



Comhairle nan Eilean Siar

Management Plan

Leisure and Learning

Period: 11/12 - 15/16

Business Unit SWOT

Leisure and Learning

	STRENGTHS	WEAKNESSES
INTERNAL	<ul style="list-style-type: none"> • Investment in facilities • Relationships with stakeholders • High performing Mobile Libraries • All services accessible across the Western Isles • Range and experience of staff • Successful external funding bids • Comfortable and modern buildings 	<ul style="list-style-type: none"> • Lack of capacity • Fixed term contracts • Low book/exhibitions fund
	OPPORTUNITIES	THREATS
EXTERNAL	<ul style="list-style-type: none"> • HLF bid for new Lews Castle Museum and Archive • Partnership working with other organisations • Restructuring • The national profile of sport (2012, 2014, Active Nation) • Curriculum for Excellence • Active Nation and Community Hub Agenda • Succession Planning/knowledge transfer 	<ul style="list-style-type: none"> • Reduction in volunteering • Over-reliance on individuals • Economic climate • Budget cuts • Small non viable client groups • Service reductions

Service Profile: Community Education and Training

Description:

Community Education

The Community Education Service provides services across the 3 priority areas for Community Learning and Development Services in Scotland i.e. Achievement through Learning for Adults, Achievement through Learning for Young People and Community Capacity Building. The Service focuses on achievement through learning for adults, specifically, by 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).

The Service engages with young people to facilitate their personal, social and educational development and enabling them to gain a voice, influence and a place in society. It builds community capacity and influence by enabling people to develop the confidence, understanding and skills required to influence decision making and service delivery.

Accredited Training & Skills

The Accredited Training and Skills Service aims to provide qualified, skilled and experienced employees on a continuous basis to meet the human resource requirements of employers in the Outer Hebrides. The Service provides:

- a set framework criteria for deciding relevant training and development activities;
- training Programmes for clients within the agreed contract conditions with Skills Development Scotland e.g. “Modern Apprenticeships” and “Get Ready For Work”;
- Employability Programmes for the unemployed, including those with significant barriers to employment, in order to maximise their chances of securing employment;

Employment Development and Support

The Employment Development and Support Service provides an Employability Programme for people who are unemployed and have either physical or learning difficulties. The programme offers a range of interventions and



Service Profile: Community Education and Training

opportunities for employment placements. Participants are supported to achieve their potential and moved along an employability pathway.

Outputs:

Young people participating on National Training Programmes including "Modern Apprenticeships" and "Get Ready for Work."

Adults participating on initiatives that support the long-term unemployed back into employment.

People facing significant barriers to employment participating in employability skills programmes.

SVQs available through an SQA Approved Centre.

Adult learning opportunities available in the community.

Capacity Building training provided to voluntary groups.

Literacy and numeracy learning provided.

ESOL learning provided.

Active youth councils.

Gaelic language learning available in the community.

Information and educational support provided to young people.

Activities delivered to young people through the medium of English and Gaelic.

Young people involved in Pointers Youth Centre activities and committee.

Young people have access to accredited youth awards such as the Duke of Edinburgh's Award.

Primary Outcome:

3.2 (SOA 4) Our young people are successful learners, confident individuals, effective contributors and responsible citizens.

Secondary Outcomes:

2.2 (SOA 7) We have tackled the significant inequalities in Scottish society.

2.3 (SOA 11) We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.

2.4 (SOA 13) We take pride in a strong, fair and inclusive national identity.

3.1 (SOA 3) We are better educated, more skilled and more successful, renowned for our research and innovation.

Business Unit: Leisure and Learning

Actions:

Local Ou	Action	Start Date	Comp Date	Budget Type
2.2.1	Provide a range of Community Based Adult Learning opportunities.	01/04/2011	31/03/2012	Operating
2.3.3	Provide a range of support to communities to encourage participation in the democratic process and provision of services.	01/04/2011	31/03/2012	Operating
2.4.1	Provide Gaelic language learning opportunities through Youth Work and Community Based Adult Learning.	01/04/2011	31/03/2012	Operating
3.1.4	Provide employability support through locally developed and national training programmes aimed at supporting individuals into employment.	01/04/2011	31/03/2012	Operating
3.2.2	Provide a range of youth work activities to support the attainment and personal and social development of young people.	01/04/2011	31/03/2012	Operating

Service Profile: Community Education and Training**Service Profile KPIs:**

KPI	Units	11/12	12/13	13/14	14/15	15/16
Number of Community Based Adult Learning Classes run in financial year	#	80	N/A	N/A	N/A	N/A
Number of participants in Gaelic Youth Work activities per financial year	#	330	N/A	N/A	N/A	N/A
Number of Young People Participating in Accredited Youth Work per financial year	#	200	N/A	N/A	N/A	N/A
Number of Adult Literacy and Numeracy Learners per financial year	#	120	N/A	N/A	N/A	N/A
Percentage of Completers on GRFW Programme achieving positive outcomes	#	50	N/A	N/A	N/A	N/A
Percentage of returned Exit Questionnaires that rate GRFW training Good or Better	%	80	N/A	N/A	N/A	N/A
Percentage of returned Exit Questionnaires that rate Adult Unemployment Training Good or Better	%	80	N/A	N/A	N/A	N/A
Number of ESOL Learners per financial year	#	60	N/A	N/A	N/A	N/A
Percentage of Completers on Modern Apprenticeship Programme achieving target qualifications	%	80	N/A	N/A	N/A	N/A
Number of Gaelic Family Learners per financial year	#	44	N/A	N/A	N/A	N/A
Percentage of Completers on Long Term Adult Unemployed Programmes achieving positive outcomes	%	60	N/A	N/A	N/A	N/A
Percentage of returned Exit Questionnaires that rate Modern Apprenticeship Training Good or Better	%	80	N/A	N/A	N/A	N/A
Number of Community Based Adult Learners per financial year	#	550	N/A	N/A	N/A	N/A

Service Profile: Cultural and Information Services

Description:

Cultural and Information Services comprise the Western Isles Library Service (including mobile libraries and school libraries), Museum nan Eilean, Archaeology and Hebridean Archives. These services provide equitable access to resources/artefacts/historic records and collections that promote reading, information, and history for leisure and learning. Services are promoted through advice, activities and programmes that encourage increased usage, and sustain community identity and confidence in Gaelic language, culture and heritage. Services are provided across the Western Isles.

Outputs:

Access to an accredited Museum Service with unique collections representing a cross-section of island life and culture through two bases, Museum nan Eilean, Stornoway and Sgoil Lionacleit in Benbecula. It also disseminates the Islands' culture and heritage through exhibitions, access and learning and interpretative programmes. It has a key role in assisting the Community's own initiatives and provides advice and support for the Comainn Eachdraidh and independent museums.

Access to a Library service that provides reading and literacy materials, Local Studies and Gaelic materials, and information and advice through the lending of materials (books, CDs, DVDS etc); staff advice and guidance, and access to IT. This is done through a network of 6 library buildings and 3 mobile libraries.

Access to an Archaeology Service that maintains the Sites and Monuments Record; provides community support and provision of advice; provides consultancy services in particular for Agri-environment schemes and for Technical Services for major projects. It also supports community organisations with project preparation and management (including funding bids) and has an educational role.

Access to Hebridean Archives – a three year ERDF funded project that will develop a Hebridean Archives brand and aims to map and enhance the preservation, accessibility and presentation of the unique historic records of the Outer Hebrides.

Primary Outcome:

2.4 (SOA 13) We take pride in a strong, fair and inclusive national identity.

Secondary Outcomes:

2.5 (SOA 15) Our public services are high quality, continually improving, efficient and responsive to local people's needs.

Business Unit: Leisure and Learning

Actions:

Local Ou	Action	Start Date	Comp Date	Budget Type
2.4.4	Care, management of and access to resources, records and collections (Museum, Archaeology, Archives)	01/04/2011	31/03/2012	Operating
2.4.4	Advice, support and information re: heritage (Museum, Archives, Archaeology)	01/04/2011	31/03/2012	Operating
2.4.4	Deliver a range of formal and informal learning opportunities (Museum, Archives, Archaeology)	01/04/2011	31/03/2012	Operating
2.5.4	Deliver a range of formal and informal learning opportunities (Libraries)	01/04/2011	31/03/2012	Operating
2.5.4	Care, management of and access to resources and collections (Libraries)	01/04/2011	31/03/2012	Operating
2.5.5	Partnership projects, programmes and services to build capacity for cultural, heritage and information services (Libraries, Museum, Archives, Archaeology)	01/04/2011	31/03/2012	Operating

Service Profile: Cultural and Information Services

Service Profile KPIs:

KPI	Units	11/12	12/13	13/14	14/15	15/16
SPI 11.b (CC) The number of visits to / usages of council funded or part funded museums that were in person per 1000 population	#	2,673	N/A	N/A	N/A	N/A
SPI 12.a (CC) Number of library visits per 1000 population	#	7,712	N/A	N/A	N/A	N/A
SPI 11.a (CC) The number of visits to / usages of council funded or part funded museums per 1,000 population	#	7,640	N/A	N/A	N/A	N/A
SPI 12.b (CC) Number of library borrowers as a percentage of the resident population	%	382	N/A	N/A	N/A	N/A

Service Profile: Sport and Health

Description:

The Sport and Health Service is responsible for creating a supported infrastructure for the development of sport and implementation of the national health improvement agenda - the Government's "Active Nation" philosophy. The service works in partnership with local and national agencies to instigate and enhance sport and physical activity opportunities available to the population of the Outer Hebrides. The service operates the Comhairle's sports facilities and delivers the sports development responsibilities, encompassing outdoor learning. Comhairle commitment is used to lever-in significant external funding and resources to deliver the Active Schools network and Outdoor Learning, assist in the improvement of the sports infrastructure and meet the demands of supporting the personnel to sustain and enhance clubs and activities.

Outputs:

Access to a range of sports facilities and associated services
 Club accreditation awards for community sports clubs.
 Coach, instructor and player pathway agreements with National Governing Bodies and local partners.
 Sustainable enhancements to the sports infrastructure.
 Western Isles Team competing at the biennial International Island Games.
 Extra Curricular physical activity, sport and outdoor learning clubs, including holiday clubs.
 Curricular related programmes, projects and festivals.
 Generic and sports specific training of school staff and volunteers.
 School pupils achieving the national swim award.

Primary Outcome:

2.1 (SOA 6) We live longer, healthier lives.

Secondary Outcomes:

2.5 (SOA 15) Our public services are high quality, continually improving, efficient and responsive to local people's needs.

Business Unit: Leisure and Learning

Actions:

Local Ou	Action	Start Date	Comp Date	Budget Type
2.1.1	Contribute to the implementation of a Curriculum for Excellence through the delivery of the Active Schools Network and the Outdoor Learning services	01/04/2011	31/03/2015	Operating
2.1.3	Increase attendances at Comhairle sports facilities	01/04/2011	31/03/2012	Operating
2.5.4	Engage with stakeholders to maintain and enhance access to parks and open spaces	01/04/2011	31/03/2012	Operating
2.5.5	Engage with local and national partners to enhance the capacity for the population to engage in physical activity and sport.	01/04/2011	31/03/2012	Operating

Service Profile: Sport and Health

Service Profile KPIs:

KPI	Units	11/12	12/13	13/14	14/15	15/16
SPI 10.b (CC) The number of attendances per 1,000 population for other indoor sports and leisure facilities, excluding pools in a combined complex (c)	#	6,350	N/A	N/A	N/A	N/A
SPI 10.a (CC) The number of pool attendances per 1,000 population (c)	#	5,250	N/A	N/A	N/A	N/A
Percentage of pupils engaged in the Learn to Swim programme who achieve the National Swim Award after receiving their lesson entitlement.	%	90	95	N/A	N/A	N/A