

2014 COMMONWEALTH GAMES LEGACY PLAN

1. Each local authority is expected to prepare a 2014 Legacy Plan highlighting the actions, benefits and opportunities that could be delivered in its area from the different initiatives centred around the Commonwealth Games and the other national events taking place this year. Arrangements have been put in place to ensure that a co-ordinated approach is taken across all Scottish Local Authorities to base Legacy Plans around the four key themes set by the Scottish Government:-

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| Active | - increasing opportunities to take part in sport and physical activity |
| Connected | - cultural and creative opportunities |
| Sustainable | - environmentally responsible, sustainable communities |
| Thriving | - increasing economic growth potential |

Wherever possible and appropriate the local actions within each theme should match the individual Council's programme and priorities over the period 2014-2019. The Highland Council has engaged with High Life Highland to produce the Highland Legacy Plan.

2. The Draft Legacy Plan addresses the four nationally set themes, Active, Connected, Flourishing and Sustainable from a Highland perspective and builds on the many ongoing initiatives already established under these headings. Additionally, as its central theme it proposes the establishment of a Highland Leadership Programme which will offer young people a pathway to develop life skills through participation in sport and community activities.

3. More generally the Highland Legacy plan aims to:-

- Ensure that the legacy benefits are delivered against the Council's priorities identified in its current Programme and in the Single Outcome Agreement;
- Develop and sustain partnership working with various agencies and groups within the Highland area to deliver the proposals detailed in the Plan;
- Enable the Council and partner organisations to share resources and seek external investment from local, regional and national agencies towards implementing aspects of the Plan;
- Involve voluntary and community clubs and organisations and provide them with direction and support in recognition of the role they can play delivering the plan;
- Ensure continued commitment to the improvement of health and wellbeing within the region particularly through increased opportunities for people to engage in physical activity;

- Continue the good work established by partner organisations in providing support and activities for older people;
- Ensure that the Highland area contributes to and takes advantage of the national agendas of the Scottish Government insofar as they relate to the themes of the Plan;
- Put in place arrangements to operate a one off Legacy Projects Grant Fund.

4. A national arrangement to monitor the impact of the Games is currently being put in place and is being piloted in seven local authority areas using a variety of indicators. This takes the current year as the benchmark with impact measured in 2016 and again in 2019.

5. There are good links on specific programmes between the Council and Community Planning Partners and members of the officers group are invited to comment on the approach taken and on the draft plan- copies of which have been circulated earlier.

John MacDonald
ECS Leisure and Learning Client Manager

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Highland Commonwealth Games Legacy Plan

2014 – 2017

Active

Connected

Sustainable

Flourishing

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Foreword from The Leader of The Highland Council

I am delighted to present The Highland Council's 2014 Commonwealth Games Legacy Plan.

Through this plan we aim to ensure that Highland benefits from a long lasting and sustainable legacy that connects with the Commonwealth Games in 2014.

Our aspiration is to provide opportunities to develop strong links with the Legacy 2014 themes through opportunities within existing programmes and by generating and supporting additional activities, whilst ensuring that each programme opportunity is incorporated within a sustainable framework.

The Highland Legacy Plan connects strongly with The Highland Council's Programme 'Working Together for the Highlands' 2012 – 2017, the Highland Community Planning Partnership Single Outcome Agreement, the Highland Physical Activity and Sport Strategy 2009 – 2014 (currently under review), Highlands and Islands Enterprise Operational Plan and the Highland Culture Strategy.

I would encourage everyone to enjoy and participate in the range of opportunities on offer.

Councillor Drew Hendry
Leader of The Highland Council

Introduction

This summer, the XXth Commonwealth Games in Glasgow will host 71 countries and territories across 17 sports and will bring together thousands of elite athletes, friendly volunteers and excited spectators to participate in an incredible festival of sport and culture.

2014 also presents Scotland with other inspiring events including the 40th Ryder Cup at Gleneagles and the year-long celebration of Homecoming.

The Highland Legacy Plan has been developed taking the national legacy framework and local context into account (see appendix 1).

The Highland Council has a unique opportunity to support communities in the Highland to engage with these significant events and this legacy plan seeks to enable the following aims:

- Increased opportunities for people of all ages, interests and abilities to participate in 2014 related cultural, sporting and physical activities to support improved health and wellbeing;
- Ensure that information on Glasgow 2014 games and the related legacy activity is widely shared and used amongst partners;
- Implement activities designed to achieve games legacy objectives locally;
- Ensure that longer term legacy activities are complementary to and sit within the context of the Highland Single Outcome Agreement and other local development plans;

The Highland Legacy Plan aims will be delivered by:

- Highlighting the commitment of The Highland Council and other local agencies to investing in physical activity and sport for the future;
- Linking directly to the Highland Community Planning Partnership Single Outcome Agreement, 2013/14 – 2018/19;
- Linking directly to The Highland Council's Programme: *Working together for the Highlands, 2012 – 2017*:
 - ✓ Economy
 - ✓ Children and Young People
 - ✓ Caring Communities
 - ✓ Better infrastructure
 - ✓ Empowering Communities
 - ✓ Strong and Safe Communities
- Connecting with aspects of the *Highland Physical Activity and Sport Strategy 2009 – 2014* (currently under review);
- Enabling more people to get more active at all life stages;
- Incorporating links with the work of other agencies including NHS Highland and Highlands and Islands Enterprise;
- Taking cognisance of the *Highland Culture Strategy "Take Pride, Take Part", 2012 - 2020*;
- Featuring the Highland Leadership Programme concept as a key Highland Legacy.
- Demonstrating the commitment of The Highland Council and other local agencies to new capital investment with a sporting focus or significant element. Such projects include: Aviemore Community School, Inverness Royal Academy, Wick and East Ross schools

projects, Thurso community facilities, Inverness College, the Inverness Sports Hub and Regional Sporting Facilities.

- The Highland Legacy Plan will link directly to and incorporate aspects of the *Highland Sport and Physical Activity Strategy (2009 – 2014)* (currently under review). The aim of the *Highland Sport and Physical Activity Strategy* is to get more people active at all life stages and not just develop involvement in sport. Physical activity is increasingly being regarded as ‘the single most important thing we can do for our health’ (Dr Mike Evans in ‘23 ½ hours’). It provides a significant contributory element of the prevention of major diseases, and to the improvement of mental health.

The Highland Legacy Plan also seeks to co-ordinate with the work of other agencies such as NHS Highland and Highlands and Islands Enterprise (HIE) as well as the *Highland Council’s Programme for Administration*. There are clear synergies between six of the seven main themes of Working Together for the Highlands, The Highland Council’s programme of priorities for delivery until 2017 and the Highland Legacy Plan, specifically: the economy, children and young people, caring communities, better infrastructure, empowering communities and strong and safe communities. The plan connects strongly with part of NHS Highland’s vision: to support people and communities to maximise their own health. The Highland Legacy Plan also links to the *NHS Highland Local Development Plan* through some of the actions that the Community Planning Partnership is responsible for implementing. The Highland Legacy Plan also has synergies with the *Highlands and Islands Enterprise Operating Plan (2014 – 17)* which aligns with *The Scottish Government’s Economic Strategy (2011)*.

The Highland Legacy Plan also takes cognisance of the Highland Culture Strategy “*Take Pride, Take Part*”, the Highland Culture Strategic Board’s strategy for cultural development in Highland until 2020. Further culture links are articulated in the Highland Legacy Plan through the range of cultural activities delivered by High Life Highland such as: the creative learning programme, through which every school child in Highland has the opportunity to participate in cultural activities.

The fledgling Highland Leadership Programme for young people acts as the centre-piece to the Highland Legacy Plan. The Leadership Programme seeks to create and implement a leadership training programme for young people, regardless of their interests and primarily, but not just those interested in sport, and will provide a truly embedded legacy from 2014. The Highland Leadership Programme will provide a pathway for young people to develop life skills and employment opportunities, utilising sports and cultural activities as the tool for engagement. The development of the Highland Leadership Programme crosses over each of the Legacy Plan themes: active, connected, sustainable and flourishing.

What is Legacy?

We will build on what is already being done by the Scottish Government, local authorities, health boards, public bodies, the voluntary sector and others, by using the excitement generated by the Games, and other major sporting events, to achieve Scotland's goals¹

The Scottish Government legacy ambitions are set around four themes:

An Active Scotland

Inspire the people of Scotland to be more active. To take part in physical activity and sport. To live longer, healthier lives. The Games offer a once-in-a-lifetime opportunity to get Scotland more active and, by using the power and excitement generated by this landmark event, we will encourage everyone – young and old – to get involved in a wide range of physical activity and sport.

A Connected Scotland

The Games offer huge potential to inspire, to create and to learn. We want individuals and communities to get involved, to try something new, and to develop and enhance friendships and relationships both in Scotland and across the Commonwealth. Our reputation as a modern, vibrant and culturally rich and diverse nation will be enhanced. Everyone, particularly our young people, will know about Scotland's place in the world and embrace what the world has to offer.

A Sustainable Scotland

A sustainable Scotland is committed to creating well-designed, sustainable places, both urban and rural, further supporting people's physical and mental health. In delivering the Games, protecting and enhancing Scotland's biodiversity and landscape for future generations is a key responsibility. It is reflected in the high environmental standards set out as part of Glasgow's successful bid for delivering the Games themselves and in our plans for an enduring legacy extending across Scotland both before and beyond 2014.

A Flourishing Scotland

A flourishing Scotland will make the most of the economic and social opportunities of Glasgow 2014 and other high-profile events to help existing or potential Scottish businesses prosper, to improve their skills and workforce, to be more resilient and to apply for the wider public sector contracts worth £8bn. Working in partnership, we will develop a legacy supporting business, employment, skills and tourism and Scotland's reputation.

¹ [On your marks ...Get set...Go: A games legacy for Scotland \(Aug 2009\). P.8](#)

Delivering the Plan

The Highland Legacy Plan will be delivered by The Highland Council in partnership with other organisations.

The Highland Council will support and develop the work of internal and external local partners which are well placed to deliver opportunities which positively impact on the objectives of Legacy 2014.

The Highland Council will also maximise opportunities to utilise expertise from national organisations to facilitate priorities of Legacy 2014.

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Action Plan

Highland Leadership Programme – Centrepiece of the Highland Legacy Plan

What is the Highland Leadership Programme?

The Highland Leadership Programme is the centre-piece to the Highland Legacy Plan.

The Highland Legacy Plan will provide a framework to support young people, under the age of 25, to develop as leaders both in sport and in wider interests. It will provide a pathway for young people to develop life skills and employment opportunities, utilising sports and wider community activities as the tool for engagement.

The purpose of the HLH Leadership Programme is threefold:

1. Firstly it provides a clear route for young people towards employment;
2. Secondly it facilitates volunteering contributions into the work force and communities;
3. Thirdly as the popularity and promotion of The HLH Leadership Programme grows more employers throughout Highland and beyond will recognise “HLH Leadership Programme Graduate” on a CV as a quality standard.

Why offer and promote the Highland Leadership Programme as part of Legacy 2014?

Through sport and other community activity The Highland Leadership Programme will support the creation of the future workforce with young people who have the skills they need to become confident employable individuals.

How will the Leadership Programme benefit young people?

The Highland Leadership Programme offers a broad range of Award Levels to suit every participant; some levels have no requirement to undertake a qualification.

The Highland Leadership Programme will also offer opportunities to gain recognised qualifications through, for example: Sports Leaders UK; National Governing Bodies for Sport; and in Youth Work including: Saltire Awards; Youth Achievement Awards and Duke of Edinburgh Award.

Each Highland Leadership Programme level is based around a standard set of leadership values which cross over to other aspects of life including academic studies, social interaction and employment. All Graduates of the Leadership Programme will leave with a set of attributes, skills and knowledge fully transferrable to the workplace.

The experience of planning, organising, teamwork and active leadership are key areas of learning.

The experience gained will be positive for a career not just in sport or work with young people but in any employment and further education opportunity.

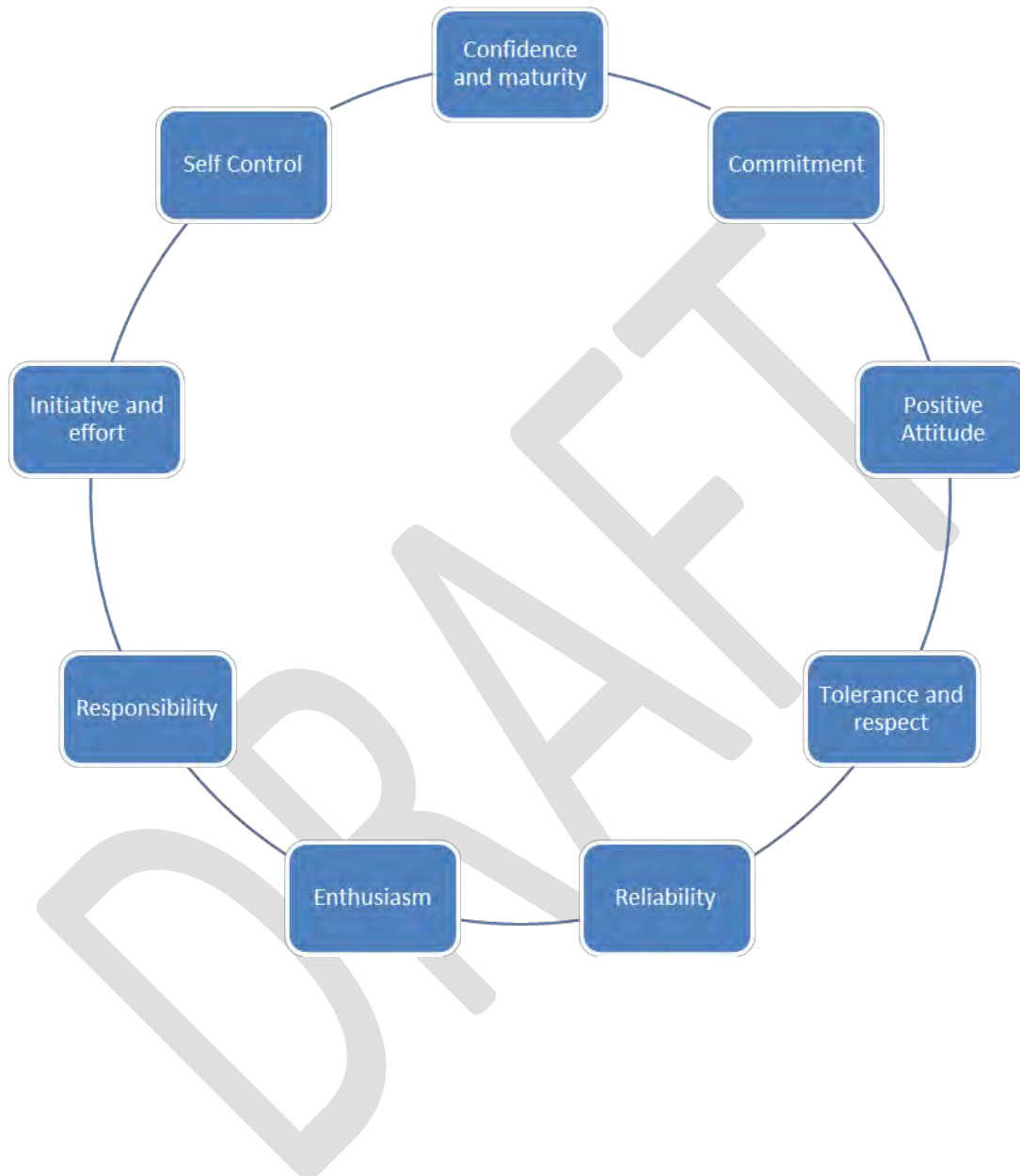
Examples of Events and Groups, that Leadership Programme participants can be involved with:

- Extracurricular clubs throughout the school cluster;
- Local primary school events and sports days;
- Local events (half marathon, triathlon, Highland Games etc.);
- Rotary Interact;
- Youth clubs;
- Youth fora;
- Fusion events;
- Leisure or community facility programmes;
- Sports clubs; and/or
- Holiday programmes.

Leadership Programme participants also have the opportunity to consolidate experience and skills using the Lead 2014 programme, as Young Ambassadors or by undertaking other awards.

Highland Leadership Programme Values

Each Highland Leadership Programme level is based around a standard set of values as outlined below.



Employability

All Graduates of the Highland Leadership Programme will leave with a set of attributes, skills and knowledge valuable in the workplace. The experience gained will be positive for a career not just in sport or work with young people but in any employment and further education opportunity.

Highland Leadership Programme Award Levels

The Leadership Programme has a range of Leadership Levels to suit every candidate and some have no requirement to undertake a qualification.

There is no need to progress through each level; candidates choose the levels that they would like to complete.

The goal is undertaking active leadership within a school or community setting, gaining the experience of “doing” rather than simply the theory of leading groups.

| Level | Requirements |
|-----------------------|--|
| Junior Leaders | Complete the HLH Junior Leadership Course and support the delivery of 10 activity sessions. |
| Navy Blue | This level is for those who complete 25 hours of sport or activity leadership. |
| Purple | Complete either the Day Certificate in Sports Leadership, “Women, Get Set, Go!” Award or Involvement Training in Youth Leadership. An additional 25 hours leadership time is required. |
| Green | Complete Level 1 Award in Sports or Dance Leadership, Introduction to Youth Work Module or equivalent. An additional 25 hours leadership time is required. |
| Red | Complete Level 2 Award in Sport or Dance Leadership or module in Youth Work. An additional 25 hours leadership time is required. |
| Grey | Complete the Level 2 Award in Community Sports Leadership or PDA in Youth Work and an additional 25 hours leadership time. |

Action Plan Continued

Legacy Theme - Active

The Games offer a once-in-a-lifetime opportunity to get Scotland more active and, by using the power and excitement generated by this landmark event, we will encourage everyone – young and old – to get involved in a wide range of physical activity and sport.

The priorities for the Active theme, outlined by Legacy 2014, are listed below:

- Increase physical activity and participation in sport;
- Improve the active infrastructure (people and places);
- Improve Scottish sporting success.

The table below outlines the actions in Highland that will support or align with the Active Legacy theme:

| Programme | Action | Responsibility |
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| The Highland Council's Commitments to Children and Families – ECS Service Plan 2012 – 2017 | Develop and implement a 5-15 Physical Activity Plan for schools to achieve two secondary periods and two hours in primary school of physical activity weekly. | The Highland Council and partners |
| Reference above | With High Life Highland support delivery of activities and services for pupils beyond the traditional school day. | The Highland Council and High Life Highland |
| Reference above | Provide specialist development officers for disability, golf, swimming, football and coaching development through High Life Highland. | The Highland Council and High Life Highland |
| Reference above | We will support the development of sporting activities. | The Highland Council |
| Reference above | Involve children in the design and development of their school external play space. | The Highland Council |
| Reference above | Work with Comunn na Gàidhlig to develop and support relevant sporting activities, e.g. football and shinty through the medium of Gaelic | The Highland Council and partners |
| Reference above | With High Life Highland deliver the Councils policies and strategies in cultural & sports services. | The Highland Council and High Life Highland |
| The Highland Council Health and Care and Learning Service Plan to 2017, | We will work to; implement the Highland Play Strategy and maximise the opportunities for children to learn, develop and enjoy though active play. | The Highland Council and partners |
| The Highland Council Development and Infrastructure Service Plan to 2017 | Deliver effective and valued Ranger Services and maintain and promote Long Distance Routes within the Highlands. | The Highland Council |
| The Highland Council Development and Infrastructure Service Plan to 2017 | As Access Authority under the (LR(S) Act 2003), Implement a system of Core Paths in Highland. | The Highland Council |
| The Highland Council Development and Infrastructure Service Plan to 2017 | The Council will provide more safe cycle tracks and "walk to school" pathways where appropriate, and will encourage healthier and greener methods of transport. | The Highland Council |
| The Highland Council Community Services | The Council will work with the Scottish Government and other partners, to improve cycle safety across the Highlands, and | The Highland Council |

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| Service Plan to 2017 | expand cycle routes. | |
| The Carbon Clever Initiative | Improved network and infrastructure for sustainable and active transport and reflecting healthier lifestyles. More sites for allotments and community growing schemes enabling an increased production of locally sourced food. | The Highland Council and partners |
| High Life Highland's on-going commitment to support the development of health and wellbeing opportunities | Upscale the number of locations delivering commissioned leisure and learning opportunities ("You Time") to support improved health and wellbeing outcomes for older people. | The Highland Council and High Life Highland |
| High Life Highland's on-going commitment to support the development of physical activity and sport | Implement the sportscotland Community Sports Hubs programme based around 4 Highland facilities: Aviemore, Tain, Dingwall and Thurso. | High Life Highland |
| High Life Highland Active Schools Programme | Continue to implement the Active Schools programme across Highland. Active Schools is a partnership programme, developed by sportscotland. There are a network of staff working across Highland to provide more and higher quality opportunities for children and young people to participate in sport before, during lunchtime and after school. | High Life Highland |
| High Life Highland Sports in Leisure Facilities | HLH is replacing some fitness classes at the Craig MacLean Leisure Centre with sporting activities to inspire people to get fit through sport. Activities will include some Commonwealth sports as well as shinty. | High Life Highland |
| High Life Highland Leisure Facilities | Through the provision of 19 Principal Leisure Centres, High Life Highland is committed to expanding and developing the High Life Highland Membership Scheme which presently attracts 46,000 leisure card holders throughout the Highlands. The membership scheme is of particular interest to families who can choose from over 2000 junior swimming lessons per month, 800 over adult fitness classes per month, 18 fully equipped fitness suites and 14 swimming pools. | High Life Highland |
| Legacy 2014 Active Places Fund | <p>The following initiatives have received funding from the Legacy 2014 Active Places Fund:</p> <ul style="list-style-type: none"> • Sleat and Strath ARFC, £82,500 - Re-development and extension of the Broadford playing field • Highland Skate Parks Association, £100,000 - Skate Park • Speyside Trust, £50,375 - Pump track for mountain bike skills • Lochcarron Primary School, £14,923 - Adventure play park • Arisaig Community Trust, £30,000 - Activity space with adventure play equipment • Farr Secondary School Fund Committee, £42,000 - Outdoor multi-use games area • Sutherland Community Sports and Recreation Club, £90,645 - 3G pitch surface • Inshes Community Association, £94,000 - Adventure Play Park • Edinbane Community Company, £10,000 - Adventure Play Park <p>Total awarded to projects in Highland to date = £514,443</p> | As Listed |
| Games for Scotland | <p><u>Commonwealth Flashmob Relay</u></p> <p>The Commonwealth Flashmob Relay will run throughout the Highlands during the Queen's Baton Relay in June and July. This event is designed to be a transferable piece of choreography, travelling by word of mouth, online videos and social networking. School pupils, youth groups and sports</p> | Eden Court |

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| | clubs will learn the choreography and teach the flashmob to friends and family. Groups will perform the flashmob at local Queen's Baton Relay events and these will be filmed and posted online to create a virtual 'relay'. The finale flashmob performance will take place on 11 th July at Dingwall to celebrate the Queen's Baton Relay. | |
| Highland Community Planning Partnership Single Outcome Agreement (Early years Delivery Plan) | Children are physically active and experience healthy growth and development. | Community Planning Partners |
| Highland Community Planning Partnership Single Outcome Agreement (Physical Activity Delivery Plan) | On-going support and partnership with local Active Travel projects. | Community Planning Partners |
| Reference above | 1% per year annual increase in physical activity levels. | Community Planning Partners |
| Reference above | 1% increase every 2 years in journeys made by bike. | Community Planning Partners |
| Reference above | Active Travel support through extension of bikes on buses and trains. | Community Planning Partners |
| Reference above | Each community planning partner to produce a clear action plan for promotion of physical activity and active travel to their own staff. | Community Planning Partners |
| Reference above | Additional 4 allotment sites within HC. | Community Planning Partners |
| Reference above | Increase awareness of the Healthy Working Lives brand. | Community Planning Partners |
| Reference above | Increased number of businesses taking up Healthy Working Lives services. | Community Planning Partners |
| Reference above | Review of HC Physical Activity and Sport Strategy. | Community Planning Partners |

Legacy Theme - Connected

The Games offer huge potential to inspire, to create and to learn. We want individuals and communities to get involved, to try something new, and to develop and enhance friendships and relationships both in Scotland and across the Commonwealth. Our reputation as a modern, vibrant and culturally rich and diverse nation will be enhanced. Everyone, particularly our young people, will know about Scotland's place in the world and embrace what the world has to offer.

The priorities for the Connected theme, outlined by Legacy 2014, are listed below:

- Improve the perception of Scotland as a creative nation, producing world class cultural experiences;
- Increase engagements through new artistic, cultural and creative experiences;
- Enhance young people's learning and everyone's understanding and celebrations of our and other countries' cultures.

The table below outlines the actions in Highland that will support or align with the Connected Legacy theme:

| Programme | Action | Responsibility |
|--|---|---|
| The Highland Council's Commitments to Children and Families – Care and Learning Service Plan to 2017 | With High Life Highland continue to plan for the provision of integrated community facilities e.g. co-location of school, library, leisure & arts facilities in learning centres. | The Highland Council and High Life Highland |
| Reference above | With High Life Highland and other external partners expand access to culture and arts across the Highlands. | The Highland Council and High Life Highland |
| Reference above | With High Life Highland deliver the Councils policies and strategies in cultural & sports services. | The Highland Council and High Life Highland |
| Reference above | Ensure that all new school buildings act as a community hub. | The Highland Council and partners |
| Reference above | Actively promote multi-culturalism through the delivery of Curriculum for Excellence. | The Highland Council |
| The Highland Council Chief Executive's Office Service Plan to 2017 | The Council will engage meaningfully with the third sector across a range of policy areas and in service provision. We will also agree with partners a joint approach to supporting volunteering and community development in the Highlands. | The Highland Council |
| Reference above | The Council will work with community councils and other community organisations to encourage community empowerment, and will introduce a community challenge fund of £1million of recurring expenditure to support community projects which explore new ways of delivering services at a local level. | The Highland Council |
| Reference above | The Council will work with public and private sector partners to maximise community benefits from new development, and to channel those funds into new community developments, training and jobs. We will encourage communities to make full use of the Highland Council's community benefit system. | The Highland Council |
| The Highland Council Service Plans for Care and Learning and the Chief | The Council will continue to develop an events, festivals and public arts strategy for the Highlands. | The Highland Council |

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| Executive's Office to2017 | | |
| The Highland Council's Commitments to the Economy - Chief Executive's Office Service Plan to 2017 | A successful Royal National Mod in Inverness in 2014. | The Highland Council & partners |
| Reference above | Negotiate the hosting of the Traditional Music Awards in the Highlands during the lifespan of the Plan. | The Highland Council & partners |
| Reference above | Establish how we can increase audience, participant and sponsorship engagement with Gaelic related events in Highland including The Royal National Mod and the Blas festival. | The Highland Council & partners |
| Reference above | Work with High Life Highland in the delivery & development of the Councils policies & strategies in cultural services. | The Highland Council & High Life Highland |
| The High Life Highland Creative Learning Programme | Delivered within schools across the Highland Council region, the High Life Highland Creative Learning programme offers year-round opportunities for children and young people to engage in arts and cultural activities. Designed and delivered to inspire young people's learning through creative practise, the programme is dedicated to achieving young people's attainment of the 4 capacities within Scotland's Curriculum for Excellence. | High Life Highland |
| A Commonwealth Tile | Highland Ceramic Artist Helen Michie will work with 10 primary schools across the Highland Region on Commonwealth Mosaic Flags. Using MDF backing boards and mosaic pieces, the idea of the workshop is to explore each of the Commonwealth countries whilst introducing a new visual arts technique to the young participants. Each school will complete all of the Commonwealth countries flags and have the option of completing a large internal or external display as a legacy of the Commonwealth celebrations. | High Life Highland |
| Kakasitsi Drummers | The renowned Kakasitsi Drummers from Ghana will complete a 3 week tour of schools across Highland in September 2014, highlighted as a Commonwealth Cultural Exchange. Their visit to each school will include an educational performance, inclusive of opportunities for participation in their native drumming, singing and dancing practise, alongside individual class workshops offering a rich opportunity to share their vibrant culture and heritage and expand our young people's experiences and knowledge of differing cultures around the world. Should the group return to Scotland in future years, this activity would be re offered. | High Life Highland |
| Scottish Ballet Big Dance Pledge | The Big Dance Pledge was created by Scottish Ballet with fun and celebration at its heart and was specifically designed as part of the Glasgow 2014 Cultural Programme of the XX Commonwealth Games. On 16 May 2014 at 1pm and 7pm, thousands of people across the country celebrated with a successive and simultaneous dance performance in a wave across the world. The opportunity to take part was promoted through the HLH Creative Learning Programme with a number of schools across the region taking part. Teachers and pupils learnt the routine through the online video giving positive feedback and therefore inspiring thoughts of a possible new teaching tool within the High Life Highland Creative Learning Programme for future dance projects. The ease of the project has also encouraged schools to take part in future Big Dance Pledge activities. | Scottish Ballet |
| Young Ambassadors Legacy 2014 Programme | Continue to implement the Young Ambassadors programme across Highland. Young Ambassadors is a partnership programme, developed by sportscotland and the Youth Sport Trust to recruit 14 – 17 year olds to help inspire other young people to take part in sport, and drive opportunity, engagement and change through sport. Young Ambassadors offer young people a pivotal role as advocates, role models and leaders within their school and | High Life Highland |

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| | wider community. | |
| Lead 2014 programme | Continue to implement the Lead 2014 programme across Highland. Lead 2014 is a partnership programme, developed by sportscotland, youth Sport Trust and Glasgow 2014 where university students deliver workshops to secondary school pupils (14yrs +) to enable them to plan, organise and manage a Games-themed sports festival for their local primary school. | High Life Highland |
| Get Scotland Dancing - Get Dancin' | Eden Court will be offering free taster classes 10-14 March 2014 to encourage more people to have a go as part of the Get Dancin' campaign. People will need to register for classes via the Get Scotland Dancing website. This opportunity will be available until November with specific events in the Autumn term to highlight the campaign. | Eden Court |
| Get Scotland Dancing - Dance Trail | Follow the treasure trail to find dance gems in unusual places around Inverness city centre. There will be an exciting variety of dance performances to search out and you might even be able to join in. If you find them all you win a prize! Full details will be released on 16 May 2014. Collect a map in advance from Box Office or on the day from any of the stewards at each location. | Eden Court |
| Get Scotland Dancing - Dance Along Movie | After an afternoon on the Dance Trail you can't stop the beat, so come and join in with our DANCE ALONG MOVIE– HAIRSPRAY. There will be a dance workshop beforehand and a competition for the best hair style! Get back combing and say welcome to the 60's for an evening of dancing fun. This will be preceded by a dance workshop for those who want to be prepared in advance! | Eden Court |
| Get Scotland Dancing - Ragtime Picnics | Soak up the atmosphere of a 1920s summer afternoon on the lawn of your favourite Highland estate, enjoying a picnic, music and dancing. You'll be able to learn a Charleston, join in with a Bunny Hug, and have a go at the Grizzly Bear! Plus there will be side shows to keep you amused. So pack the hamper, put on your best spats and feathers, and join us for a frivolous flapper of an afternoon. | Eden Court |
| Game on Scotland | The official education programme for the 2014 Games which provides a platform to inspire and engage young people. Schools in Highland are invited to register – many have already committed to participate. | Highland Schools |
| Glasgow 2014 Cultural Programme | A nationwide celebration that will play a central role in how Scotland hosts and welcomes the games. Culture 2014 is the Scotland-wide cultural countdown to the Games and after. See all events planned for Highland as part of the Glasgow 2014 Cultural Programme at: http://glasgow2014.com/culture/events/all/highland/all/all?keywords | Glasgow 2014 |
| Queen's Baton Relay | Using the Queen's Baton Relay of the Games as an innovative platform for promoting and celebrating local culture. A variety of events and activities are taking place across Highland to celebrate the Queen's Baton Relay including a featured event at the Jubilee Park, Dingwall on 11 th July from 5pm. | The Highland Council |
| Highlands and Islands Enterprise Operating Plan 2014 – 2017 | Deliver an ambitious regional strategy for the creative industries sector. | Highlands and Islands Enterprise |
| A strategy for cultural developments in Highland 2012 – 2020: Highland Culture, Take Pride, Take Part | Highland is the most welcoming environment in Scotland for the successful practice of cultural activity and creative industries. Our creative practitioners are respected and valued as important contributors to the lives and wellbeing of the wider community, and the reputation of Highland. | Highland Culture Strategic Board |
| Reference above | We have a secure and growing population of artists, creative practitioners and organisations; the area continues to attract high quality talent that is committed to settling and working in Highland | Highland Culture Strategic Board |

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| | as a result of the culture of welcome, practical support, services and incentives offered. The mix of existing professionals, returning students and others provides a pool of talent that enhances Highland's status, reputation, and distinctiveness. | |
| Reference above | The competitiveness of Highland is enhanced by its confident and flourishing cultural sector. This increases the area's attractiveness as a location for incoming businesses (in other sectors), their employees and families, as well as visiting tourists, while offering a diverse and stimulating cultural offering for the area's resident community. | Highland Culture Strategic Board |
| Reference above | The size and diversity of Highland audiences for cultural experiences and products - generated from within the Highland area and externally - has grown and expanded as a result of a coordinated commitment to audience development, involving cultural organisers, promoters, networks and venues. | Highland Culture Strategic Board |
| Reference above | By targeting new, disadvantaged, excluded and other priority groups, we have increased access to cultural experiences (as audiences and participants) across all sectors of the community of Highland. This provides opportunities for a range of development and educational experiences designed to increase active participation in cultural experiences, within the community, across all life stages. This is supported by additional investment of £300k which may attract further resources. | Highland Culture Strategic Board |
| Reference above | Our planned and long term commitment to securing and sustaining the infrastructure of Highland's cultural capital assets has maintained a network of viable, accessible and well-resourced venues of quality to support the practice, performance, exhibition and study of cultural activities by practitioners and audiences. | Highland Culture Strategic Board |
| Reference above | Our cultural enterprises and creative practitioners draw upon the rich resource of our natural, built and cultural heritage, its indigenous forms and the Gaelic language, as a basis for developing new ideas and cultural products, expressed in contemporary applications: in writing, performance, visual art and crafts and other contemporary forms. | Highland Culture Strategic Board |
| Reference above | Our sense of Place is enriched by events and festivals celebrating the distinctive characteristics of the culture of Highland, at local and regional levels; these provide opportunities to promote the region's talented performers, to local audiences and visitors; they offer opportunities for creative and interpretive work; they provide a platform for visiting artists and performers. | Highland Culture Strategic Board |
| Reference above | Our vital living culture, and its contemporary expression, is enhanced by temporary and permanent art in the public realm, contributing to regeneration and new place making by local and visiting artists. | Highland Culture Strategic Board |

Legacy Theme - Sustainable

A sustainable Scotland is committed to creating well-designed, sustainable places, both urban and rural, further supporting people's physical and mental health. In delivering the Games, protecting and enhancing Scotland's biodiversity and landscape for future generations is a key responsibility. It is reflected in the high environmental standards set out as part of Glasgow's successful bid for delivering the Games themselves and in our plans for an enduring legacy extending across Scotland both before and beyond 2014.

The priorities for the Sustainable theme, outlined by Legacy 2014, are listed below:

- Strengthen and empower communities in Scotland and the Commonwealth;
- Demonstrate sustainable design and environmental responsibility;
- Improve the physical and social environment of Glasgow, in particular the East End.

The table below outlines the actions in Highland that will support or align with the Sustainably Legacy theme:

| Programme | Action | Responsibility |
|---|---|----------------------|
| The Highland Council's Commitments to Children and Families – Care and Learning Service Plan to 2017 | We will focus on safe school transport, encouraging more healthy and environmental options such as "walk to school" pathways, safety support and safe cycle tracks. | The Highland Council |
| Reference above | Maintain the Service promotion of Eco Schools. | The Highland Council |
| Reference above | Support approaches for waste minimisation education with sustainable development education and Health and Wellbeing. | The Highland Council |
| Reference above | Support the delivery of the Schools Global Footprint Project. | The Highland Council |
| Reference above | Ensure school designs can meet the current Scottish Government climate change targets. | The Highland Council |
| The Highland Council Chief Executive's Office Service Plan to 2017, Cross Cutting Theme: Climate Change | Submit annual report to Scottish Government showing the Council's progress in meeting Scotland's Climate Change Declaration. | The Highland Council |
| Reference above | The Council will promote and support local food production and continue our support for Fairtrade. | The Highland Council |
| Reference above | The Council will ensure the provision of allotments and the maintenance of green spaces and public parks across the Highlands and encourage various schemes such as community growing. | The Highland Council |
| Reference above | The Council will support communities to be more resilient to climate change and extreme adverse weather events, by implementing the Council's Climate Change Adaptation Strategy. | The Highland Council |
| The Highland Council Care and Learning Service Plan to 2017, | Spend preventatively to improve the quality of life for young people, older adults and those struggling with deprivation. | The Highland Council |
| The Highland Council Development and Infrastructure Service, Service Plan to 2017 | The Council will support and invest in appropriate opportunities presented by renewable energy, particularly wave and tidal power. We will continue to develop the Highlands as a centre for research & development, fabrication and engineering. | The Highland Council |

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| Reference above | The Council will work with the Cairngorms National Park Authority to support them to develop the valuable role they play in the wider Highland environment and economy. | The Highland Council |
| Reference above | Protection and promotion of Highland Biodiversity. | The Highland Council |
| The Highland Council Development and Infrastructure Service Plan to 2017 | Working with partner agencies, the Council will deliver a Green Transport Strategy. | The Highland Council |
| The Highland Council's Community Services Service Plan to 2017. | The Council will increase opportunities for recycling and achieve a 57% rate of recycling household waste by 2017. | The Highland Council |
| Highlands and Islands Enterprise Operating Plan 2014 - 2017 | Support investment in community assets to deliver income generating opportunities including investment in community renewable energy. | Highlands and Islands Enterprise |
| Reference above | Support account managed clients to adopt low carbon business models. | Highlands and Islands Enterprise |

Legacy Theme - Flourishing

A flourishing Scotland will make the most of the economic and social opportunities of Glasgow 2014 and other high-profile events to help existing or potential Scottish businesses prosper, to improve their skills and workforce, to be more resilient and to apply for the wider public sector contracts worth £8bn. Working in partnership, we will develop a legacy supporting business, employment, skills and tourism and Scotland's reputation.

The priorities for the Flourishing theme, outlined by Legacy 2014, are listed below:

- Increase movement into employment, training and volunteering;
- Increase growth of Scottish business;
- Improve the perception of Scotland as a world class destination for business, events and tourism.

The table below outlines the actions in Highland that will support or align with the Flourishing Legacy theme:

| Programme | Action | Responsibility |
|--|--|---|
| The Highland Council's Commitments to Working Together for the Economy – Development and Infrastructure Service Plan to 2017 | Working with the Scottish Government, Highlands & Islands Enterprise and private sector partners, the Council will maximise the tourism potential of the Highland area. The Council will review how the Council's cash support for tourism is allocated, working with partners to ensure appropriate and effective support is offered to promote our unique Highland identities, traditional sports and culture (including shinty, curling and our Highland games), and varied communities. Opportunities in destination-tourism, green tourism, and the Gaelic language will continue to be explored. | The Highland Council & partners |
| The Highland Council's Care and Learning Service plan to 2017 | Develop a 16+ Strategy which will support the Youth Employment Strategy. | The Highland Council |
| Reference above | Expand and develop the range of Skills for Work courses in schools in collaboration with colleges, employers and businesses. | The Highland Council |
| Reference above | The most vulnerable young people, including care leavers, will receive high quality personal support and appropriate opportunities for learning after their school leaving date through the implementation of Activity Agreements (including physical activity, sport and cultural activities and opportunities). | The Highland Council and partners |
| Reference above | Continue to develop our partnerships with UHI, Inverness North Highland and West Highland Colleges and other Further and Higher Education institutions to broaden the range of options for 16+. | The Highland Council |
| Reference above | With High Life Highland explore the development of apprenticeship work experience opportunities for young people across HLH, supported by youth services mentoring and links to achievement frameworks. | The Highland Council and High Life Highland |
| Reference above | We will work in partnership with others to implement appropriate data sharing practices to ensure that young people do not miss the 'choices and chances' they need. | The Highland Council |
| Reference above | Work with Bòrd na Gàidhlig on a national Gaelic Education Workforce Planning Strategy. | The Highland Council |
| Reference above | With High Life Highland develop & deliver a volunteering policy to support cultural, leisure and learning activity. | The Highland Council |

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| The Highland Council Development and Infrastructure Service Plan to 2017 | The Council will work with the Highlands and Islands European Partnership and the Scottish and UK Governments to secure maximum benefit for the Highlands from the EU funding programmes for 2014-20, including further transitional funding, and participate actively in key European organisations. | The Highland Council |
| The Highland Council's Development and Infrastructure Service Plan to 2017 | The Council will produce a comprehensive economic recovery and development plan, detailing a strategy for growth. | The Highland Council |
| Reference above | The Council will prioritise and support the creation of quality jobs in the Highlands. We will encourage local enterprise initiatives, invest locally, and support key industries. | The Highland Council |
| Reference above | The Council will support small business and Highland entrepreneurs with advice and finance through Highland Opportunities Ltd and Business Gateway Ltd. | The Highland Council |
| Reference above | The Council will work with partners to produce a social enterprise strategy for the Highlands. | The Highland Council |
| Reference above | The Council will work with HIE, the Scottish council for Development & Industry and statutory infrastructure providers to promote and develop the Highland area as one of the most attractive environments to do business in Scotland. | The Highland Council |
| Reference above | The Council will continue to support Highland wide large scale employment opportunities in the Cromarty Firth (Invergordon, Highland Deephaven and Nigg Energy Park), Scrabster Enterprise Area, Ardersier and Kishorn and in the UHI Campus Development. | The Highland Council |
| Reference above | The Council will continue to work with private and public sector partners to promote Highland ports and harbours. | The Highland Council |
| Reference above | The Council recognises the world class skills of the workforce of Dounreay. We will work with the Nuclear Decommissioning Authority, the Dounreay Babcock Partnership, the Scottish and UK Governments and HIE to ensure Caithness and North Sutherland reap the maximum social, community benefits from the decommissioning process. | The Highland Council |
| Reference above | The Council will prioritise the publication of a youth employment strategy for the Highlands. | The Highland Council |
| Reference above | Working with private and public sector partners, the Scottish and UK Governments, the Council will aim to ensure every 16-19 year old seeking employment has the opportunity to access a modern apprenticeship or further training. | The Highland Council |
| Reference above | Deliver a Film Service promoting Highland as a location to film and supply chain business opportunities. | The Highland Council |
| The Highland Council Development and Infrastructure Service Plan to 2017 | Working with partners, the Council will support the delivery of the Inverness West-Link road and the associated amenity and leisure improvements. | The Highland Council |
| Highland Community Planning Partnership Single Outcome Agreement (Economic Regeneration & Recovery Plan) | Create and support initiatives which strengthen the status and profile of Gaelic within general economic development, the creative industries and tourism in the Highlands; and work to develop strategies for Gaelic-related employment. | Community Planning Partners |
| Reference above | Partners address significant inequalities in Highland through a coherent and individualised approach to post school transition for young people experiencing significant barriers to employment. | Community Planning Partners |
| Highlands and Islands Enterprise Operating Plan 2014 - 2017 | Increase annual turnover in supported businesses by £70-90m. | Highlands and Islands Enterprise |
| Reference above | Support the creation/retention of 700-900 FTE jobs per annum. | Highlands and Islands Enterprise |
| Reference above | Extend account management to more businesses with increased | Highlands and |

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| | focus on improving productivity. | Islands Enterprise |
| Reference above | Develop the exporting base by supporting new entrants to internationalisation and experienced companies to extend their reach into new markets. | Highlands and Islands Enterprise |
| Reference above | Deliver quality leadership and entrepreneurship programmes to businesses and social enterprises. | Highlands and Islands Enterprise |
| Reference above | Pursue inward investment in our priority sectors, creating jobs and wealth. | Highlands and Islands Enterprise |
| Reference above | Increase our focus on innovation as a key driver of productivity. | Highlands and Islands Enterprise |
| Reference above | Optimise the benefits of superfast broadband and enhance the sales and marketing expertise of organisations across the region. | Highlands and Islands Enterprise |
| Reference above | Support social entrepreneurs to further develop leadership and growth skills. | Highlands and Islands Enterprise |
| Reference above | Support an increase in the number of export active food and drink companies. | Highlands and Islands Enterprise |
| Reference above | Maximise the regional impact from significant tourism related events in 2014 and through the development of higher value opportunities. | Highlands and Islands Enterprise |
| Reference above | Implement the Highlands and Islands Regional Skills Investment Plan in partnership with national and regional partners. | Highlands and Islands Enterprise |
| Reference above | Deliver a range of Regionally Significant Investments (RSIs) that will deliver long term benefits to the region. | Highlands and Islands Enterprise |
| A strategy for cultural developments in Highland 2012 – 2020: Highland Culture, Take Pride, Take Part | Highland provides a supportive environment for a growing population of economically sustainable and creatively successful cultural enterprises. It provides a welcoming base for new entrants from the region and elsewhere. The number of retained and returning graduates in arts/ design/ cultural disciplines working in Highland continues to grow. | Highland Culture Strategic Board |
| Reference above | By promoting employability in the cultural sector, Highland offers varied and high quality employment opportunities in the Highland area for young people and adults, local and incoming workers. Competitive earnings are available. Employers in the cultural sector offer personal and career development opportunities for employees, including support for individuals to acquire new and higher qualifications and skills. | Highland Culture Strategic Board |
| Reference above | External audiences for Highland-based artists, producers and products have grown as a result of our actions to promote and export them, internationally. This has increased their individual reputations, resulting in creative and economic benefits for them, and enriching perceptions of Highland. | Highland Culture Strategic Board |

Summary

The Highland area has strong traditions of activity and community involvement. The 2014 Commonwealth Games offers a great opportunity to further develop those traditions to ensure a lasting legacy particularly for our young people.

The Highland Legacy Plan seeks to take the excitement of and involvement in the 2014 Games to create an environment where all levels of physical activity and competitive sport are able to flourish.

DRAFT

Useful Contacts

Highland Legacy Plan – John MacDonald, The Highland Council, ECS Learning and Leisure Client Manager: john.macdonald@highland.gov.uk

Highland Leadership Programme – High Life Highland Sports Development Team: info@highlifehighland.com

Appendix 1

National Context

Here are some of the ways that the Scottish Government expects Legacy 2014 will make a difference.

For a Scottish business it might mean winning a Games-related contract which paves the way for further contracts and new markets, at home or overseas. It's helping to bolster the Scottish economy and enhance our reputation at home and abroad as a place to visit and do business.

For a young person it might mean a job, or an apprenticeship, or a role as a Youth Legacy Ambassador where they can learn new skills and gain experience.

For schoolchildren it's about the opportunity to learn about the Commonwealth and the Games, about values and about other countries and their cultures.

For our communities it's about improving local facilities, taking part in cultural events, working together to celebrate the Games, and engendering a true community spirit.

For every one of us it's about being inspired to become more active, whether that's through walking or cycling or taking up a sport. And recognising that the benefits to our health of doing so are huge. ²

² <http://www.legacy2014.co.uk/what-is-legacy/legacy-explained>

National Context Continued - Legacy 2014 Programmes

The list below provides a flavour of the National Legacy 2014 programmes:

2014 Food and Drink

Offering a range of activity capitalising on the year of 2014 to showcase Scotland's outstanding produce to the world.

Legacy 2014 Employer Recruitment Incentive

Supporting up to 1550 Employer Recruitment Incentive (ERI) payments to employers. Delivered by Skills Development Scotland, the £1,500 ERI payments will help employers take on a 16 – 19 year old in a sports or events related modern apprenticeship.

Fit in 14

A national engagement campaign asking workplaces to champion efforts among their staff to become more active in 2014.

Get Scotland Dancing

A celebration of dance bringing together professional and amateur dancers of all ages to perform in public spaces in towns, villages and cities across the country.

Game Changer Awards

A one-off award ceremony to recognise and celebrate the many contributions that staff and students in Scotland's universities and colleges are making to ensure that Glasgow 2014 is a fantastic success and will deliver an enduring legacy for Scotland's people. There will be six award categories to reflect that range of that activity and talent.

Street Soccer Scotland

Using sport as a catalyst for change, Street Soccer Scotland deliver a range of football-related programmes and personal development services to socially disadvantaged adults and young people.

Local Context

Geography

The Highland Council serves a third of the land area of Scotland including the most remote and sparsely populated parts of the United Kingdom. We have the 7th highest population of the 32 authorities in Scotland.

The total land area including all islands at low water is 26,484 square kilometres. This is 33 per cent of Scotland and 11.4 per cent of Great Britain. It is 10 times larger than Luxembourg, 20 per cent larger than Wales, and nearly the size of Belgium.

The length of coastline including islands at low water is 4,905 kilometres, 21 per cent of the Scottish total, and excluding islands is 1,900 kilometres (49 per cent of Scotland). Argyll and Bute has the next longest coastline with 3,723 kilometres, then Western Isles with 3,716 kilometres.

Population

Results from the 2011 Census show that the population of Highland on Census day was 232,132, and it increased to 232,910 in mid-2012. Highland generally has an older population profile than that of Scotland with a slightly higher percentage of children, but higher proportions in all the age groups above 45 years.

Employment

| | Highland number | Highland % | Scotland % | UK % |
|---|-----------------|------------|------------|------|
| Managers and senior officials | 10,300 | 9.0 | 8.3 | 10.1 |
| Professional occupations | 16,900 | 14.7 | 19.0 | 19.1 |
| Associate professional and technical | 10,500 | 9.1 | 12.9 | 14.0 |
| Administrative and secretarial | 10,700 | 9.3 | 10.9 | 11.0 |
| Skilled trade occupations | 18,000 | 15.7 | 11.4 | 10.8 |
| Caring, leisure and other service occupations | 13,900 | 12.1 | 9.8 | 9.1 |
| Sales and customer service occupations | 10,400 | 9.1 | 9.2 | 8.1 |
| Process, plant and machine operatives | 7,600 | 6.6 | 6.6 | 6.4 |
| Elementary occupations | 15,700 | 13.7 | 11.5 | 10.9 |
| Total Employed (incl. self-employed) | 114,000 | 100% | 100% | 100% |

Source: NOMIS/ONS Annual Population Survey July 2011 to June 2012