

Adhartas le Chèile

**Córdadh Singilte Bhuilean
2009**

Forward Together

**Single Outcome Agreement
2009**

COM-PÀIRTEACHAS NAN EILEAN SIAR



OUTER HEBRIDES PARTNERSHIP

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1 Joint Commitment

SINGLE OUTCOME AGREEMENT 2009

This Single Outcome Agreement for 2009 between the Scottish Government and Outer Hebrides Community Planning Partnership sets out priorities which will focus the delivery of better outcomes for the people of the Outer Hebrides.

It supports the new working relationship based on mutual respect and partnership as set out in the Concordat of November 2007 and offers government at all levels the opportunity to build on existing relationships underpinned by a new level of trust and confidence.

For Scottish Government

For Outer Hebrides Community Planning Partnership

Ainm sgriobhte: _____

Ainm sgriobhte: _____

Position:

Position:

Date:

Date:

2 Vision Statement

Our vision for the Outer Hebrides is a prosperous, well-educated and healthy community enjoying a good quality of life and fully realising the benefits of our natural environment and cultural traditions.

3 Having a purpose

The purpose of the Outer Hebrides Community Planning Partnership is to promote and improve the social, economic and environmental well-being of the people of the Outer Hebrides and contribute to the achievement of sustainable development in Scotland. We aim to create a prosperous and healthy community living in a quality environment with improved transport links and access to good facilities based on the principles of sustainable development through respect for the natural environment and the cultural traditions of the Outer Hebrides.

The new agreement between the Scottish Government and Local Authorities created an opportunity for the Outer Hebrides Community Planning Partnership to outline our aspirations, hopes and ambitions for our communities and match them to those of the Scottish Government. The Single Outcome Agreement (SOA) is the framework within which we will work towards achieving that vision. This document forms the partnership between the Scottish Government and the Community Planning Partners.

Our area faces major challenges, particularly with the current economic climate, the loss of employment and the continuing erosion of population levels. Peripherality, supersparsity and demographic imbalance add to those difficulties.

However, by working together and using the resources we have to hand we can rise to meet these challenges. It is vital that all sectors are represented in the Community Planning Partnership, not just the public agencies, although they are key to meeting our objectives. We need to work with business to raise the prosperity of our communities. The private sector has an important role to play in how our economy develops and it is vital that their voice is heard. Similarly, the voluntary sector has an increasingly important role as employers and service providers. New ways of working mean that the public, private and voluntary sectors need to have open lines of communication and effective and close working relationships that serve the people of these Islands. The SOA is the guiding document that sets out what we are going to do in tackling the issues that face our communities.

The SOA for the Outer Hebrides has been informed by the Scottish Government's Economic Strategy and the Economic Recovery Plan whereby the focus is on maintaining sustainable economic development in the face of a severe downturn at a global, national and local level, whilst at the same time continuing to tackle poverty, inequality and deprivation. At the same time it has to be recognised that the achievement of targets at a local level will become more difficult given the inherent fragility of the economy of the Outer Hebrides. However, the Partnership is convinced that it will be by working together both locally and at higher levels that the greatest prospect of effecting changes will come about. The OHCPP has also taken the opportunity to revisit the SOA 2008-2011 in the light of changing economic circumstances, but at the same time building on the experience of progress on achieving the outcomes over the past year.

The OHCPP identified 7 key themes around which the new SOA was formulated.

1. The populations of the Outer Hebrides are stable, with a better balance of age, gender and socio-economic groups
2. The economy of the Outer Hebrides and the economies within the Outer Hebrides are thriving

3. The people of the Outer Hebrides are well educated, well trained and well skilled
4. The physical and mental health and wellbeing of the people throughout the Outer Hebrides is improved
5. The communities of the Outer Hebrides are stronger and more able to identify, articulate and take action and responsibility regarding their needs and aspirations
6. The people of the Outer Hebrides derive maximum benefit from the natural and cultural resources of the area, whilst at the same time safeguarding those resources to benefit future generations
7. The services of the Outer Hebrides are of high quality, continuously improving and reflective of local needs

The SOA describes the Community Planning Partnership's local outcomes aligned to each of the 15 National Outcomes agreed in the Concordat. *Figure 1 shows the alignment between the 15 National Outcomes and the 7 Local Outcomes.* It is set within a framework of commitment to continuous improvement and Best Value and fully in accordance with equalities legislation. The local outcomes reflect community priorities as identified through consultation with Community Planning Partners and local communities. The outcomes described are subject to and based on the level of funding provided to the Community Planning Partners over the period 2008/09 to 2010/11.

In addressing the issues that face the Outer Hebrides we must recognise this will not be achieved overnight. We have to work within ever tightening financial circumstances including the need to continue finding efficiency savings as demanded by the Scottish Government. We also face tough economic circumstances that impact on all of us. At the same time the members of the Community Planning Partnership have to continue to provide the high quality services that our communities, customers and clients want and deserve. Achieving the balance between our aspirations and what is possible is not always an easy match, but we can move forward together.

The OHCPP recognises that the approach contained in the new SOA is the start of a revitalised process which will continue over the course of the next 12 months and which is outlined in Section 7 of the SOA – 'Making it Happen.' This envisages enhanced community engagement and shared ownership for the delivery of the agreed outcomes.

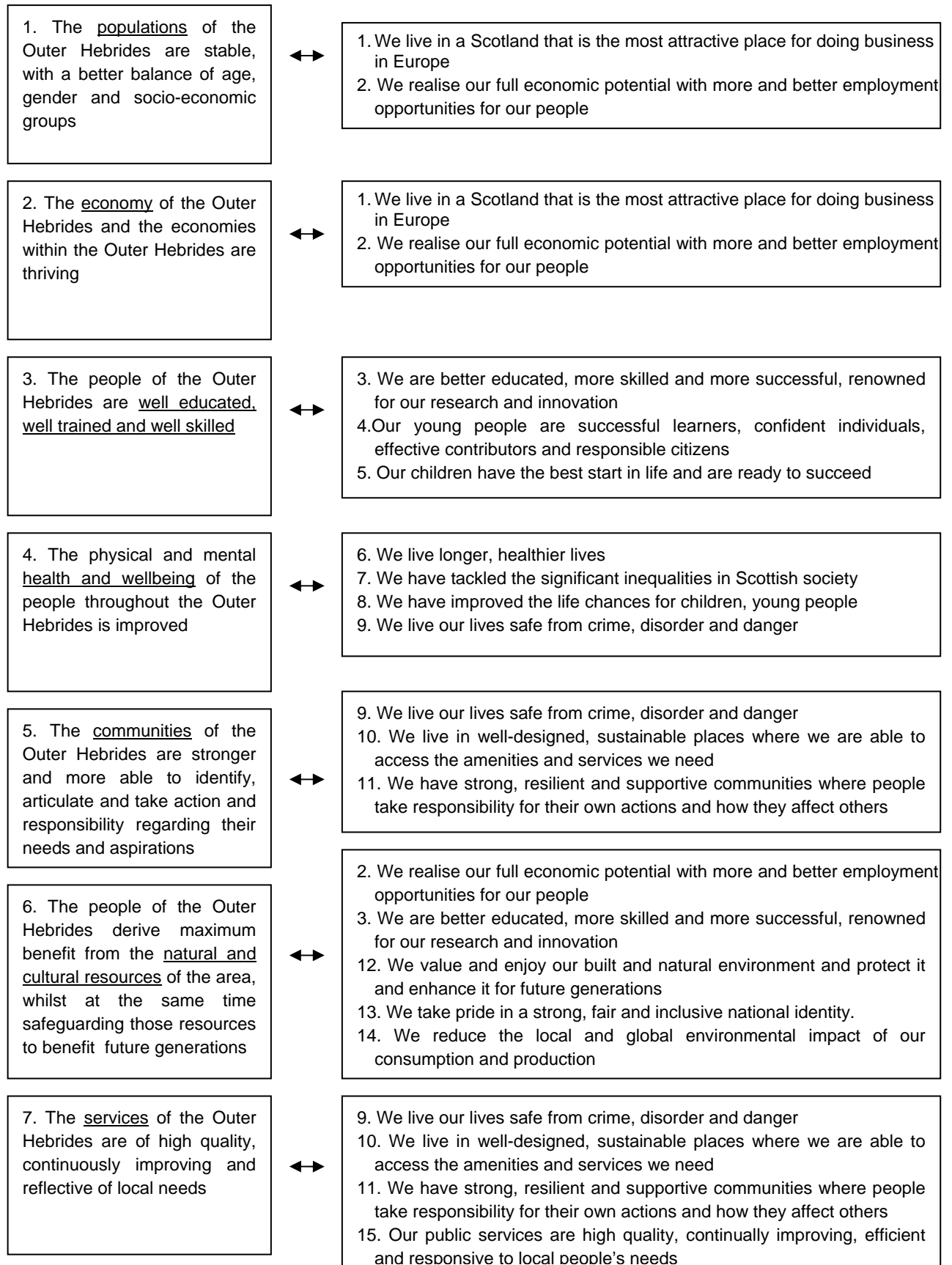
Through partnership working across all sectors and at a local and national level, we can continue to improve the quality of life for our citizens, deliver first class services, meet local challenges and contribute to national and international objectives.

The Community Planning Partners hope you find this document useful and informative and will welcome any feedback you may have.

Figure 1: Alignment OHCPP Local Outcomes; National Outcomes

Local Outcomes

National Outcomes



4 Reflections on the Outer Hebrides

Introduction

The Outer Hebrides form a 200 kilometre long chain of islands off the north-west coast of Scotland, stretching from Lewis in the north to Mingulay in the south, and including outliers such as St Kilda and the Shiant Isles. There are over 70 named islands spread throughout the chain, most of which have been temporarily or permanently inhabited in the past. 11 islands are now inhabited (2001 Pop): Vatersay (94); Barra (1078); Eriskay (133); South Uist (1818); Benbecula (1249); Grimsay (201); North Uist (1320); Berneray (136); Scalpay (322); Lewis and Harris (19,918); and Great Bernera (233). The different islands have an amazing variety of landscapes, from the lochs and moorlands of Lewis and the dramatic mountains of Harris, to the sweeping sandy beaches and machair plains of Barra and the Uists and the sheer cliffs of St Kilda. The islands have been shaped by the ceaseless pounding of the Atlantic winds and waves, and sensitive management by local communities, to form the remote and beautiful landscapes we see today.

Demographic change in the Outer Hebrides is more marked than elsewhere in Scotland. The islands have experienced a decline in population of 42% over the last century and a fall of 10% over the last census decade 1991-2001 (the highest of any local authority area in Scotland). The population of the Outer Hebrides is progressively ageing; with a higher percentage of individuals in the older age groups and correspondingly less in the younger age groups than the national average. At the 2001 census the average age of residents in the Outer Hebrides was three years older than for Scotland.

4.1 Populations

Following a period of consistent population decline in the Outer Hebrides there has been in recent years evidence of some more positive trends with slight net annual increases in estimated population in 2004 (+250 persons) and 2005 (+110 persons) arising from in-migration, particularly from East European migrant workers. However, the latest 2006, and 2008 population estimates for the Outer Hebrides gave slight decreases of < 1%. The main component resulting in this decrease has been a gradual slowing down of recent gains in net migration to just 39 persons in 2006/7 from 315 in 2003/4 while declining birth and static death rates have continued.

The table below shows how the population in various island areas has changed between 1981 and 2001 and also using the mid year estimates from 2004 to 2007.

	<u>Census Results</u>			<u>Mid Year Estimates</u>			
	1981	1991	2001	2004	2005	2006	2007
Lewis	20,720	20,159	18,489	18,383	18,565	18,565	18,579
Harris	2,489	2,222	1,984	2,037	1,994	1,953	1,921
North Uist	1,803	1,815	1,657	1,598	1,565	1,551	1,548
Benbecula	1,887	1,803	1,249	1,195	1,213	1,237	1,223
South Uist	2,432	2,285	1,951	1,889	1,884	1,892	1,865
Barra & Vatersay	1,371	1,316	1,172	1,158	1,149	1,152	1,164
Outer Hebrides	30,702	29,600	26,502	26,260	26,370	26,350	26,300

Future projections suggest that between 2006 and 2031, the Outer Hebrides will see a -5.5% decline in overall population. Over the period, there will be a -25.5% fall in the 0-15 year age group; -11.5% decline in those of working age (16-59/64); an increase of 24.3% in those of pension able age. Furthermore, annual births will decline by -38% to 154 in 2030/31.

The Outer Hebrides Migration Study (2007) found that out-migration in the Outer Hebrides is much higher among women and 71% of in-migrants (over the study period) were male. This has led to a widening gender imbalance in the population.

It is a Partnership priority to tackle the issue of long-term population decline and demographic change, and what it means for future service provision and the ability to maintain services in the islands such as social care and health care.

Population stability and growth is seen as an indicator of an area's well-being and, at the extremes, an indicator of the future viability of communities. Depopulation in fragile areas such as the Outer Hebrides can have an adverse effect on community confidence and service sustainability. In the Outer Hebrides service sustainability is inextricably linked to numbers. The growth of the working age population is fundamental to ensuring a sustained demand for key services and the maintenance of a balanced workforce to deliver them.

Problems of population loss and economic performance are intertwined. The Outer Hebrides has a weak economic base which is concentrated on a narrow range of sectors. These sectors are insufficiently diverse to sustain a young, educated population and conversely there is a shortfall in those in the key migration age range of 15-29 years. Migration is primarily the result of 'economic pull', as economically active people are attracted to places where they perceive there to be opportunities, therefore growing the economically active population is inextricably linked to the ongoing creation of jobs.

It is too early to assess adequately the long term impacts of recent policies identified in 'Outer Hebrides Migration Study' and in 'Creating Communities of Future' to reverse migration trends in younger and working age groups, particularly among females. However the OHCPP has recently adopted an Action Plan to tackle these issues (www.

Local Outcome	1	The <u>populations</u> of the Outer Hebrides are stable, with a better balance of age, gender and socio-economic groups
Local Objectives	1A	Increase % of working age population.
	1B	Increase % of young people
	1C	Improve gender balance
	1D	Maintain population distribution
	1E	More and better distributed affordable housing

4.2 Economy

The Outer Hebrides experiences a range of economic challenges due to peripherality, insularity and super-sparsity of population. There is a dependency upon traditional industries, which have fared poorly in recent years. Public services are a significant employer in the islands and available indicators describe an economy that is dependent on the public sector and that is narrowly focussed in specific areas of activity. Educational attainment rates are high and the area offers competitive establishment costs for new enterprises and a pool of skilled labour, while an island-wide broadband network and frequent travel links by air and sea make the region easily accessible.

The last Regional Accounts study for the Outer Hebrides was carried out for 2003 by the University of Aberdeen Business School. It is anticipated that a new study will be carried out for 2008. Annual Gross Domestic Product was estimated to be £263 million in 2003 (ref. Fraser of Allander Input: Output Study). The main sectors within the economy are fishing/fish farming; agriculture; distribution; health and education and public services and administration. The importance of the public sector to the economy of the Outer Hebrides cannot be over-emphasised, notwithstanding the strenuous efforts which have been made in recent years to diversify the economy. It is essential therefore to maintain the level of public spending in the Outer Hebrides as any reduction in public spending as a result of the current global financial difficulties would have a disproportionate effect on the economy of the Outer Hebrides as compared to other areas.

Gross Domestic Product (GDP) in 2003 for the Outer Hebrides was 66% of the UK average and considerably less than other island areas at £10,078 per capita. The overall Outer Hebrides economy has experienced a 2.5% growth in real terms since 1997; however, this can mostly be attributed to a decline in population over the period, thus if the population had remained at 1997 levels, per capita GDP would hardly have changed at all in real terms. In 2003 the external trade deficit stood at £163.4m, but is expected now to see a reversal this trend in common with world economies. This will be particularly so as traditionally there has been an increasing dependence on imports – up 16% to 2003, with exports decreasing by 5.6%. Average household earnings are below national levels while living costs are substantially higher - food costs are on average 15.2% higher and fuel costs 13% higher.

Resident employment in the Outer Hebrides in 2003 was 11,000; an activity rate of 79%. Local employment levels have remained constant to 2003, up marginally to 9,908. 80.8% of working age population was economically active in 2007 (Nomis) The public sector accounts for 30% of the total value of output. The five most significant sectors in terms of contributions to employment are Private Services; Construction; Distribution; Health, and Education. Together, these five sectors accounted for 50.5% of total employment.

Economic problems are exacerbated by a trend of population decline, net out-migration and ageing. The 10% fall in population between 1991-2001 (29,600 to 26,502) was the highest of any Local Authority in Scotland; conversely Shetland saw a fall of 2.5%, Orkney 1.5%, and Scotland 0.4%.

At the 2001 census over half of all out-migrants (54%) were in the 18-29 year old age group. Nationally the figure is 41%. Specifically, nearly one-quarter of all those who left the Outer Hebrides in 2000/01 were aged 18 or 19. Nationally, the figure was 10%. Although the movement of younger people is a feature of migration (e.g. from school to university) the trend is particularly marked in the Outer Hebrides.

In July, August and September 2008 the percentage of the resident working age population in the Outer Hebrides claiming Job Seekers Allowance (JSA) fell to 2%, the lowest rate since records began. However, this figure is now steadily climbing and in February 2009, 4.2% were claiming JSA; the equivalent figure for Scotland and for the UK was 3.8%. The number of long term unemployed (claiming for over 12 months), though falling, continues to be higher in the Outer Hebrides at 8.5% in February; the equivalent figure for Scotland was 7.4% and 7.7% for the UK.

Growth prospects for the Outer Hebrides for the period to 2015 are assessed as neutral. Attracting business to the area is helped by competitive establishment costs for new enterprises, a pool of skilled labour, an island-wide digital broadband network and excellent natural and environmental resources particularly for tourism and renewable energy related business sectors. Additionally new opportunities are emerging in the areas of Harris Tweed manufacturing, aquaculture development and the creative sector via Gaelic digital broadcasting.

A Harris Tweed Investment Fund has been established which will finance the production of a fixed volume of the most popular tweed patterns during the off-peak production season. The Fund is fully compliant with State Aids and is supported by the whole industry. The Fund became the blueprint for a successful Scottish Government application to ERDF.

A new Creative Industries and Media Centre in Stornoway, will actively support and encourage the growth of media and new media businesses in the Outer Hebrides by providing a supportive environment in which creative businesses/individuals can grow and develop. The centre will offer a number of managed office, studio and workspace units to small businesses and individuals. Services such as meeting rooms and networking space will be provided. The £2.6m project is funded by Comhairle nan Eilean Siar, HIE and ERDF.

Connected Hebrides is a new initiative to undertake a major benefits realisation campaign aimed at taking the Outer Hebrides to the forefront of next generation broadband adoption and services. Building on the successful Connected Communities project and including those areas served by BT broadband enabled exchanges, it now requires transformation investment in order to implement the campaign to stimulate usage of the infrastructure and to maximise the significant economic opportunities that can accrue to the area.

The natural and environmental capital of the islands sustains significant primary sector activity on land and sea and attracts large numbers of visitors to the area. This capital has the potential to allow the islands to become a global player in renewable energy generation and technology while developing a supporting supply chain infrastructure.

In addition, renewables may deliver a significant uplift or step-change in the performance of the local economy. Small levels of growth are anticipated in the

tourism and local market sectors, with this offsetting on-going changes in the primary sector.

The challenge for the Outer Hebrides over the next period will be to bring the three elements of sustainability (economic, community, environment) into closer balance. The high quality of the environment of the Outer Hebrides is recognised at national and international level. However the future wellbeing of the Outer Hebrides will depend on an appropriate balance being achieved between safeguarding the environment and allowing and pro-actively supporting an appropriate community and economic development process.

Households in the Outer Hebrides derive a higher proportion of their total income from self-employment than in Scotland as a whole. In 2003 households spent a total of £100.1m on imported goods, either through direct purchases or on goods imported and then sold by local wholesalers / retailers. The magnitude of household multipliers was lower in 2003 than 1997, reflecting greater household dependence on imported goods and services. Living costs are significantly higher than urban Scotland – food costs are on average 15.2% higher and fuel costs 13% higher. Government transfers direct to households in the region support 9% of jobs and account for almost 15% of incomes in the region. 14% of all household income comes from pension and annuities, compared to a Scottish and UK average of 7%.

Local Outcome	2	The <u>economy</u> of the Outer Hebrides and the economies within the Outer Hebrides are thriving
Local Objective	2A	Increase inward investment
	2B	Increase business start-ups
	2C	Build on established areas of success.
	2D	Grow emerging sectors
	2E	Increase contribution from social enterprise.
	2F	Increase in research and development activity at Lews Castle College/UHI and other educational/research activities in the Outer Hebrides.

4.3 Education, Training and Skills

The school estate consists of 2 stand alone S1-S6 secondary schools (The Nicolson Institute and Sgoil Lionacleit), 2 combined primary and secondary schools at P1-S6 (Castlebay School and Sir E Scott School), 7 combined primary and secondary schools at P1-S2 (Back School, Bayble School, Sgoil Nan Loch, Lionel School, Shawbost School, Daliburgh School and Paible School) and 29 primary schools at P1-P7. The school provision in the Outer Hebrides varies according to the needs of each geographical area and this has led to a widely spread school estate.

The Comhairle are in the process of implementing the Outer Hebrides Schools Project which will bring new or renovated school places to 40% of the current school population. All the schools involved in the project (with the exception of Barvas School - B) are rated as condition category C (poor) and will benefit the other school provision by refocusing the resources currently spent on repairing and refurbishing these schools.

Repairs and maintenance budgets for our school estate have long been acknowledged to be wholly inadequate, particularly in light of weather conditions in the islands and the number, age and structure of the Comhairle's schools. While the Comhairle is not alone among councils in having significant issues with regard to building fabric, it is notable that the 2007 condition survey of schools identified none of the Comhairle's schools as being in "good" condition.

The uptake of school meals by Primary 1-3 pupils is 60% at present. As we move to the Concordat commitment there will be staffing and accommodation implications in only two of our schools

There are 500 3-5yr olds within 30 preschool centres. 19 of these centres provide Gaelic medium pre-school education. The Comhairle supports, through Surestart, approximately 42 open cases on average every month. We will increase the hours for pre-school provision from 475 to 570 per year. From August 2010, all our nursery provision will be 15hrs per week for each term of the school session.

Class sizes in our schools are generally small with the average primary class size being 16. While we have the capacity to allow staffing for class sizes of 18 and under, school managers have autonomy over the configuration of classes and the deployment of staff when taking into consideration available accommodation.

Prior to 2006, not all pupils followed 8 full standard grade or equivalent courses which impacted on the grade point averages for S4 pupils. Arrangements are now in place to allow pupils to take a diet of up to 8 Standard Grades or equivalent, thus increasing the grade point averages for 4th year pupils.

In all but one of the commonly used measures for national examinations, the attainment of our pupils has continued to exceed that of pupils nationally. The overall attainment of pupils by the end of 6th year has continued to exceed significantly that of pupils nationally.

The proportion of school leavers not in education, employment or training is lower (7%) than the national figure (14%). 59% of our young people go on to further and higher education compared to 56% nationally.

Many of the young people in the Outer Hebrides who go on to higher education find employment on the mainland and beyond. This explains the fact that the proportion in employment with graduate qualifications is only 13.6%, significantly below the Scottish average of 21.8%.

One of the challenges facing the Outer Hebrides is expanding the opportunities for individuals to move on to education, employment or training opportunities on the Islands and provide suitable progression routes for learners into further accredited training opportunities.

The Gaelic language is spoken widely throughout the area and many helpful education initiatives are in place to promote and develop the language. Gaelic is a key part of the life and culture of the Outer Hebrides with education provision being an important driver in the implementation of Gaelic plans and policies. Although over 70% of the current population have some knowledge of the Gaelic language, our challenge remains to provide accessible Gaelic language opportunities for all ages to enable them either to gain or to improve their skills in the language.

The authority works with partners in the promotion of Gaelic Medium Education in order to increase the number of pupils who are educated through the medium of Gaelic.

Curriculum for Excellence

The authority and its schools have engaged proactively with Curriculum for Excellence from its inception, and are in the position where some elements, such as Assessment is for Learning, Enterprise, health promotion and citizenship are in the main well-embedded in schools and developments in other areas are in accordance with the national timelines. The main challenges for the authority are as follows:

- Ensuring closer interaction between pre-school and primary 1, where the pre-school is not on the same site as the primary school;
- Arranging class groupings where the numbers do not justify a separate P1 class, which is the situation in all except 2 schools.
- Ensuring that the curriculum offered at the early secondary stage (S1-3) provides equitable provision for all our pupils, which is not possible within current structures. This has been addressed by the Comhairle in a decision to discontinue the S1-S2 stage of education in 7 schools and transfer pupils to S1-S6 provision. For four of these schools, decisions had to be referred to Scottish ministers, and consent to discontinue was not granted. The timing of discontinuation is largely dependent on the completion of the new Nicolson Institute.

The authority has set up a Learning Community Model of service delivery which initially aims to provide early identification of young people at risk of social exclusion and thereby coordinate an assessment of need and preparation of an effective action plan at an individual, group, community or system level. The authority is also looking to extend the Learning Community model to include partner agencies in providing services centred around the child.

Further Education

Education has always been highly valued in the Outer Hebrides. No part of Scotland has a higher staying-on rate and Careers Scotland statistics for 2007 indicate that 94% of pupils leaving school 'enter a positive outcome', that is, enter employment, training and/or further/higher education. This is considerably higher than the Scottish Government's national target of 87%. The demand for education has in the past been met by a significant migration of young people to the major Scottish cities and centres of higher education. Many do not return to their home islands after higher education, and their skills and earning power are thus lost to the local communities. The range of provision offered by Lews Castle College throughout the Outer Hebrides is designed in large part to retain young people, their skills and earning power, in the community and thus address depopulation issues. It also serves to ensure that adults are able to take up opportunities for education and training, either to prepare them for employment, or as continuing professional development.

As the only further and higher education provider in the Outer Hebrides, Lews Castle College is committed to providing a very wide range of educational services and to meeting the needs of all interest groups, from S3 school pupils to postgraduate research activity and scholarship.

Lews Castle College's increasingly important role in developing and delivering Gaelic education at all levels, including the ground-breaking Ulpan programme of immersion training, will continue to be a very significant driver for the development of Gaelic in the community.

The College's focus on indigenous culture has led, in particular, to distinctive programmes in Uist, focused on arts, crafts, music and culture. Similar programmes are planned for Lewis and Harris. The completion of the new *An Lanntair* arts centre in Stornoway in 2005 offers partnership opportunities for Lews Castle College related to arts development. Expansion of *Taigh Chearsabhagh*, the arts centre in Lochmaddy, North Uist, with its new teaching studios, offers further opportunity for the college to develop its unique art courses in partnership with other UHI academic partners, with a specialization in environmental art.

UHI Millennium Institute is a major stakeholder in Lews Castle College. As the UHI academic partnership matures, its importance in the region increases, and the expectations from other stakeholders become greater. During the period covered by this SOA, UHI will be close to its ambition of achieving university title. This will create increasing opportunities for Lews Castle College, which has already developed a number of degree programmes online, and has post graduate research activity in a number of areas critical to the communities of the Outer Hebrides.

The Partnership looks forward to the assistance of Skills Development Scotland in the fulfilment locally of the SOA Outcome and Objectives with respect to Education, Skills and Training.

Community Education

Community learning and development refers to informal learning and social development work with individuals and groups within their communities. The aim of this work is to strengthen communities through enhancing people's knowledge, skills and confidence, organisational capacity and resources. Community learning and development makes an important contribution towards promoting lifelong learning, social inclusion and active citizenship. CLD work covers Personal Development for both adults and young people and building community capacity which relate to the three national priorities for CLD which are:

Achievement through learning for Adults

Raising standards of achievement in learning for adults through community-based lifelong learning opportunities incorporating the core skills of literacy, numeracy, communications, working with others, problem-solving and information communications technology (ICT).

Achievement through learning for Young People

Engaging with young people to facilitate their personal, social and educational development and enable them to gain a voice, influence and a place in society.

Achievement through building Community Capacity

Building community capacity and influence by enabling people to develop the confidence, understanding and skills required to influence decision making.

In 2007 17.5% of working age people in the Outer Hebrides had no or low qualifications against a Scottish average of 16.1%.

The number of Duke of Edinburgh's Awards gained as a % of the 14-25 population in the Outer Hebrides is approximately 1.4% against a Scottish average of approximately 0.4%.

The National Community Learning and Development activity survey in 2007 showed that there were 239 learning opportunities provided directly by the local authority as opposed to 95 in 2006. The increase in opportunities was supported by Regeneration funding, however this area did not continue to receive support through the Fairer Scotland Fund. The survey also showed a reduction in opportunities for learning for young people from 414 in 2006 to 311 in 2007.

Nationally, from 2006 to 2007, there was an increase of 10% in community based adult learning opportunities and a decrease of 6% in community based youth work opportunities.

Local Outcome	3 The people of the Outer Hebrides are <u>well educated, well trained and well skilled</u>
Local Objectives	<p>3A Ensure appropriately educated, trained and skilled local workforce</p> <p>3B Increase the % of people undertaking education and training who find relevant employment in the Outer Hebrides</p> <p>3C Provide curricular enhancements better suited to local needs</p>

4.4 Health and Wellbeing

There are particular priority health areas which especially benefit from partnership approaches. These include areas such as alcohol misuse (2nd highest level of alcohol related hospitalisation across Scotland's 63 Community Health Partnerships), mental well-being, the rising prevalence of long term conditions (particularly for heart-related conditions including coronary heart disease, heart failure, hypertension, etc.) in our ageing communities and opportunities for health gain such as through greater physical activity.

The impacts of these public health priorities together with the ageing population and the policy direction towards shifting the balance of care for health and social care are key areas for partners.

Life expectancy has been increasing and is set to increase though there are distinct gender differences. Male life expectancy in the Outer Hebrides for the latest period

(2005-07) is 72.9 (2nd lowest in Scottish HBs) in comparison to female life expectancy of 80.2 which is above Scottish average (79.7).

However, males in the Outer Hebrides have a healthy life expectancy of 66.7 years, above the Scotland average (66.3 years), and an expected period in “not good health” of 5.3 years (7.0 years for Scotland). Females in the Outer Hebrides have a healthy life expectancy of 73.4 years (70.2 years for Scotland), with an expected period in “not good health” of 6.5 years (8.5 years for Scotland). (3)

Child Health - The Outer Hebrides has mixed experience of child health relative to the rest of Scotland with comparatively good trends in teenage pregnancy and maternal smoking levels while conversely having relatively poor child obesity record (latest statistics put the Outer Hebrides highest in all Scottish health boards). A modal shift to cycling and walking, especially among school children, should be encouraged in order to improve health.

Alcohol Misuse is perhaps the major health concern for the Outer Hebrides population particularly if measured relative to experience elsewhere. *In terms of alcohol hospitalisations the Outer Hebrides has the second highest level among all 63 Scottish Community Health Partnerships, which feeds through into premature alcohol mortality levels in Outer Hebrides significantly above Scottish average at 38 per 100,000 population and 27 per 100,000 respectively for 2002-06.*

Mental wellbeing is a priority for NHS Western Isles with a range of national and local programmes focusing on this often neglected area. These include the Mental Health Collaborative exploring improved service delivery for mental health treatment, delivering for mental health programme, Mental Health integrated Care Pathways and the local Clisham Project and implementation of Child & Adolescent Mental Health Strategy.

Long term conditions, in particular heart related conditions, are another particular challenge, especially as we look to the future in terms of our ageing population reflected already in the Outer Hebrides’ significantly higher prevalence levels for a range of heart conditions including CHD, heart failure, hypertension, left ventricular dysfunction, atrial fibrillation and stroke.

Older people in the Outer Hebrides receive both intensive home care (44.1%) and free personal care at home (8.5%) services significantly greater than Scottish average (29.2% and 4.8% respectively). However, the numbers of elderly being re-admitted to hospital continue to be slightly above Scottish levels.

Remoteness and rurality

At the westernmost periphery of Scotland and Europe the Outer Hebrides face a unique geographic challenge to ensure its communities are not disadvantaged.

The islands’ population decline is inextricably linked to the area’s geographic challenges, both in terms of its remote islands status and the overwhelmingly rural nature of its communities.

78.9% of the Outer Hebrides population live in areas classified as very remote-rural (*citation of Urban/Rural 8 fold classification scheme*) compared to 3.0% in Scotland as a whole, which is the largest proportion of any health board area.¹ Similarly, the

¹ Scottish Executive Urban-Rural Classification, 2005-06

Outer Hebrides has the second lowest population density at 8.5 persons/km² of all Scottish health boards, while Scottish average is 65.2 persons/km.³ More than three quarters of the population of the Outer Hebrides are classed as living in 'access deprived' areas compared to 15% in Scotland as a whole, as measured by the SIMD geographic accessibility domain.

Such remoteness and sparsity factors present challenges for the Community Planning Partners in the development of effective solutions to potential inequalities for its communities. The implications of such factors for the population are not only felt in terms of accessibility of services but in other direct impacts on a person's health and well-being arising from the economic vulnerability and social isolation of their remote/rural situation. Local accessibility of quality public services, better transport links, Road Equivalent Tariff/Air Discount Scheme, universal digital broadband coverage and availability of affordable fuel and energy are a few of the priorities for partners in ensuring the Outer Hebrides and in particular its more remote communities, are not disadvantaged.

Socio-economic inequalities and rural deprivation

The Outer Hebrides also face undoubted socio-economic challenges such that resource deprivation is a very real aspect of life for some of the islands population. This can include low household income and access to affordable and good quality housing. Hence, Outer Hebrides has 3rd lowest average household income in UK out of total of 121 areas⁴ while over 10% homes in Outer Hebrides are 'below tolerable standard' compared to 0.5% for Scotland as a whole.⁵

Fuel poverty too is a particular problem for the islands. The Outer Hebrides has the highest level of fuel poverty of all Scottish Local Authorities (SHCS 2006-2007) at 44%. The Scottish average was 19%. However, local surveys estimate that this figure is 60%. Extreme fuel poverty, defined as having to spend over 20% of household incomes on fuel, is significantly higher among Outer Hebrides households, at 19.2% annual average, compared to the Scottish annual average of 5.5% between 2003-06.

The current measure of deprivation across government departments is the area-based Scottish Index of Multiple Deprivation which is not sensitive to the dispersed nature of rural deprivation. Alternative and innovative methods will need to be devised within the Outer Hebrides for identifying rural deprivation and its impacts in various areas including health inequalities. For example, health inequalities are a key government priority for addressing, but present a challenge for rural areas in view of the difficulty in measuring and targeting – thus the Outer Hebrides has no areas within the 15% most deprived datazones as measured by the Scottish Index of Multiple Deprivation.

Equality and Diversity within communities

Traditionally the Outer Hebrides has been a less socially diverse community than mainland Scotland. However recent in-migration to the islands, especially from Eastern Europe, has broadened the range of ethnic groupings.

² General Registrars Office Scotland

³ General Registrars Office Scotland

⁴ Wealth of Nation Report, 2003

⁵ 2002 Scottish House Condition Survey, 2004

Community Planning Partners value the important contribution that diverse communities can make to a vibrant future for the islands, and the need for such communities to have equal opportunity to participate in and contribute to life in the islands.

Countryside Access

Enjoying the outdoors is important to many people in Scotland. It can also help to deliver many social, economic and environmental benefits, from more sustainable travel and increased tourism to better health and quality of life. Encouraging participation, promoting responsible outdoor access and supporting sustainable development are key to realising these benefits.

There is scope to develop the provision, and management of infrastructure, such as local path networks, a long distance route, local nature reserves, and associated ranger services in a co-ordinated manner to achieve multiple benefits.

Protecting our communities:

Crime in the Outer Hebrides is among the lowest levels recorded in Scotland with 26.7 crimes (as per SIMD crime domain) per 1,000 population compared to Scottish rate of 53.5, though alcohol-related crime and disorder is a particular rising concern.

The perception of the Outer Hebrides as a 'safe place to live' is a positive attribute in terms of attracting people to live and work. The OHCPP recognises that it is important that this safe image is maintained.

Local Authority services to children, young people and families in the Outer Hebrides are provided through a newly established Department of Children's Services encompassing both education and social work children and families services.

Although the numbers of particularly vulnerable children, young people and families at risk in Western are relatively small compared to larger local authority areas, the complex nature of the needs of many of these children and families present particular geographical, social and financial challenges with regard to the provision of intensive and specialist services throughout scattered rural communities in an island chain such as the Outer Hebrides.

Education Services work with other agencies to ensure all children have appropriate plans in place to support their learning, inclusion and achievements.

Social Work Children and Families Services provide professional assessment, care management, therapeutic and practical support to a wide range of the most vulnerable children and families living in the Outer Hebrides. These services are provided through close partnership working with, for example, Northern Constabulary, the Scottish Children's Reporter Service, the Education Authority, the Children's Panel and NHS Western Isles. Services are also provided through third sector organisations operating both within the Outer Hebrides and outwith the area. The most significant of these is Action for Children (formerly NCH Scotland) with whom Comhairle nan Eilean Siar and NHS Western Isles contract to provide a wide and diverse range of services.

Services are designed to be responsive, preventive and intensive depending on the individually assessed needs of children, young people and their families.

Referrals made to services for vulnerable children and young people, including those with severe and complex special needs, in the Outer Hebrides are prioritised appropriately and responded to timeously within the context of a recognised assessment framework which includes a comprehensive risk assessment procedure. Thereafter comprehensive assessments are undertaken and relevant care, protection and support plans produced in consultation with children, young people, their families and any relevant professionals who required to provide services within the context of a care, protection and support plan.

A robust framework, which encompasses all agencies, is in place to ensure good coordination, joint working, monitoring and reviewing of the plans that are in place to support vulnerable children, young people and their families. This is especially the case where a child, young person or family is considered to be at particular risk of harm whether physically, sexually or emotionally.

Staff from a wide range of agencies are trained to a relevant level in all aspect of child care and development and all benefit from opportunities to participate at individually appropriate as well as service specific and strategic levels in a comprehensive child protection training programme which is led by the Outer Hebrides Child Protection Committee.

- It is recognised that in national terms absolute numbers of social work cases in the Outer Hebrides are small and that it is difficult to discern trends. However, this does not negate the importance of cases to the individuals involved.
- Although the numbers of **children at risk** are relatively small in the Outer Hebrides, (229 referrals to Children's Reporter out of total of 50,314 in Scotland for 2007/08) partners recognise the great importance of the need to support and protect children and vulnerable people in the islands.
- **Child Supervision Orders** have been decreasing in recent years – from 53 in place end of March 2005 to 29 end of March 2008.

Local Outcome	4 The physical and mental <u>health and wellbeing</u> of the people throughout the Outer Hebrides is improved
Local Objectives	<p>4A Increase the number of young people participating in society and decision making</p> <p>4B Improve the health and wellbeing of our population</p> <p>4C Reduce the number of people living in Below Tolerable Standard (BTS) accommodation</p> <p>4D Reduce the number of households living in fuel poverty</p> <p>4E Meet the long term needs of vulnerable children, young people and families at risk</p> <p>4F Decrease numbers of children, young people and families affected by their own or parental substance misuse</p> <p>4G Improve the health, safety and</p>

wellbeing of our population

4.5 Communities

Community involvement

The sustainability of fragile communities in the Outer Hebrides are more than most dependent upon fully engaged and participative citizens. The 2007 Community Appraisals survey found that an overwhelming majority (94%) of respondents were satisfied with life in the islands. The main reasons given were largely concerning the environment and family rather than availability of services or any economic reasons. For communities to be sustainable the active participation of those happy to live in the area is required. A majority of residents are involved in volunteering activity (55%) but conversely relatively small levels participate in classes, clubs or learning activities (26%). Recognising the importance of engagement for building strong communities the following are key outcomes of community engagement for community planning:

Community is an important part of life in the Outer Hebrides and social infrastructure is seen as integral to community vitality and community regeneration. Appropriate housing is an essential component of that social infrastructure. The service has a critical role to play in relation to the supply of new and affordable houses.

There is a severe shortage of affordable rented housing in the Outer Hebrides, particularly around the Stornoway area where demand is highest. Waiting lists for social rented housing are high, with applicants faced with substantial waits (normally several years) before being allocated a property. At present, Hebridean Housing Partnership's waiting lists have over 800 applicants (HHP records).

The islands also have a high level of **homelessness**, which is exacerbated by the limited housing supply. On average the Comhairle receives 250 cases per year (CNES KPI's 2008). As a result, the Comhairle is not currently in a position to meet the national 2012 Homeless targets (submission to Scottish Housing Regulator 2008).

House condition amongst private housing is also a concern, with the islands having a higher than average number of properties failing the Tolerable Standard (CNES Local House Condition Survey 2004). This is largely the result of a higher component failure due to the climate. The climate also means components have a shorter life span and require replacement more often. There is also a higher than average level of houses which fail the Scottish Housing Quality Standard (Scottish Government figures SHSC 2002).

The Comhairle is currently preparing its new Local Housing Strategy for 2009-2014 and this will set out a range of key objectives to address the various housing issues on the islands. However, the availability of resources will be crucial to how far the Local Housing Strategy can go to resolve inequalities relating to housing supply and condition.

The Development Plan for the islands consists of the Structure Plan approved in 2003 and the Local Plan adopted in June 2008. However, the Comhairle is currently preparing a new Local Development Plan as part of the Government's efforts to

modernise the planning system. The Comhairle has recently endorsed a design awareness plan to help raise the quality of new development and this is being taken forward by the Comhairle's Planning Service.

In terms of the built environment there are 256 listed buildings scattered throughout the islands, approximately 20% of which are classified 'at risk'. Conservation of and improvements to this built heritage are important as part of overall regeneration efforts.

Community Safety

In the Outer Hebrides crime rates are low and detection rates are high. We are amongst the safest areas to live in Scotland. However, it is important that we do not become complacent, rather proactively focus on sustaining and improving our record on crime, disorder and danger.

In 2007/08 there was a total of 970 Group 1-5 crimes recorded in the Northern Constabulary Public Performance Report. This was a reduction of 13.8% in Group 1-5 crimes from the previous year. Through the proactive partnership working between Comhairle nan Eilean Siar, Northern Constabulary and other key agencies, the Community Safety Partnership will continue to ensure that our communities continue to feel safe.

Alcohol is recognised as a key factor in many aspects of community safety, from under 18 alcohol consumption to alcohol related crime. The 2006 SALSUS report highlighted that 25% of young people aged 15 years are drinking at least once a week, with spirits and alcopops being the drinks of choice. Our alcohol related crime figures show over 1000 incidents in 2006/07.

Road accidents remain a local concern with 88.7% of people surveyed listing *Improving Road Safety* as being the area they wished to be either a top or medium priority within the community plan. In 2007/08 there were 168 road accidents with 12 people seriously injured.

The Community Safety Partnership's Strategic Assessment 2007/08 has provided key statistics and information regarding safety in the community and key areas for future action. These areas form the local outcomes, relevant indicators and key targets for delivery.

Climate Change

The Outer Hebrides is a remote rural area with a relatively small, low density, population engaged in predominantly non-industrial activities. In absolute terms, the region's contribution to the processes driving climate change is small, compared to urban and industrial regions, and yet the local impact of climate change (e.g. sea level rise, increased storm intensity) will be disproportional. The contribution per head is likely to be relatively large, in common with other rural areas; the opportunity to make a meaningful impact is limited. However vulnerability of exposed coastlines to flooding from the sea and storm effects is of increasing concern.

Local Outcome	5	The <u>communities</u> of the Outer Hebrides are stronger and more able to identify, articulate and take action and responsibility regarding their needs and aspirations
Local Objectives	5A	People in the Outer Hebrides will continue to live feeling safe, with little fear of crime
	5B	Reduce risk of abuse or neglect within the community
	5C	Reduce risk of danger from climate change
	5D	Improve community engagement
	5E	Foster a more sustainable voluntary sector supporting community aspirations
	5F	Improve access to affordable community buildings

4.6 Natural and Cultural Resources

Natural resources

The quality of the natural environment in the Outer Hebrides is outstanding. The Outer Hebrides are an isolated, peaceful and unspoilt chain of islands, with a wide variety of species and habitats in a relatively compact area. The diversity of the landscapes in the islands helps to define the character of the Outer Hebrides.

The importance of the environment of the Outer Hebrides extends beyond the land into the seas around the islands. Not only is the coastal landscape of the islands unique and beautiful in its variety, but also the coast and coastal waters are important for a range of species and habitats.

The natural environment supports a wide range of economic activities. Agriculture, aquaculture, fisheries and tourism all depend on the high quality of the natural environment. The key to sustainable use of our natural resources lies in sensitive management delivering social, economic and environmental benefits. The presence and quality of natural resources have been supported over the years by sensitive land use practised by the people living and working on the land and sea - the low intensity systems practised on the machair being a prime example.

In recognition of the importance of the environment, Comhairle nan Eilean Siar is in the process of developing a Local Biodiversity Action Plan. This implements action for conserving and enhancing biodiversity at a local level based on the aims and objectives of the nationwide UK Biodiversity Action Plan.

As the Outer Hebrides contain such an important natural resource base and varying landscape, there are several different types of environmental designations to protect them, these include:

1 World Heritage Site (mixed status of both natural and cultural significance) The islands of St Kilda.

53 Sites of Special Scientific Interest (SSSIs) – the total area of Outer Hebrides covered is 37,350.6ha or 12.9%;

4 National Nature Reserves (NNRs) - total area of the Outer Hebrides covered is 3,237ha or 1.1%;

15 Special Protection Areas (SPAs) - total area of Outer Hebrides covered is 31,538.5ha or 10.9%;

11 Special Areas of Conservation (SACs) - total area of Outer Hebrides covered is 32,958.9ha or 11.4%;

3 National Scenic Areas (NSAs) - total area of Outer Hebrides is covered 116,600 ha or 40.3%

Designations are not independent and certain sites overlap.

With over 93% of waterbodies in the Outer Hebrides classified as being of good or high quality and expected to remain so, the Outer Hebrides have a high quality of water environment. This is in line with the 'no deterioration' objectives of the Water Framework Directive (WFD). This compares favourably with the equivalent figure for Scotland of 55%. The remaining 7% is represented by 28 river waterbodies and 7 loch waterbodies that are currently classified as being of less than good status. The management and improvement of the water environment will be addressed in the West Highland Area Management Plan once this has been finalised.

Cultural resources

The islands are rich in archaeology (430 scheduled ancient monuments) and history, which have significant economic as well as cultural benefits. There is evidence of considerable prehistoric human activity on the Outer Hebrides, as can be seen in an array of archaeological sites including, brochs, cairns, duns and stone circles. The most famous of these sites is the Standing Stones at Calanais, which pre-date Stonehenge.

The earliest written references to the Outer Hebrides are contained in Norse Saga. The influence of Norse invaders and settlers is still evident in many names, which are Scandinavian in origin. The islands eventually became part of Scotland in the mid-13th century but the word Hebrides is thought to have originated from the Norse word '*Havbredey*', meaning '*Isles on the edge of the sea*'.

Native islanders in the Outer Hebrides have a strong cultural identity largely stemming from a unique and eventful history. Life in the Outer Hebrides relates directly to the physical environment and geography of the islands, the crofting system and to the Gaelic language. The Gaelic culture in the Outer Hebrides is more prominent than in any other part of Scotland. Gaelic is still the language of choice amongst many islanders and around 60% of islanders speak Gaelic, whilst 70% of the resident population have some knowledge of Gaelic (including reading, writing,

speaking or a combination of the three). All signposts on the islands are written in both English and Gaelic and much day-to-day business is carried out in the Gaelic language.

Partners recognise the unique identity of the Outer Hebrides, based on Gaelic Language and Culture. Partners also recognise the place of Gaelic in the cultural, social and economic life of the people of the Outer Hebrides and as such the Comhairle's Gaelic Language Plan aims to revitalise Gaelic in the Outer Hebrides through a variety of measures. The Outer Hebrides also have a distinctive history combined with a vibrant culture, traditionally recollected in stories and song. To celebrate this tradition a range of cultural events take place on the islands annually. The Hebridean Celtic Festival, started in 1996, is held in mid-July for three days in Stornoway. The festival includes events such as ceilidhs, dances and special concerts featuring storytelling, song and music with performers from all round the isles and beyond.

There is also the Ceòlas Music Summer School, the Harris Arts Festival and Barra Live, together with Feisean, bring Gaelic culture to those who live on the isles and also attracting more and more people from further a field each year.

Local Outcome	6	The people of the Outer Hebrides derive maximum benefit from the <u>natural and cultural resources</u> of the area, whilst at the same time safeguarding those resources to benefit the future generation
Local Objectives	6A	Improve the management and marketing of our built and natural environment
	6B	Protect and enhance our built and natural resources for future generations
	6C	Grow, promote and enhance Hebridean culture and the Gaelic language
	6D	Achieve a carbon positive Outer Hebrides
	6E	Achieve a more self-sufficient Outer Hebrides

4.7 Services

Infrastructure

Much of the economic and social activity is generated from within the islands, but they rely heavily on road/sea/air connections with the mainland for essential supplies and the export of goods. Tourism is a growth sector and much employment depends on visitors to the islands. Passenger numbers continue to increase on both ferries and planes and the introduction of RET will attract tourists, support businesses and benefit islanders.

The main sealinks to the islands are located at Ullapool, Uig (Skye) and Oban, with direct air links to Barra, Benbecula and Lewis via Glasgow, Edinburgh, Aberdeen and Inverness airports. The physical remoteness from its main markets on mainland Britain and in Europe, coupled with the infrequency and cost of travel, places the islands at a distinct disadvantage in comparison to other rural parts of the country. As a result, pressure for development is generally light with the real challenges facing the islands being how to sustain population levels and a diverse local economy.

Improvements to the spinal route between the islands are currently underway. Together with improvements to roads to communities, links between our main towns and most rural locations will be improved, giving better access to remote places and local services and amenities.

Community is an important part of life in the Outer Hebrides and social infrastructure is seen as integral to community vitality and community regeneration. Within the Outer Hebrides the provision of infrastructure such as public transport, health care and education is focused and coordinated from Stornoway. Recent developments have been focused on new multipurpose community schools, which combine the provision of a range of social infrastructure, such as leisure facilities, educational opportunities (for children and adults) and health within one building or a cluster of buildings on the same site.

Integrated Services

The Community Planning Partnership has been working on an Integrated Services Delivery Plan since 2006 and this work has been carried out against the background that the Partnership strongly supported the retention, integration and delivery of public services in the Outer Hebrides. Initially work involved Comhairle nan Eilean Siar and NHSWI, but has since been extended to other Partners.

The initial deliverables of the Integrated Services Delivery Project were seen as: -

- Community Access Points
- Joined up Health and Social Care Services
- Reprographics including graphic design
- Facilities management
- Gaelic translation

Further areas being taken forward on a Partnership basis include asset management, tele-health and the Connected Communities Broadband Network.

Local Outcome	7. The <u>services</u> of the Outer Hebrides are of high quality, continuously improving and reflective of local needs
Local Objective	7A Continuously improve the integration and efficiency of the delivery and quality of public services and customer satisfaction therewith 7B Educate our children in schools fit for the 21 st Century including provision of technology 7C Provide appropriate and co-ordinated care of the elderly at a local level 7D Improve the quality, accessibility and

affordability of transport and
communications

7E Develop new services at a local level
as required

5 Measuring Success

Local Outcome 1 The <u>populations</u> of the islands of the Outer Hebrides are stable, with a better balance of age, gender and socio-economic groups			
Local Objectives :			
<ul style="list-style-type: none"> 1A Increase % of working age population 1B Increase % of young people 1C Improve gender balance 1D Maintain population distribution 1E More and better distributed affordable housing 			
National Outcomes:			
<ul style="list-style-type: none"> 1 We live in a Scotland that is the most attractive place for doing business in Europe. 2 We realise our full economic potential with more and better employment opportunities for our people. 			
Indicator/s (noting frequency / type / source)	Baseline at 2006-07	'Progress' target/s to 2010-11 'End' target/s & timescale/s	Lead Responsibles
1.1 An increase in net civilian migration through:			OHCPP SUSPOP Project Team/CPIG
1.1.1 Maintain Sub-area population			
Lewis	18,565	18,565	
Harris	1,953	1,953	
North Uist	1,551	1,551	
Benbecula	1,237	1,237	
South Uist	1,892	1,892	
Barra & Vatersay Outer Hebrides	1,152 26,350	1,152 26,350	

1.1.2 Number of Births GROS Annual	263	300	
1.1.3 Sex ratio of working age population SNS Annual	1.21	1.10	
1.1.4 Primary 1 roll as % of Primary 7 CnES Annual	85%	100%	
1.2 An increase in working age population as % of total population NOMIS	58%	60%	OHCPP SUSPOP Project Team/CPIG
1.3 An increase in economic activity rates NOMIS	84.4%	86%	OHCPP SUSPOP Project Team/CPIG
1.4 JSA Claimant Rates NOMIS	TBC	TBC	OHCPP SUSPOP Project Team/CPIG
1.5 Employment Rates NOMIS	TBC	TBC	OHCPP SUSPOP Project Team/CPIG
Brief links to relevant plans or other commitments of the local partners to support delivery of these outcomes (with hyperlinks if possible)			
OHCPP Sustainable Population Project Team Action Plan (2009-)			
Comhairle nan Eilean Siar Corporate Strategy 2007-11			
Comhairle nan Eilean Siar Business Plan 2009/10			
HIE Operating Plan 2009-12			
Making Highland Healthy, Director of Public Health's Annual Report 2008			
http://www.nhshighland.scot.nhs.uk/Publications/Pages/DirectorofPublicHealthandHealthPolicyAnnualReport2008.aspx			
TBC			

Local Outcome 2 The <u>economy</u> of the Outer Hebrides and the economies within the Outer Hebrides are thriving			
Local Objectives :			
2A Increase inward investment 2B Increase business start-ups 2C Build on established areas of success 2D Grow emerging sectors 2E Increase contribution for social enterprise 2F Increase in research and development activity at Lews Castle College/UHI and other educational/research activities in the Outer Hebrides			
National Outcomes:			
1 We live in a Scotland that is the most attractive place for doing business in Europe. 2 We realise our full economic potential with more and better employment opportunities for our people.			
Indicator/s (noting frequency / type / source)	Baseline at 2006-07	'Progress' target/s to 2010-11 'End' target/s & timescale/s	Lead Responsibles
2.1 Improvements are achieved in the structure of the Outer Hebrides economy:			CnES/HIE
2.1.1 GRDP per capita	£10,078 ⁶	£17,500	
2.1.2 GRDP UK per capita equivalence	66%	75%	
2.1.3 Decrease in trade deficit	£163.4m	£150m	
2.1.4 Value of Exports	£133.9m	£150m	

⁶ Fraser of Allander Input : Output Study 2003 www.fraserofallander.co.uk

2.1.5	Household Wages / Salaries	£15,215 ⁷	£20,000	
2.1.6	Household Wages / Salaries UK equivalence	78%	80%	
2.1.7	Total Household income	£21,726 ⁸	£30,000	
2.1.8	Total Household income UK equivalence	77%	80%	
2.2 Building on established areas of success:				CnES
2.2.1	No of jobs created as a result of the new Creative Industries & New Media Centre project CnES Annual	0	(Build complete July 2010) 6	
2.2.2	No of metres of Harris Tweed production supported through the Harris Tweed Investment Fund HT Investment Fund HTIF Applications Annual	0	21,500	
2.2.3	No of significant cultural events supported per annum CnES Annual	15	20	
2.2.4	Tonnes of aquaculture product processed and value-added CnES Annual	7,000t	8,000t	
2.2.5	Completion and implementation of the RET Action Plan HIE Annual	0	1	
2.2.6	Grow value of the tourism sector: Ferry passengers Caledonian MacBrayne annually	2007: 446,100	TBC	
	Aircraft passengers HIAL Annually	2007: 171,000	TBC	
2.3	Building on emerging key sectors, energy, research and life sciences:			CnES

⁷ Fraser of Allander Input : Output Study 2003 www.

⁸ Fraser of Allander Input : Output Study 2003 www.

2.3.1	No of MW of renewable energy consented or operational CnES Annual	6 MW	300 MW <i>494 MW consented / operational by 2012</i>	
2.3.2	No of MW of renewable energy in community ownership / control CnES Annual	3 MW	40 MW <i>100 MW consented / operational by 2012</i>	
2.3.3	No of MW of off-shore marine Energy CnES Annual	0 MW	0 MW <i>105 MW consented / operational by 2015</i>	
2.3.4	Renewable energy business start ups	0	15	
2.3.5	Number of bed spaces in research hotel	0	50	
2.3.6	Scope potential for the development of a macro-algae (kelp) demonstration project	0	<ul style="list-style-type: none"> • undertake initial project research / set targets and deliver demonstration project 	
2.3.7	Identify opportunities for synergies / joint working with other Highlands and Islands based expertise e.g. SAMS in Dunstaffnage	0	<ul style="list-style-type: none"> • open discussion and seek collaboration in regard to the development of a macro-algae project 	
2.4 Financial and Business Services:				CnES
2.4.1	Grow the Membership of the Western Isles Credit Union Outer Hebrides Credit Union Annual	500	1,000	
2.4.2	Establish Western Isles Credit Union outlets in wider geographic locations Outer Hebrides Credit Union	2	4	

Annual			
2.4.3 Ensure responsive, accessible and joined-up business development services through the introduction of the Outer Hebrides Business Gateway CnES Annual	0	1	
2.5 No of FTE supported by community owned estates CnES Annual	20	36	CnES/HIE
2.6 New business start-ups CnES Annual	75	80	CnES
2.7 New social enterprise start-ups OHLSEP	0	5	OHLSEP/HIE
2.8 Investment in pier and harbours to support growth key sectors and supporting the fishing industries	TBC		CnES
Brief links to relevant plans or other commitments of the local partners to support delivery of these outcomes (with hyperlinks if possible) Community Learning and Development Strategy Outer Hebrides Employability Strategy and Early Action Plan Comhairle nan Eilean Siar Corporate Strategy 2007 -11 Comhairle nan Eilean Siar Business Plan 2009/10 HIE Operating Plan 2009-12 All Third Sector Business Plans OHLSEP Business Plan OHCPP Creating Communities of the Future 2005 Lews Castle College Strategic Plan 2009/10 – 2011/12			

Local Outcome 3 The people of the Outer Hebrides are <u>well educated, well trained and well skilled</u>			
Local Objectives :			
3A Ensure appropriately educated, trained and skilled local workforce			
3B Increase the % of people undertaking education and training who find relevant employment in the Outer Hebrides			
3C Provide curricular enhancements better suited to local needs			
National Outcomes:			
3 We are better educated, more skilled and more successful, renowned for our research and innovation			
4 Our young people are successful learners, confident individuals, effective contributors and responsible citizens			
5 Our children have the best start in life and are ready to succeed			
Indicator/s (noting frequency / type / source)	Baseline at 2006-07	'Progress' target/s to 2010-11 <i>'End' target/s & timescale/s</i>	Lead Responsibles
3.1 Percentage of positive outcomes achieved as a result of participation in national training programmes	Skillseekers / Modern Apprenticeships 80% Get Ready For Work 73% Training For Work 37%	TBC	CLDP
3.2 Implementation of LCC/UHI blueprint for University College Town, Stornoway with 200 student residential places and associated infrastructure	20 student residential accommodation places, Bayhead Bridge Centre	Plan and funding in place. <i>2011/12 completion</i>	LCC/UHI
3.3 Additional new further education courses in LCC portfolio, focused on supporting the local economy and sustainable population aspirations.	Existing LCC FE portfolio	Minimum three new FE courses in portfolio. <i>Additional new further education courses in LCC portfolio, focused on supporting the local</i>	LCC/UHI

		<i>economy and sustainable population aspirations</i>	
3.4 Implementation of funded plans for centres of research activity in Energy, Gaelic, Health, Rural Development/knowledge economy and Archaeology	Research proposals in place for Energy and Mental Health.	Active funded research in all five areas identified. Research laboratories established: Energy Visualisation & Simulation; Low Carbon Buildings Full engagement with Energy Technology Partnership. Partnership with NHS Outer Hebrides and other agencies re: Mental Health Initial funded archaeology projects underway, 2009.	LCC/UHI
3.5 Number of participants in Literacy & Numeracy programmes achieving more than one learning outcome	300	305 by 2010 <i>310 by 2011</i>	CLDP
3.6 Young people in schools involved in the democratic process through involvement in Pupil Councils in Schools and in Learning Community Councils in five designated areas. School – annually	90% schools had elected pupil councils. Learning communities not established. 0 elected Learning Community Councils	100% of schools with elected pupil councils by 2011 5 elected Learning Community Councils by 2011 <i>Representation on a rotational basis at local government level through input to committee meetings e.g. by 2015</i>	CnES
3.7 Determined to Succeed and Enterprise in Education opportunities in all schools CNES - annually	92% pupils exceeded minimum entitlement to EinE	100% pupils exceeding Enterprise in Education entitlement <i>Schools engaging with the</i>	CnES

		<i>wider community in 50% of enterprise projects by 2012</i>	
3.8 Uptake of Skills for work courses CNES – annually	15% of 3 rd year pupils	20% of 3 rd year pupils by 2011 25% of 3 rd year pupils by 2015	CLDP
3.9 Percentage of pupils achieving appropriate levels of attainment in relation to national levels. CNES - annually	Reading P77% S 70% Writing P68% S 59% Maths P 81% S 73%	Reading P80% S 80% Writing P 70% S 73% Maths P 82% S 71% <i>Reading P85% S 85%</i> <i>Writing P 80% S 78%</i> <i>Maths P 85% S 78%</i>	CnES
3.10 Educational tariff scores for each quintile of S4 school pupils STACS - annually	Total Points per pupil - % Quintile 1 21% “ 2 24% “ 3 20% “ 4 22% “ 5 12%	Total Points per pupil -% Quintile 1 28% “ 2 17% “ 3 20% “ 4 19% “ 5 11% <i>Points per pupil Total %</i> <i>Quintile 1 30%</i> <i>“ 2 20%</i> <i>“ 3 20%</i> <i>“ 4 20%</i> <i>“ 5 10%</i>	CnES
3.11 Positive outcomes from HMle and ASE reports HMle and CNES - annually	85% over 3 years	88% by 2011 92% by 2015	CnES
3.12 Number of young people participating in local Youth Voices / Youth Councils	20 participants	22 by 2010 25 by 2011	CnES
3.13 Number of young people achieving full or partial Duke of Edinburgh's Award	80	100 by 2010 120 by 2011	CnES
3.14 Increase number of schools with broadband connection CNES – annually	90%	93% 100%	CnES
Brief links to relevant plans or other commitments of the local partners to support delivery of these outcomes (with hyperlinks if possible)			

Comhairle nan Eilean Siar Corporate Strategy 2007 -11
Comhairle nan Eilean Siar Business Plan 2009/10
Community Learning and Development Strategy
Outer Hebrides Employability Strategy and Early Action Plan
Lews Castle College Strategic Plan 2009/10 – 2011/12

TBC

Local Outcome 4 The physical and mental <u>health and wellbeing</u> of the people throughout the Outer Hebrides is improved			
Local Objectives:			
<p>4A Increase the number of young people participating in society and decision making</p> <p>4B Improve the health and wellbeing of our population</p> <p>4C Reduce the number of people living in BTS accommodation</p> <p>4D Reduce the number of households living in fuel poverty</p> <p>4E Meet the long term needs of vulnerable children, young people and families at risk</p> <p>4F Decrease numbers of children, young people and families affected by their own or parental substance misuse</p> <p>4G Improve the health, safety and wellbeing of our population</p>			
National Outcomes:			
<p>6. We live longer, healthier lives</p> <p>7. We have tackled the significant inequalities in Scottish society</p> <p>8. We have improved the life chances for children, young people and families at risk</p> <p>9. We live our lives safe from crime, disorder and danger</p>			
Indicator/s <i>(noting frequency / type / source)</i>	Baseline at 2006-07	'Progress' target/s to 2010-11 <i>'End' target/s & timescale/s</i>	Lead Responsibles
4.1 Number of young people engaging in sporting and cultural activities	100% of P6 pupils in receipt of free musical tuition 70% of pupils involved in sporting activities		CnES
4.2 % of children with obese BMI level at P1 Annual published, ISD Quarterly, local WI NHS (CHSP-PS)	11.2% (2007/08)	Reduction <i>Reduction</i>	NHS WI
4.3 % of P1-3 pupils taking a free school meal National statistics	12%	30% <i>Available to 100% of P1-3</i>	CnES

Annual		<i>pupils by 2014</i>	
4.4 Alcohol related hospital discharges standardised per 100,000 population ISD SMR01, quarterly – WI NHS Annual	1,554/100,000 pop. (2004/05)	Reduction <i>Reduction</i>	NHS WI
4.5 % of key staff receiving suicide prevention training relative to established baseline and learning levels	7%	50% <i>Increase</i>	NHS WI
4.6 Number of inequalities targeted cardiovascular health checks to be delivered quarterly data WI NHS	Nil	343 <i>Increase</i>	NHS WI
4.7 % of all households that suffer fuel poverty: defined as having to spend over 10% of household income on fuel Annual - 4 year average Scottish House Condition Survey	44.0% (2006/07)	Reduction <i>Reduction</i>	CnES
4.8 Number of households benefiting from Fuel Poverty initiatives Tighean Innse Gall annual returns	n/a	200 households <i>250 households by March 2010</i>	TIG
4.9 Number of new affordable houses completed Hebridean Housing Partnership Annual	40 new houses	40 new houses per annum to 2011	CnES
4.10 % of older people (65+) receiving intensive home care (10+ hours) as % of older people receiving long term care Community Care Outcomes Indicators – OC8a Annual	46.7% (2008)	Maintain <i>Maintain</i>	CHaSCP
4.11 Number of private sector households assisted to ensure they meet the tolerable standard	150 grant completions	120 housing grant completions per annum	CnES

CnES Uniform system quarterly			
4.12 Number of homeless applicants sustaining new tenancies Scottish Government HL1 statistical return Annual	95% of homeless applicants found accommodation sustaining their tenancies	95% of homeless applicants found accommodation sustaining their tenancies	CnES
4.13 Number of Local Housing Strategy (LHS) objectives reflect social inclusion agenda	<p>The four objectives in the existing LHS are:</p> <ul style="list-style-type: none"> • provide appropriate solutions to prevent homelessness • increase assistance to homeless applicants • provide additional housing services targeted at vulnerable people • older people able to maintain independence in own community 	LHS meets national criteria for social inclusion issues	CnES
4.14 No. referrals to Children's Panel	229 (2007/08)	Reduction	CnES
4.15 No. supervision requirements in place from Children's Hearings SCRA (Scottish Children's Reporter Administration)	29 (31 st March 2008)	Reduction	CnES
4.16 % of looked after and accommodated children in care for over 12 months with a plan for permanence	TBC	100%	CnES

4.17 % of Care Leavers aged 16 or 17 achieving one or more SCQF level 3	Est 40%	100%	CnES
4.18 Rate of Drunkenness offences recorded per 10,000 population Annual/ SG Recorded offences DA31a	18.3/ 10,000 (2004)	Reduction <i>Reduction</i>	Northern Constabulary
4.19 Develop active travel plans to encourage modal shift to walking and cycling.	Baseline to be developed	TBC	CnES
<p>Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with hyperlinks if possible)</p> <p>Comhairle nan Eilean Siar Corporate Strategy 2007 -11 Comhairle nan Eilean Siar Business Plan 2009/10 ADAT Strategy Western Isles Alcohol Needs Assessment Choose Life Strategy/Plan Mental Health Review CAMHS Strategy Older Peoples Mental Health Strategy Older Peoples Strategy Western Isles Clinical Strategy CHaSCP 3 Year Plan</p> <p>TBC</p>			

Local Outcome 5 The <u>communities</u> of the Outer Hebrides are stronger and more able to identify, articulate and take action and responsibility regarding their needs and aspirations			
Local Objectives:			
5A People in the Outer Hebrides will continue to live feeling safe, with little fear of crime			
5B Reduce risk of abuse or neglect within the community			
5C Reduce risk of danger from climate change			
5D Improve community engagement			
5E Foster a more sustainable voluntary sector supporting community aspirations			
5F Improve access to affordable community buildings			
National Outcomes:			
9 We live our lives safe from crime, disorder and danger			
10 We live in well-designed, sustainable places where we are able to access the amenities and services we need			
11 We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others			
Indicator/s (noting frequency / type / source)	Baseline at 2006-07	'Progress' target/s to 2010-11 'End' target/s & timescale/s	Lead Responsibles
5.1 Effectiveness of strategy on itinerant traders	8 joint operations with police service.	Increase % of itinerant traders targeted.	OH Community Safety Partnership
5.2 Awareness raising events about the adverse effects of Drug & Alcohol misuse	4	6	OH Community Safety Partnership
5.3 Programme of coast protection and flood alleviation schemes in aftermath of January 2005 storm	10% - Applications for funding to Scottish Government	75% of programme completed <i>Completion of programme by March 2012</i>	CnES
5.4 Delivery of partnership project with CnES, SEPA, SNH & Eochdar	0	Reports during February 2010	CnES

Flood Action Group: South Ford Hydrodynamic Study – Flood risk assessment			
5.5 Increase community confidence through adaptation to future impacts of climate change	0	70% of CoastAdapt project completed <i>Completion of CoastAdapt project January 2012</i>	CnES
5.6 Level of implementation of the Design Awareness Action Plan tasks (2008 - 2011)	No Design Action Plan in place	Design Awareness Action Plan agreed Year one actions in progress, 50% are complete <i>Complete all action in three year action plan</i>	CnES
5.7 Completion of Conservation Area character appraisals	1 out of 4 CA's have been subject to review	Agreement to carry out three reviews Consultants have been commissioned <i>4 appraisals complete</i>	CnES
5.8 Progress THI project for Stornoway Conservation Area	Year one complete	Project spend under profile <i>Spend level as agreed with HLF.</i>	CnES
5.9 Allocation of PSHG Project Support to conservation areas	£30k pa currently allocated	£30k allocated for 2009/10 <i>Secure PSHG allocation for on annual basis</i>	CnES
5.10 Local Outcome Agreements in place in each Sustainable Community Area	7	13 <i>To have Local Outcome Agreements in place for all 13 Sustainable Community Areas by 2011</i>	CnES
Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with hyperlinks if possible) Stornoway Townscape Heritage Initiative Comhairle nan Eilean Siar Corporate Strategy 2007 -11 Comhairle nan Eilean Siar Business Plan 2009/10			

Alcohol Drugs Partnership
TBC

Local Outcome 6 The people of the Outer Hebrides derive maximum benefit from the <u>natural and cultural resources</u> of the area, whilst at the same time safeguarding those resources to benefit future generation			
Local Objectives :			
6A Improve the management and marketing of our built and natural environment 6B Protect and enhance our built and natural resources for future generations 6C Grow, promote and enhance Hebridean culture and the Gaelic language 6D Achieve a carbon positive Outer Hebrides 6E Achieve a more self-sufficient Outer Hebrides			
National Outcomes:			
2 We realise our full economic potential with more and better employment opportunities for our people. 3 We are better educated, more skilled and more successful, renowned for our research and innovation 12 We value and enjoy our built and natural environment and protect it and enhance it for future generations 13 We take pride in a strong, fair and inclusive national identity. 14 We reduce the local and global environmental impact of our consumption and production.			
Indicator/s (noting frequency / type / source)	Baseline at 2006-07	'Progress' target/s to 2010-11 'End' target/s & timescale/s	Lead Responsibles
6.1 Number of new jobs related to natural and cultural resources	TBC	TBC	CnES/SNH
6.2 Waterbodies in the Outer Hebrides classified as being of less than good ecological status under Water Framework Directive.	27 rivers 7 lochs	27 rivers 7 lochs <i>Key objective of the plan is for waterbodies to achieve good ecological status by 2015 (if more time is necessary then this could be extended to 2021 or 2027)</i>	SEPA

6.3 Increase % of protected nature sites in favourable condition.	90% (2008)	90% 95%	SNH
6.4 Reduction of Public Sector carbon footprints	36,000 tonnes	20% reduction by 2014 for CnES & NHS WI 40% by 2020	All Public Sector Partners CnES & NHS WI
6.5 Tonnes of biodegradable Municipal Waste (BMW)	11, 176	10, 125	CnES
6.6 Percentage of municipal solid waste (MSW) recycled	17%	25%	CnES
6.7 Number of post-school courses for music and art in Uist	Existing courses in Music (2) and Art (3)	Action plan in place to increase range of courses to degree, and provide required infrastructure, including equipment and residential accommodation. <i>Specialist Centre established, and full range of courses on offer 2011/12</i>	LCC/UHI
Brief links to relevant plans or other commitments of the local partners to support delivery of these outcomes (with hyperlinks if possible) Outer Hebrides Language Plan Comhairle nan Eilean Siar Corporate Strategy 2007 -11 Comhairle nan Eilean Siar Business Plan 2009/10 Lews Castle College Strategic Plan 2009/10 – 2011/12 Carbon Management Plan TBC			

Local Outcome 7 The <u>services</u> of the Outer Hebrides are of high quality, continuously improving and reflective of local needs			
Local Objectives:			
7A Continuously improve the integration and efficiency of the delivery and quality of public services and customer satisfaction therewith			
7B Educate our children in schools fit for the 21 st Century including provision of technology			
7C Provide appropriate and co-ordinated care of the elderly at a local level			
7D Improve the quality, accessibility and affordability of transport and communications			
7E Develop new services at a local level as required			
National Outcomes:			
9 We live our lives safe from crime, disorder and danger			
10 We live in well-designed, sustainable places where we are able to access the amenities and services we need			
11 We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others			
15 Our public services are high quality, continually improving, efficient and responsive to local people's needs			
Indicator/s (noting frequency / type / source)	Baseline at 2006-07	'Progress' target/s to 2010-11 'End' target/s & timescale/s	Lead Responsibles
7.1 Improved public services accessible to everyone; 7.1.1 Number of Community Access Points	4 ⁹	13	All OHCPP Partners
7.2 Continuous improvement in the integration and efficiency of the delivery and quality of public services and customer satisfaction therewith: 7.2.1 Number of Joint services Initiatives 7.2.2 Number of Customer satisfaction surveys by OHCPP	4 ¹⁰ 1 ¹¹	10 1 per annum	OHCPP Integrated Services Project Team

⁹ Dates for 2008/09¹⁰ Dates for 2008/09

7.3 Develop new services at a local level as required: 7.3.1 Number of home care hours per 1000 population aged 65+ 7.3.2 Provision of new care facilities	TBC TBC	TBC TBC	All Partners OHCPP
7.4 Connected Communities main infrastructure project complete	Complete "in-fill project"	1.1 Improved and more resilient digital connectivity <i>Connected Communities main infrastructure project complete</i>	HIE
7.5 Improved Conclusion of suitability rating of our transport network.	SRMCS - DATA	<i>Reduction of 'Red' classified % of roads.</i>	CnES
7.6 Increase length of Spinal Route that is double track	175KM ¹²	<i>Increase length of Double Track by 8KM by 2012</i>	CnES
Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with hyperlinks if possible) Comhairle nan Eilean Siar Corporate Strategy 2007 -11 Comhairle nan Eilean Siar Business Plan 2009/10 All Third Sector Business Plans TBC			

¹¹ Dates for 2008/09

¹² Dates for 2008/09

6 Making it happen

Community Engagement

Community engagement is paramount to ensuring that what the partners are delivering is what the people of the Outer Hebrides want and require. Over the next twelve months, the partners will facilitate four key events and related processes to gain the views and ideas of the community. These will be focused on:

- Business, Economy and Population
- Health and Environment
- Education, Training and Skills Development
- Empowering Communities and Delivering Services

To encourage a continuous open dialogue with all sectors of the community, the Outer Hebrides Community Planning Partnership will also hold six open meetings throughout the year. These meetings will enable the communities to get the opportunity to ask questions and offer input at the end of each session after observing the process of debate, discussion and decision making.

Action Planning

The Single Outcome Agreement started from a **Thinking Day** with all partners contributing towards the future vision of the Outer Hebrides. As this model proved to be productive, the Partners have agreed to use **Action Planning** to create critical paths from scenario planning. After collating the information from the community engagement events and taking the seven local outcomes with their aims and objectives, the partners will visualise the success of a planned scenario, then work backwards on how they achieved the goal. This will create a critical path, giving timelines, identify which partners play the stronger lead role in delivering the result, a clearer view on how partner budgets can work better together and most importantly, the starting point to make it all happen. The local outcomes range in time scale on the expected delivery; by having a more focused direction, the partners will keep motivated by achieving each section of the critical paths within the proposed period.

7 Keeping on track

Equality and Diversity

The Outer Hebrides Community Planning Partnership recognises the value of diversity within the community.

The Partnership is committed to working towards improving equality of opportunity for all and reducing inequalities in the community. The Partnership is committed to providing high quality services that everyone can access. The Partnership will work towards removing direct and indirect barriers which exclude people from social, economic, political and cultural opportunities and experiences.

The Partnership is committed to ensuring that current and potential service users, employees or job applicants will not be discriminated against on the grounds of social circumstances or background, gender, race, disability, sexual orientation, age, or religion.

The delivery of the Single Outcome Agreement will be impact assessed to identify those groups within the community whose requirements are less well met than those of other groups with a view to widening accessibility to all the services provided by the Partnership.

The outcomes of the SOA will be monitored to ensure that they do not exclude or discriminate against any individual or group in the community and that as employers and service providers we meet their needs. If monitoring reveals any gaps action will be taken to rectify these.

Governance

The OHCPP is committed to establishing a governance framework for the SOA whereby all partners agree to support delivery of the SOA, compatible with their (statutory) power and duties. This governance framework will also identify roles and responsibilities through which partners can contribute effectively.

The OHCPP set up a high-level Steering group make up of the partners to oversee the production of the new SOA 2009. The work of this group included, in particular, a facilitated Thinking Day held on 14 January 2009, Meeting with the Business Community on 14 and 15 January and an online community engagement survey held from 5 February 2009 to 16 February 2009. This high-level Steering Group will continue to drive the implementation of the SOA.

The full Partnership concluded drafts of the new SOA on 5 February 2009, 19 February 2009, March 26 2009 and May 21 2009. Minutes and papers relating to these meetings are available at [????????????](#)

Performance Management

Performance and progress in relation to the SOA will be reported to the OHCPP on a quarterly basis. The OHCPP will develop a performance management system which will incorporate information on outcomes, building on the business planning processes of partners. The OHCPP is fully committed to full public reporting (and decision making). This will include the development and use of a dedicated and interactive OHCPP website.