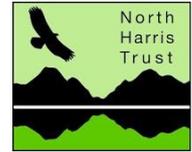


The North Harris Trust 5-Year Strategic Plan 2022-2027



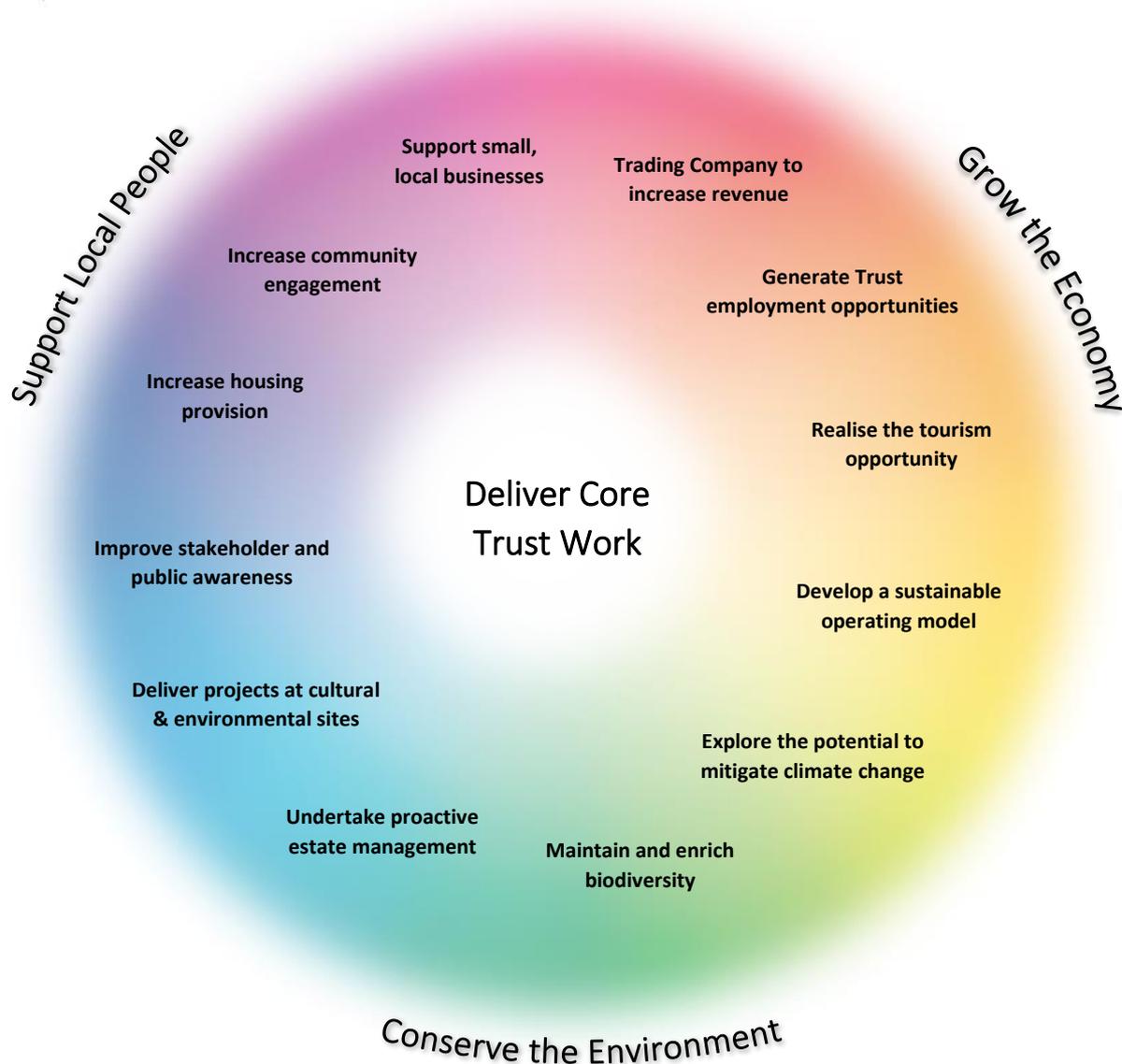
Executive Summary

The North Harris Trust was established in 2003 in order to take ownership of the North Harris Estate on behalf of the local community. Now covering approximately 25,900ha, it is responsible for one of the largest community-owned estates in Scotland. The Trust is a registered charity, governed by a board of 13 locally elected volunteer Directors, representing the various townships. The Board is supported by a small core staff and operates the North Harris Trading Company which was set up to facilitate commercial development and generate new income for the charity.

The primary achievements of the Trust over the past 20 years can be summarised as:

- creatively maintaining, managing and appropriately developing the North Harris Estate;
- facilitating employment, affordable housing and business opportunities throughout North Harris;
- delivering public services in visitor management and facilities, local recycling and waste disposal;
- attracting millions of pounds of investment to North Harris.

The Trust's Vision is to facilitate a thriving North Harris community, with our community-owned land providing environmental security, wide-ranging economic opportunities and high levels of physical, mental and social wellbeing. How the Trust plans to work towards this vision over the next five years is summarised as:



Further detail on how the Trust envisages its objectives is shown in the table below, including how goals fit within strategic areas for delivery, which are aligned to the principles of sustainable development.

Strategic Area	Goals by 2027
Core Delivery <i>Continued management of the community-owned estate.</i>	Successful management of all community-owned assets. Active participation in appropriate bodies. Continued delivery of important local services. Excellent working relationships with partner organisations.
People <i>The retention and attraction of people to ensure a sustainable population.</i>	Strong community engagement and good relations with the Trust. Improved communication and strengthened involvement. Increased availability of housing by utilising the Trust's land asset to develop housing, both directly and working with other agencies and developers. An increased population of small local businesses facilitated by the Trust, offering training and apprenticeship opportunities. High stakeholder and public awareness of the Trust as a community body to be supported in its work.
Economy <i>Sustainable economic growth where all have access to appropriate employment.</i>	Increased North Harris Trading Company annual revenue through business ventures and investment in order to provide additional income to the Trust. The successful development of the tourism opportunity; increased public use of Trust facilities and an increase in related local employment opportunities. The development of a sustainable operating model for the Trust, including well considered, long-term financial planning. The development of the potential to sustainably generate seasonal and full-time employment through Trust operations.
Environment <i>Outdoor opportunities that improve the quality of life, wellbeing and health of all.</i>	The publication of an updated Estate Management Plan which expresses the maintenance and improvement of the estate on a landscape level. Take forward projects that contribute to the unique natural environment and enrich local biodiversity. The development of projects that realise the potential of sites in North Harris with historical, cultural or environmental value. Encourage the realisation of the potential of the land asset to cope with, and play a part in mitigating, climate change.

Although these goals are believed to be deliverable within the five-year timescale outlined here, there are significant financial challenges facing the Trust in being able to generate reliable annual income. Therefore, long-term financial planning shall accompany the timeline of this Strategic Plan. And, as been the case to date, further progress will rely upon the dedicated work of volunteers within the community, the continued support of partner organisations, and the generous donations of the public.

The North Harris Trust Board have approved this five-year plan and take responsibility for monitoring delivery of goals, through regular reporting and discussion with Trust staff. Contact details are included here if you would like to find out more about the Trust and its work.