

Agenda Item	9
Report No	LA/32/26

The Highland Council

Committee: Lochaber Area

Date: 10 August 2026

Report Title: Fort William 2040 Bi-Annual Update

Report By: Assistant Chief Executive - Place

1 Purpose/Executive Summary

- 1.1 Fort William 2040 (FW2040) is an ongoing project to co-ordinate and deliver a shared place-based Vision for the future of Fort William and Lochaber. The Vision, accompanying Masterplan and Delivery Programme have been prepared with feedback gathered from consultation events involving people living, working, and investing in the area.
- 1.2 This report provides an update on the progress of the FW2040 Masterplan and Delivery Programme. This follows the previous bi-annual update which was presented to Committee in January 2026. Updates are provided on all the individual projects within the wider FW2040 vision and sets out the focus for key work to be undertaken in the coming 12 months.

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 Bi-annual Masterplan Project Update, July 2026;
 - ii. **Note** the findings from the Greater Fort William Culture and Leisure Options Appraisal as per section 6.2 of this report;
 - iii. **Note** the public consultation on the Fort William Integrated Transport Plan (FW ITP). Further detail is provided in section 6.4 of this report; and
 - iv. **Support** identified priority FW2040 work areas for the coming year also summarised in section 6 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. Funding will be sought for individual projects where appropriate, e.g., as they progress through the feasibility stage. No projects will be initiated until all funding is in place.
- 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 unlikely to be subject to any legal challenge. Individual FW2040 projects and developments will address legal requirements as necessary.
- 3.3 **Risk** - There are no known significant risks associated with this item.
- 3.4 **Health and Safety (risks arising from changes to plant, equipment, process, or people)** – There are no known health and safety risks associated with this item.
- 3.5 **Gaelic** - Gaelic headings will be used in any written publications relating to FW2040.

4 Impacts

- 4.1 In Highland, all policies, strategies or service changes are subject to an integrated screening for impact for Equalities, Poverty and Human Rights, Children's Rights and Wellbeing, Climate Change, Islands and Mainland Rural Communities, and Data Protection. Where identified as required, a full impact assessment will be undertaken.
- 4.2 Considering impacts is a core part of the decision-making process and needs to inform the decision-making process. When taking any decision, Members must give due regard to the findings of any assessment.
- 4.3 This is a monitoring and update report and therefore an impact assessment is not required.

5 Wider Programme Developments

- 5.1 FW2040 Webpages Refresh

The [FW2040 webpages](#) are being refreshed as part of the Highland Council's new website launch. Pages will be rationalised under five menu headings; Overview, Projects, Engagement, Governance, and Future Ambitions. In development is a single interactive map which will display relevant information about all the FW2040 Projects and their status. This will simplify the current multi-stage navigation and streamline 30+ individual project pages into one, helping to visually locate each project and highlight the place-based approach.

5.2 FW2040 What Next? – A Discussion Paper

At the FW2040 Programme Board meeting on the 3 June a report was considered; *FW2040 What Next? – A Discussion Paper* (see **Appendix 2**). This supported a focused discussion between partners as to where Board attention and FW2040 Manager time should be prioritised over the next 12–24 months. It helped the Board to:-

- i. Agree a small number of priority themes and projects where FW2040 effort will add greatest value;
- ii. Clarify the role FW2040 should play (monitoring, oversight, advocacy or active coordination); and
- iii. Avoid duplication and unrealistic workload given capacity and funding constraints.

5.3 Key outcomes from the Board discussions, which are reflected in the priorities set out in **section 6**, include:-

- Confirming the importance of the Fort William Integrated Transport Plan (FW ITP) to the town. It was considered vital that the implications of the work are widely understood, and it was agreed that the work of the Board provides an opportunity for a shared vision reflecting broader interests to be developed.
- The value of the Culture and Leisure Appraisal and importance of local input and partnership with key stakeholders in any subsequent work. Funding, decision-making, and the delivery of solutions which contribute to tackling inequalities and the preventative health agenda within a Lochaber-specific context were also referenced but it was recognised that this also fell within the broader Highland Sport Strategy under development.
- It was agreed that a dedicated session be held for the FW2040 Board to review progress and evaluate the ongoing implications specifically of the FW ITP and the Culture and Leisure work for the town.
- Updates were provided on development opportunities at Blar Mhor, St. Mary's, and the current Belford hospital site, highlighting the need for a mix of housing, alongside wider strategic links to transport, infrastructure, and economic viability.
- Agreement that FW2040 will continue to engage with the Local Development Plan preparation process to highlight and discuss opportunities for future site uses, with further information on progress with the Social Value Charter and Community Wealth Building to be brought to the Board.
- In relation to the FW2040 theme of 'facing the water', discussion around the potential to give better access to the waterfront. It was noted this would need careful co-ordination to maintain traffic movement and ensure pedestrian safety. This will be investigated collaboratively between partners. It was also noted that, in the longer term, any waterfront development will require co-ordinated resourcing, strong partnership working, and careful sequencing with other projects.

6 Priorities

6.1 A summary of the priorities for the coming 12 months for FW2040 is detailed here with more information provided in **sections 6.2 - 6.5** below:-

- i. Progressing the Fort William town centre master planning work and instigating work to further the delivery and implementation of proposals, with a current focus on culture and leisure services and facilities.
- ii. Building on the recently completed options appraisal, and feasibility work being undertaken on the bus station improvements.
- iii. Continuing collaboration to help progress the Fort William Integrated Transport Plan as a core member of the FW ITP Client Delivery Group.
- iv. Ongoing collaboration with the Fort William Business Improvement District (BID) to co-ordinate and progress improvements in the town centre.
- v. Ongoing support and monitoring of all projects on the FW2040 Masterplan and regular scheduled engagement with the FW2040 Board (including the dedicated session detailed in **section 5.2**) and through the two specific FW2040 groups (the Transport Sub-Group and the Community Stakeholder Group).

6.2 Culture and Leisure Options Appraisal

The Culture and Leisure Options Appraisal for Greater Fort William is now complete. The appraisal has evaluated the current provision of culture (e.g., arts, events, libraries, community halls) and leisure (e.g., sports, recreation, swimming) services and facilities within the town and the potential for improvements including refurbishment, reconfiguration, and new build. It is important to note that this work is an assessment of the potential opportunities, and there is no funding in place to progress this, at this time. The core venues of interest, as identified in the Fort William Town Centre Masterplan work, include Lochaber Leisure Centre, the Nevis Centre, and Fort William Library, plus Ben Nevis Visitor Centre, Lochaber High School (out of school hours), and the Lochaber Archive (all of which are Council-owned, but operated by others). The wider context of facility and service provision throughout the town and up to a 40-minute drive time from Fort William has also been considered within the appraisal, with 70% of Lochaber's population living within the 40-minute catchment.

Engagement with the key facility operators, Highlife Highland and Linnhe Leisure was a cornerstone of the work and there is consensus around the appraisal findings. The findings show that key facilities, specifically Lochaber Leisure Centre and the Nevis Centre whilst still operating, are outdated, constrained in what they can offer, and expensive to maintain. Relying on single sites - such as one pool and one major events venue and sports hall for a large area also creates single points of failure risks, with comparable alternatives well over an hour's drive away. The appraisal has also highlighted a range of lost opportunities across services due to facility condition and configuration, including unrealised potential at the Ben Nevis Visitor Centre.

Demand for culture and leisure services remains strong from residents within the town, those from the wider Lochaber area, and seasonal visitors, but there are gaps, particularly for flexible, accessible indoor spaces available in the evenings and at weekends. The appraisal recommends developing enhanced multi-use, flexible facilities, through a mix of new build and refurbishment. The findings are now being considered by Highland Council and partner organisations to help inform future town centre facility and service decisions, alongside ongoing engagement with current

operators. Work is continuing to identify the most appropriate next steps for building on the appraisal findings and progressing fit-for-purpose facilities for the future. This will also be informed by development of the Council's Highland-wide Sports Strategy, which is underway and due for completion in October.

6.3 **Re-imagination of the Bus Station**

Austin-Smith:Lord (ASL) are progressing a feasibility study looking at improvements to Fort William bus station and associated bus infrastructure within the town centre. A detailed presentation was given to the FW2040 Transport Sub-Group, outlining a phased redevelopment approach. This comprises the following proposals:-

- Phase 1 (short-term): A relocated and extended southbound stop (along from Nevisport), new northbound stops (opposite the Belford hospital), a reconfigured (Transport Centre) car park, improved accessibility, and creation of a Mobility Hub (incorporating shop mobility, cycle facilities, blue badge parking).
- Phase 2 (medium/long-term): An improved bus station environment (lighting, CCTV, weather protection, travel information) and eventual full station redesign with increased stands, improved passenger facilities and integration with wider transport network.
- Phase 3 (long-term): Integration with a new Belford Road/Middle Street to Nevis Terrace junction layout, bus-only movements, improved rail interchange and potential removal of subway in favour of at-grade crossing (these measures are subject to the outcomes of the FW ITP and potential wider transport improvements).

Work is continuing on facility design, capacity modelling and operational analysis, futureproofing (including for electric vehicles), and stakeholder engagement with all operators (including Ember). Liaison will also be undertaken with Network Rail to ensure co-ordination between bus and rail services and consideration of potential future rail infrastructure plans. Future public engagement will form part of the next stages of the project as proposals are developed in more detail, subject to securing the funding required to progress the work.

6.4 **Fort William Integrated Transport Plan**

Work is ongoing on the Fort William Integrated Transport Plan, specifically:-

- A programme of initial public engagement and stakeholder consultation has been completed (Jan – April). The full engagement report is available online – [HERE](#). The engagement information including a project storyboard is available to view online – [HERE](#).
- The requirement for further engagement and/or consultation will be reviewed as part of the FW ITP and in accordance with Scottish Transport Appraisal Guidance (STAG).
- The detailed appraisal of transport and travel options has begun utilising an updated traffic model which was developed with data from primary surveys undertaken last year.
- Local members have been kept updated on progress through Area Business Meetings.
- Discussions are ongoing within the Council and with partners to establish a local strategic view on the FW ITP, specifically how the role of travel, transport and

infrastructure investment can contribute to the future sustainable development of Fort William and the wider Lochaber area.

There is a project page with relevant reports, consultation information, and FAQs available on the HITRANS website – [HERE](#). Any interested party can contact the project team at any time during the study (anticipated for completion by Dec 2026), by emailing FortWilliamITP@aecom.com.

6.5 Fort William BID

The Fort William Business Improvement District has been moving ahead with improvements to the town including administering a property improvement grant available to all levy payers, commissioning a large end-gable mural at the west end of the High Street, and undertaking a programme of cleaning, railing painting and addressing graffiti on buildings. In addition, the BID has been successful in having Fort William shortlisted as one of three finalists for the Great Streets + Spaces Category of the 2026 Urbanism Awards - [HERE](#).

The judging panel will be visiting the town centre on 14th August 2026. In preparation the BID will be co-ordinating to ensure the High Street and surrounding areas look their best. FW2040 is continuing to liaise closely with the BID, co-ordinating contact with relevant departments across the Council and providing direct help and support where possible contributing to the FW2040 aim of revitalising the High Street.

Designation:	Assistant Chief Executive - Place
Date:	14 July 2026
Author:	Alison Martin, FW2040 Project Manager
Background Papers:	None
Appendices:	Appendix 1 - FW2040 Bi-annual Masterplan Project Update, July 2026 Appendix 2 - <i>FW2040 What Next? – A Discussion Paper</i>



FW2040 Bi-annual Masterplan Project Update

July 2026

Alison Martin

FW2040 Project Manager

FW2040 Projects: Overview

The table below provides an update on progress with the projects currently on the FW2040 Masterplan. Following extensive consultation in 2018 and 2019, a Masterplan containing **31** projects in total (including sub projects under headings such as Active Travel) was produced. Each of these was designed to contribute to the overall FW2040 Vision for the town. A further **5** projects have since been added. The peak number of Masterplan projects to date has therefore been **36**.

The overview table on the next page lists all projects to date (completed, removed, and currently active). To date, **13** projects have been completed and **3** have been removed from the Masterplan (subject to review should circumstances change and they are deemed viable to progress in the future). There are therefore **20 projects** currently on the Masterplan (including those with multiple stages/phases). These can be broadly categorised as follows:

Category	Current FW2040 Masterplan Projects (20)
Recently Completed.	1. Cruise Ship Reception Facilities (Fort William Marina and Shoreline Community Interest Company)
Works underway on site.	2. Active Travel Audit - Delivery of Recommendations: various improvements ongoing (THC/HITRANS)
Planning, design or preparatory work being undertaken by FW2040 Board member organisations.	3. Blar Mor Final Phase Housing – c. 59 units (THC) 4. Road Improvements STAG/STPR2 - Integrated Transport Plan (HITRANS/AECOM/Stantec) 5. New Hospital and Adult Care Provision (NHS Highland/THC) 6. Blar Mor - Land Reserved for Community Use (THC)
Planning, design or preparatory work being undertaken by organisations external to the FW2040 Board.	7. Upper Achintore Community Facility - Cow Hill Hall (Upper Achintore Regeneration Group) 8. West Highland Museum Expansion (West Highland Museum Trust)
Requires next steps / feasibility review / funding applications.	9. Town Centre Revitalisation - Masterplan Delivery and Implementation (Various) 10. Town Centre Waterfront Enhancement (Linked 1. and 8.) 11. Indoor Multi-Purpose Facility: Nevis Centre/Leisure Centre (THC Linked to 9.) 12. Helicopter Landing Site (Various)
Paused / ongoing monitoring.	13. Nevis Forest Mountain Resort - Forest Land Scotland: Eco-cabins groundworks, internal roads and foundations (Forest Holidays) 14. Smelter Site Expansion (Alvance) 15. Upper Achintore Housing - c. 270 Units. 16. STEM Centre (UHI NW+H) 17. Local Energy Network (Various) 18. High School Expansion - Extension to Lochaber High School Facilities (THC) 19. Primary Schools - Extension to Fort William Primary Schools' Capacities (THC) 20. Nevis Forest Mountain Resort - Nevis Range (Nevis Range)

FW2040 Master Plan Project Tracker		
All Masterplan Listed Projects to Date (35 peak total)	13 Completed (plus 3 Phased Developments) 3 Removed (post 2019)	Current 20 Projects on Masterplan @ January 2025 (2 added and in development post 2019)
Caol & Lochyside Flood Protection Scheme	Caol & Lochyside Flood Protection Scheme	
Nevis Forest Mountain Resort - Visitor Accommodation Nevis Range	Nevis Range Visitor Accommodation (Hotel)	
Town Centre Revitalisation - Cinema	Town Centre Revitalisation - Cinema	
Town Centre Revitalisation - Whisky Centre	Town Centre Revitalisation - Whisky Centre Housing	
Improved Internet Connection Speeds	Improved Internet Connection Speeds	
Soldiers Bridge upgrade	Soldiers Bridge upgrade	
Black Parks Active Travel Route	Black Parks Active Travel Route	
Thomas Telford Corpach Marina	Thomas Telford Corpach Marina	
Bike Carriage By Rail	Bike Carriage By Rail	
Blar Mor Housing - c. 250 units	Blar Mor Phase 1 and 2 Housing - 117 units + 63 units	Blar Mor Final Phase Housing - c. 59 units
Upper Achintore Housing - c. 350 units	Upper Achintore Phase 1 Housing - 82 Units	Upper Achintore Housing - c. 270 units
STEM Centre		STEM Centre
New Hospital		New Hospital
Blar Mor - Land Reserved for Community Use		Blar Mor - Land Reserved for Community Use
Local Energy Networks		Local Energy Network
Town Centre Revitalisation - Redevelopment of Belford Site	Town Centre Revitalisation - Masterplan and Engagement	Town Centre Revitalisation - Masterplan Delivery and Implementation
Town Centre Waterfront - access, shoreline development and promenade		Town Centre Waterfront Enhancement
High School Expansion - Extension to Lochaber High School facilities		High School Expansion - Extension to Lochaber High School facilities
Smelter Site Expansion		Smelter Site Expansion
Upper Achintore Community Facility		Upper Achintore Community Facility
Primary Schools - extension to Fort William Primary Schools' capacities	Primary Schools - 2 classroom extension to Gaelic primary	Primary Schools - extension to Fort William Primary Schools' capacities
Indoor Multi Purpose Facility (Nevis Centre)	Culture and Leisure Options Appraisal	Indoor Multi Purpose Facility (Nevis Centre)
Cruise Ship Reception Facilities		Cruise Ship Reception Facilities
Nevis Forest Mountain Resort - Forest and Land Scotland		Nevis Forest Mountain Resort - Forest and Land Scotland
Nevis Forest Mountain Resort - Nevis Range		Nevis Forest Mountain Resort - Nevis Range
Fort William Active Travel Audit		Fort William Active Travel Audit - delivery of recommendations
Road Improvements STAG/ STPR2		Road Improvements STAG/STPR2 - Integrated Management Plan (ITP)
Helicopter Landing Site		Helicopter Landing Site
West Highland Museum Expansion		West Highland Museum Expansion
Former Secondary School Site (completed 2018 but subsequently included under FW2040)	Former Secondary School Site (completed 2018 but subsequently counted as a FW2040 achievement)	
Tweeddale and Lochaber House developments	Tweeddale and Lochaber House developments	
E-Bike scheme	E-Bike scheme	
Tailrace - Kayak Competition and Training Facility	Tailrace - Kayak Competition and Training Facility	
Corpach Port Expansion	Canal Related Tourism Projects	
Canal Related Tourism Projects	Corpach Port Expansion	
KEY		
	Added post 2019	
	Projects Delivered	
	Initial phases delivered of Current Projects	
	Current Projects	
	Removed projects (but could be reincorporated)	



Active Projects Making Fort William A Great Place to Live

STEM Centre				
Date	Progress Reported	By Whom	Next Steps	Further Information
Dec 2025	The Full Business Case for a STEM centre located at Blar Mhor was approved by the Scottish Funding Council in 2018, subject to funding availability. Since that time, the opportunity to purchase and redevelop 2.5ha of land and buildings adjacent to the Fort William campus (land and buildings largely comprising the old Underwater Centre) has arisen. This has allowed a refresh of the STEM centre options appraisal. An Outline Business Case has been made for this campus development, providing space for STEM, digital and construction training, and a 27-bed residence building capitalising and expanding on the success of courses and training already delivered whilst providing a physical link to assets such as the Advancing Manufacturing Centre and the loch. UHI NWH is actively seeking funding partners for this project whilst retaining the longer-term goal of securing funding for the full STEM Centre on the Blar Mhor site.	Dave Campbell, Project Director for STEM	UHI NW+H to progress with ongoing updates to the FW2040 Project Manager for update to FW2040 Board.	To be provided as proposals develop.
New Hospital and Social Care				
Date	Progress Reported	By Whom	Next Steps	Further Information
June 2026	NHS Highland's planning application for the development of a new hospital in Fort William was approved by the Highland Council on the 19th June 2026 following several years design work and site investigations. The outline business case for the £137m replacement for Fort William's 60-year-old Belford	Karen-Anne Wilson, Lochaber District Manager and	NHS to progress with ongoing updates to the FW2040 Project Manager for update to FW2040 Board.	Lochaber health and social care redesign NHS Highland

	Hospital has also been submitted by NHS Highland and is now with the Scottish Government for consideration. The new hospital will be built at Blar Mhor, incorporating increased clinical floor space (12,400 sq. metres), a modern Accident and Emergency (A&E) department, surgical operating theatres, a maternity ward, radiology, and a renal unit. Pending final Scottish Government business case approval, construction is targeted to begin in October 2027 with an estimated operational date towards the end of 2030. The new hospital is part of a wider NHS Redesign of Health and Social Care looking at broader service change throughout Lochaber (see Land reserved for community use below).	Emma Oates Belford Hospital Manager		Frequently Asked Questions Lochaber Health & Social Care Redesign NHS Highland Engagement Hub
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Second phase housing - Blar Mhor (Stage 2 - 59 units)

Date	Progress Reported	By Whom	Next Steps	Further Information
June 2026	Phase 2 of housing on the Blar is under development. Work is ongoing to link this phase with the existing medical centre, the recently completed Phase 1 housing, and the future new hospital. A preferred bus route has also been made a condition of planning which provides a one-way link from the Lochaber High School junction to the new Blar Mhor roundabout. The mixed tenure homes in Phase 2 are being developed in stages linked to the wider Blar development plans. Construction of 63 homes is complete adding to the 117 homes delivered in Phase 1. It is envisaged that a further 59 homes can be delivered. These will be developed in parallel with the hospital design and delivery programme (allowing consideration of potential requirements such as key worker housing). Currently these 59 homes are programmed for development in 2030/31 (30) and 2031/32 (29).	Helen Cameron, Service Lead (Housing Development)	HC to progress with ongoing updates to the FW2040 Project Manager for update to FW2040 Board.	

Land reserved for community use on Blar Mhor development

Date	Progress Reported	By Whom	Next Steps	Further Information
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June 2026	Approximately 2ha of the land owned by the Council at Blar Mhor is designated for Community Use within the approved Masterplan. A recent Committee Report (HC/18/26) updating on the Highland Investment Programme detailed the findings of a site capacity study which considered the potential for locating several adult care uses on this land (e.g., an in-patient care home, assisted living units and a community care centre). Further engagement will be required with partners and the community e.g., through the Blàr Mòr liaison group.	Helen Cameron - Service Lead (Housing Development) and Gavin Sell - Project Manager, Integrated Services (Adult)	HC to progress with ongoing updates to the FW2040 Project Manager for update to FW2040 Board.	To be provided as proposals for use develop.
Local Energy Networks				
Date	Progress Reported	By Whom	Next Steps	Further Information
Dec 2025	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. Plans to progress this to Stage 2 and assess the technical detail of potential heat generation/to demand have been put on hold reflecting varying progress in the component projects on the Blar. Specifically, developments with the STEM Centre (an original key driver for the LEN) and the decision to use air source heat pumps for the housing developments have changed the demand profile. It is considered likely that any further LEN investigations would need to be driven by an end user such as the NHS (in parallel to the development of the hospital) if considered appropriate.	Scott Dingwall, HIE	FW2040 Project Manager to keep a watching brief in collaboration with HIE on any future LEN developments.	To be provided as and when any proposals develop.
Town Centre Revitalisation - Masterplan Delivery and Implementation (includes re-development of Belford Site)				
May 2026	The following Fort William Town Centre Masterplan elements are being progressed as FW2040 priorities: - The reconfiguration and delivery of new culture and leisure facilities. - The 're-imagining' of Fort William Bus Station.	FW2040 Project Manager	FW2040 Project Manager to progress in collaboration with HC colleagues and partner organisations and provide updates to FW2040 Board.	Fort William Town Centre Masterplan Masterplan Appendices

	In addition, the following elements of the Masterplan are reviewed regularly, and should it be possible to progress at some point in the next year this will be undertaken: • Rail Station development co-ordinated with the Bus Station to provide a new travel interchange for the town. • Development of the current Belford and former St Mary's school sites for residential/mixed use. • Leasing of the former Council service point for art, youth and/or co-working space. • Public realm improvements.			Community Feedback Design Team Response
Town Centre Waterfront - Enhancement of marine access, shoreline development and promenade				
Date	Progress Reported	By Whom	Next Steps	Further Information
Feb 2026	Waterfront improvements/proposed developments have been incorporated in the Town Centre Master-planning process detailed above. Specific plans developed by the Fort William Marina and Shoreline Community Interest Company (FWMSCIC) are detailed as a separate item below. The plans are currently illustrative but complementary.	FW2040 Project Manager	To maintain links between potential waterfront developments e.g., at the West End or Town Pier and the work on the Town Centre Masterplan.	To be provided as proposals develop.
High School Expansion - Extension to Lochaber High School facilities				
Date	Progress reported	By Whom	Next Steps	Further Information
June 2026	No work currently scheduled. Capacity is monitored annually as part of school roll forecasts.	HC Estates	HC to progress with ongoing updates to the FW2040 Project Manager for update to FW2040 Board.	To be provided as proposals develop.
Smelter Site Expansion				
Date	Progress Reported	By Whom	Next Steps	Further Information
June 2026	Full planning permission for a new recycling facility and aluminium billet plant at Fort William smelter was approved in September 2021 (expired Jan 2025). Work has been undertaken on the plant design and business case, but progress	James Tangney, Lead Engineer	Alvance to progress with ongoing updates to the FW2040 Project Manager	The Future ALVANCE British Aluminium

	has stalled. It is anticipated that the development would lead to the creation of up to 45 direct jobs.		for update to FW2040 Board.	
Housing Units - Lundavra/ Upper Achintore- circa 350 Units				
Date	Progress Reported	By Whom	Next Steps	Further Information
Dec 2025	The first phase of the LINK housing project for Upper Achintore is now complete and has successfully delivered 82 affordable homes (Nov 24). This project aims to deliver up to 350 new homes in the Lundavra/upper Achintore area of town. Originally a second phase was expected to follow however funding has not yet been agreed due to a combination of development costs and funding availability, and currently further phases are on hold.	Helen Cameron, Housing Development Manager	HC to progress with ongoing updates to the FW2040 Project Manager for update to FW2040 Board.	The JR Group Delivers Transformative Rural Housing Project for Upper Achintore in Fort William - The JR Group
Upper Achintore Community Facility				
Date	Progress Reported	By Whom	Next Steps	Further Information
June 2026	Cow Hill Hall (CHH) has now been established as a registered charity (SC055158) with eight trustees and appointed office bearers. Following a successful Scottish Land Fund (SLF) Stage 1 application, consultants SKS were commissioned to update the 2023 Business Plan and complete additional community consultation. The revised plan, completed in March 2026, is ready for publication pending a Red Book valuation from HIE. This is expected towards the end of June and will enable a Stage 2 SLF application to be submitted once new Scottish Government funding arrangements are announced. CHH has also begun discussions with HIE regarding the proposed community asset transfer, with key issues including responsibility for the shared access road, construction standards, and future maintenance.	Mark Linfield, Chair Upper Achintore Community Regeneration Group (UARG) and Lyn Kirkpatrick, Voluntary Action Lochaber	UARG with assistance from VAL to progress with ongoing updates to the FW2040 Project Manager for update to FW2040 Board.	Cow Hill Hall Get Involved — Cow Hill Hall
Primary Schools - Extension to Fort William Primary Schools' Capacities				
Date	Progress Reported	By Whom	Next Steps	Further Information

June 2026	No work is currently scheduled. Capacity is monitored annually as part of school roll forecasts.	HC Estates	HC to progress with ongoing updates to the FW2040 Project Manager for update to FW2040 Board.	
Indoor Multi-Purpose Facility (Nevis Centre / Leisure Centre)				
Date	Progress Reported	By Whom	Next Steps	Further Information
June 2026	The initial Culture and Leisure options appraisal for Greater Fort William is now complete. This work has evaluated the current provision of culture (e.g., arts, events, libraries, community halls) and leisure (e.g., sports, recreation, swimming) services and facilities in the town within the context of services and facilities in the wider area. The core venues evaluated include; Lochaber Leisure Centre, the Nevis Centre, Fort William Library; Ben Nevis Visitor Centre, Lochaber High School (out of school hours), and the Lochaber Archive (all of which are Council-owned but operated by others). The findings show that key facilities are still operational but outdated and limited in what they can offer, and expensive to maintain. The swimming pool in the Leisure Centre and large sports/entertainment hall in the Nevis Centre represent single points of failure risks with no comparable alternatives in the area. Demand for culture and leisure services remains strong in the town, but there are gaps, around flexible, accessible indoor spaces available in the evenings and at weekends. Opportunities are being missed due to facility condition and configuration. The appraisal recommends developing enhanced multi-use, flexible facilities, potentially through a mix of new build and refurbishment. Discussions are now underway across departments within the Highland Council and with the operators to assess next steps and how to build on the work so far to progress.	Edward Selman Mott MacDonald and Fraser Innes, HubNorth and FW2040 Project Manager	FW2040 to provide key local input and oversight and update the FW2040 Board. Next steps to be established with HC colleagues.	To be provided as proposals develop

West Highland Museum - Expansion and Renovation				
Date	Progress Reported	By Whom	Next Steps	Further Information
June 2026	The West Highland Museum (WHM) project proposals include renovating and expanding the museum into adjacent land and premises already owned. The project will create a modern fit-for-purpose visitor attraction and valuable historic and cultural resource allowing: • Improved display of artefacts currently in storage. • More opportunities for education, exhibition, and research. • Expanded retail offering. • Building efficiency and accessibility. • Improved facility for local communities and visitors. Current project costs are estimated at c. £6M. The WHMT have just received permission (June 2026) to start their Development Stage application by the National Lottery Heritage Fund with a grant of £263,163 to support the next phase. A formal announcement was made at an event in the Highland Cinema on Thursday 4 June 2026. The Trust is also set to progress the demolition of a large old building in the museums garden ground. Having recently been granted planning consent, architects have been given the go-ahead to initiate the next stage which will see the building made safe and as much material as possible saved for re-use.	Carrie Gooch and Peter Short West Highland Museum Trustees (WHMT)	WHM Trustees to progress with ongoing updates to the FW2040 Project Manager for update to FW2040 Board	West Highland Museum secures 48k to develop new income streams - West Highland Museum Expansion plans at the West Highland Museum



Active Projects Making Fort William A Place Facing Water

Cruise Ship Reception Facilities - Ongoing Monitoring				
Date	Progress Reported	By Whom	Next Steps	Further Information
Jan 2026	Pontoons installed and extended by FWMSCIC to enable cruise ships to come to Fort William - have been operational since 2023. FWMSCIC have provided sheltering facilities in the West End Car Park and have been successful in securing a 5-year lease to provide a toilet, shower and office block which have recently been installed. FWMSCIC are now looking to expand the Fort William pontoons significantly to allow short stay berths for yachts, cruisers and a seaplane. They are looking for comments on a range of suggestions, including creating a visitor centre, installing a breakwater to protect the marina and developing a promenade along the waterfront.	Sarah Kennedy, FWMSCIC	FW2040 Project Manager to ensure links with the wider Town Centre Masterplan work (see the separate Masterplan item above) for update to the Board.	Fort William Marina & Shoreline Company Limited - Future Plans

FW2040

Active Projects Making Fort William A Connected Place

Nevis Forest Mountain Resort - Forest and Land Scotland				
Date	Progress Reported	By Whom	Next Steps	Further Information
May 2026	The focus of FLS work under the Nevis Forest and Mountain Resort Masterplan has been to work with Forest Holidays on their development of 50 forest eco-cabins. Groundworks, foundations and the internal road layout were under construction and had been progressing well in 2025. After a pause in construction over winter, the development was temporarily paused and has not yet resumed. Forest Holidays are working with the utility provider to better understand the lead in time for the grid connection to the site and options to improve that timeline. FLS is also working with FH offering assistance wherever appropriate to expedite any processes causing delays. The other elements of the Resort Masterplan: a hotel and low impact accommodation are on hold until the Forest Holidays development is complete, and market conditions are suitable. The potential for further recreational improvements will also follow on the back of the Forest Holiday development.	Robbie Layden, Regional Visitor Services Manager, Forestry and Land Scotland (FLS)	Progress to re-start construction. FLS to progress with ongoing updates to the FW2040 Project Manager for update to FW2040 Board.	https://forestryandland.gov.scot/images/corporate/pdf/nevis-forest-and-mountain-resort-masterplan.pdf
Nevis Forest Mountain Resort - Nevis Range				
Date	Progress Reported	By Whom	Next Steps	Further Information
Dec 2025	Work began in October 2021 on a £4M project at Nevis Range expected to create up to 50 new full and part time jobs. A key component is the creation of new visitor accommodation and in	Chris O'Brien, Managing Director, Nevis Range	Nevis Range to progress with ongoing updates to the FW2040	https://www.nevisrange.co.uk/

	April 2023 a 26 room the 'Base Camp' hotel opened. A new bar and restaurant, bike shop, retail shop, and a covered courtyard with event space have also opened plus a 100-seat capacity conference and training facility. In addition to the availability of overnight car parking in the main car park, a purpose-built Campervan Park with 15 pitches also opened in 2024 offering electrical hook up connections and waste disposal facilities.	Mountain Experience	Project Manager for update to FW2040 Board.	accommodation/hotel/
Fort William Active Travel (AT) Audit				
Date	Progress Reported	By Whom	Next Steps	Further Information
June 2026	AT improvements continue to be undertaken in line with the AT Masterplan for the town (refreshed in 2019). Current: • Caol (where Glen Loy St. and Torlundy Rd. meet Kilmallie Rd.) - raised junction delivered to improve walking, wheeling access, and cycle connectivity. This scheme is now complete. • Upper Achintore Path (between Angus Cr. and Aspen Wynd) - adoption and maintenance issues, now resolved following discussions with the Roads Team. • Fort William Railway Station - mixed infrastructure, with further discussions required to progress design and works. Construction is currently anticipated in 2027/28. • Active Travel improvements are being appraised as part of the ITP work (see STAG/STPR2 below). Bus Infrastructure Fund applications for 2026/2027 submitted (decisions pending) but includes: • Blar Mhor Bus Gate - designs progressing through planning, with legal agreements under review. Surveys and construction drawings will follow approval, aiming to start construction within this financial year. • Upper Achintore Bus Gate - currently progressing through planning, with construction drawings and procurement	Julie Cromarty - Team Leader Sustainable Transport and Lynn Ross - Senior Transport Officer and Vikki Trelfer - HITRANS	HC and HITRANS to progress with ongoing updates to the FW2040 Project Manager for update to FW2040 Board.	Fort William Active Travel Masterplan Refresh (2019)

	preparation to follow. Construction may begin this year, but it is likely to be completed 2027/28. - Fort William Bus Station feasibility work – some proposed improvements (e.g. CCTV, lighting, shelters) could be delivered through existing funding streams and within the next couple of years. - A82 / Middle Street Junction bus improvements – part of the FW ITP.			
Road Improvements: STAG/STPR2				
Date	Progress Reported	By Whom	Next Steps	Further Information
June 2026	Work is ongoing on the Fort William Integrated Transport Plan, specifically: - A programme of initial public engagement and stakeholder consultation has been completed (Jan – April 2026). The full engagement report and a project storyboard are available to view online. - The requirement for further engagement and/or consultation will be reviewed as part of the FW ITP and in accordance with Scottish Transport Appraisal Guidance (STAG). - The detailed appraisal of transport and travel options has begun utilising an updated traffic model which was developed with data from primary surveys undertaken last year. - Discussions are ongoing within the Council and with partners to establish a local strategic view on the FW ITP, specifically how the role of travel, transport and infrastructure investment can contribute to the future sustainable development of Fort William and the wider Lochaber area. Both AECOM and HITRANS have project webpages (links available in the Further Information column).	Neil MacRae, Partnerships Manager, HITRANS and FW2040 Project Manager	Updates on the ITP to be provided as a separate item at Board meetings while the work is ongoing. Updates to be provided by HITRANS to FW2040 Board.	Fort William Integrated Transport Plan (AECOM) Fort William Integrated Transport Plan (HITRANS) Public asked to help shape plans to ease Fort William congestion - BBC News
Helicopter Landing Site – Fort William				

Date	Progress Reported	By Whom	Next Steps	Further Information
June 2026	A 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 several years. NHS have confirmed they will not build a landing site as part of the new hospital. A possible permanent site has been identified in the Glen Nevis area and partners headed by the Lochaber Mountain Rescue Team are progressing investigations with Jahama Estates and the HELP appeal. Discussions with Breedon (the new site owners of the current landing site at Carr's Corner) have been positive with regards to allowing Bristow to continue landing there in the short-term giving continuity until a new site is operational.	Dot Ferguson, HC Senior Community Development Manager	HC to progress with ongoing updates to the FW2040 Project Manager for update to FW2040 Board.	To be provided as proposals for use develop.



Completed Projects Making Fort William A Great Place to Live

First Phase and Second Phase Stage 1 Housing - 117 + 63 Housing Units Blar Mhor			
Date	Summary	Next Steps	Further Information
Dec 2025	Phase 1 of housing on the Blar is complete with 117 homes delivered. Phase 2 stage 1 of housing is also now complete with 63 homes delivered.	Phase 1 project complete - no further reporting envisaged. Phase 2 further stages are a separate item (see Active Projects).	
Town Centre Revitalisation – Master-planning and Engagement			
Date	Summary	Next Steps	Further Information
Jan 2025	The production of a Fort William Town Centre Masterplan and associated community engagement were completed over a period of several months in 2023/24. A <i>Design Team Response to Community Feedback</i> received on the Masterplan was published in January 2025. Building on this work the following Masterplan elements are being considered for progression: • The reconfiguration and delivery of new culture and leisure facilities. • Development of the current Belford and former St Mary's school sites for residential/mixed use. • Leasing of the former Council service point for art, youth and/or co-working space. • A new travel interchange at the Bus and Rail Station. • Public realm improvements.	Project complete - no further reporting envisaged. Implementation and delivery of the Masterplan including prioritisation of proposals is ongoing (see Active Projects).	Fort William Town Centre Masterplan Masterplan Appendices Community Feedback Design Team Response
First Phase House - 82 Housing Units Lundavra/Upper Achintore			

Date	Summary	Next Steps	Further Information
Nov 2024	The first phase of the LINK housing project for Upper Achintore is now complete and has successfully delivered 82 affordable homes. Further phases and a programme of works for more housing are yet to be agreed.	Project complete - no further reporting envisaged. Future phases of Housing are a separate item (see Active Projects)	Landmark Housing Project Complete In Fort William Scotland Construction News
Primary Schools - 2 classroom extension to Gaelic primary			
Date	Summary	Next Steps	Further Information
Sept 2024	In May 2023 there was a confirmed expansion for the Gaelic primary school, Bun-Sgoil Ghaidhlig Loch Abar to cope with an increasing school role. Construction of an extension took place in the summer of 2024, and the school took possession of two new classrooms on 16th Sept 2024.	Project complete - no further reporting envisaged. Future primary school projects are a separate item (see Active Projects).	
Caol & Lochyside Flood Protection Scheme			
Date	Summary	Next Steps	Further Information
Dec 2023	Flood protection works are complete and official scheme opening took place on 31 st August 2023. Some limited remedial works are being completed this year.	Project complete - no further reporting envisaged.	Caol and Lochyside flood protection scheme Flood alleviation schemes The Highland Council
Nevis Forest Mountain Resort - Additional Visitor Accommodation (Hotel and Campervan Facilities)			
Completed	Summary	Next Steps	Further Information
Apr 2023	Development of a hotel with 24 bedrooms, bar and restaurant, bike shop, gift shop and covered courtyard with an event space completed. A 15-pitch campervan park with electrical hook up connections and waste disposal facilities also completed with facilities opened in April 2023.	Monitor position with regard to Forest Holidays log cabin development which is a separate item (see Active Projects).	Developing for the future at Nevis Range! - Nevis Range Nevis Range Campervan Park in Fort William, Highlands - book online now (campsites.co.uk)
Town Centre Revitalisation - Tweeddale House & Lochaber House Re-development			
Completed	Summary	Next Steps	Further Information
Oct 2022	Tweeddale House and Lochaber House re-developments creating 37 new town centre flats in total, completed in October 2022.	Project complete - no further reporting envisaged.	https://www.highland.gov.uk/news/article/10349/tweeddale_tenants_revitalise_fort_william_town_centre
Improved Internet Connection Speeds			

Completed	Summary	Next Steps	Further Information
Mar 2022	Through the Building Digital UK (BDUK) Local Full Fibre Networks (LFFN) programme Fort William benefitted from full fibre connections being provided to public buildings. HIE funding secured additional benefits by also connecting Banavie Primary School, which provided an opportunity to support businesses in Banavie and Corpach and ensured the fibre optic link could be bridged across the canal to Lochaber High School. This was part of a wider four-year LFFN project across Inverness, Fort William, Thurso, and Wick completed on the 9th March 2022.	Monitor further opportunities for expansion	Public sector and business to benefit from new multi-million-pound full fibre broadband investment The Highland Council
Town Centre Revitalisation - Highland Cinema			
Completed	Summary	Next Steps	Further Information
Sept 2020	The 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. The Cinema is well used for a range of screenings and presentations and on the 23rd November 2023, Highland Cinema was named 'UK Cinema of the Year' at the 'Big Screen Awards' ceremony held in London.	Project complete - no further reporting envisaged.	Our Story - The Highland Cinema
Town Centre Revitalisation - Whisky Centre Housing Development			
Completed	Summary	Next Steps	Further Information
Nov 2019	Project complete with twelve flats for affordable rent constructed. First tenants moved into Macbrayne Apartments in November 2019.	Project complete - no further reporting envisaged.	Kearney Donald Partnership Macbrayne Apartments, Fort William (kd-partnership.co.uk)
Town Centre Revitalisation - Former Fort William Secondary and Primary School Sites			
Completed	Summary	Next Steps	Further Information
September 2018	Re-development of derelict site at entrance to town the location of the former Fort William High School and Fort William Primary. The renovated buildings now host the Highland Council and HIE offices, Lochaber Archive Centre, Jobcentre Plus, Highland Council service point and registration office.	Project complete - no further reporting envisaged.	Highland council takes up residence in new home Robertson



Completed Projects Making Fort William **A Place Facing Water**

Corpach Canal Entrance Marina (Thomas Telford Corpach Marina) - 40 Berth Marina			
Completed	Summary	Next Steps	Further Information
Apr 2023	The 45-berth facility was opened on 18 April 2023 and includes parking, café and showering facilities.	Monitor opportunities to support potential development of water taxis and any other ways the marina can contribute to the FW2040 Vision.	https://www.corpachmarina.co.uk/

FW2040

Completed Projects Making Fort William A Connected Place

Bike Carriage by Rail - local use of rail coaches that can accommodate bikes			
Date	Progress Reported	Next Steps	Further Information
May 2023	ScotRail ran the first of its Highland Explorer carriages, with 20 cycle spaces (a UK first), on the Mallaig branch of the West Highland Line on the 19 April 2023. The class 153 carriages operate on two services each day - the early morning service from Mallaig to Glasgow Queen Street and the evening Glasgow Queen Street to Mallaig. Northbound services run Mon-Fri while south bound run Tue-Sat. The carriages mean customers benefit from 15% more seats, more luggage space and access to an additional toilet on board. The carriages also feature table maps detailing the route, with recommendations on where to walk, cycle and visit. Scotrail have also removed the additional charge for its Highland Explorer ticket. Customers can now purchase a Highland Explorer ticket for the price of a standard class fare. For the UCI Cycling Championships there were an additional three return trips put on using class 153 carriages.	Project complete - no further reporting envisaged.	ScotRail Highland Explorer ScotRail
Black Parks Improved Active Travel Connection			
Date	Progress Reported	Next Steps	Further Information
Oct 2022	Improvement works complete across the Black Parks, including surfacing and drainage improvements, turning areas, footpath work to rear of Ben Nevis Hotel, traffic bollards, street lighting, signage.	Improvements to the connections at either end of the Black Parks route - through Inverlochy 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

Active Travel - Hi Bikes			
Date	Progress Reported	Next Steps	Further Information
Apr 2022	HIBIKE Fort William Scheme launched in April 2022. In its first year of operation, between 4th April 2022 and 3rd April 2023, the Hi-Bikes had been ridden a total of 28,689 miles on 9068 rides. Ongoing monitoring of usage is currently undertaken by Lochaber Environmental Group.	Explore opportunities to expand number of bikes and docking stations. See update provided as part of Active Travel item.	HiBike (hi-bike.co.uk)
Soldier's Bridge - Improved Active Travel Connection Across River Lochy			
Date	Progress reported	Next Steps	Further Information
Aug 2018	The 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. 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. Bridge lighting was subsequently delivered with HITRANS as part of the Caol & Lochyside Flood Protection Scheme community benefit works.	Project complete - no further actions envisaged.	Soldiers Bridge re-opens to public The Highland Council



FW2040 BOARD JUNE 2026 – WHAT NEXT? A DISCUSSION PAPER

1. Purpose

This paper supports a focused discussion at the next FW2040 Board meeting on where Board attention and FW2040 Manager time should be prioritised over the next 12–24 months. It is intended to help the Board:

- Agree a *small number of priority themes and projects* where FW2040 effort will add greatest value;
- Clarify the role FW2040 should play (monitoring, oversight, advocacy or active coordination);
- Avoid duplication and unrealistic workload given capacity and funding constraints.

2. Context

Prioritisation should align with FW2040's core aims:

- A great place to live;
- A connected place;
- A place facing water;
- Sustainable economic growth;
- Inclusive, partnership-led regeneration.

3. Current Programme Snapshot

The FW2040 Masterplan comprises 20 active projects of varying scale and at different stages (see Appendix A). Key points:

- Several critical projects are externally led (e.g. Alvance);
- Many are constrained by funding or feasibility, rather than vision;
- FW2040 does not need the same level of involvement in every project.

⚠ Where does FW2040 involvement materially add value beyond what partners can achieve independently?

4. Current FW2040 Project Focus

Integrated Transport Plan (ITP)

The ITP is critical to Fort William's long-term future and, transport and travel, have implications for almost all other 2040 projects. FW2040's role is primarily oversight, coordination of input, and advocacy, rather than detailed delivery and the project will continue until at least December 2026.

- What level of assurance and reporting does the Board expect on the ITP?
- Should FW2040 coordinate a Board view and non-CDG partner input and alignment?
- ⚠ Are there clear intervention points (e.g. consultation responses)?**

Culture & Leisure Options Appraisal (CLA)

FW2040 has managed the recently completed external Options Appraisal commission (awaiting sign off) and discussions are underway as to how the findings can inform future Highland Council town centre facility and service decisions. These discussions will be extended to partners, key stakeholders, and potential funders. The CLA will need advocacy and potential leadership to progress and refine the recommended *Preferred way forward* with further stages requiring funding.

- What level of Board input and steer is required for next stages?
- What role should FW2040 play in progressing feasibility, commissioning, or advocacy?
- ⚠ **Should FW2040 take a leadership role in moving forward the preferred option?**

5. Potential Areas for Future Focused FW2040 Effort

The following areas may justify increased FW2040 attention due to complexity, cross-cutting impacts, readiness, or lack of previous focus. This provides the project context to this discussion paper.

⚠ Any new or emerging projects aligned with FW2040 aims should be highlighted by the Board.

Town Centre & Waterfront (Strategic Area)

A place facing the water is a core FW2040 aim with strong alignment to regeneration, placemaking and tourism aims.

- What are partner ambitions for the waterfront?
- Should this become a core strategic priority for FW2040?
- Is the time right for FW2040 involvement, and at what level?
- ⚠ **Does this require coordinated intervention to avoid fragmented delivery?**

Transport Interchange (Rail / Bus Stations)

Identified in the Town Centre Masterplan with potential for a transformational impact on arrival experience and connectivity. Feasibility work is progressing but only on the bus station. Needs co-ordinated with the ITP.

- Should FW2040 champion an integrated interchange outcome?
- Is there a coordination role required (e.g. engaging rail partners)?
- ⚠ **Does complexity justify active FW2040 intervention?**

Key Town Centre Sites (St Mary's & Former Belford Hospital)

Key town centre regeneration opportunities with timing influenced by hospital programme and market conditions.

- What are partners' preferred future uses and strategic intent for these sites?
- How do we balance ambition with deliverability?
- What preparatory work should FW2040 prioritise?
- ⚠ **Is strategic intervention required?**

6. Other Strategic Considerations (Selective Engagement)

There are other projects that may merit Board discussion (see also Appendix B):

- West Highland Museum Expansion – cultural anchor with funding challenges;
- Upper Achintore Community Facility – community-led project approaching delivery readiness;
- STEM / Skills Campus (UHI) – important for economic resilience, funding barriers and status unclear;
- BID – active delivery contributing to FW2040 town centre objectives;
- Blar Mhor Community Land – key site at Blar Mhor, housing-linked but future use unclear;
- Nevis Range – a key resident and tourism facility, with strong community interest.

■ Which projects merit Board discussion at this stage?

■ Should FW2040 elevate and prioritise involvement?

▲ Should any projects be actively deprioritised?

▲ What is the role/scale of community engagement (in prioritisation or individual projects)?

7. Suggested Discussion Outcomes

The Board is invited to aim for agreement on:

■ Priority themes (it is recommended that these continue to include the ITP and CLA);

■ The level of FW2040 involvement (bearing in mind capacity and in increasing order of intervention);

- Monitor only;
- Oversight and assurance;
- Advocacy and support;
- Leadership and co-ordination;
- Pro-active delivery;

9. Condensed Discussion Questions

■ Where does FW2040 involvement most materially change outcomes over the next 12–24 months?

■ Which projects should FW2040 actively help deliver, coordinate or lead?

■ What level of assurance and intervention is required for the ITP and CLA?

■ Is the town centre - waterfront interface a core strategic focus?

■ Should FW2040 champion an integrated transport interchange?

■ Do key town centre sites require a single strategic approach?

■ Which long-term projects merit more active advocacy?

■ How can partners help to co-ordinate investment and leverage funding?

■ When is wider community engagement required?

10. Next Steps

Subject to discussion, outcomes could inform:

- A focused FW2040 work programme;
- Future Board agendas, with a stronger focus on decision points rather than status updates;
- Engagement with funding bodies and external partners;
- Clearer and more consistent messaging to funders, communities, and stakeholders on priorities.

APPENDIX A

FW2040 Master Plan Project Tracker		
All Masterplan Listed Projects to Date (35 peak total)	13 Completed (plus 3 Phased Developments) 3 Removed (post 2019)	Current 20 Projects on Masterplan @ January 2025 (2 added and in development post 2019)
Caol & Lochyside Flood Protection Scheme	Caol & Lochyside Flood Protection Scheme	
Nevis Forest Mountain Resort - Visitor Accommodation Nevis Range	Nevis Range Visitor Accommodation (Hotel)	
Town Centre Revitalisation - Cinema	Town Centre Revitalisation - Cinema	
Town Centre Revitalisation - Whisky Centre	Town Centre Revitalisation - Whisky Centre Housing	
Improved Internet Connection Speeds	Improved Internet Connection Speeds	
Soldiers Bridge upgrade	Soldiers Bridge upgrade	
Black Parks Active Travel Route	Black Parks Active Travel Route	
Thomas Telford Corpach Marina	Thomas Telford Corpach Marina	
Bike Carriage By Rail	Bike Carriage By Rail	
Blar Mor Housing - c. 250 units	Blar Mor Phase 1 and 2 Housing - 117 units + 63 units	Blar Mor Final Phase Housing - c. 59 units
Upper Achintore Housing - c. 350 units	Upper Achintore Phase 1 Housing - 82 Units	Upper Achintore Housing - c. 270 units
STEM Centre		STEM Centre
New Hospital		New Hospital
Blar Mor - Land Reserved for Community Use		Blar Mor - Land Reserved for Community Use
Local Energy Networks		Local Energy Network
Town Centre Revitalisation - Redevelopment of Belford Site	Town Centre Revitalisation - Masterplan and Engagement	Town Centre Revitalisation - Masterplan Delivery and Implementation
Town Centre Waterfront - access, shoreline development and promenade		Town Centre Waterfront Enhancement
High School Expansion - Extension to Lochaber High School facilities		High School Expansion - Extension to Lochaber High School facilities
Smelter Site Expansion		Smelter Site Expansion
Upper Achintore Community Facility		Upper Achintore Community Facility
Primary Schools - extension to Fort William Primary Schools' capacities	Primary Schools - 2 classroom extension to Gaelic primary	Primary Schools - extension to Fort William Primary Schools' capacities
Indoor Multi Purpose Facility (Nevis Centre)		Indoor Multi Purpose Facility (Nevis Centre)
Cruise Ship Reception Facilities		Cruise Ship Reception Facilities
Nevis Forest Mountain Resort - Forest and Land Scotland		Nevis Forest Mountain Resort - Forest and Land Scotland
Nevis Forest Mountain Resort - Nevis Range		Nevis Forest Mountain Resort - Nevis Range
Fort William Active Travel Audit		Fort William Active Travel Audit - delivery of recommendations
Road Improvements STAG/ STPR2		Road Improvements STAG/STPR2 - Integrated Management Plan (ITP)
Helicopter Landing Site		Helicopter Landing Site
West Highland Museum Expansion		West Highland Museum Expansion
Former Secondary School Site (completed 2018 but subsequently included under FW2040)	Former Secondary School Site (completed 2018 but subsequently counted as a FW2040 achievement)	
Tweeddale and Lochaber House developments	Tweeddale and Lochaber House developments	
E-Bike scheme	E-Bike scheme	
Tailrace - Kayak Competition and Training Facility	Tailrace - Kayak Competition and Training Facility	
Corpach Port Expansion	Canal Related Tourism Projects	
Canal Related Tourism Projects	Corpach Port Expansion	
	KEY	
	Added post 2019	
	Projects Delivered	
	Initial phases delivered of Current Projects	
	Current Projects	
	Removed projects (but could be reincorporated)	

APPENDIX B

Project	Strategic Impact	FW2040 Influence	Status	Suggested FW2040 Stance	Key Board Question
Integrated Transport Plan	High	High	In progress	Oversight / Strategic Alignment	Is assurance and alignment sufficient, or is further Board intervention required at key gateways e.g., co-ordinating an agreed list of options/consultation response.
Culture & Leisure Options Appraisal	Medium-High	High	Completed	Oversight / Prepare for Decision	How proactive should FW2040 be in shaping next commissioned stages once funding routes emerge?
Town Centre Waterfront	High	Low-Medium	Mixed	For Discussion	Should this be a focus for FW2040 over the next 12–24 months?
Rail & Bus Station / Transport Interchange	High	Medium	Partial progress	Active Coordination Priority	Should FW2040 explicitly champion an integrated interchange outcome linked to ITP decisions?
Former Belford Hospital Site & St Mary's	High	Medium	Master-planning	Early Strategic Shaping	What level of intervention should FW2040 lead?
West Highland Museum Expansion	Medium-High	Low-Medium	Seeking funding	Selective Support / Championing	Is this a cultural anchor project the Board wishes FW2040 to more actively advocate for?
Upper Achintore Community Facility (Cow Hill Hall)	Medium	Low-Medium	Seeking funding	Targeted Support	When and how should FW2040 step in to support community-led delivery capacity?
STEM / Skills Campus	High	Low-Medium	On hold	Strategic Watching Brief + Advocacy	Do we actively promote this as part of the hospital / growth narrative?
BID	Medium	Medium	Active	Collaboration	Should this be a priority for FW2040 over the coming months?
Nevis Range	High	Low-Medium	In transition	Monitor & Align	What is the appropriate relationship here?
Housing-Linked Community Land (Blar Mòr)	Medium	Medium	On hold	Monitor & Align	Is FW2040 content with a watching brief, or does the strategic gap warrant intervention?