

## THE HIGHLAND COUNCIL

**Committee:** Isle of Skye and Raasay

**Date:** 21 February 2022

**Report Title:** Skye and Raasay Future

**Report By:** Executive Chief Officer Infrastructure, Environment & Economy

### 1. Purpose/Executive Summary

1.1 Following the actions agreed by the Isle of Skye & Raasay Committee in August 2021, this report provides an update on progress being made with the Skye & Raasay Future (SARF) project and seeks to confirm ongoing arrangements for partnership working to address the shared outcomes for the future of the area. It should also be noted that this work has informed and demonstrates compliance and commitment to the Place Based Framework which was formally approved by Full Council and the Community Partnership Board in December 2021.

### 2. Recommendations

2.1 Members are asked to:-

- i. **note** that the current Skye & Raasay Future Storymap and document has been finalised and is available at [www.highland.gov.uk/skyeraasay](http://www.highland.gov.uk/skyeraasay);
- ii. **note** and support the Terms of Reference for the Programme Board enclosed at **Appendix 1**;
- iii. **note** that partners support the ongoing working arrangements for SARF, the collective responsibility for implementation, and the membership of the Programme Board; and
- iv. **consider** and discuss the Skye & Raasay 'Highlights' briefing which will be shared at the Committee meeting and is proposed to be issued immediately after.

### 3. Implications

3.1 **Resource** - SARF is intended to help coordinate how partners and communities work together and maximise resources to address the shared priorities for the area. This is in line with a paper reported to Council in December 2021 outlining the core components and aims for delivering a 'place-based' approach across Highland.

3.2 **Legal** - No implications.

- 3.3 **Community (Equality, Poverty, Rural and Island)** - The outcomes in the draft SARF reflect local priorities for the future which have been informed by the consultation and engagement undertaken. Adoption of SARF by a range of relevant partners and groups – such as the Community Partnership – has tailored how partners work together to address community priorities across the islands of Skye and Raasay. It is important that the SARF addresses the differing needs across Skye and Raasay communities and particular groups. An initial screening considering equality, poverty, rural and island impacts on the SARF has been prepared.
- 3.4 **Climate Change / Carbon Clever** - Climate Change is a key cross-cutting priority outcome within the SARF. Given the clear importance being placed on climate change by the Council and Scottish Government, local priorities must align as closely as possible to the aspirations of both bodies and should be embedded in the delivering.
- 3.5 **Risk** - There is a need for all partners and the Skye and Raasay community to adopt the vision and priorities and work to this to deliver against the outcomes identified.
- 3.6 **Gaelic** - Sustaining Gaelic language and culture is a key priority within the plan linked to the outcome on Strengthening Communities.

#### 4. Finalisation of SARF

- 4.1 On 31 August 2021 the Isle of Skye & Raasay Committee adopted the emerging SARF partnership document. In recognising the collaborative approach required the Committee requested that buy-in was secured from partner organisations and groups through their adoption of SARF. The SARF Project Team has sought feedback from partners on the role of SARF to support existing activity. In particular, partners were asked about:-
- their role in delivering projects and priorities identified;
  - how they wish to contribute to the ongoing process for delivery; and
  - how to maintain a focus on the actions for delivering the projects and priorities.
- 4.2 Feedback from partners highlights support for the fundamental role of SARF as a framework for activity and investment and reinforces the value of partners communicating better and working together. In light of the positive responses received, SARF's status as the cross-sector portfolio for the future of the area is considered to have been confirmed. As such, the headline outcomes are also confirmed as a representation of the qualities, values and benefits that are expected to be addressed through any investment, development or intervention. Furthermore, the Terms of Reference for the Programme Board – enclosed at **Appendix 1** - goes further in proposing that the outcomes act as the performance framework for SARF and monitoring the individual and collective impact of projects.

#### 5. Working together and Governance

- 5.1 Feedback was also sought on the role that partners can play in the implementation of SARF and projects on the ground, and particularly their input to the Programme Board. Feedback consistently highlighted a desire from partners to both provide updates to SARF and be kept up to date on the work underway across partners.

There was also interest in attending occasional Programme Board meetings where relevant and appropriate, and to share specialist knowledge and input, but not to be

involved as standing members. For example, community development trusts or other bodies may wish to attend to discuss or seek assistance on a specific area of work or project.

- 5.2 Having considered the views of partners, and to provide clarity on the membership of the Programme Board and ongoing working arrangements, a draft Terms of Reference was prepared. This took account of the proposed governance arrangements outlined in the report to the August 2021 Isle of Skye & Raasay Committee. The inaugural meeting of the Programme Board was held on 25 January 2022 where the Terms of Reference was discussed and agreed. A final version of the Terms of Reference is enclosed at **Appendix 1** for consideration and support by the Committee. The ongoing approach to implementation aims to represent and lead the way in applying the Place Based Framework formally approved by Highland Council and the Highland Community Partnership Board in December 2021 (see [item 10 on this link](#)).
- 5.3 Meanwhile, options are being investigated for resources to help gather updates from partners and communicate these updates through the 'live' [SARF Storymap](#).

## **6. Activity across partners in Skye & Raasay**

- 6.1 Alongside the SARF document and way of working it is recognised by the new Programme Board that a significant amount of activity is already underway across partners in Skye & Raasay to address these outcomes for the future. It is hoped that the new way of working instigated by SARF provides stronger support to make things happen, make the case for future funding, and in doing so address the shared outcomes for the future.
- 6.2 Following the first meeting of the Programme Board, and immediately after this report to Committee, it is proposed that a press release be issued highlighting partners' recognition of the ongoing role of SARF and the new way of working. It is suggested that this is accompanied by a brochure highlighting some of the activity underway across the area. It will also highlight the role of the Programme Board to support ongoing activity. The brochure will be shared live at the Committee meeting, with input to the press release having been gathered from key partners.
- 6.3 The brochure does not aim to provide an exhaustive list of projects or updates, but instead aims to capture the considerable hard work underway across partners in the area and progress being made. The Programme Board looks forward to supporting this work in the years ahead.

Designation: Executive Chief Officer Infrastructure, Environment & Economy

Date: 8 February 2022

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**SARF Programme Board**  
**Terms of Reference**  
**January 2022**

**1. Board Purpose**

Skye & Raasay Future brings together key stakeholders to collaborate on the implementation of SARF. The Programme Board will be represented by all sectors involved in shaping and delivering change in the community. The Board aims to supplement the work of individual orgs / partners by overseeing and supporting the progress and delivery of projects and coordinating and signposting funding opportunities and resources. The Board's work aims to represent active delivery of the Place Principle as adopted by both the Scottish Government and COSLA.

The SARF Programme Board will:-

- Oversee the finalisation and adoption of SARF as the shared vision for Skye and Raasay as developed with residents, businesses, community groups and public bodies;
- Oversee SARF as a collaborative approach for public sector agencies, businesses, the third sector, and the wider community to work together to coordinate action and investment in the area; and
- Partners and stakeholders will build towards outcomes established in 2020:-
  - a) **Climate Action and Resilience:** A net zero emission place where actions have been taken to decarbonise all key sectors including buildings and transport, whilst communities and businesses have been prepared and are ready for the impacts of our changing climate.
  - b) **Strengthening Communities:** A resilient, inclusive and resourceful community network where everyone has access to good quality, affordable housing options, appropriate access to essential services, and where Gaelic and the area's unique culture and identity is celebrated.
  - c) **Diverse and Green Economy:** An economy which builds on the area's natural assets, delivers sustainable tourism, and embraces a range of employment opportunities to promote wellbeing, attract investment and supports a thriving population.
  - d) **Transport Infrastructure:** An integrated and well-maintained network of high-quality sustainable transport options which support social inclusion, a competitive economy and deliver the wider ambitions for the area.

- e) **Health and Education:** Modern health, care and education facilities and services appropriate for the area, making it resilient and an attractive place to live.
- f) **Organising Ourselves:** A coordinated and inclusive partnership of groups and organisations which work collaboratively to deliver the added value and agreed vision for Skye and Raasay.
- g) **Digital Infrastructure:** Reliable, affordable and future-proofed digital connections which are accessible for all and support the growth of the economy and the communities.

## **2. Board Membership**

The Board is intended to include all sectors including the community. Membership will include:- The Highland Council; Highlands & Islands Enterprise (HIE); Community Planning Partnership; Lochalsh & Skye Housing Association; NHS Highland; Skye Connect and SLCVO. The board will ask other partners to come on to the board as and where necessary to share their specialist knowledge and input. From a wider partnership perspective, community development trusts and other bodies could request to meet with the board for a specific area of work or project.

## **3. Governance framework for the Board**

Alongside any reporting within any individual organisations, the Board will provide a report to the Council's Isle of Skye & Raasay Committee on at least an annual basis. Delivery of individual projects is one measure of success, but it is imperative that project owners can provide reports that demonstrate each project's contribution to the shared SARF vision and outcomes and the impact on people and place. In doing so, this report will analyse how well the shared vision and outcomes for Skye & Raasay are being delivered across partners. In line with the Council's Place Based Approach this will also feed into Council performance reports. There will be an action plan on a rolling basis highlighting the current issues that are coming up. Each of the partners on the board act as agents and advocates for SARF and they encourage wider partners to also take this role. It is the Project Board's collective role to deliver and own SARF.

## **4. Chairing of Board Meetings**

Given the Place Principle requires collective leadership, the Board will be chaired on rotation by each of the sectors represented, with the initial Chair to be Malcolm Macleod, Executive Chief Officer Infrastructure, Environment & Economy.

## **5. Frequency of meetings**

Board meeting will be held quarterly and scheduled for the year ahead. Additional meetings can be arranged as and when required.

## **6. Board Support**

Administrative support for the Board will be sought from the Council's Committee Services. Day to day support and enquiries can be directed to the Ward Manager and the Community Support Coordinator. Input from the Council's Leader Team will ensure clearer communication on the range of current and future funding sources. To cover the full range of interests and officers within Highland Council a separate officer group is being set up, in line with the Council's Place Based Approach.

## **7. Board Evaluation**

The Board's collective role and impact will be reviewed as required to ensure the SARF shared vision and outcomes are being met. The SARF outcomes will act as the Project Board's performance framework as a starting point for a monitoring framework.