber Chamber of Commerce. A budget of £150,000 over two years is envisaged to support this work

Priorities for such a post would include consulting on and developing, a comprehensive action plan for the regeneration of Fort William town centre and seeking funding for the delivery of this.

- **Consideration of options for the future of the Nevis Centre and indoor sports/ leisure/arts and culture provision in Fort William**

The FW2040 Board will help to facilitate discussion between key partner organisations to consider options for the future of the Nevis Centre and indoor sports/ leisure/arts and culture provision in Fort William. An initial exploratory meeting is in the process of being arranged for the end of October 2022.

- **Responding to the final recommendations of the 2nd Strategic Transport Projects Review and their implications for Fort William.**

At national level, the final STPR2 report will be published towards the end of 2022. The priority then will be to focus on mobilisation of resources to shape and deliver recommendations. A delivery plan to progress the recommendations in the report, and an associated prioritisation process to programme all the work across the country, will be undertaken by Transport Scotland.

The priority for the FW2040 Board will be ongoing discussion and liaison with Transport Scotland and collaborative work to develop an integrated transport plan for Fort William, which is expected to feature in final STPR2 recommendations.

- **Ongoing support and development of existing projects on the FW2040 Masterplan**

In addition to the above specific areas, work will continue to progress the wide range of projects featured in FW2040. Also, further community consultation will take place as to new projects to develop and include in the FW2040 Masterplan.

Designation: Executive Chief Officer Infrastructure, Environment & Economy

Date: 20 October 2022

Author: Martin Culbertson, FW2040 Project Manager

Background Papers: Appendix 1- FW2040 Masterplan Projects Update October 2022
Appendix 2- FW2040 Community Stakeholders' Group- Terms of Reference
Appendix 3- FW2040 Communications Plan

FW2040

Fort William 2040 Annual Update- Appendix 1: FW2040 Masterplan Projects Update October 2022

Projects Making Fort William “A Great Place to Live”

Caol Lochyside Flood Protection Scheme				
Date	Progress Reported	By Whom	Next Steps	Further Information
October 2022	<p>A summary of key forthcoming activities for the next three months is provided below.</p> <ul style="list-style-type: none"> Flood wall construction - Wall construction ongoing, currently on base #10 and wall stem #5, of in excess of 80. Steel fixing of wall section being progressed at compound next to Shinty Club then transported to position. Currently on base #40; Utility modification works now fully complete site wide; Plastic Piling – Ongoing at Caol Spit area at present, then moving to finish section from the Shinty Club to the canal; Rock Armour placement – Ongoing on Kilmallie Road section. Likely to relocate to Caol Spit area this month (October) due to high water levels in the channel (high tides and heavy rainfall); Drainage works on Kilmallie Road (gully tie-ins) being progressed within same traffic management setup as the flood wall construction/rock armour works; Construction of ramp and access steps onto the canal embankment ongoing adjacent to the Shinty Club. Landscaping and planting works are to commence during the bare-root planting season (November to March). 	<p>Gary Kennedy HC Project Manager’s Representative Caol & Lochyside Flood Protection Scheme</p>	<p>No delays are anticipated with the project delivery however some upcoming works are weather dependant so there are always risks associated with these activities. Managing these risks through the winter months is an ongoing challenge.</p> <p>On the completion date, a target programmed date of early August 2023</p>	<p>Caol and Lochyside flood protection scheme Flood alleviation schemes The Highland Council</p>

First Phase Housing- 117 Housing Units on Blar Mhor				
Date	Progress Reported	By Whom	Next Steps	Further Information
October 2022	The project currently on site will deliver 117 new affordable homes of which 87 will be for rent by the Highland Council with 26 for mid-market rent through Highland Housing Alliance and 4 for sale through the LIFT (Shared Equity) initiative. The first 28 homes were completed in July 2022 with further phases of completion up to May 2023.	Allan Maguire- HC Head of Development & Regeneration	Ongoing monitoring and updates to FW2040 Board	Housing news The Highland Council HHA Homes (hainvernes.com) Blar Mor, Fort William - Threesixty Architecture (360architecture.com)
STEM Centre				
Date	Progress Reported	By Whom	Next Steps	Further Information
October 2022	<p>Agreement reached with NHSH re: likely position of both buildings, STEHM and Hospital. Case for STEHM funding continues to be made.</p> <p>Heat Network Feasibility stage two – current situation and demand assessed and further application to Scottish Government required. Gov/Zero Waste Scotland/UHI WH/NHSH funding)</p>	Stuart MacPherson- HIE	<p>NHSH/UHI WH to progress.</p> <p>Application to new Heat Network fund to progress.</p>	About us - Our STEM Vision (uhi.ac.uk)

New Hospital				
Date	Progress Reported	By Whom	Next Steps	Further Information
October 2022-	Initial agreement approved in July 2022 by Scottish Government's Capital Investment Group. Work progressing to develop Outline Business Case. Next Steps- Further consultation and development of Outline Business Case (OBC) for submission to Scottish Government. This requires development of the detailed service model, including accommodation and workforce requirements, and development of the building design to RIBA Stage 3. The OBC will include refined capital costs (the funding Scottish Government provides to construct a new facility) as well as revenue costs (the costs NHS Highland must cover, for example staffing and maintenance).	Kate MacLennan Community Engagement Co-ordinator, NHS Highland	Ongoing development of Outline Business Case	News (scot.nhs.uk)
Second Phase Housing- Up to 133 Housing Units, Blar Mhor				
Date	Progress Reported	By Whom	Next Steps	Further Information
October 2022	The remaining Council land is able to support approximately 75-100 additional homes. These homes are included within the adopted Strategic Housing investment Plan with the programme for delivery subject to consideration by Committee. This mixed tenure housing will be developed in 3 phases to support the hospital design development.	Allan Maguire- HC Head of Development & Regeneration	Ongoing monitoring and updates to FW2040 Board	Housing news The Highland Council

Community Uses- Land Reserved for Community Use on Blar Mhor Development				
Date	Progress Reported	By Whom	Next Steps	Further Information
October 2022	Approximately 2ha of the land owned by the Council is designated for Community Use within the approved Master Plan. The area has been prepared for development in terms of a building platform and is accessible from the existing road network.	Allan Maguire- HC Head of Development & Regeneration	Ongoing monitoring and updates to FW2040 Board	To be provided as proposals for use develop
Local Energy Networks				
Date	Progress Reported	By Whom	Next Steps	Further Information
October 2022	Stage 1 assessment at Blar Mhor examined whether there could be sufficient demand and the number of end users who would use heat from any potential network. Stage 2 will look at the technical detail of the amount of heat that should be able to be generated, and how therefore demand could be satisfied. Heat Network Feasibility stage two –A further application to Scottish Government required. Gov/Zero Waste Scotland/UHI WH/NHSH funding)	Stuart MacPherson, HIE	Application to new Heat Network fund to progress.	To be provided upon completion of study.
Town Centre Waterfront- Enhancement of marine access, shoreline development and promenade				
Date	Progress Reported	By Whom	Next Steps	Further Information
October 2022	Work on this area will be progressed over the coming year by the FW2040 Board. Priorities will include consulting on, and developing, a comprehensive action plan for the regeneration of Fort William town centre. This will identify and deliver specific priority actions for the short term. Funding options are being investigated to appoint a dedicated Regeneration Project Manager for Fort William, whose remit would include preparing a	FW2040 Project Manager	Ongoing monitoring and update as and when any required expansion proposals emerge.	To be provided as proposals develop

	comprehensive tender document, and identifying required funding, to commission consultants to produce a Development Framework for the waterfront.			
High School Expansion- Extension to Lochaber High School facilities				
Date	Progress reported	By Whom	Next Steps	Further Information
October 2022	No active construction work being undertaken at present. Situation being monitored annually as part of school roll forecasts.	FW2040 Project Manager	Ongoing monitoring and update as and when any required expansion proposals emerge.	To be provided as any proposals develop
Smelter Site Expansion				
Date	Progress Reported	By Whom	Next Steps	Further Information
October 2022	Plans for a new recycling facility and aluminium billet plant at Fort William smelter are in development by Alvance Aluminium Group. Full planning permission was approved in September 2021. Work is currently underway on the detailed design of the plant and the refinement of its business case. A dedicated project team are working on site and continue to meet milestones for the project. It is anticipated that the development will lead to the creation of up to 45 direct jobs.	FW2040 Project Manager	Ongoing monitoring and updates to FW2040 Board	Recycling & Billet Casting Facility - Fort William ALVANCE Aluminium Group
Whisky Centre Housing Development- <u>COMPLETE</u>				
Date	Progress Reported	By Whom	Next Steps	Further Information
October 2022	Project Complete. First tenants moved into Macbrayne Apartments in November 2019. Twelve flats for affordable rent constructed.	FW2040 Project Manager	No further reporting envisaged	Kearney Donald Partnership Macbrayne

				Apartments, Fort William (kd-partnership.co.uk)
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Highland Cinema- Two Screen Cinema and Café / Bar- COMPLETE

Date	Progress Reported	By Whom	Next Steps	Further Information
October 2022	Two screen cinema with café and bar opened in September 2020 in Cameron Square. Screen 1 has a capacity of 109, with screen 2 having a capacity of 62. Café/ bar area seats 84, with an outdoor covered terrace overlooking the square.	FW2040 Project Manager	Project complete- no further reporting envisaged at this stage.	Our Story - The Highland Cinema

Re-development of Belford Hospital Site- Future Development Opportunity

Date	Progress Reported	By Whom	Next Steps	Further Information
October 2022	No definite proposals developed at this time. The site, including the adjacent former primary school site, offers significant development opportunity for the town centre in the medium term. Potential options should be considered as part of developing proposals for town centre regeneration. Further discussion should take place when clearer timescales are known for the construction and opening of new hospital.	FW2040 Project Manager	Ongoing review of the position with regard to new hospital timescales and discussion around future options for the site	To be provided as any proposals develop

Tweeddale House & Lochaber House- imminent completion

Date	Progress Reported	By Whom	Next Steps	Further Information
October 2022	Tweeddale House & Lochaber House re-developments- 37 new town centre flats in total- Lochaber House scheduled completion October 2022 to complete development.	FW2040 Project Manager	Confirm completion and mark as delivered	

Former Fort William Secondary School Site- COMPLETE

Date	Progress Reported	By Whom	Next Steps	Further Information
October 2022	Re-development of derelict site at entrance to town. New Highland Council and HIE offices, Lochaber Archive Centre, Jobcentre Plus, Highland Council service point and registration office.	FW2040 Project Manager	Project complete- no further reporting envisaged at this stage.	

Housing Units- Lundavra/ Upper Achintore- circa 350 Units

Date	Progress Reported	By Whom	Next Steps	Further Information
October 2022	The LINK housing project is progressing on site with the first phase due to be completed in August 2023, delivering 82 affordable homes. The remaining 250 homes will be delivered in phases to a programme yet to be agreed	Allan Maguire- HC Head of Development & Regeneration	Ongoing monitoring and updates to FW2040 Board	Work begins on £23.94 million Fort William housing development (linkhousing.org.uk)

Upper Achintore Community Facility

Date	Progress Reported	By Whom	Next Steps	Further Information
October 2022	£20,000 secured was for a feasibility study into the establishment of a new community hub building. This project has been identified as the highest priority project within the Fort William Locality Plan and is being led by the Upper Achintore Regeneration Group (UARG). The feasibility process has advanced through the following stages: community engagement, site options appraisal	Mark Linfield- Chair- Upper Achintore Regeneration Group	Upper Achintore Regeneration Group will decide a preferred site from the two options identified in the feasibility study.	UARG- EXHIBITION- BOARDS.pdf (ghjohnston.co.uk)

	(including preliminary engineering appraisal) and agreed design brief.		Consultants will prepare an outline building design and site layout for the development of a Community Hub at a preferred location, and present a pre-application submission to Highland Council	
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Primary Schools- Extension to Fort William Primary Schools' Capacities

Date	Progress Reported	By Whom	Next Steps	Further Information
October 2022	No active construction work being undertaken at present. Situation being monitored annually as part of school roll forecasts.	FW2040 Project Manager	Ongoing monitoring and update as and when any required expansion proposals emerge.	To be provided as any proposals develop

Indoor Multi-Purpose Facility

Date	Progress Reported	By Whom	Next Steps	Further Information
October 2022	The FW2040 Board will help to facilitate discussion between key partner organisations to consider options for the future of the Nevis Centre and indoor sports/ leisure/arts and culture provision in Fort William. An initial exploratory meeting is planned for the end of October 2022.	FW2040 Project Manager	Priority action for year ahead. Ongoing monitoring and update as and when proposals emerge.	To be provided as proposals develop.

Improved Internet Connection Speeds- extension of a full fibre network between Fort William's principal public buildings- COMPLETE

FW2040 Board Meeting Date	Progress Reported	By Whom	Next Steps	Further Information
<p>October 2022</p>	<p>On 9th March 2022, The Highland Council and partners within the Highlands, UK Government's Department of Culture, Media and Sport, Capita and CityFibre announced the completion of a four-year project across Inverness, Fort William, Thurso, and Wick, as part of the Building Digital UK (BDUK) Local Full Fibre Networks (LFFN) programme.</p> <p>The central focus was on providing full fibre connections to public buildings. HIE provided funding to secure additional benefits for the whole of Fort William by providing a connection to Banavie Primary School, which provided an opportunity to support businesses in Banavie and Corpach. It also ensured the fibre optic link could be bridged across the canal to Lochaber High School</p>	<p>FW2040 Project Manager</p>	<p>Monitor further opportunities for expansion</p>	<p>Public sector and business to benefit from new multi-million-pound full fibre broadband investment The Highland Council</p>

FW2040

2020 2030

2050



Projects Making Fort William “A Place Facing Water”

Corpach Port Expansion

Date	Progress Reported	By Whom	Next Steps	Further Information
October 2022	No expansion works in active development at this time.	FW2040 Project Manager	Ongoing monitoring of position and any wider implications for delivery of FW2040 projects.	To be provided as any proposals develop

Corpach Canal Entrance Marina (Thomas Telford Corpach Marina)- 40 Berth Marina

Date	Progress Reported	By Whom	Next Steps	Further Information
October 2022	GCF have now completed their contract and a completion certificate is now awaited to allow occupancy of the facilities building. Due to global supply chain difficulties, and delays in delivery of some key components, Gael Force have had to push back the date for completion of floating infrastructure to mid-December. Thanks to the availability of HCCF funding, work has been progressed in the meantime on surfacing works essential to meet planning consent, as well as car park lighting and an entrance barrier. Other items such as the marina management app, cashless systems, and bike shed are now also being pursued.	Douglas MacDiarmid- Director- Thomas Telford Corpach Marina Ltd.	Commissioning of the whole project now planned for the beginning of 2023, with active promotion of the marina about to commence. The opening of the community cafe, and the formal opening of the marina, will be coordinated with this revised timescale and completion of finishing works. Intense background activity is ongoing to conclude final and complex legal matters, and to ensure that the project finances - spanning three phases and multiple funders since 2017 - are closed out in a satisfactory manner.	News about Corpach Marina on Loch Linnhe Fort William

Cruise Ship Reception Facilities

Date	Progress Reported	By Whom	Next Steps	Further Information
October 2022	An extension to the Fort William Pontoons at the West End Car Park has been completed – dredging has been carried out, additional floating infrastructure installed, and the pontoons were opened on 17/08/22.	Sarah Kennedy-Director-FWMSCIC	Consider seeking funding for potential further extension of pontoons. Potential feasibility study to look at expanding the West End Car Park, adding a breakwater, and creating alongside cruise ship berthing	Fort William Marina & Shoreline Community Interest Company - Home (fwmsc.co.uk)

FW2040

2020 2030

2050



Projects Making Fort William “A Connected Place”

Nevis Forest Mountain Resort- Additional Visitor Accommodation				
Date	Progress Reported	By Whom	Next Steps	Further Information
October 2022	Work began in October 2021 on a £4M project at Nevis Range. This includes a 22-bedroom hotel and 24 berth bunkhouse. Expected to complete December 2022.	FW2040 Project Manager	Ongoing monitoring and updates to FW2040 Board	Hotel - Nevis Range Accommodation - Nevis Range Developing for the future at Nevis Range! - Nevis Range
Nevis Forest Mountain Resort- Additional Recreational Facilities				
Date	Progress Reported	By Whom	Next Steps	Further Information
October 2022	Work began in October 2021 on a £4M project at Nevis Range. In addition to the 22-bedroom hotel and 24 berth bunkhouse, this also includes bar and restaurant, bike shop, children’s activity centre and a covered courtyard with event space. Up to 50 new full and part time jobs are expected to be created. Expected to complete December 2022.	FW2040 Project Manager	Ongoing monitoring and updates to FW2040 Board	As above

Fort William Active Travel Audit				
Date	Progress Reported	By Whom	Next Steps	Further Information
October 2022	<p>The Fort William Active Travel Masterplan was published in September 2019.</p> <p>Since then, key local developments with regard to Active Travel have been:</p> <ul style="list-style-type: none"> Black Parks active travel connection completed May 2022- surfacing repairs, lighting installed, new route signage in place HIBIKE Fort William Scheme launched April 2022- 7292 individual trips and 23, 577 miles ridden as of 03/10/22 Additional hubs to be installed at new Blar Housing, Upper Achintore and Glen Nevis campsite. Fort William Active Travel Group set up Jan 2021 to support delivery of Active Travel Masterplan recommendations, with representation from community councils, Highland Council, local Councillors, local active travel groups, HITRANS, Sustrans, BEAR Scotland, Transport Scotland, major employers. 	Vikki Trelfer- HITRANS, Ruth Gilmour, Lochaber Environmental Group	<p>Caol flood prevention scheme includes Active Travel elements relevant to the Spinal Route identified in the Masterplan. HC can access funding from HITRANS for AT project design in 22/23 financial year.</p> <p>Next priorities to deliver are improvements to:</p> <ul style="list-style-type: none"> Spinal Route Torlundy Spur Retail Links College Link Caol Links Upper Achintore Orbital Route 	<p>HiBike (hibike.co.uk)</p> <p>HITRANS - Highlands and Islands Transport Partnership</p>
Soldiers' Bridge- Improved active travel connection across River Lochy- COMPLETE				
Date	Progress reported	By Whom	Next Steps	Further Information
October 2022	<p>Soldiers Bridge re-opened to the public in August 2018, following the completion of a £560,000 renovation. The two-year project was delivered by Highland Council with funding from Transport Scotland through Sustrans Scotland's National Cycle Network Development Fund. It saw the replacement of the bridge deck and handrails as well as the northern and southern ramps.</p> <p>The improvements mean the bridge is now fully accessible to all users, and it is intended the upgrades will make it easier and safer for residents and visitors to explore the local area.</p>	FW2040 Project Manager-	Project complete- no further actions envisaged.	Soldiers Bridge re-opens to public The Highland Council

Black Parks- Improved Active Travel connection at Black Parks- COMPLETE

Date	Progress Reported	By Whom	Next Steps	Further Information
October 2022	Improvement works complete, including surfacing and drainage improvements, turning areas, footpath work to rear of Ben Nevis Hotel, traffic bollards, street lighting, signage.	Vikki Trelfer-HITRANS	Black Parks route works complete- next steps are to improve connections at either end of route – through Inverlochty from Railway Station and onward through Caol (this will be addressed by the flood defence works)	HiBike (hi-bike.co.uk) HITRANS - Highlands and Islands Transport Partnership Spaces for People: Making essential travel and exercise safer during Covid -19 The Highland Council

Bike Carriage by Rail- local use of rail coaches that can accommodate bikes

Date	Progress Reported	By Whom	Next Steps	Further Information
October 2022	Background- In 2021 ScotRail introduced single car Class 153 units to work in combination with Class 156 units. The 153 units have been converted to provide cycle accommodation and operate under the Highland Explorer brand. Currently the units have only been introduced on Glasgow – Oban services. It was hoped they would be introduced to Fort William and Mallaig services from 2022 but this has not been possible. The reconfigured coach can't be added on Oban journeys that run-in formation to Crianlarich (2 carriages for Oban) attached to four coach trains continuing to Fort William and Mallaig as six coaches is the limit for passenger trains using	FW2040 Project Manager-	Monitor progress- Driver shortages are impacting on timescales. Ongoing liaison with HITRANS to see where FW2040 Board might assist in progressing overall.	On board the Highland Explorer – BusAndTrainUser

	<p>the line. So, it is only stand-alone Glasgow to Oban return journeys in the scheme at the moment.</p> <p>Each modified 153 unit will have 24 seats (20 around tables and four airline-style), with the rest of the vehicle able to carry up to 20 cycles via custom-designed racks, sporting equipment, and large items of luggage. There are spaces for tandem cycles as well as an e-bike charging socket - a first for a UK train. There are ambitions to separate all services to Oban and Fort William, eliminating the Crianlarich splits. The biggest constraint is timetabling considerations between Glasgow and Helensburgh. There also requires to be further driver training.</p>			
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Road Improvements: STAG/ STPR2

Date	Progress Reported	By Whom	Next Steps	Further Information
October 2022	<p>There is specific reference to Fort William within the draft STPR2 report. Recommendation 32 states “STPR2 recommends continued and increased investment in strengthening of the trunk road and motorway network over and above current maintenance levels. Potential measures would include carriageway and structure schemes as well as other roadside infrastructure, such as signage and safety barriers. This would also include development of integrated transport plans for Fort William and the A90 through Dundee”. The final STPR2 report will be published towards the end of 2022. The priority then will be to focus on mobilisation of resources to shape and deliver recommendations. A delivery plan to progress the recommendations in the report, and an associated prioritisation process to programme all the work across the country, will be undertaken by Transport Scotland.</p>	FW2040 Project Manager	Ongoing discussion and liaison with Transport Scotland. Further updates on progress will continue to be provided to the Board. Collaborative work to develop integrated transport plan.	Strategic Transport Projects Review 2 Transport Scotland

Helicopter Landing Site – Fort William

Date	Progress Reported	By Whom	Next Steps	Further Information
October 2022	Suitable location for a permanent site for a helicopter landing site (HLS) to be utilised for Air Ambulance and Search and Rescue has been ongoing for a number of years. However, working with partners including the HELP Appeal Charity, NHS and Highland Council it is hoped that a site can be secured soon.	Allan Maguire- HC Head of Development & Regeneration	Ongoing monitoring and updates to FW2040 Board	To be provided as proposals for use develop

Fort William 2040 Annual Update- Appendix 2

FW2040 Community Stakeholders' Group- Terms of Reference

This group is being established in order to ensure clear, regular two-way communication and reporting between the FW2040 Programme Board and Community Stakeholders. Full Terms of Reference are set out below.

Group Name

- The group shall be called the FW2040 Community Stakeholders' Group

Purpose of Group

- To provide an effective communication channel between community stakeholder groups and the FW2040 Programme Board
- To ensure clear, regular two-way communication and reporting between the FW2040 Programme Board and Stakeholders, regarding the progress of individual projects within the FW2040 Master Plan and Delivery Programme
- To provide a vehicle for further dissemination of information regarding FW2040 to the wider community
- To provide a forum where stakeholder representatives can discuss individual projects and communicate their views and ideas to the FW2040 Programme Board
- To provide further opportunity for Stakeholders to speak directly with representatives from key delivery organisations for FW2040 projects. This may include having a featured project on the agenda at specific meetings with representatives of delivery organisations in attendance to provide updates and take questions
- To identify opportunities where stakeholders can actively assist in progressing individual projects
- To provide a means by which new aspirational projects can be discussed and suggested to the FW2040 Programme Board for potential inclusion in the FW2040 Master Plan. Also, to provide a mechanism for initial consultation on new ideas from the FW2040 Board

- To provide a mechanism for Stakeholders and the FW2040 Programme Board to work together on an ongoing basis to ensure the most effective delivery of projects within the plan and to achieve the wider vision
- To contribute to the overall collaborative approach that underpins FW2040

Responsibilities

- To play a proactive role in the delivery of FW2040
- To ensure stakeholders' views, questions, and any concerns regarding the overall delivery of the FW2040 Plan are conveyed to the Programme Board
- To discuss progress on individual projects and raise any specific questions, concerns or suggestions that may assist with their delivery
- To identify opportunities where stakeholders can actively assist in progressing individual projects within FW2040
- To consider new aspirational projects that can be discussed and suggested to the FW2040 Programme Board for potential inclusion in the FW2040 Master Plan
- To ensure, through the FW2040 Project Manager and the FW2040 Communication Plan, that the wider public are kept informed of the work of the group
- To help facilitate, through member organisations, any consultation on FW2040 as may be required

Membership

Membership of the FW2040 Community Stakeholders' Group is only open to organisations who have a community membership. No individual representing themselves or individual businesses can become a member of the group. The following core membership is proposed. The group shall have the opportunity to extend further sector specific invites, through the agreement of the Chair, to individual meetings depending on the agenda items being discussed.

- Linnhe Community Alliance (LCA) representation consisting of one individual nominated from each of the 7-member Community Councils:
 - Fort William, Inverlochy and Torlundy
 - Caol
 - Kilmallie
 - Nether Lochaber
 - Ardgour

- Spean Bridge, Roy Bridge and Achnacarry
 - Glenfinnan
- 1 Elected Member from each Highland Council ward in Lochaber (11 & 21)
- High Life Highland/ youth representation (best means TBC)
- Voluntary Action Lochaber
- Lochaber Environmental Group

Public

- It is proposed that FW2040 Community Stakeholders' Group meetings will not be open to the wider public. This is to ensure more focussed agendas and discussion. Wider public involvement in FW2040 shall come from enhanced communications and awareness raising, annual public consultation, and specific consultation events associated with individual projects and, where applicable, the statutory planning process. The FW2040 Community Stakeholders' Group will play a key role in developing and delivering public messaging.

Chair/ Vice Chair-

- to be elected at inaugural meeting of group
- The Chair and Vice Chair positions shall both operate on a rotating basis, with one-year terms being served before new individuals are elected to the two positions by core group members.

Operating Guidelines

- The FW2040 Community Stakeholders' Group shall meet quarterly. Its meetings shall be scheduled on a cycle to run approximately six weeks prior to FW2040 Programme Board Meetings. This is to allow sufficient time for questions/ outcomes from the two meetings to be addressed and to inform subsequent agendas
- FW2040 Community Stakeholders' Group meetings shall require a minimum quorum, of five core members being in attendance, including the Chair or Vice Chair. The FW2040 Programme Manager will attend all meetings but shall not be counted when determining if a meeting is quorate
- Meetings shall take place in the evening, to accommodate members who have other work commitments during the day. Meetings can be held virtually or in person depending on circumstances

- Declarations of interest- at the start of each meeting, any individual(s) who represent a group delivering or impacted by a FW2040 project should declare they have an interest. However, as the FW2040 Community Stakeholders' Group is not a formal decision-making body, the Chair may decide whether to allow the individual to take part in any subsequent discussion
- An action note of the FW2040 Community Stakeholders' Group meeting shall be produced by the FW2040 Project Manager. The action note, containing key feedback and any questions or specific requests for the FW2040 Programme Board, shall be approved by the FW2040 Community Stakeholders' Group Chair and Vice Chair in order to be circulated to, and discussed at, the subsequent FW2040 Programme Board meeting. Formal approval of the action note, and matters arising, shall be on the agenda for the subsequent FW2040 Community Stakeholders' Group
- Presentation of the FW2040 Community Stakeholders' Group action note shall be a standing agenda item at the FW2040 Programme Board. The FW2040 Project Manager will provide the link to the FW2040 Programme Board, ensuring that the key messages from the FW2040 Community Stakeholders' Group are clearly stated and responses fed back.
- FW2040 Community Stakeholders' Group agendas- to be agreed between the FW2040 Programme Manager and Stakeholders' Group Chair/ Vice Chair and issued no later than two weeks in advance of meetings.
- A standing agenda item shall be the FW2040 Programme Board's responses to issues raised in the FW2040 Community Stakeholders' Group action note. The aim of this is to have a two-way cycle of information going forward. A further standing item should be discussion around aspirational projects
- These Terms of Reference shall be reviewed annually.

Frequency

- Per operating guidelines above, FW2040 Community Stakeholders' Group meetings shall be held quarterly.

Duration

- As a general guide, aim to keep meetings to a maximum of two hours. However, this should not be restrictive

Budget

- The FW2040 Community Stakeholders' Group will not hold funds and so no budgetary or banking/ treasurer arrangements are required.

Publicity

- Only the FW2040 Community Stakeholders' Group Chair, in consultation with the FW2040 Project Manager, will respond to any press enquiries. The Stakeholders' group can issue press releases only once agreed at a meeting.

Fort William 2040 Annual Update- Appendix 3

FW2040 Communication Plan

Background

FW2040 is a collaborative process to co-ordinate and deliver a shared vision for the future of Fort William and Lochaber. FW2040 projects are being delivered by multiple organisations. Over the lifetime of the project, it is envisaged that additional projects will emerge and develop in response to consultation and new funding opportunities. Due to the multi-agency nature of the project, it is important that partner organisations communicate FW2040 in a consistent and focussed manner.

Effective communication with stakeholders is essential in order to progress FW2040 and ensure a strong sense of community support and ownership of the plan. It is critical due to the wide range of individual projects, delivery organisations, opportunities and challenges, and timescales that all impact on the overall delivery of the plan.

Without communicating that projects are being consulted on and delivered in order to achieve an **overall vision**, there is the danger that they are seen in isolation and the overall FW2040 identity is diluted.

It is also critical to remember that FW2040 is intended to be an active and live plan. There is a commitment to ongoing collaboration between community groups and public agencies to monitor, record and communicate progress in delivering individual projects and the wider FW2040 vision. New projects also need to be developed over time and brought to a stage where they can be included within the FW2040 Masterplan. This process also requires effective communication about the overall progress and vision for FW2040. Without this, there is a danger that momentum and identity will be lost.

This Communication Plan is therefore designed to achieve and ensure the following:

- Promote the identity and purpose of FW2040 within the Lochaber population
- Demonstrate commitment to clear and regular communication with regard to both the progress and challenges of delivering the FW2040 masterplan and vision
- Ensure stakeholders have a strong sense of ownership and involvement with FW2040
- Ensure a consistent approach to communicating information about FW2040 is taken by project delivery partner organisations
- Encourage greater stakeholder feedback to delivery partner organisations
- Ensure that methods of communication are effective and appropriate for a range of audiences
- Set out who should receive communications, how frequently, and in what format(s)
- Set out the process for agreeing and issuing communications with regard to FW2040

FW2040 Communication Plan- October 2022

Activity	Frequency/ Method/ Timescale	Responsible	Purpose	Target Audience
Press releases covering FW2040 Board meetings- key decisions, updates on individual projects and next steps	Quarterly following meetings- via HC Corporate Comms and partner internal processes as appropriate.	FW2040 Board Chair and Manager	Convey progress of FW2040, maintain its public profile, build momentum	General population, Board member organisations, Stakeholders' Group member organisations
Press releases covering FW2040 Community Stakeholders' Group meetings e.g., agenda items discussed, information received, feedback conveyed to Board	Quarterly following meetings- via HC Corporate Comms and partner internal processes as appropriate	FW2040 Community Stakeholders' Group Chair and Project Manager.	Convey progress of FW2040, maintain its public profile, build momentum- raise awareness of the role of the group and how people can engage with the process	General population, Board member organisations, Stakeholders' Group member organisations
Once the Community Stakeholders' Group is established, it is proposed it will operate on a quarterly basis, mid-way between the meeting cycle of the FW2040 Project Board. This should ensure a press release about either the Board or the Stakeholders' Group approximately every six weeks.				
Activity	Frequency/ Method/ Timescale	Responsible	Purpose	Target Audience
FW2040 Programme Board member organisations' publicity surrounding FW2040 related projects. Ensure suitable reference to plan is included in all such releases	As and when required- via partner internal processes.	Per internal partner processes	To ensure all partner publicity/ press releases etc contain as a minimum, reference to the fact a project is part of FW2040. This should be a standard requirement for all publicity. Where possible, there should be additional contextual information as to the plan's purpose/ vision.	All recipients of partner publicity related to FW2040 projects

Activity	Frequency/ Method/ Timescale	Responsible	Purpose	Target Audience
Individual FW2040 project publicity where the delivery organisation is not a Programme Board member (e.g., Caol regeneration Company). Ensure appropriate reference to the plan in all such releases and review appropriate on site acknowledgement- e.g., on any signage/ plaques etc and websites/ social media	As and when required- via the organisation's internal processes.	FW2040 Project Manager- to liaise with all such projects going forward and discuss FW2040 publicity/ acknowledgement with them.	To maintain and build the public profile of FW2040	General population, Stakeholders' Group member organisations, individual project funders
FW2040 updates to Fort William and Caol Community Action Groups	Quarterly per C.A.G meeting cycles- via existing update template that is used for these meetings.	FW2040 Project Manager liaising with Emma Tayler, Lochaber Assistant Wards Manager	To inform C.A.G member organisations as to the progress of FW2040, maintain and build its profile, and obtain feedback	C.A.G member organisations
Updates to Linnhe Community Alliance and associated member Community Councils	Quarterly for LCA and per meeting cycle of individual community councils	FW2040 Community Stakeholders' Group Chair/ Vice Chair for LCA updates. FW2040 Project Manager if requested. Liaison with individual community councils shall be via the LCA and Stakeholders; Group in the first instance	To maintain and build the public profile of FW2040. To ensure regular communication with local Community Councils. To inform feedback to FW2040 Community Stakeholders' Group meeting and subsequently the Programme Board	Community Council members, FW2040 Community Stakeholders' Group members

Activity	Frequency/ Method/ Timescale	Responsible	Purpose	Target Audience
Updates to wider Lochaber Community Councils outwith LCA	Possibly bi-annually in line with full project status updates to Board	FW2040 Project Manager	To maintain and build the public profile of FW2040.	Wider community council members and Lochaber population
Updates to local Members	Via e-mail or attendance at Ward Business Meetings as required	FW2040 Project Manager	To update elected Members as to progress/ challenges with FW2040. To answer questions and identify opportunities where local Member input can assist with project progress	Local Members
Website	New section of website to be developed to report progress “at a glance” on individual projects. Proposed that this might follow the same template as quarterly project updates for Board. Website can be updated after Board meetings. Where significant developments occur in between Board meetings, individual project information can be updated on a case by case basis.	Project leads for provision of progress updates, FW2040 Project Manager to investigate process to update online content and undertake updates going forward.	To provide “at a glance” information on individual projects, their progress, and challenges. To convey that FW2040 is an active and dynamic process. To have a more user friendly source of information on overall progress.	All stakeholders, particularly the general population
FW2040 Community Stakeholders’ Group	Quarterly meetings mid Board cycle- face to face or via Zoom (Zoom preferred platform for Linnhe Community Alliance if online)	FW2040 Project Manager and Stakeholders’ Group Chair to co-ordinate agendas	To ensure clear, regular two way communication and reporting between the FW2040 Programme Board and Community Stakeholders. Full Draft Terms of Reference developed for comment-feedback obtained from Linnhe Community Alliance and final draft for discussion at FW2040	Community Stakeholders, FW2040 Board Members

Activity	Frequency/ Method/ Timescale	Responsible	Purpose	Target Audience
Youth Engagement	To be discussed further with HC Youth Work Manager and Adult & Youth Services Officer	FW2040 Project Manager and possible others TBC. Community Stakeholders' Group includes space for youth representation- form this will take to be discussed further.	To ensure young people are fully engaged with the FW2040 process, receive effective and appropriate communication, and are able to feed into consultation processes.	Young people in Lochaber
Social Media	Coinciding with press releases as required	HC Corporate Comms and partner organisations via their own internal comms processes.	Ultimately- wider publicity and opportunities for comment/ feedback around FW2040 work and progress	General population and partner organisation staff/ stakeholders
General enquires process	Set up a generic FW2040 e-mail address e.g., fw2040enquiries@highland.gov.uk Agree acceptable response time	FW2040 Project Manager to monitor inbox and reply/ seek further information from partners as appropriate	To be a means for the general public to ask questions about FW2040 and receive information. To further establish the identity of FW2040 in the public mind. To know they have a direct means to contact and engage with FW2040.	General population
Updates to Business Sector	Via Chamber distribution methods- to be discussed further	FW2040 Project Manager and Lochaber Chamber of Commerce	Targeted updates on FW2040 for the business sector. Wider cascade of information within individual businesses	Local business sector
Updates to the local voluntary sector.	Via Voluntary Action Lochaber's distribution methods- to be discussed further	FW2040 Project Manager and Voluntary Action Lochaber	Targeted updates on FW2040 for the voluntary sector. Wider cascade of information within individual voluntary organisations.	Local voluntary sector

Activity	Frequency/ Method/ Timescale	Responsible	Purpose	Target Audience
Annual Public Event	Annual- review format on ongoing basis	FW2040 Project Manager. Delivery Partner Organisations	Update community on progress- maintain profile- build momentum, seek feedback, and identify potential new projects.	General population/ FW2040 Board Members/ delivery organisations.