

THE HIGHLAND COUNCIL

Agenda Item	13
Report No	HC/43/22

Date: 8 December 2022

Report Title: Our Future Highland: The Highland Council Programme 2022 - 2027

Report By: Acting Depute Chief Executive

1. Purpose/Executive Summary

- 1.1 This report presents the Council Administration's Programme for 2022 – 2027: "Our Future Highland".
- 1.2 The Programme commitments and associated targets and measurements will be included in the Council's new Corporate Plan, and a draft of the Corporate Plan is included on the agenda for 08 December 2022 Council.

2. Recommendations

- 2.1 i. Members are asked to approve the Council Programme for 2022 – 2027.

3. Implications

- 3.1 Resource Implications: There will be significant resource implications for the Council arising from the approved Council Programme because the Programme sets the Council's strategic direction, from which the allocation of resources must follow. The Programme is aspirational and ambitious but must be affordable within available funding and the context of the current UK-wide financial crisis. Financial sustainability is recognised as a key underpinning principle and it is also included as one of the Programme's 5 Strategic Outcomes. The specific resource implications will be worked through as part of the process for developing the Corporate Plan actions and associated Service Plan requirements. The Programme will also be reviewed late Spring/early summer 2023 which will provide an opportunity to consider existing and ongoing financial challenges.
- 3.2 Legal: There are no specific legal implications arising from the Council Programme at this stage, however the Council has a number of statutory obligations which must continue to be funded.

- 3.3 Risk: There is a risk around the extent to which all of the Programme commitments can be successfully delivered over the next 5 years in the context of reducing budgets and uncertainty regarding the wider economic and political context. Monitoring of implementation and progress will be through the scrutiny of the Corporate Plan at Council, Service Plans at Strategic committees, and locally by area committees. There will also be regular reviews of the Programme over the course of the next five years to take account of changing economic and other factors.

The first draft of the Corporate Plan will come to Council alongside the Programme, with the final version of the Corporate Plan being brought to a meeting of the full Council in March 2023.

- 3.4 Community (Equality, Poverty and Rural): Resilient Communities and addressing issues related to poverty and inequality have emerged as two of the Programme's 5 Strategic Outcomes; and Place as one of the 3 strategic pillars.
- 3.5 Climate Change / Carbon Clever: Accelerating the Council's actions to address the climate and ecological emergency is one of the Programme's five Strategic Outcomes and is reflected in a number of the priority actions contained within the Programme.
- 3.6 Gaelic: The Programme includes a specific commitment to promote and support Gaelic language and culture. Programme commitments will also be considered in the light of the new National Gaelic Language Plan.

4. Context - Our Highland Today

- 4.1 There are a number of significant national and global considerations in which the Council's Programme is placed in context. Recovery from the pandemic and ongoing health and wellbeing issues linked to COVID 19; impacts of Brexit, the war in Ukraine, and, most significantly, the cost of living and fuel energy crisis; will continue to have a significant impact on the Council and communities in Highland.

These considerations inform many of the short to medium term Programme aims and the extent to which they will need to continue into the longer term will be assessed at regular review points over the coming years.

5. The Programme – Our Future Highland

- 5.1 The Council Programme "Our Future Highland" is presented at **Appendix 3** of this report.
- 5.2 A Member Programme Development Group was established, led by the Council Leader and Convener, to develop the Programme. The Group membership is:

Cllr Raymond Bremner
Cllr Bill Lobban
Cllr John Finlayson
Cllr Ken Gowans
Cllr Derek Louden
Cllr Liz Kraft
Cllr Michael Green
Cllr Calum Munro

- 5.3 An Officer Support Group has provided assistance to the Member Programme Development Group. This support has included the research of programmes and plans across a range of UK and Scottish organisations, including councils and a range of survey data. This is referenced in section 6, and **Appendix 1** of this report provides a list of key research findings and sources.

The Officer Support Group also provided logistical support in the organisation of engagement activity that is referenced at section 7 and **Appendix 2** of this report.

- 5.4 The Programme at **Appendix 3** sets out the ambitions and key strategic outcomes for the next five years, and is structured as follows:

1. Foreword
2. Our Highland Today
3. Our Future Highland
4. Our Highland Priorities

- 5.5 Under Section 4, Our Highland Priorities, there are 5 Strategic Outcomes Statements as follows:

1. **A Fair and Caring Highland** – Working together to improve quality of life and opportunities for Highland people
2. **Resilient and Sustainable Communities** – Helping our communities to be prosperous, sustainable and resilient, making a positive difference to the lives of people
3. **Accessible and Sustainable Highland Homes** – Build houses to support communities and economic growth
4. **A Sustainable Highland Environment and Global Centre for Renewable Energy** – Accelerate our response to the climate and ecological emergency. Make the most of the financial and environmental opportunities arising from the huge renewable energy potential in the Highlands

5. A Resilient and Sustainable Council – Work with partners to address service delivery challenges with a positive approach to change

5.6 Each of the Outcomes have a number of priority actions, arranged under the 3 themes – People, Place and Economy. These priority actions have been developed from the priorities that were included in the previous reports to Council in October and September and refined in the light of the engagement the Administration has undertaken in recent weeks, from face to face meetings and public and third sector stakeholder engagement, to online surveys, and feedback from Highland schools. This is explained in greater detail in section 7.

6. Programme Research

6.1 Previous research from the Officer Support Group included a review of programmes and plans across a range of UK and Scottish organisations, including councils. These were detailed in earlier reports to Council. Through the research, the broad topics of 'People', 'Place', 'Economy' and 'Environment' emerged. It was found that the majority (12 out of 13) of the sampled Councils aligned with these four broad strategic themes.

6.2 Informed by the engagement feedback and also reflected in the research sources considered, The Council's Administration has subsequently decided to lift the Environment theme into a standalone Strategic Outcome Statement to raise the profile and underscore the importance and priority it places on delivering the Council's net zero ambition and taking action to address climate change.

6.4 Locally specific research data has been considered to provide a Highland-focused evidence base for the Programme. This includes key Highland demographic and regional economic data reports from Highland and Islands Enterprise (HIE), and a comparison of attitude and opinion surveys. Taken overall, the research findings significantly align with the five strategic priorities and the associated priority actions.

6.6 The research method and findings and a list of Highland research sources can be found in **Appendix 1**.

7. Programme Engagement

7.1 The Administration has been seeking views on its Draft Programme through engagement with communities, partners, elected members, and staff.

7.1.1 Internally:

- Online surveys were issued for staff and for Members.
- "Vision boards" were distributed to all schools for young people to express their hopes and aspirations for a future Highland.

- A series of staff engagement sessions were held during October and November, and these included inviting staff to feedback on the draft Programme priorities.
- Senior staff have been involved in the development of performance measures to support the delivery of Programme priorities for inclusion in the Corporate Plan.

7.1.2 Externally

- Face to face sessions and walkabouts were held at a number of locations across the region, inviting communities to feedback on their priorities for the Council.
- An online public survey was launched and made available on the Council's website.
- An online survey was issued to circa 350 community and community councils.
- Engagement opportunities were promoted through a variety of traditional and social media channels.
- A focus group session was held for the business community.
- There has been discussion and engagement with a number of community councils, the Highland Third Sector Interface, and Community Planning Partners.

7.2 In the longer term, a circular engagement strategy will underpin future reviews of the Programme and the Corporate Plan in response to the dynamic financial, economic and demographic context.

8. Measurement

The Programme should be read in conjunction with the draft Corporate Plan which is also on the December 2022 Council agenda. The Corporate Plan explains how the Programme priorities will be delivered: the actions that will underpin the commitments; how they will be measured; and the identification of targets for tracking progress and improvement.

9. Next Steps

9.1 Given the level of uncertainty in terms of the financial outlook it is proposed that the first review commences in the late spring/ early summer of 2023. Thereafter will be an annual review of the Programme and Corporate Plan at Council each Autumn to assess progress and enable amendments and/or new measures and actions to be considered.

Designation: Acting Depute Chief Executive

Authors: Kate Lackie, Matt Bailey, Hayley Airey, Cheryl Townsley

Designation: Officer Support Group

Date: 28 November 2022

Programme Research**1. Research Method**

Highland-focused research review sources included the comparison of attitude and opinion surveys and the consideration of demographic and economic reports.

Key sources were identified using the following criteria:

1. Highland specific
2. Open access permission
3. Reflect the broad demographics of the Highlands
4. Recent study (2017 to present)
5. 'Attitude' & 'Opinion' = participant engagement. For example, this could include survey responses, interviews or focus groups forming the findings and conclusions of the study.

Data and research findings were considered within the context of the alignment to the developing Administration Programme. Alignment is described as the fit and congruency of elements (Lundmark et al., 2021). Therefore, within this context, 'alignment' was taken to mean the fit or congruency between the data and/or findings and the proposed strategic priorities and associated actions of the Administration Programme.

Key research findings have been used by the Administration to test and refine the Programme priorities.

2. Examples of Key Findings

Key findings from attitude and opinion survey responses included the recent Ipsos MORI 'My Life in Highlands' survey, where Highland households reported that their top priorities "for communities in the region to thrive" were 'housing for local families', 'more job opportunities', and 'local businesses and trades' (HIE, 2022).

This was found to have synergy with the Highland Council place-based public consultation 'Let's Talk Funding' where in all three exemplar areas reviewed (Inverness, Skye & Rasaay and Caithness), residents reported that 'the cost of living', and 'gain and/or sustain employment' were their top local funding priorities.

Another key finding was that whilst over 8 in 10 tenants reported being satisfied with the Housing Service at the Highland Council (2021), the Ipsos MORI 'My Life in the Highlands' survey found that 74% of individuals surveyed agreed that the right types of housing are not available for local people to rent or buy.

The Ipsos MORI 'My Life in Highlands' survey also found that 47% of young people planned to stay in their local area for less than 5 years. This is significant when combined with key demographics and labour market figures which illustrate that across all Highland area profiles there is rural depopulation, along with rising youth unemployment (HIE, 2020). Furthermore, according to the National Records of Scotland, whilst from 1998 to 2020 there was a 12.7% increase in overall Highland population; there was a decrease in age groups 0-15 (-8.9%) and 25-44 (-10.6%) over the same time frame (National Records of Scotland, 2022).

These findings were considered to be reflected in and aligned with the Programme: "A Fair and Caring Highland" includes priorities for improved outcomes, achievement and positive destinations including Modern Apprenticeships; "A Resilient and Sustainable Council" includes repopulation as a priority; "Accessible and Sustainable Highland Homes" contains priority actions for key worker housing and converting council assets for housing use; "Resilient and Sustainable Communities" has a range of actions to support business growth, investment and community wealth building.

Strategic actions like 'capitalise on our areas of immense natural capital to deliver alternative energy solutions including development of solar, hydrogen, Hydro, and wind solutions' more broadly could potentially support and facilitate the conditions for job opportunities to grow.

The Administration's decision to raise the profile of climate change has been informed by the engagement feedback and also reflected in the research sources considered. For example, at the recent public consultation with citizens in Fort William, a theme titled "A Net Zero Town" emerged (Highland Council, FW2040). Further, in the HIE Business Panel (2022) survey, one of the top reasons for business change was reported as moving to use greener supply chains (51%).

Taking into account the demographic research findings, business survey findings, climate targets and place-based findings, significant alignment with the Strategic Priority of "Sustainable Highland Environment and Global Centre for Renewable Energy" was found.

The Developing Corporate Plan will support all these actions though identifying appropriate indicators and setting targets to track delivery.

3. Sources

Highlands and Islands (HIE) 2020 Area Profiles:

HIE (2020) compiled unique demographic, economic and labour market profiles for each region of the Highlands, using a variety of sources detailed in each profile report:

- Caithness & Sutherland area profile 2020
- Inner Moray Firth area profile 2020
- Lochaber, Skye and Wester Ross area profile 2020

Highland and Islands Enterprise (HIE), Business Panel Survey 2022

Telephone Interview survey sample size: 1043 adults.

HIE Business Panel membership is open to businesses, organisations and community groups in the Highlands, and annual surveys are voluntary. Business Panel survey data, insights and findings are gathered and produced by Ipsos Mori.

Highland and Islands Enterprise (HIE), Biodiversity Duty Report 2018-2020

A report on the HIE perspective of the challenges and opportunities regarding Biodiversity in the Highlands. Gathering perspectives activities include collaboration events held with stakeholders.

Highlands and Islands Enterprise (HIE) “My Life in the Highlands and Islands” October 2022.

Survey sample size: 5301 (3322 online & 1979 postal survey responses).

Participants were aged 16+, across 4442 households in the Highlands. Additional group discussions were held with 34 participants. Survey data, insights and findings are gathered and produced by Ipsos Mori.

Highland Community Planning Partnership, Highland Community Learning & Development Plan 2021-2024

Significant participatory engagement with Highlands and communities and residents outlined within the Plan. Key quotes highlight citizen’s views and experiences. Key statistics including health profiles and Scottish index of Multiple Deprivation (SIMD).

Highland Council, Fort William 2040 (FW2040)

Summary report of the consultation work carried out during the FW2040 work. Various methods used, including workshops, stakeholder engagement, video, and written submissions. From the consultation derives the vision, masterplan, and delivery.

Highland Council, Fort William 2040 Public Event

Recent communication to report on the November 2022 public consultation event. Outline of the consultation and engagement event is described.

Highland Council, “Let’s Talk Funding” 2022.

Online survey, and online ideas ‘board’ to submit ideas following survey completion. The survey concluded on the 9th September 2022. Full findings are currently being compiled.

In lieu of overall results, three exemplars were examined:

- i. Inverness sample size: 221
- ii. Skye & Rasaay sample size: 112
- iii. Caithness sample size: 306

Highland Council, Performance Report – Children’s Services Lifestyle Survey 2017

Survey sample size: 3271 pupils

A survey of Highland pupils undertaken every two years across Highland schools. The survey measures a number of health and lifestyle indicators, including active travel health behaviours.

Highland Council, Report on Citizens Panel, Feedback, 2019

Survey sample size: 1137 adults

Satisfaction survey, measuring the attitudes and opinions of Citizen’s Panel members on a range of topics, including local community and Council Service perceptions.

Highland Council, Tenant Satisfaction Survey 2021.

Sample size: 1001 participants.

Satisfaction survey, measuring the attitudes and opinions of Highland Council tenants on a range of housing, community, and neighbour topics.

Highland Green Health Partnership, Think Health Think Nature: Highland Case Studies 2020 – 2022.

A variety of case studies detailing Highland resident experiences of health, wellbeing, and nature.

National Records of Scotland, Highland Council Area Profile 2021

Population estimates and projections last updated in 2021, with open source statistical data tables.

Lundmark, R., Hasson, H., Richter, A. et al. (2021). Alignment in implementation of evidence-based interventions: a scoping

review. *Implementation Sci* 16, 93. Accessed: <https://doi.org/10.1186/s13012-021-01160-w> ‘Alignment’ description.

Stewart, D., Gibson-Smith, K., Cunningham, S., Pflieger, S. & Rushworth, G. (2018). A qualitative study of the perspectives of older people in remote Scotland on accessibility to healthcare, medicines and medicines-taking.

Accessed PDF: <https://d-nb.info/1166929337/34>

13 interviews were conducted with adults aged 60+ living in rural Highlands. Discussions of transport.

Programme Engagement

All Engagement

	Type of Engagement	Stakeholder(s)
1.0	Survey	General public Staff Community groups Members
2.0	Face to Face engagement	General public -area based Community groups, community councils, community trusts and other voluntary organisations. Public Sector Partners (meetings and online) HTSI
3.0	School poster engagement	Young people aged 5-18
4.0	Focus groups	Businesses Community groups

Survey Responses by stakeholder

Stakeholder	Number of survey returns
General Public	300
Community groups	89
Staff	393
Members	23
Total	805

Survey Responses by age*

*Community groups were not asked this question.

Age group	General Public	Staff	Members	Total
Under 20	0	0	0	0
20-29	10	19	1	30
30-39	28	43	0	71
40-49	62	93	0	155
50-59	87	157	4	248
60-69	67	50	10	127
70+	30	2	5	37
Prefer not to say	15	29	3	47

Survey responses by area*

*Community groups were not asked this question.

**We combined areas to further anonymise Member data

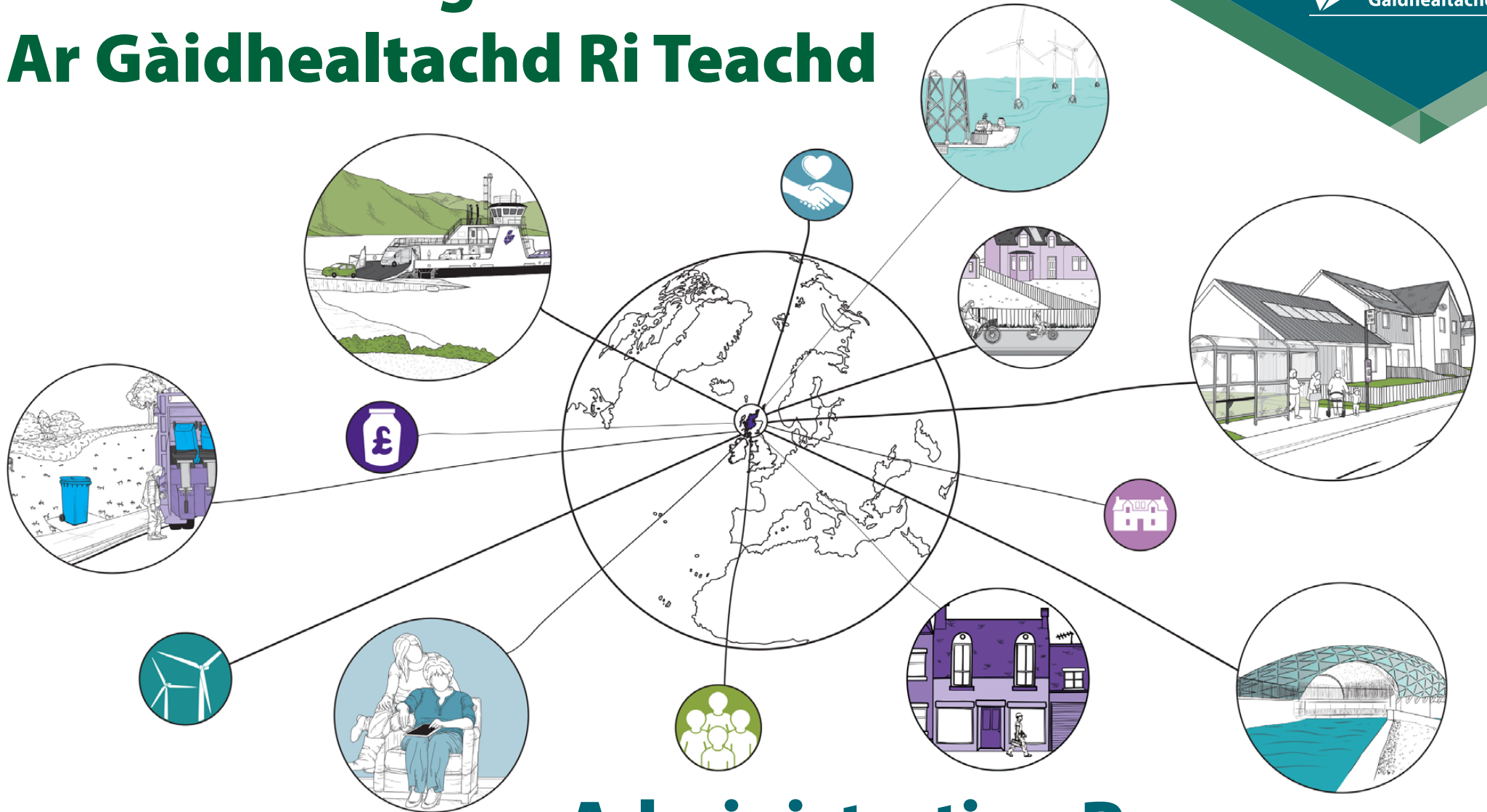
***Excludes Programme Development Group engagement

Area	Amount of responses		
	General Public	Staff	Members **
Caithness	52	30	4
Sutherland	52	27	
Easter Ross	16	31	1
Wester Ross	33	16	2
Black Isle Dingwall and Seaforth	35	55	
Skye and Raasay	21	10	7
Lochaber	16	31	
Inverness	57	160	7
Nairn	9	17	3
Badenoch and Strathspey	8	17	

Survey responses by type of community group

Type of organisation	Responses
Community Council	27
Parent Council	1
Community trust or community development group	12
Community/third sector organisation with paid staff and volunteers	28
Community/third sector organisation with only volunteers	21

Our Future Highland Ar Gàidhealtachd Ri Teachd



2022-2027

Administration Programme
Prògram Rianachd

Contents

Clàr-innse

Foreword 3	Our Highland Today 4	Our Future Highland 5	Our Highland Priorities 6	
A Fair and Caring Highland 7	Resilient and Sustainable Communities 10	Accessible and Sustainable Highland Homes 13	A Sustainable Highland Environment and Global Centre for Renewable Energy 16	A Resilient and Sustainable Council 19

Foreword

Ro-ràdh

“Future Highland” is this Council’s Programme which sets out our vision and key strategic priorities for the next five years.

The development of our Programme is set against a backdrop of the greatest financial crisis in decades. While this limits our spending power, and whilst reminding ourselves that our Programme has to be affordable, every crisis presents opportunities and that’s why we want to be ambitious in establishing the foundations of a brighter and more sustainable future for our communities, particularly our younger generation.

We want to be a listening council – and we have spent some time engaging with communities to ensure their views are reflected in our priorities. I was particularly delighted to see the posters coming in from schools across Highland, representing the hopes, dreams and future of our young people in expressions and artwork. A few of these are included in this Programme and we will publish all the posters on our website.

The need for sustainable and resilient communities, businesses and council is a strongly emerging theme. Fairness, value for money, partnership and collaboration are all values which underpin much of what we have been hearing. People want affordable housing, cleaner environments, access to transport and work and a good quality of life.

Our vision of a Highland which is a centre for global renewable energy, making the most of our natural resources, would help to achieve a better, brighter future for all, with the investment, jobs, infrastructure and prosperity which would stem from this.

The next few years will not be easy, but we are committed to working together with you, your community, our partners and businesses for the future Highland we all want to live in.



A handwritten signature in black ink, appearing to read 'Raymond', with a long horizontal line extending to the right.

Raymond Bremner
Leader of the Highland Council

Our Highland Today

Ar Gàidhealtachd An-diugh

The Highland Council is the largest local authority in UK, with a landmass larger than Belgium. The area includes 6 inhabited islands, nearly 7000 km roads, 90 harbours and marine facilities, 199 schools and 14,500 council houses. The Council has a £900M, 15-year capital Programme and an annual net revenue budget of £640M to deliver services to 235,430 residents and thousands of annual visitors. (Nov 2022 figures)

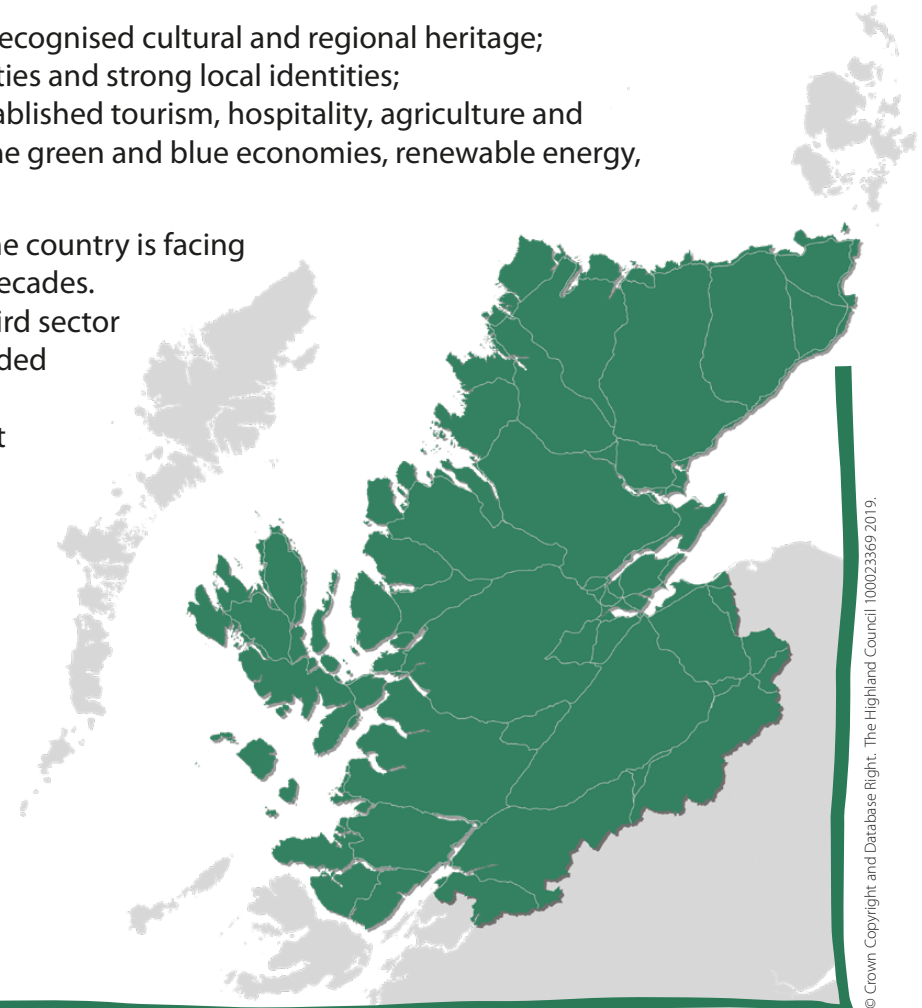
Highland has many strengths and opportunities – internationally recognised cultural and regional heritage; an unparalleled natural environment; low crime; vibrant communities and strong local identities; positive public, community and voluntary sector partnerships; established tourism, hospitality, agriculture and aquaculture industries; and growth potential in newer sectors in the green and blue economies, renewable energy, land use and natural capital.

Alongside these positive factors, it has to be acknowledged that the country is facing the most severe cost of living crisis that has been experienced in decades.

This is impacting on people, businesses, public services and the third sector across the Highlands. The effects of this crisis have been compounded by the COVID-19 pandemic and the ongoing health and wellbeing issues that this has caused. We are also seeing the impacts of Brexit through more regulation, less freedom of movement and uncertainty over replacement funding.

We are very conscious of the impact that these issues are having on both the Council and our communities. They have informed many of the short to medium term priorities of our programme as we seek to mitigate the impacts of this crisis where we can.

We will undertake reviews over the coming years to ensure our priorities remain relevant to the needs of the Council and our communities.



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Trees for oxygen.

No more littering

nice beaches

clean and no litter.

Our Future Highland

Ar Gàidhealtachd Ri Teachd

While these are challenging times, our Future Highland is very much focused on being ambitious for the future, and maximising the opportunities and the resources we have to improve the quality of life for people in the Highlands. This includes supporting and empowering communities to identify local solutions and using all available resources by leveraging in funding and support.

Help homelessness!

- Our Future Highland is about bringing people together to promote wellbeing, to reduce inequalities and to deliver improved outcomes, such as attainment, with a clear focus on literacy and numeracy.

Less food waste

- We want resilient and sustainable communities that make a positive difference in the lives of our citizens. We will take forward a place-based approach with a focus on quality neighbourhoods with local funding opportunities aimed at local priorities.

no drugs

- Without energy efficient, accessible and affordable homes, Highland communities will struggle to be sustainable. Our Future Highland commits to delivering and enabling a housing supply which supports our communities' needs and contributes to the economic growth of the area.

Recycle

These are the strategic outcomes that the Programme is focused on delivering and the following sections explain the actions that the Council will take to make this happen, arranged in terms of what they will mean for Highland People, Places and Economy.

Make sure everyone has enough food.

- We are ambitious for the future of our environment and recognise the importance of accelerating our response to the pressing climate and ecological emergency. Aligned to this, there is huge potential for renewable energy development in the Highlands. Working with our partners, communities and the private sector, we will ensure that Highland secures lasting benefits from our renewable resources for generations to come.
- The Council needs to become more resilient and sustainable as we serve our Highland communities. This will involve taking forward a flexible workforce planning approach, making better use of our assets, and working with partners to identify investment and funding opportunities, including implementing the tourism levy.

Our Highland Priorities

Ar Prìomhachasan Gàidhealach

Our Strategic Priority Outcomes are centred around:



A Fair and Caring Highland

Working together to improve quality of life and opportunities for Highland people.



Resilient and Sustainable Communities

Helping our communities to be prosperous, sustainable and resilient, making a positive difference to the lives of people.



Accessible and Sustainable Highland Homes

Build houses to support communities and economic growth.



A Sustainable Highland Environment and Global Centre for Renewable Energy

Accelerate our response to the climate and ecological emergency. Make the most of the financial and environmental opportunities arising from the huge renewable energy potential in the Highlands.



A Resilient and Sustainable Council

Work with partners to address service delivery challenges with a positive approach to change.

These Strategic Outcomes led to the following priorities being identified which have been grouped under three themes of **People**, **Place** and **Economy**.



A Fair and Caring Highland



**Gàidhealtachd
chothromach agus
choibhneil**

Working together to improve quality of life and opportunities for Highland people.

People

Daoine

- Improve outcomes including attainment, achievement, positive destinations for all children and young people with a particular focus on literacy, numeracy, and our most vulnerable learners.
- Tackle child poverty and promote access to welfare support.
- Secure positive destinations including Modern Apprenticeships.
- Work with partners on suicide prevention.
- Encourage a diverse range of traditional and emerging sporting activities and active lifestyles.

Place

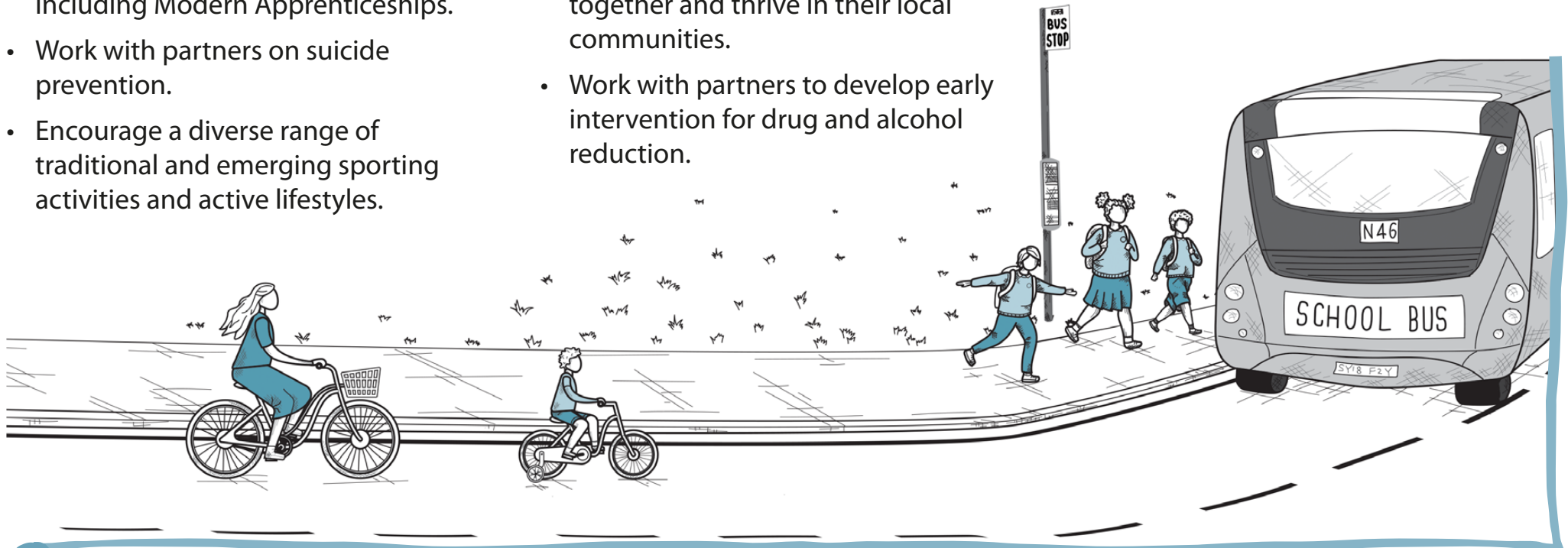
Àite

- Promote fair access through co-located services across the Highlands.
- Work with partners to improve the levels of mental health and wellbeing experienced by people in our communities.
- Develop a whole family support approach to ensure families stay together and thrive in their local communities.
- Work with partners to develop early intervention for drug and alcohol reduction.

Economy

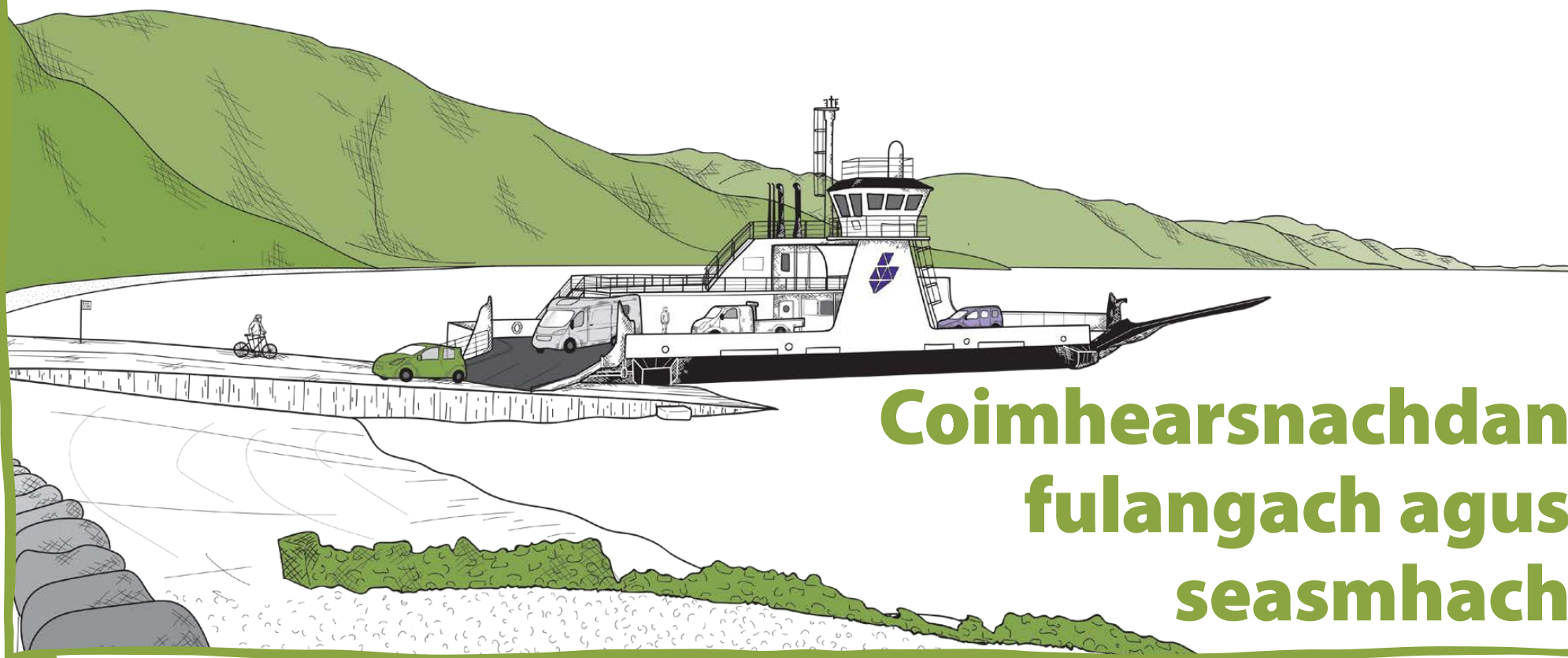
Eaconamaidh

- Facilitate strategic sports and cultural planning across the Highlands.
- Continue to promote Gaelic language and cultural development.
- Promote and enhance the Highland's rich heritage and culture.





Resilient and Sustainable Communities



**Coimhearsnachdan
fulangach agus
seasmhach**

Helping our communities to be prosperous, sustainable and resilient - making a positive difference to the lives of people.

People

Daoine

- Develop affordable and reliable public transport.
- Continue to work with partners to develop and promote Road and Water Safety.

Place

Àite

- Continue our expanded programme for improving road condition and maintenance.
- Develop place-based plans that focus on quality neighbourhoods and direct local funding opportunities towards local priorities.
- Support communities to help each other live well and independently.
- Work with partners to promote visitor management.
- Work with communities and partners to keep public spaces clean and safe.

Economy

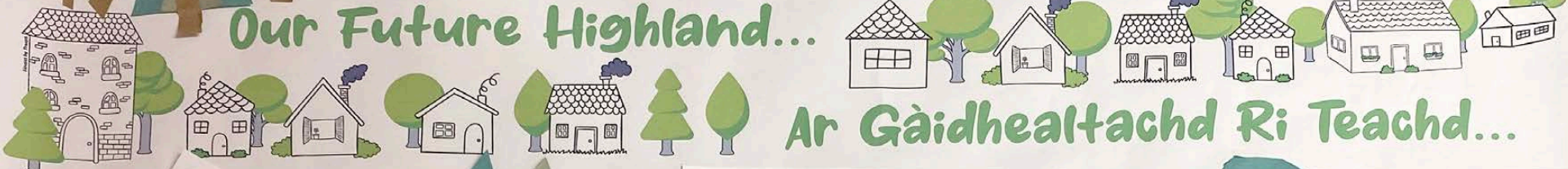
Eaconamaidh

- Support Scottish and UK Government initiatives to ensure maximum digital connectivity across the area.
- Work with the Scottish Government on the delivery of improved transport infrastructure throughout the Highlands.
- Encourage private and public sector economic development partners to ensure that Highland remains a top destination for inward investment.
- Work with partners to develop a community wealth building strategy.



Our Future Highland...

Ar Gàidhealtachd Ri Teachd...



COMMUNITY GARDENS

A nice place for any age to come and sit down and relax and look at wild life.

COMMUNITY VEGETABLE GROWING

Community Vegetable Growing!
Collection of School Food Labels: UR & ENT

SAFE ROADS

Paths and roads looked after and access for disabled and older people.

ACCESS FOR ALL AGES

recycling where does it go?



Where does it go?

More recycling

If we don't recycle there is no future

Save our future there is still time to change everything

Save seas

CYCLE PATHS

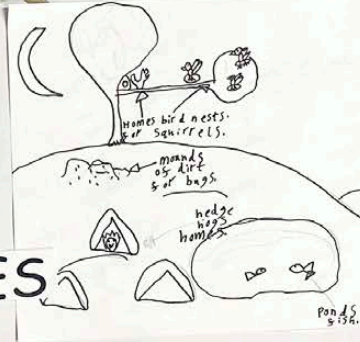
safer cycle paths + reduce traffic + stop air pollution keeping beaches clean.

LIBRARIES



RECYCLING

We need more bees to help save the highlands.



RANGERS LINKED TO SCHOOLS GREEN SPACES

We need your advice!

Write on the board how your dream Highland would look in 2027.

Tha feum againn air do chomhairle!

Sgrìobh air a' bhòrd mar a bhiodh a' Ghàidhealtachd a bu mhiann leat a' coimhead ann an 2027.

Accessible and Sustainable Highland Homes



**Dachaighean Gàidhealach
So-ruigsinn agus Seasmhach**

Build houses to support communities and economic growth.

People

Daoine

- Build quality, affordable, accessible homes.
- Provide warm and energy efficient homes.
- Support the development of quality affordable housing in response to need.
- Support the needs of veterans through the Armed Forces Covenant.

Place

Àite

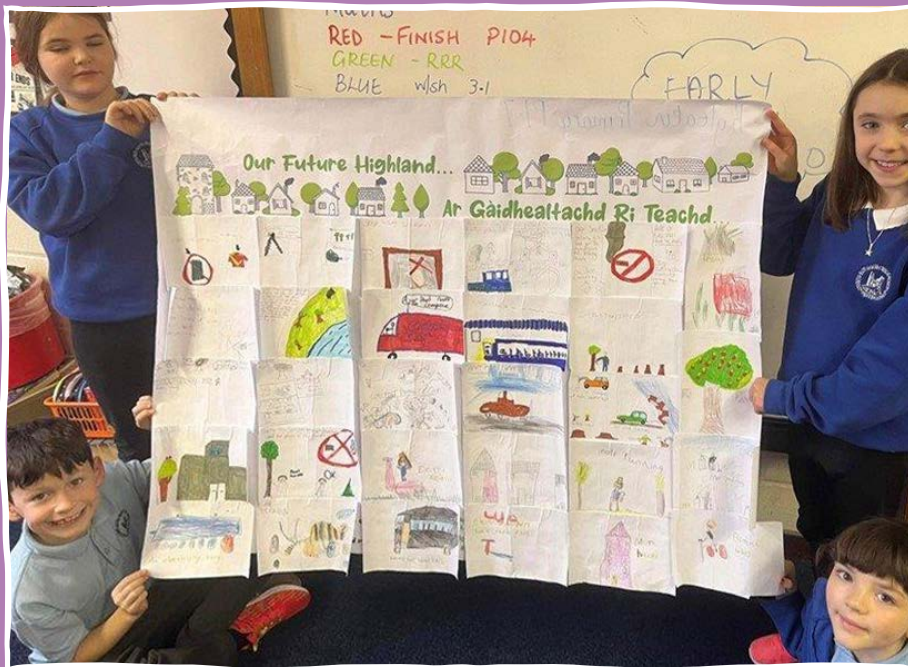
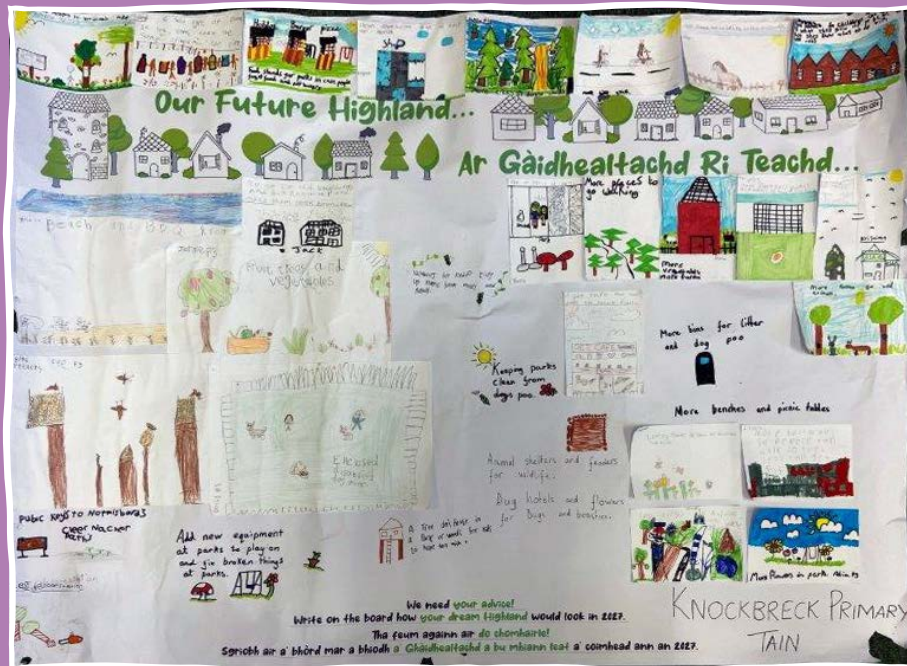
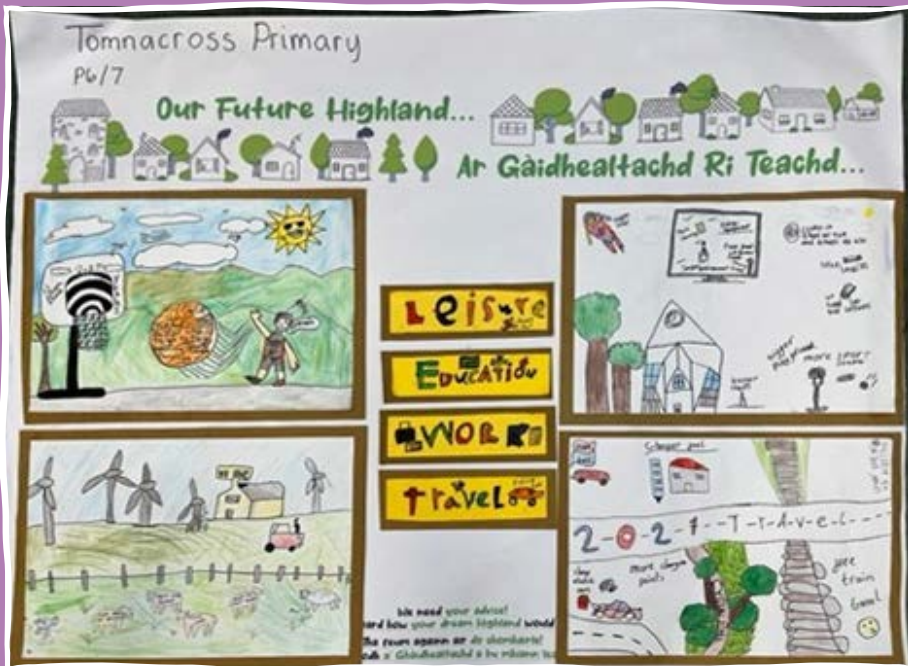
- Develop housing options that help vulnerable and elderly adults to be cared for close to home and their community.
- Convert Council assets for housing use.
- Work to ensure a fair balance of residential, recreational and commercial use of properties to sustain vibrant local communities.

Economy

Eaconamaidh

- Work with partners to develop key worker housing opportunities so that sustainable public services and economic growth are not constrained by a lack of housing.
- Work to ensure accessible transport networks are integrated into future housing developments for access to work and services.





A Sustainable Highland Environment and Global Centre for Renewable Energy



Àrainneachd
Ghàidhealach
sheasmhach agus Ionad
Cruinneil airson Lùth So-ùrachaidh

Accelerate our response to the climate and ecological emergency.
 Make the most of the financial and environmental opportunities arising from the huge renewable energy potential in the Highlands.

People

Daoine

- Promote active travel infrastructure across Highland.
- Promote green transport including low carbon public transport and the development of hydrogen hubs throughout the area.

Place

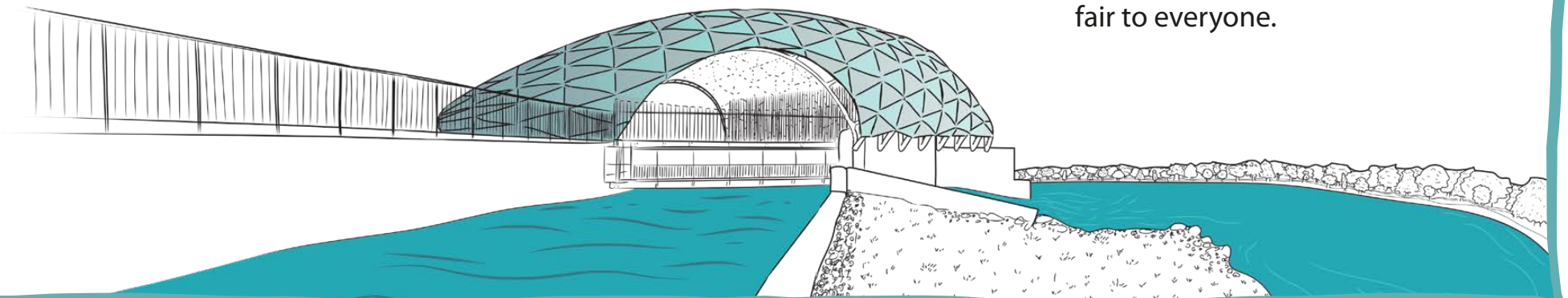
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- Work with communities to find local solutions and lever in funding.
- Value and protect Highland’s natural environment.
- Encourage greater use of land and seas being well managed for nature and adaptation including blue economy, carbon sequestration, and peatland restoration.
- Reduce residual waste and increase re-use, repair, recycling and upcycling.
- Achieve our Net Zero targets.

Economy

Eaconamaidh

- Invest in commercial renewable energy opportunities to generate new income streams for the Council.
- Identify and commit to renewable energy investments to reduce the overall energy costs for the Council.
- Capitalise on our areas of immense natural capital to deliver alternative energy solutions including development of solar, hydrogen, Hydro, and wind solutions.
- Promote a “Just Transition” by moving to a more environmentally sustainable economy in a way that’s fair to everyone.





Our Future Highland...

Ar Gàidhealtachd Ri Teachd...

More Eco-friendly,
Lots more plants and trees. Plants in roundabouts and anywhere else that they can grow.

Better public transport-buses and trains, so that people use it more instead of using their cars. More access to public transport in rural areas.

Everyone is kind to animals.
More vets to care for injured animals, but not too big so as not to take up too much of the animal's land.
- more space for animals.
- more freedom for animals

Better upkeep & maintenance on local swingparks

Community gardens-free fruit and veg. Eco-friendly, healthy and helps with cost of living crisis. Growing things locally so they don't need to be flown from other countries or transported.

Electric cars to be more affordable and the charge to last longer.

Cheaper solar panels so that more people can afford them.

Everyone is eco-conscious and people don't waste electricity.

Ban coal fires →
Replace with wood burners

More emergency services.

Less use of fuels that create smoke. Less greenhouse gases.

Less accidents on the road.

More support so that no-one is homeless.

More housing.

Looking at ways to prevent animal extinction

More activities to do. Including rollercoasters and swingparks

Litter-free

Less traffic and traffic-jams.

Things are cheaper to buy so everyone can afford what they need.

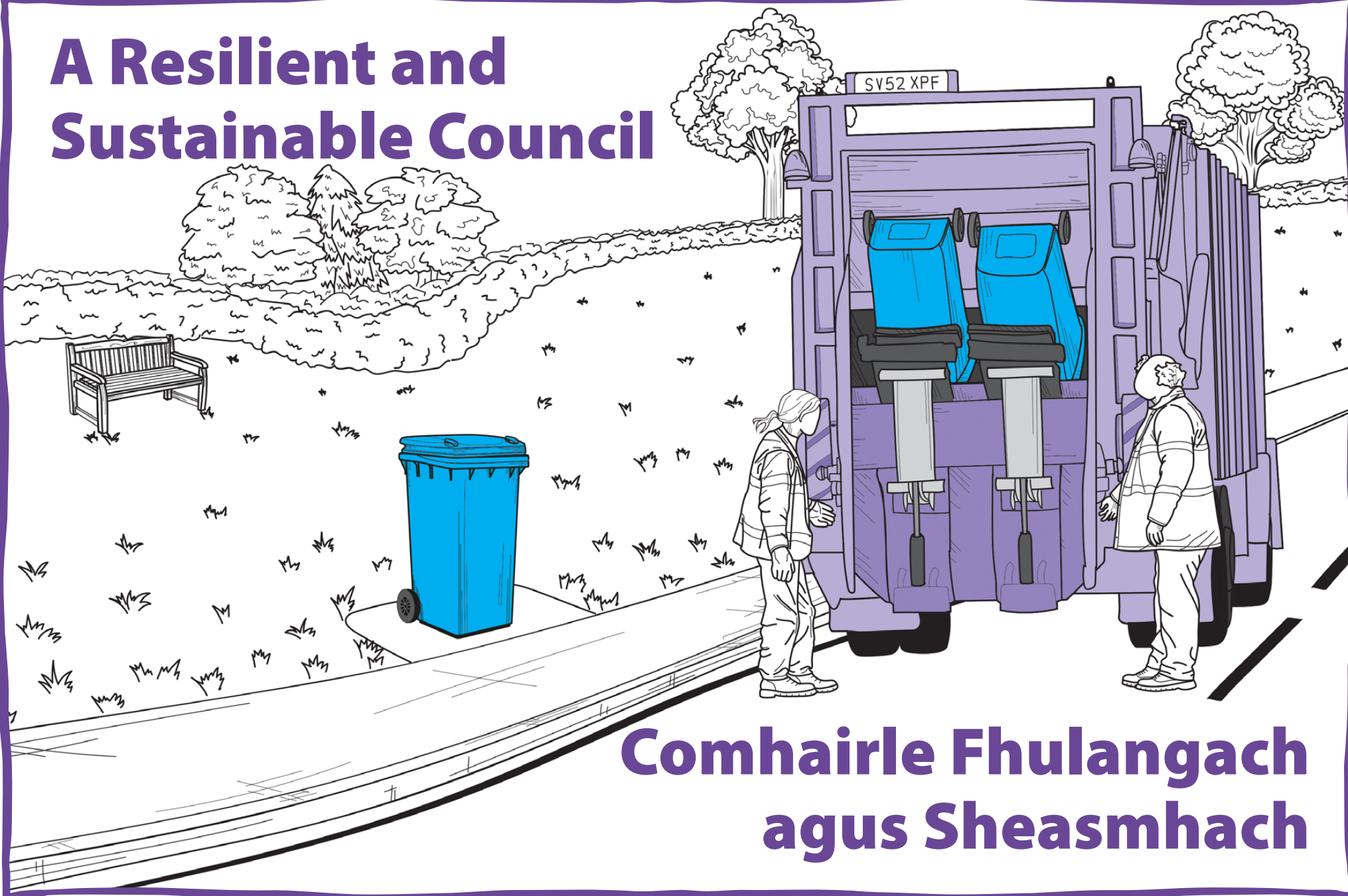
No-one is poor.

Bigger schools with more games and more resources.

No smoking.

Save the bees - more wildflower meadows

A Resilient and Sustainable Council



Comhairle Fhulangach agus Sheasmhach

Working with partners to address service delivery challenges with a positive approach to change

People

Daoine

- Grow and retain our own talent within the Council.
- Work with public and private sector partners to coordinate employment opportunities.
- Improve our response times in replying to enquiries and service requests from the public.
- Actively redesign service delivery in response to constrained budgets to ensure the sustainability of the Council.

Place

Àite

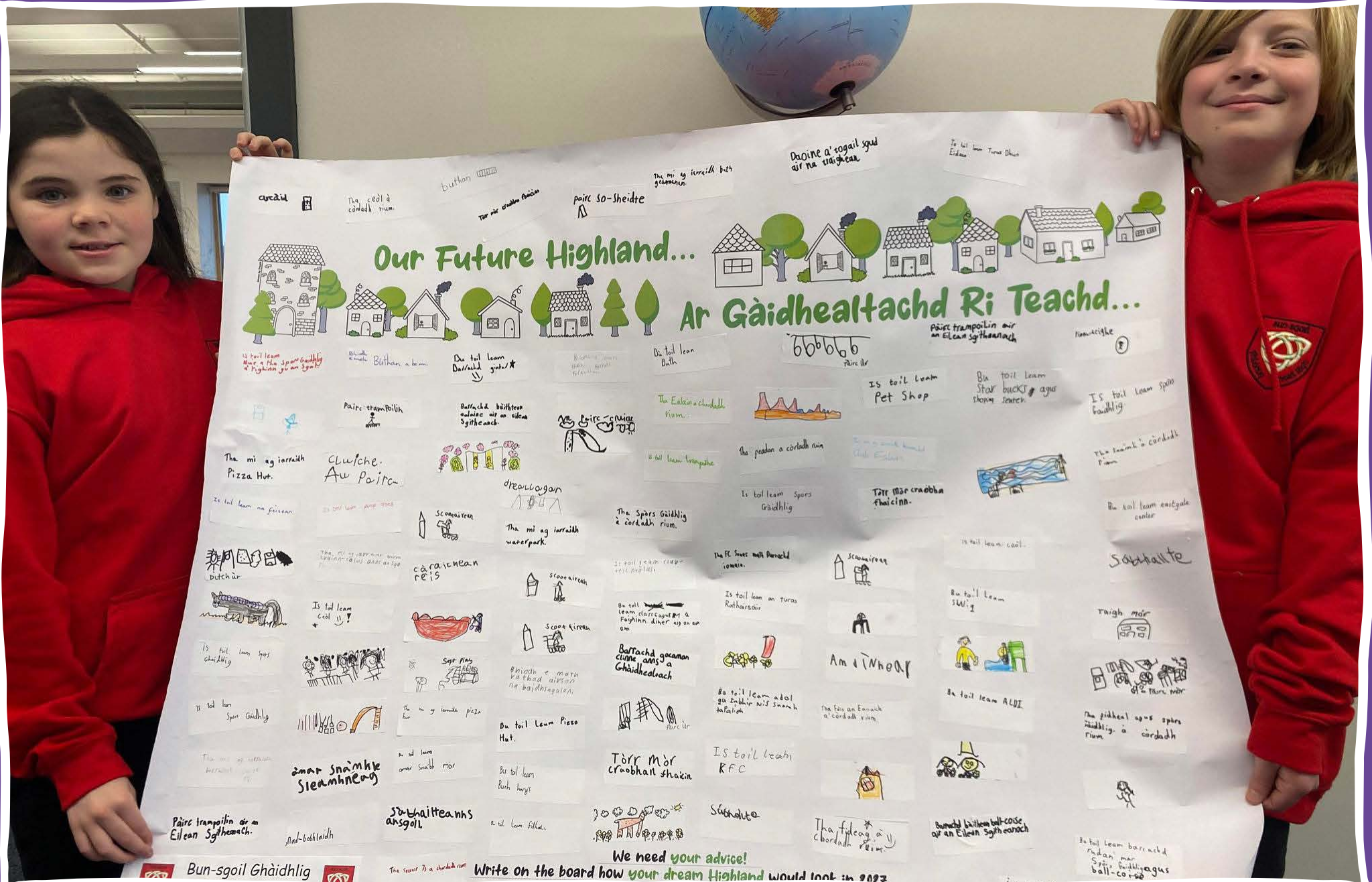
- Work together with communities and partners to produce local place plans which meet communities' needs.
- Develop place-based partnership strategies to coordinate investment and rural repopulation.
- Continue the Council's success in attracting rural tourism infrastructure funding to provide improvements to local infrastructure.
- Accelerate the delivery of our Asset Management approach to increase efficiency and reduce overheads and carbon impact.

Economy

Eaconamaidh

- Promote and support business development opportunities through Business Gateway and Highland Opportunity Investment Limited
- Broaden the Council's income base through taxation and delivering more commercial Value for Money services.
- Implement the tourism levy as an enabler to a vibrant attractive visitor experience.





Please see a photo of our poster (it looks brilliant in person!).

The piece is called 'Our People, Heartbeat of the Highlands'.

The world map with Highland made large in the centre was created by our pupils in infant classes. Every class then

held a discussion and all class/pupil contributions were recorded on a padlet online. Our UNIKids (Rights

Respecting Schools focus group) then hand wrote all the ideas as words, sentences and phrases on

the poster. I've included photos showing some of the pupils that completed the piece...

Our staff and pupils loved the challenge and it certainly created important

conversations about 'Our Highland'.

Audrey Kellacher, Head Teacher
Lochardil Primary School

