



**APPENDIX 1**  
**COMHAIRLE NAN EILEAN SIAR**  
**SINGLE OUTCOME AGREEMENT**  
**2008/09**

**COMHAIRLE'S PROGRESS REPORT**  
**as at 17 APRIL 2009**

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## CHIEF EXECUTIVE'S DEPARTMENT

### Overview

The Chief Executive's Department supports the Comhairle itself and its functions as lead Community Planning Partner and liaises with other agencies. The Department provides a strategic HR function and supports the democratic core thus ensuring consistency of practice across the organisation. It is also responsible for ensuring compliance with statutory duties and has a particular responsibility for civil contingencies.

### Our Achievements

- Completion of Employee Survey and development of Improvement Plan
- Production of revised Best Value Service Review: Guidance and Tool Kit
- Production of revised Occupational Health Policies
- Procurement and Implementation of Electronic Performance Management System
- Development of Diagnostic Pathways Programme

### SERVICE: Executive Office

13. We take pride in a strong, fair and inclusive national identity.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Increase the number of Gaelic speakers in the Outer Hebrides	Percentage of the population, who speak, read or write Gaelic (70.4% as per 2001 Census)	Alasdair MacLeod	Not possible to determine accurately until the next Census.	The aim will be to extract Gaelic language speaking related statistics from the Census rehearsal due to be returned in March 2009.
	Increase the percentage of staff within the Comhairle who speak Gaelic.	Alasdair MacLeod	The Comhairle funds LCC to deliver Ùlpan courses to Comhairle staff.	This is an ongoing commitment in 2009 and the number of Comhairle staff registered on these courses. 2008/09 = 7 2009/10 = 13.
	Improving the Gaelic literacy level among fluent speakers within the Comhairle.	Alasdair MacLeod	At discussion stage.	The Comhairle is hoping to progress this initiative through Integrated Services with OHCPP

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
	Financial support to Ùlpan immersion and other Gaelic learning courses in partnership with LCC	Alasdair MacLeod	Ùlpan commenced in 2007 in Lewis with 60 learners of Ùlpan in 2007/08.	Ùlpan has now been rolled out into Uist and Barra, with the intention of commencing classes in Harris in August 2009. The projection for 2009 is 80.
Promoting confidence and pride in Hebridean Culture	Number of significant cultural events supported per annum throughout the Outer Hebrides (06/07 = 15)	Alasdair MacLeod	17 cultural events supported.	The projection is to support 20 cultural events. SLAs now in place between the Comhairle and Ceòlas; Fèisean nan Gàidheal; and Hebridean Celtic Festival (enabling two to three year funding for recurring events).
Strengthening Gaelic economic development	Support for Gaelic economic development initiatives. (06/07 = 3)	Alasdair MacLeod	Fèisean nan Gàidheal; Tobar an Dualchais; Urachadh Uibhist (f/y 2008/09).	Tobar an Dualchais will receive an additional one year's funding to complete their current project. The Comhairle has agreed to provide financial support to the Royal National Mod 2009/10 and 2010/11.

**14.** We reduce the local and global environmental impact of our consumption and production.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
A reduction in adverse environmental impact through efficiencies and Comhairle services	Increase use of Hi-tech Video Conferencing for Comhairle meetings	Derek MacKay	No formalised agreements in place, very much on a meeting by meeting basis. Work towards more formal arrangements	To develop a policy for determining which or how many meetings may be held via VC. Progress

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
			regarding video-conferencing.  Also to introduce VC in all Comhairle meeting rooms.	through Corporate Management Team in the first instance. Consultation with Comhairle's IT section.

15. Our public services are high quality, continuously improving efficient and responsive to local people's needs.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Cross cutting review of the Comhairle's services.	Implementation of the Comhairle's Diagnostic Pathways Programme.	Angus Murray	First phase of the Comhairle's Diagnostic Process completed. 15 business case opportunities identified. Final Report submitted to Improvement Service.	Diagnostic Planning and Prioritisation Report completed February 2009. Report to the Comhairle's Policy and Resources Committee 18 February 2009. Chief Executive authorised to progress to implementation. Draft job description and job specification drawn up for Diagnostic Programme Manager. Anticipate submission to HR Sub Committee in April 2009.
	Introduction of electronic agendas prior to Committee meetings	Derek MacKay	New initiative.	The intention is to pilot e-agendas for ICT, Procurement and Asset Mgmt Sub Committee commencing 2009/10. The aim is to roll out throughout the Comhairle in future years.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
	Increase use of Hi-tech Video Conferencing for meetings	Derek MacKay	No formalised agreements in place, very much on a meeting by meeting basis. Work towards more formal arrangements regarding video-conferencing, e.g. Determining appropriateness of VC for Comhairle meetings. Also to introduce VC in all Comhairle meeting rooms	To develop a policy for determining which or how many meetings may be held via VC. Progress through Corporate Management Team in the first instance. Consultation with Comhairle's IT section.
	Ensure delivery of high quality legal service by agreeing Service Level Agreements with all client departments	Gavin Lawson	0	Process initiated. Preliminary meeting request issued to all client departments for discussion of draft SLA terms.
	Increase reaction/completion time of client instructions by ensuring a full complement of solicitors is in place.	Gavin Lawson	0	Solicitor appointed. Commencement date 30 March 2009.
Enhanced Performance Management, Monitoring and Reporting.	Implementation of the Balanced Scorecard across Comhairle services.	Angus Murray	Intermittent application across Comhairle services	Training completed for Elected Members and Officers first two weeks in February 2009.
	Implement Electronic Performance Management System (EPMS)	Angus Murray	EPMS procured.	EPMS Scoping exercise completed in February 2009. Implementation commencing 6 April to 21 April 2009. 2009 (Service Business Planning Sessions). Training commencing thereafter. EPMS expected to go 'live' by May 2009.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
	Develop Public Performance Reporting on a range of Comhairle services via the Community Connect Portal of the EPMS	Angus Murray	Electronic SPI reporting on internet.	Will coincide with development of the new EPMS system
Promoting and delivering the Integrated Services Project	Advancing opportunities for shared services and facilities between local OHCPP (Outer Hebrides Community Planning Partnership)	Angus Murray	Integrated Services Board and Project Team established. Work commenced on shared services potential.	Ongoing reporting to Integrated Services Project Team on a quarterly basis. Next scheduled meeting 26 March 2009.
Improve Community Engagement and Consultation	Develop Departmental Community Engagement Action Plans	Angus Murray	Community Engagement Action Plan (Finance and Corporate Resources) agreed by F&CR at DMT.	Await current Scottish Government guidelines/model for promoting and progressing better Community Engagement 2009/10 via the Community Empowerment Action Plan.
Customer satisfaction with quality of public services	Customer surveys undertaken and analysed. (06/07 – One customer survey, non specific, completed)	Angus Murray		Will coincide with development of the new EPMS system especially the Community Connect portal.
Establish a Genealogy Service	Source funding to develop a Genealogy Service	Lesley McDonald	Genealogy Member Officer Working Group established.	Study commissioned. Study completed by University of Dundee. Consideration of study recommendations. Action preferred option(s), including further investigation of appropriate funding sources, Prepare funding applications.

**SERVICE: Human Resources**

7. We have tackled the significant inequalities in Scottish society.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Our public services are accessible to everyone.	Improved engagement with minority groups in the community.	Norma Morrison	Two Race and Disability conferences held in 2008.	Draft Action Plan for the Diversity and Equality Steering Group written in March 2009.

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

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Continuous improvement in the efficiency of our delivery and the quality of public services and customer satisfaction.	Number of Comhairle departments to have Investors in People status. (06/07 – IIP achieved by Education & Finance Departments)	Norma Morrison	Education Department had maintained IIP.	Chief Executive's Department is preparing for IIP assessment in May 2009.
	Number of completed Best Value Service Reviews carried out.	Norma Morrison	Best Value Officer post released and leeted.	Best Value Officer recruited in January 2009. A series of Best Value Reviews proposed for 2009/10 within the Comhairle. A Report will go before the April 2009 series of Committees for approval.
	Number of new training courses provided by the training section for employees. (06/07 = 29)	Norma Morrison	29 (no change )	Several new in-house courses being worked up in the following areas: IT; Management Competencies; and Equalities. Also including training of trainers.
	Bring Craft Workers into the new Single Status Pay and Grading and Conditions of Service arrangements.	William Whytock	None	Negotiations not due to commence until September 2009
	Complete the Job Evaluation Appeals process (168 claims)	William Whytock	First part of the process (sifting) completed	Appeals Hearings commenced March 2009. On target to be completed June 2009.



Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
	Defend the Equal Pay claims submitted by Unison – currently 90 cases.	William Whytock	None	Ongoing
	Ensure the SOA is included in the Strategic & Operational Risk Registers (RR's) & the risks associated with the specific outcomes managed.	Andy MacDonald	SOA included within Strategic Risk Register	Included in the Strategic Risk Register, yet to be evaluated and controls implemented.
	Embedding Risk Management (RM) within the Comhairle. (06/07 – RM Policy, Framework in place. Risk Registers, SRMG in place).	Andy MacDonald	Revitalised Corporate Risk Management Strategy adopted by the Comhairle October 2008	Strategy in place, requires to be rolled out & communicated by CMT
	All key decision reports (contentious, sensitive or complex) to include a risk assessment.	Andy MacDonald	Principle outlined in new Strategy, agreed by Comhairle October 2008	None to date; Committee Services to lead.
	Number of Health & Safety Audits, Inspections, Surveys, Tours of Comhairle premises. (06/07 – 50% of premises inspected, assessed)	Andy MacDonald	80% of premises inspected, assessed	Completed
	Number of HSE reportable accidents to Comhairle employees. (06/07 – Incident rate of 5.6 per 1000 employees. Reduction of 2.0 from 2005).	Andy MacDonald	2007 – Incident rate of 4.0 per 1000 employees. Reduction of 1.6 from 2006/07	11 HSE reportables involving staff in 2008, an incidence rate of 4.4 per 1000 staff, which is an increase of 0.4 on 2007 and a decrease of 1.2 on 2006.
	Number of Health and Safety Committee Meetings held annually by Departments (06/07 – 90% of Departments held 3 or more H&S meetings)	Andy MacDonald	30% of Departments held 3 or more H&S meeting	Completed
	Business Continuity Management Plans in place for critical business areas	Andy MacDonald	None	Social Work Care Homes Plan in place. A workshop for Service Managers was held on 17/3/09.
	Improved resilient telecommunication strategy (06/07 – Comhairle VHF Radio network).	Andy MacDonald	Enhanced Comhairle VHF Radio network	Completed, Barra depot last connection

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
	Strategic Coordination of local responders, fully equipped Comhairle Emergency Response centre. (06/07 – Occupied new Emergency Centre at Faire).	Andy MacDonald	No back up power supply for Emergency Centre	No progress, remains High Risk for the service

**SERVICE: External Strategy (No Service Business Plan submitted)**

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress

## DEVELOPMENT DEPARTMENT

### Overview

The Development Department was established in July 2008. A New Director was appointed in December 2008 and came into post in January 2009. The Department incorporates the following services: Economic and Community Development; Strategic Planning and Projects; Building Standards and Housing Services. The Department has a staff complement of over 100 including the Consumer Direct Scotland operation and has a revenue budget of over £2.5m. The key function and focus of the Development Department is to support the communities of the Outer Hebrides through the sustainable economic and social regeneration of the area.

### Our Achievements

- Successfully introduced the Outer Hebrides Business Gateway service
- Secured funding of £2.6m to enable the creation of Creative Industries Centre
- Supported the Harris Tweed sector through the introduction of the Harris Tweed Investment Fund and the Harris Tweed Training Programme
- Expanded the “Cearcaill na Gaidhlig” scheme to allow the participation of 620 businesses and the production of 10,000 books and 150,000 leaflets.
- Successfully introduced the “Connected Hebrides” scheme to support the development of on-line businesses
- Completed the initial research phase in regard to the establishment of an “Outer Hebrides Marine Energy Zone”
- Introduced Local Advisory Groups for every Community Coordinator area
- Developed seven Community Capital Investment Schemes with a combined value of £4.7m
- Successfully integrated the Consumer Direct Scotland operation into the Comhairle’s establishment
- Successfully introduced “Service Level Agreements” with the main arts and culture providers
- Worked with Scottish Government and COSLA to safeguard future levels of Private Sector Housing Grant
- Secured a significant uplift in the Affordable Housing Investment Programme
- Successfully adopted the Western Isles Local Plan
- Completion of the Western Isles Countryside Access Programme providing 195km of new and improved pedestrian routes throughout the area
- Completion of the Hebrides Archaeological Interpretation Programme, providing archaeological interpretation at 15 sites throughout the Outer Hebrides

### SERVICE: Economic & Community Development

1 We live in a Scotland that is the most attractive place for doing business in Europe.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Cohesive and complementary Business Support Services that add-value to private sector organisations	Provision of a single point of contact for business customers through the co-location of relevant Comhairle and HIE services	Domhnall MacDonald	Co - location of business services completed in June 2008. Comhairle’s Business Support team co-located in HIE local office.	Relocation completed. Comhairle Business Development Services continue to be delivered from HIE premises,

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
				in advance of Business Gateway launch on 1 April 2009.
	Operation of a Business Gateway service : a generic business advice and signposting service plus a series of one-to-many business training workshops	Domhnall MacDonald	Highlands and Islands "in-house" approach agreed with Government. National Standards agreed. Local protocols developed with HIE. Contracting arrangements for "One-To-Many" services developed	Significant progress made in developing appropriate Outer Hebrides Business Gateway approach in consultation with HIE and others. Tendering for one-to-many workshop providers being addressed. Expected completion April 2009. Delivery thereafter.
Maximum take-up of broadband connectivity by households and businesses	Active coordination of the marketing of broadband services, through community events and other promotional vehicles using the "Get Connected" brand. (06/07 – 36%)	Joe MacPhee	Connected Communities main infrastructure project complete. Infill project 80% complete. Connected Hebrides project approved.	Complete  Infill project 90% complete.  4 staff appointed February 2009
	Establishment and operation of community access points, allowing individuals and businesses to experience and learn about broadband internet access. (06/07 – 25%)	Joe MacPhee	Connected Communities main infrastructure project complete. Infill project 80% complete. Connected Hebrides project approved.	Complete  Infill project 90% complete  4 staff appointed Feb 09
Growth in emerging sectors	Further research activity especially at Lews Castle College / UHI through the continued use of partnerships and by improving knowledge transfer from research activity in universities (06/07 – 4)	Joe MacPhee	Advisory support and input provided	Continued input to support research activity. Working with HIE to consider Research Hebrides Strategy.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
An increase in net civilian migration	Estimated net civilian migration (June 2005 to June 2006 - 110 persons) (June 2006 to June 2007 – estimated 39 persons. These are GRO stats and some cognisance taken by GRO that there is some degree of unreliability).	Isla MacArthur		Census test in March 2009 which may give us an indication of the reliability of the figures for Lewis and Harris only. (Next Census 2011).
An increase in the working age population	Working age population as %age of total population. (2006 – 58.6%) (2007 – 58.4%)	Isla MacArthur	Working one year in arrears - NOMIS	Next estimate from NOMIS in 2009 for 2008.
An increase in business start-ups	New business start-ups. (2006 – 31) (2007 – 27)	Domhnall MacDonald	There were 21 start ups in 2008.	Comhairle financial support continues to be delivered in-house in advance of Business Gateway launch 1 April 2009.

2. We realise our full economic potential with more and better employment opportunities for our people.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Inward investment that maximises the local economic benefit from the areas vast renewable energy potential both onshore and offshore	No of MW of renewable energy consented or operational. (06/07 – 6MW).	John Cunningham	6 MW	Awaiting Government consents for further installed capacity
	No of MW of renewable energy in community ownership / control. (06/07 – 3 MW)	John Cunningham	3 MW	6 Community Energy Companies currently in planning
	No of FTE employed in renewable energy manufacturing and supply chain activity and commercialisation of research and development through LCC / UHI. (06/07 – 20 FTE)	John Cunningham		Some jobs recently created at Greenspace, UHI but awaiting Government consents to release a significant number of vacancies

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
	No of FTE created as a result of utilisation of community benefits / rental funds	John Cunningham		Awaiting Government consents to realise this potential
	Commission and complete "West of Hebrides" marine energy study	John Cunningham	1	Completed and moving to appoint Project Team
Growth in key sectors including the creative industries, environment and tourism	Number of FTE's in the Gaelic media sector. (06/07 – 45)	Joe MacPhee	Feasibility study completed. ERDF application submitted.	Support to infrastructure provision through ERDF funded development of Creative Industries and Media Centre at Seaforth Road.
	Establish a broadband Outer Hebrides TV service	Joe MacPhee	Hebrides.TV service developed and operational. Successful bid made for ERDF funding to expand / develop services.	Hebrides.TV now operational. Further development proposed as part of Connected Hebrides project.
	Deliver the second phase of the "Cearcaill na Gaidhlig" project	Joe MacPhee	Phase 2 delivered	Programme now agreed for 2009 and partner funding secured.
	Co-develop Lews Castle to encourage the development of high quality hotel accommodation	Iain MacLeod	Market testing complete. Informal discussion with commercial interests complete.	Formal Procurement (Competitive Dialogue Procedure) underway.
	No of arts and cultural events supported (06/07 baseline 15)	John Cunningham	15	Acquisition of 56 Seaforth Road will accelerate delivery of creative industry outcomes. Tourism continues to be prioritised.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
	Investment in Pontoon infrastructure to support growth in maritime leisure activities and to support the local fishing industry	Domhnall MacDonald	Stornoway Harbour project feasibility study completed.  Kallin Harbour extension completed.  Survey and design works commissioned	Securing Stornoway harbour funding package (estimated end of 2009).  Commissioning and installing Kallin Ice Plant – estimated to be operational by June 2009.  Major harbour and pontoon development programme being progressed over life of 2008-2012 Capital Programme.

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

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Research and development activity at Lews Castle College / UHI	Establish a "Distance Lab" node via Research Hebrides Partnership	Joe MacPhee	1 – Discussions with Distance lab / HIE at the end of 2008 regarding their presence in this area, both parties proactively seeking to identify work Distance Lab can engage in within the OH.	Further visit of researchers proposed for 2009 which should highlight potential projects.

7. We have tackled the significant inequalities in Scottish society.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Development of Western Isles Credit Union	New Credit Union Members	Joe MacPhee	820 members	876 members at 1 March 2009. On-going support to the Credit Union as required.

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

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
A sustainable Third Sector operating throughout the Outer Hebrides.	Number of Social Enterprises supported.	Domhnall MacDonald	5 supported.	Outer Hebrides Social Economy Partnership being developed. Social Enterprise support being agreed between HIE & Business Gateway.
Empowered and confident communities participating in local decision making	Number of Local Outcome Agreements in place. (06/07 – 5)	John Cunningham	7	On schedule for full coverage (9 by Dec'09)
	Number of community projects supported in each Sustainable Community Area. (06/07 – 10)	John Cunningham	12	12 seems to be the optimum number. Unlikely to be a significant future increase on this number.
	Number of cultural opportunities available in each community area. (06/07 – 5)	John Cunningham	7 Target achieved for Dec'08	New Community Centres providing more opportunities.



13. We take pride in a strong, fair and inclusive national identity.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Growing confidence and pride in Hebridean culture	Number of significant cultural events supported per annum throughout the Outer Hebrides (06/07 – 15)	John Cunningham	20	Target achieved Budget closed for 08/09. New target for 09/10.
	Leverage achieved in terms of inward investment in the cultural sector. (06/07 – 1:2)	John Cunningham	1:3	1:6

## SERVICE: Planning

### 6. We live longer, healthier lives.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
People take part in outdoor activity on a more regular basis.	Adopt an Outer Hebrides Core Paths Plan (CPP) for at least 10% of all known paths.	Diane McPherson	Draft CPP approved for consultation over 20% of known paths	Preparation underway for consultation due to begin 1 May 2009 for 12 weeks
	Completion of an open space audit.	Diane McPherson	Preliminary research undertaken	No progress to date

### 10. We live in well-designed, sustainable places where we are able to access the amenities and services we need

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Planning decisions improve the way in which our settlements look and function	Level of implementation of the Design Awareness Action Plan tasks (2008-2011)	Keith Bray	Design Awareness Action Plan agreed Year one actions in progress, 50% are complete.	Year one actions in progress, 70% are complete. A report reviewing the Action Plan will be presented to the April 2009 series of meetings.
	Specific design and settlement policies are contained in draft Local Development Plan. (06/07 – Minimal design-based policy in current Local Plans)	Keith Bray	Design criteria incorporated into the adopted Local Plan (June 2008). Local Plan to be replaced by Local Dev. Plan.	Timetable for the preparation of the new Local Development Plan approved by the Comhairle in February 2009.
	Percentage of population covered by an up-to-date Local Plan. (06/07 – 47%)	Keith Bray	Local Plan Adopted June 2008. 100% population covered.	Completed.

12. We value and enjoy our built and natural environment and protect it and enhance it for future generations.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Our built and natural resources protected and enhanced for future generations.	Completion of Conservation Area (CA) character appraisals. (06/07 – 1 out of 4 CA's have been subject to review).	Diane McPherson	Agreement to carry out three reviews Consultants brief agreed	Consultant's report due for completion end March 2009.
	Allocation of Private Sector Housing Grant (PSHG) Project Support to conservation areas. (06/07 – £30k pa currently allocated).	Diane McPherson	30k allocated for 2008 / 09	Completed.
	Progress Townscape Heritage Initiative (THI) project for Stornoway Conservation Area. (06/07 – Year one complete).	Keith Bray	Project spend under profile	Project spend continues to be under profile due to lack of take-up of the THI Property Grant Scheme.
	Increase %age of protected nature site in favourable condition.	Diane McPherson	90%	Required actions to be identified (in conjunction with SNH)
	Produce Comhairle Biodiversity Duty Delivery Plan	Diane McPherson	Preliminary research undertaken	Report to Management Team being prepared to establish mechanism for Plan development

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

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Continuous improvement in the efficiency of our delivery and the quality of public services and customer satisfaction.	Submission of annual Planning Service improvement plan to the Scottish Government	Keith Bray	Informal submission of Improvement Plans	Improvement Plan agreed by the Comhairle in February 2009, to be submitted to the Scottish Government by the end of March 2009.

## SERVICE: Building Standards

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

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Continuous improvement in the efficiency of our delivery and the quality of public services and customer satisfaction.	Customer satisfaction with quality of Building Standards services (public / agents / contractors and internally within the Comhairle)	John Gillies	83% very satisfied with service derived from customer satisfaction surveys / forms (on the basis of 20 returns).	Work towards a more robust form of customer feedback, encouraging a greater number of returns across the client group. Balanced Scorecard (incorporating customers' perspectives) submitted to Building Standards Division (Scottish Government) yearly.

## SERVICE: Housing

7 We have tackled the significant inequalities in Scottish society.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
A reduction in the number of people living in Below Tolerance Standard accommodation	Number of private sector households assisted ( in f/y 06/07 – there were 150 grant completions)	Iain Watson	From 1 April 2008 to December 2008, there were additional 106 housing grant completions.	c. 50 grant applications in progress.
A reduction in the number of repeat homeless applications	Number of homeless applicants sustaining new tenancies	Iain Watson	95% of homeless applicants found accommodation sustaining their tenancies (higher success rate on average than on mainland)	On target to maintain this percentage
Ensure the Local Housing Strategy (LHS) adequately addresses equalities and social inclusion issues (Statutory Duty).	Number of LHS outcomes reflecting social inclusion issues	Iain Watson	<p>Deliver on the four objectives in the LHS:</p> <p>Provide appropriate solutions to prevent homelessness</p> <p>Increase assistance to homeless applicants</p> <p>Provide additional housing services targeted at vulnerable people</p> <p>Older people able to maintain independence in own community</p>	<p>LHS currently being written along Govt guidelines in consultation with local partners.</p> <p>School Guidance Initiative to raise awareness among young people about independent living.</p> <p>Homeless Improvement Plan approved by the Comhairle in February 2009 aimed at improving levels of assistance.</p> <p>Provided funding for the Hebrides Alpha Project to build supported accommodation (alcohol and drugs).</p> <p>Ongoing liaison with Social Work to provide better housing opportunities for the elderly.</p>

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
To ensure a range of measures are available to assist households in Fuel Poverty	Number of households benefiting from Fuel Poverty initiatives	Iain Watson	200 households benefiting through advice or funding.	More fuel poverty initiatives proposed in the new financial year.

10. We live in well designed, sustainable places where we are able to access the amenities and services we need.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Relevant Indicators	Lead Officer	Performance as at 31/12/2008	Forecasted Local Targets
Increase the supply of new affordable houses	Number of new affordable houses completed	Iain Watson	82 new houses completed.	40 new such houses proposed in 2009/10.

## EDUCATION & CHILDREN'S SERVICES

### Overview

The Education and Children's Services Department's pre-school provision is delivered in 39 pre-school establishments, some of which are managed by the local authority and some by private and voluntary organisations. We have 38 schools - 7 schools which provide education from the age of 5 – 14; 2 which are 5 – 18; 2 of which provide 6 years of secondary education only and 29 stand alone primary schools. The Department's vision statement is: "Ag Amas air Adhartas" – "Aiming for Advancement". We achieve this by providing:

- A first class education service;
- An inclusive quality culture;
- Access and opportunity for all learners;
- Principles of Best Value;
- A desire for continuous improvement; and,
- An appreciation of the value and uniqueness of the physical and cultural environment of the Western Isles.

### Our Achievements

- Educational Functions of the Authority were assessed by HMIE as good for nine quality indicators and satisfactory for one.
- Strong performance of pupils in Scottish Qualification Authority (SQA) examinations by S6.
- The wide range of effective provision for pupils with additional support needs.
- The effective promotion of Gaelic language, heritage and culture.
- Reduction in class sizes (80% of schools have achieved the target of P1- P3 class sizes of 18 and under).
- Community based vocational provision customised to meet the needs of local pupils where access to FE provision is limited, e.g. Crofting course at Sgoil Lionacleit.
- Young people who demonstrate high achievements in cultural and sporting events nationally.
- High staying on rates in schools.
- High attendance rates and low exclusion rates

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

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Progress initiatives designed to improve the learning experiences of pupils <i>*Determined to Succeed (DtS)</i> is the Scottish Government's strategy for <i>Enterprise in Education (E in E)</i> and <i>Skills for Work (SfW)</i> , through	Cultural initiatives progressed in targeted schools.	Creative Links Officer / Catherine Eunson	In the last two years projects have been offered to 100% of schools and playgroups and delivered in over 95%.  In 2008, Cultural Co-ordinator Service has developed successful partnerships and projects with arts centres, curricular	Cultural Education Strategy launched in Jan 09.  Scottish Arts Council funding for following 12 months to be limited, thereafter will cease in present form.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
which young people will become successful learners, confident individuals, responsible citizens and effective contributors.			focus groups and cross-sectoral CNES cultural groups, as well as bringing in 71k external funding.	
			2008 highlights of successful concentration on Gaelic drama and media included 75% of secondary school film groups entering for FilmG competition being short listed.	Media emphasis in conjunction with E in E will continue in April 2009 with Cleas acting for camera course as well as Gaidhlig and English storytelling, Burns, heritage and music projects.
	Cultural initiatives progressed in targeted schools in respect of Youth Musical Initiative (YMI). (06/07 – 100% of P6 pupils have access to one year's free musical tuition).	Donald A Macleod - Ed	All P5, 6 & 7 pupils in the Western Isles have access to free tuition in their schools.	All P5, 6 & 7 will continue to receive free music tuition, some of which comes from the YMI funding and some of which comes from core CNES staffing. All of this activity contributes to the YMI target that all P6 pupils receive free music tuition for one year.
	DtS* Enterprise in Education opportunities in all schools.	Iain Stewart - Ed	Almost all pupils on schedule to meet and exceed minimum entitlement to E in E (one per year). Evidence – E in E Planning/Evaluation process in all schools and HMle Inspection Report (opposite).	HMle Inspection report on Education Function of CnES 2 Feb 2009: "The Comhairle's focus on enterprise and employability showed several strengths and features of good practice."
Uptake of <i>Skills for Work</i> courses.	Iain Stewart - Ed	New <i>Skills for Work</i> developments in all four presenting centres and progressing in line with 'Equity' and 'economic need' principles in the	HMle Inspection report on Education Function of CnES 2 Feb 2009: " <b>Features of good practice: Vocational</b>	



Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
			CnES Vocational Education Strategy (9 Dec 2008)	<p><b>education</b></p> <p>The Comhairle had built considerable capacity in its promotion of skills for work, enterprise and employability over many years. Partnerships were very strong and productive, for example, achieving appropriate recognition of the Comhairle's specific circumstances in negotiating adjustments to National Qualification criteria.</p> <p>Good practice in promoting enterprise was evident from the early years, and sustained well from P1 to S6.</p> <p>Learners had valuable experiences which contributed well to their employability, and which provided a key, powerful influence on the wider development of Curriculum for Excellence.</p> <p>More detailed information is available at <a href="http://www.hmie.gov.uk">www.hmie.gov.uk</a>.</p>
Improve attainment in literacy and numeracy and in SQA performance.	<p>Percentage of pupils achieving appropriate levels of attainment within 5-14. (06/07 –</p> <p>Reading P 77% S 70%</p> <p>Writing P 68% S 59%</p> <p>Maths P 81% S 73%)</p>	Joan MacKinnon - Ed	<p>07/08 –</p> <p>Reading P 80% S 80%</p> <p>Writing P 70% S 73%</p>	<p>The information on attainment is collated in June as it reflects attainment in schools for each complete session. Our next collation</p>

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
			Maths P 82% S 71%	will be completed in time for the first quarter monitor of the Business Plan 2009-10
	Educational tariff scores for each quintile of S4 school pupils. (06/07 – Total Points per Pupil Quintile 1 – 21% Quintile 2 – 24% Quintile 3 – 20% Quintile 4 – 22% Quintile 5 – 12%)	Joan MacKinnon – Ed	07/08 – Total Points per Pupil – Quintile 1 – 28% Quintile 2 – 17% Quintile 3 – 20% Quintile 4 – 19% Quintile 5 – 15%	The information on attainment is collated in September after the results of SQA external examinations are released in August. Our next collation will be completed in time for the second quarter monitor of the business plan 2009-10
Assist schools with their improvement agenda	Positive outcomes from HMle and ASE reports. (06/07 – 85% over 3 yrs)	Joan MacKinnon – Ed	93%	Out of 29 reports 27 were positive. (7 HMle, 21 ASEs).

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

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Implementation of Curriculum for Excellence (CfE)	Number of schools planning for implementation of outcomes	AMK	100% of schools and pre-school providers are planning for implementation of outcomes	CfE Implementation Strategy Plan launched in March 2009 with all schools working towards it until 2012
	Staff development for all levels of staff in line with CfE timeline and resources. (06/07 20%)	DAML	On target. The four closure days focused entirely on CfE and all teaching staff and 60% of support staff attended staff development opportunities linked to CfE	On target. Since Jan 2009, Staff CPD opportunities linked to CfE and sessions have been well attended.
	Number of schools	AMK	10% - the input	Input is

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
	contributing to CNES CfE website. (06/07 – 5%)		is still low but entirely expected as schools are at an early experimental stage with engagement and therefore less willing to share their work at this point.	continuing to increase and we anticipate that all the information will be moved onto GLOW by June 2009.
	Curriculum working groups enabling implementation of CfE outcomes	AMK	Network groups for all the curriculum areas are operational and meet on average once a term, some more frequently e.g. science	Groups continuing to meet in order to support schools with implementation strategies.
	Increase the number of schools who use GLOW to improve learning and teaching	HB	12%	20% - there has been a marked increase over this term.
	Increase the number of schools with broadband connections. (06/07 – 36 out of 40 schools).	KM	37 out of 38 schools	We are still waiting for Connected Communities to enable Seilbost to receive broadband. This is expected to happen by June 2009.
	Average class size in P1-P2. (06/07 – 70% currently at 18 or below).	CAML	Approx 80%	Approx 80% - our next accurate information will be available in August 2009.
Review of policy framework to cater for CfE and to take account of non-curricular guidance to schools	Relevant comprehensive and appropriate policy framework in place. (06/07 – Policies requiring review have been identified).	CML	Awaiting final outcomes documents for CfE	The final outcome documents for CfE went online 31 March 2009. The Policy Framework will be reviewed by June 2009.
Implementation of Comhairle Corporate Parenting	Looked After (LAC) and Accommodated Young People who have access to	Head of Service (C&F) / Brian Fearon	Multi-agency Seminar involving elected	Comhairle Corporate Parenting Policy

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Policy	education, employment, training, health services and accommodation.		members on 16.12.08 to launch	approved 10.02.09 A Councillor was elected to be lead member for LAC children.

5. Our children have the best start in life and are ready to succeed.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Our children are educated in schools fit for the 21 <sup>st</sup> Century	Number of schools in condition category A/B/C/D. (06/07 – Condition B – 22 C – 18)	Business Manager	Condition B 22 Condition C 18	Condition B 22 Condition C 18
	Number of new schools built	Business Manager	0	0
	Number of schools in suitability category A/B/C/D. (06/07 – A (3) B (26) C (9) D (2).	Business Manager	Suitability A 3 B 26 C 9 D 2	Suitability A 3 B 26 C 9 D 2
	Phased reduction in the number of schools over a 4 yr period. (06/07 – 40 schools).	Business Manager	38 schools	38 Schools
	Manage the school estate according to appropriate priorities and based on necessary information. (06/07 – Asset Management Plan 25% completed).	Business Manager	100% complete	100% complete
A Croileagan or Nursery place is available for all three and four year olds whose parents request one.	Increase the number of pre-schools receiving positive inspection reports. (06/07 – 92%)	Patricia White	Maintained performance at 92% - no pre-schools received a negative report.	Systems of self evaluation and action planning being used to ensure continuous improvement for each pre-school provider. Robust Quality Assurance processes are being applied within all pre-school groups.
	Increase the number of pre-school establishments coming under Local Authority control.	Patricia White	12 (an additional 5)	Plans are in place to enable 16 of the remaining 19

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
	(06/07 – 7 pre-schools)			pre-school groups to come under the direct control of the Comhairle (Report to Comhairle in April 2009 series), phased in from August 2009. Aspiration is that by 2009/10, 28 from 31 pre-school groups will be under the direct control of the Comhairle.

8. We have improved the life chances for children and young people and families at risk.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
We meet the needs of all Children in the Outer Hebrides	Children's Services Database accurately and consistently updated by schools and other partner agencies to ensure all referrals for children are achieved timeously. (06/07 – 75%).	Bernard Chisholm	90%	Intend to improve action planning to ensure that individual children's needs are compliant with GIRFEC principles. HMIE Inspection identified Additional Support Needs (school children) and Sure start provision (pre-school) as evidence of Best Practice by the Comhairle.
We meet the needs of the most vulnerable children in our islands	Through providing resources through multi-agency meetings to improve children's	Children's Services Manager / Chrissie Burr	The vulnerable children are formally identified and their care plans are	Maintain 3 weekly Social Work audit check and

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
	needs.		audited on a 3 weekly basis by Children & Families Social Work. A monthly meeting with the Children's Reporter.	monthly meeting with Children's Reporter.
Effective assessment and interventions to reduce immediate risk of harm to vulnerable children and young people	To reduce the number of children who are harmed and removed from home.	Children's Services Manager / Chrissie Burr	Developing a range of services with other agencies e.g. Professional Fostering scheme, Substance Misuse worker post established.	Professional Fostering Scheme at tendering stage. Substance Misuse worker has been established.
	Adhering to early planning and decision making with Police including joint investigations		To increase the number of staff trained in joint investigation. (67% trained).	Aim to provide 100% by 2011.
Improved educational outcomes for looked after and accommodated children and young people.	%age of care leavers aged 16 or 17 achieving one or more SCQ level 3. (06/07 – Est. 40%).	Bernard Chisholm	<b>The %age unknown</b> due to the integration of Education and Social Work Children & Families Service.	The creation of the new integrated Education & Children's Services Department will draw resources and planning together to improve the service.
Children who may be in need of compulsory measures of supervision have timely assessments of their needs and access to relevant support and guidance.	%age of Initial Assessment Reports and Social Background Reports submitted to Scottish Children's Reporter Administration (SCRA) within 20 working days. (06/07 – 42.6%) (07/08 – 33.8%).	Children's Services Manager / Chrissie Burr	The provisional figures for the first three quarters of 2008-09 show a downturn in the %age of reports being provided within 20 working days	The figure has reduced due to staff shortages. Aiming to address current backlog with a view to achieving 70% by 2010.
	%age increase in number of assessments and subsequent registration of foster carers	Children's Services Manager / Chrissie Burr	%age has not increased due to long term staff sick leave.	Ongoing assessments are being completed by other SW staff and current level being maintained.
Ensure that Comhairle nan Eilean Siar and the Community	All care leavers are appropriately accommodated, in receipt of further	Children's Services Manager / Chrissie Burr	The Pathways programme delivered through AFC ensure that the needs of	Each care leaver has a Pathways Plan and is currently

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Planning Partnership are meeting their corporate parenting responsibilities.	education, training or employment and health care appropriate to their needs.		individuals are met. Supported Lodgings providers recruited to increase options for accommodation.	receiving the level of service relevant to their needs.
Ensure that there is early planning and decision making for children who require long term care.	%age of looked after and accommodated children, in care for over 12 months, with a plan for permanence.	Children's Services Manager / Chrissie Burr	60%	%age to be improved through training and the implementation of Policy & Procedures for Permanency Planning during 2010
	Permanency Plan approved by Children's Panel, supported by Western Isles Fostering and Adoption Panel for looked after and accommodated children in care for over 12 months and decreased numbers of children and young people subject to S.70 Compulsory Supervision Orders.	Children's Services Manager / Chrissie Burr	Training to be delivered by British Agency for Adoption and Fostering (BAAF) on Permanency Planning to inform and address legislative changes	Training dates to take place between May & August 2009.
	Ensure that there is a range of available Foster placements that match the needs of the child.	Children's Services Manager / Chrissie Burr	Developing Specialist foster carers service.	Specialist Foster Carers Service currently being tendered. Local recruitment drive for additional Foster Carers 2010. Currently strengthening current Foster Carer resource through on-going training and regular carer support group meetings.
Increased packages of community based support for children affected by disability and their	%age of children affected by disability receiving community based support referred to Education & Children's Services.	Children's Services Manager / Chrissie Burr	The %age is unknown at present due to the integration of Education and Social Work Children & Families Service.	The creation of the new integrated Education & Children's Services

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
families	(06/07 – 90%)			Department will draw resources and planning together to improve on the service.
	Effective transitions to independence / adult services for children with disability. (06/07 – 90%)	Children's Services Manager / Chrissie Burr	The %age is unknown at present due to the integration of Education and Social Work Children & Families Service. Seek to improve early planning for independence through involving Adult Services.	To ensure that the separation of Adult Social Work Services and Children Social Work Services have no adverse effects.
Effective transitions planning for looked after and accommodated children and young people.	%age care leavers with a Pathway Plan in place at least 6 months prior to proposed date of leaving care. (06/07 – 85%) (07/08 – 100%)	Children's Services Manager / Chrissie Burr	100%	The Service continues to achieve 100% as the Pathway Planning process is implemented jointly with Action for Children at point of referral to enable the proposed date of leaving to be confirmed.
Decrease numbers of children and young people affected by their own or parental substance misuse through framework for early identification and intervention and the provision of intensive specialist support in complex and entrenched situations	%age of children and young people affected by their own or significant family members' substance misuse having appropriate support subject to assessed need.	Children's Services Manager / Chrissie Burr	New Project	Project established January 2009 in partnership with Action for Children.
Services responsive to need and assessments completed timeously	%age availability of Duty Social Worker daytime service	Head of Service / Brian Fearon	95%	Aiming for 100%
	Out of Hours Social Work Service. (06/07 – Est. 90%).	Head of Service / Brian Fearon	100%	Maintaining 100%



Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
	%age of referred cases on waiting list for allocation to Social Worker for Assessment / Service. (06/07 – Est. 10%).	Head of Service / Brian Fearon	10%	The aspiration is to reduce waiting list to 0%, subject to full complement of SW staff.
	%age of relevant referrals to Children and Families Social Work Services allocated within a week of being received. (06/07 – 90%)	Head of Service / Brian Fearon	90%	Multi-Agency allocation meeting held weekly.
	Assessment to identify appropriate interventions to promote positive outcomes for children.	Head of Service / Brian Fearon	100%	Maintain 100%
	Effectiveness of inter-agency communication and working within Getting it Right for Every Child (GIRFEC) framework to protect children from harm.	Head of Service / Brian Fearon	Rolling out internal staff training on GIRFEC started.	80% of staff achieved the preliminary stage and Team Leader currently being trained as a trainer.
Increased success in meeting the needs of vulnerable children and young people through locally based intensive services.	Number of Children in Residential Schools long term.	Head of Service / Brian Fearon	3	This is long term service given that there is no local service.
	Number of Children in Residential Schools in receipt of respite care.	Head of Service / Brian Fearon	The number of respite varies depending on the needs of parents.	Increased respite availability through Action for Children local unit.

**13.** We take pride in a strong fair and inclusive national identity.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Increased number of Gaelic Speakers in the Outer Hebrides	Number of children in Gaelic Medium Education. (06/07 – 24.1%)	Joan Mackinnon - Ed	32%	This will remain the same until Aug 2009 when stats are received.
	Number of children in Gaelic Medium after school clubs. (06/07 – 15)	Joan Mackinnon - Ed	25	This will remain the same until Aug 2009 when stats are received.
	Pre-school parent survey to	Catherine Dunn - Ed	Survey carried out	Results analysed

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
	establish baseline information relevant to the Comhairle Policy aspiration regarding Gaelic in all schools in P1-2		in December 2008.	by Research Hebrides in January 2009. Reported to the Comhairle in February 2009. Percentage return 36.3%. Parents generally happy with current GME provision (67.2% of respondents intend to enroll their children in GME). No clear mandate for a dedicated Gaelic School.

## **FINANCE & CORPORATE RESOURCES**

### **Overview**

Our objective within Finance and Corporate Resources is to enable our staff to provide the best service we can to our customers and citizens, taking pride in delivering quality and value for money services and seeking to continually improve them.

Finance and Corporate Resources is made up of four services areas along with Internal Audit.

### **Accountancy**

Production of accounts

Production and monitoring of budget

Management of FMS

Treasury management

Insurance service

Provision of financial advice

Internal audit

### **Exchequer Services**

Payment of staff and suppliers

Benefit claim processing and payment

Revenue collection

Department business management

### **IT**

Development and implementation of IT related strategies and policies

Selection, installation, maintenance and upgrade of hardware and software

Development, maintenance and support of corporate applications including email and the intranet and internet.

Integration of information from various corporate systems

Managing Voice and Data Network.

### **Customer and Central Services**

Development and implementation of procurement strategies and policies

Provision of customer services including reception, council officers and services at area offices

Provision of central support services including postage and print room.

Provision of procurement advice and support to departments

### **Our Achievements**

- Annual Accounts completed on time
- Unqualified Audit Certificate
- Improved Council tax collection rates
- Implementation of single status changes on payroll
- External Audit undertook an assessment under ISA 610, and concluded that Internal Audit provide a sound basis to assist management to allow them to discharge their duties
- New website

**SERVICE: Accountancy & Audit ( Internal Services – no SOA ‘local Outcomes’).**

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress

**SERVICE: Customer & Central Services**

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

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Improved Comhairle customer services and access to them	Implementation of Customer Services Strategy approved September 2008.	Customer Services Manager / Malcolm MacPherson	The aim is to progress project work streams identified in the Customer Services Strategy and report to Customer Services Board.	Ongoing as outlined below, but Strategy to be reviewed every three years. (Next due date 2011).
	Develop Customer Services team	Customer Services Manager / Malcolm MacPherson	The Customer Services team is evolving: currently contains Comhairle's Reception, Switchboard, Cash Receipting Service and Area Offices under one management structure.	Faire and the Customer Service team will be integrated from April 2009.
	To relocate Customer Services team to Town Hall	Customer Services Manager / Malcolm MacPherson	Work was ongoing to facilitate a seamless transition from the Comhairle's main offices to Stornoway Town Hall.	The relocation was completed in February 2009
	To introduce the CRM system.	Customer Services Manager / Malcolm MacPherson	Work is ongoing to introduce the CRM system by August – September 2009.	Progressing as planned. To provide the same service throughout the Outer Hebrides using Community Access Points
	To re-launch the Comhairle's web site	Customer Services Manager / Malcolm MacPherson	The new web site was	Maintaining the currency and veracity

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
		MacPherson	launched in January 2009.	of their respective web pages will be the responsibility of Comhairle Departments/Services
	To meet Electronic Service Delivery (ESD) targets.	Customer Services Manager / Malcolm MacPherson	Expected timescale is 2009/10.	Work is ongoing to make initial 46 services identified by the Scottish Government available online.
	To identify a telephony solution that replaces the switchboard and supports improved customer contact.	Customer Services Manager / Malcolm MacPherson	A specification has been agreed and it has gone out to tender.	Recommendation on preferred supplier to ICT sub committee in April 2009 Expected timescale is 2009/10.
Continuous improvement in the efficiency of our delivery and the quality of public services and customer satisfaction.	Customer satisfaction with quality of public services.	Customer Services Manager / Malcolm MacPherson	No corporate or individual budgets to undertake (nor act upon the results) of a Customer Satisfaction survey at present.	A stated in the Comhairle's Customer Service Strategy, <i>"The Improvement Service is currently exploring the potential of standardising the approach to measuring customer satisfaction within local government, and the Comhairle intends to participate in this process."</i>

**SERVICE: Exchequer Services**

1. We live in a Scotland that is the most attractive place for doing business in Europe.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Improved Comhairle customer services and access to them	CLAIM IT! (Benefit Entitlement Check) Over 60's and their carers will maximise their income by way of benefit claims, with the main focus being on Attendance Allowance.	Benefits Manager	From June 2007 to December 2008, 199 households had received an increase in their household income, through a range of allowances (Attendance, Carers, etc)	Up to end of February 2009, an additional 32 households have had an increase in their income via benefits.
	Referrals from partner agencies per annum. (District nurses, Pension Service, Housing Benefits).		152 referrals as at 31 December 2008	An additional 25 referrals up to end of February 2009.
Continuous improvement in the efficiency of our delivery and the quality of public services and customer satisfaction therewith	Customer satisfaction with quality of public services.		Draft Community Engagement Action Plan for Finance and Corporate Resources in place.	Community Engagement Action Plan for Finance and Corporate Resources agreed at DMT.  Ongoing implementation in 2009/10.

**SERVICE: IT Unit (Internal Support Services – no SOA ‘Local Outcomes’)**

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress

## SOCIAL & COMMUNITY SERVICES

### Overview

The new Department of Social and Community Services was established in July 2008 and a new Director appointed in December 2008, in post from January 2009, to take forward the implementation of its business plan for 2009/10. The Department incorporates the following services:

- Community Care
- Leisure and Learning
- Social Work Criminal Justice
- Health and Consumer Services

The Department has a staff complement of 800 and a revenue budget in excess of £25m. The Department is involved in a number of formal partnership agreements with key voluntary and private sector bodies, e.g. Citizen's Advice Bureau; Care Homes; and third sector Social Care services.

### Our Achievements

- Residential and Day Care Services successfully maintained their IIP status.
- Joint CnES/NHS training initiative: 50 staff successfully achieved SVQ qualifications in 'Health and Social Care'.
- Health and Consumer Services comprehensive service redesign completed following changes in funding arrangements.
- Successful closure of Food Standards Agency (FSA) Audit.
- Implementation of 'National Intelligence Model' (NIM) into the work of the Community Safety Partnership.
- Criminal Justice Social Work service was assessed by Social Work Inspection Agency (SWIA) and received a positive performance report.
- Develop new running track and football pitch at Liniclate.
- Significantly improved accreditation opportunities for young people.
- Maintained high involvement rates in literacy and numeracy.

### SERVICE: Community Care

2. We realise our full economic potential with more and better employment opportunities for our people.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Development of key sectors of social care employment.	Continued development of a contracted home care workforce.	Head of Community Care & Criminal Justice / John Edward	Team of contracted home care workers established in Barvas to Ness on Lewis.	Established two posts of Assistant Homecare Service Manager in West Side, Uig & Bernera, and Barvas to Ness. The key element is that these are decentralised posts offering localised management.

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

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Appropriately skilled local workforce	Number of Employees undertaking training. SVQs and Post-registration training logs	John Edward	50 Care Home workers and NHS staff obtained SVQs during 2008.	During the financial year 2008/09, 463 individual training places were provided for home carers involving basic core training across a range of relevant key areas, e.g. medication, moving and handling, and first aid. Exceeded 2008/09 figure in 2009/10 by achieving 500 training places.
Staff Training	Develop a training programme for all Community Care Staff in accordance with the Scottish Social Services Council's (SSSC) requirements.	John Edward	Training Audit completed	Training Plan 2009/10 currently being developed.
Working together for service users	Development and implementation of joint health and social care area teams.	John Edward	New project	Progressed in partnership with NHS Western Isles as part of the Clinical Strategy and CHaSCP in 2009/10.
	Implement the recommendations of the Performance Inspection of SWIA relating to file management and recording of information.	Iain MacAulay – Director of Social and Community Services	To be taken forward by the Director of Social and Community Services.	HR Sub Committee approval in February 2009 to appoint two Support Administrators for a six month period to develop further the Carefirst Social Work IT system.



6. We live longer, healthier lives.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Increase the provision of dementia beds in care homes	Number of dementia beds in care homes	Elizabeth Chaplin	Dun Eisdean 10 beds + 2 respite Taigh A'Chridhe Uile Naomh (T.A.C.U.N) 6 beds + 2 respite	Work in Dun Berisay to create space for a dementia unit. Currently awaiting funding from the Health Board for additional staffing. (Previously agreed in principle). Harris House – it has been agreed to include a dementia unit in the plans for the new Harris Care Development.
Adult Protection	Develop systems, procedures and processes in relation to the Adult Support and Protection Act	John Edward	Adult Protection Committee formed and independent chair appointed	Review Adult Protection procedures as a matter of priority in consultation with the Care Commission. Development of risk assessment and care plan procedures specific to adult protection. Creation of vulnerable adults register. Roll out Adult Protection training.
	Number of adult protection referrals investigated within agreed timescales	Paul Dundas – Adult Protection Officer	Work commenced on service improvements to Adult Protection Framework.	2 Adult Protection cases have been investigated 08/09 – disclosed via Adult Services). The timescales to these were not upheld. Please see below.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
	Develop and Implement and evaluate an Adult Protection framework that meets legislative requirements	Paul Dundas – Adult Protection Officer	Work commenced on service improvements to Adult Protection Framework.	As a response to the current ongoing investigations and having engaged with staff regarding their roles and responsibilities within this system, there are clearly procedural flaws and information barriers within the current procedures. Review adult protection procedures as a matter of priority, in consultation with the Care Commission.
High Quality Assessments and Care Management	Increase the number of single shared assessments completed to national information standards	John Edward	Ongoing service improvement development.	Audit of current practice ongoing to be supported by appropriate in-house training in 2009/10, with the objective of setting a baseline and target.
	Increase the %age of Care Plan reviews carried out within agreed timescales (Community Care Outcomes Framework Measure)	John Edward	Ongoing service improvement development.	Audit of current practice ongoing to ensure that client needs are being met and services are effective, to be supported by in-house training in 2009/10, with the objective of setting a baseline and target.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
	Develop ways to share information with partners electronically through the eCare programme	Iain MacAulay – Director of Social and Community Services	Community Care staff able to complete Single Shared Assessments (SSAs) electronically.	NHS colleagues at an advanced stage of developing the capacity to undertake electronic SSAs, enabling both agencies to transfer and share information electronically.
Improve access to community care services	Number of People assisted to remain in their homes through the use of Telecare equipment	John Edward	Further development of Telecare support being investigated.	Faire provides core Telecare services to all those clients that require it. The focus in 2009/10 will be to develop Telecare for people with complex needs.
	Improve access to Occupational Therapy equipment through the development of Community Equipment Stores	John Edward	Ongoing service improvement development.	The aspiration is to develop Community Equipment stores for OT equipment throughout the Western Isles (in partnership with NHS Western Isles )
	Work with Vision Impairment Services Highland to develop a centre for the provision of eye care services and a development plan for a sustainable service	John Edward	New project	Contract in place between the Comhairle and VISH in respect of eye care services. Building identified and funding secured for a 1 year lease. Develop the service in 2009/10.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
	Maintain the %age of people aged 65+ with intensive care needs. (10+ homecare hours per week) (Community Care Outcomes Framework Target)	John Edward	Subject of ongoing measurement and reporting (SOA and PIs).	Performance at February 2009 is 178 @ 10+ hours. Maintain performance in this area of service delivery where historically the Comhairle has been a high performer. Maintain or exceed February 2009 figure.
Respite Care	Increase the provision of respite care for informal carers.	John Edward	Subject of ongoing measurement and reporting. (This is an SPI).  Performance at Dec 2008 is 665 hours Ardseileach and 4,158 hours older people	Ongoing recording and reporting to Scottish Government and further development of respite services. For example, the current development of 24 hour care unit services in local communities.  Maintain 2008 figure
Support for Carers	Increase the %age of carers who feel supported and capable to continue in their role as carer. (Community Care Framework Target)	John Edward	New service improvement	Undertake survey of informal carers in 2009/10 to ascertain their needs.
	Increase the %age of carer assessments completed in accordance with agreed national standards (Community Care Outcomes Framework Target)	John Edward	Ongoing Service improvement	Audit of current practice ongoing to be supported by appropriate in-house training in 2009/10, with the objective of setting a baseline and target for 2009/10.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Working with the Voluntary Sector	Review community arrangements (SLAs) with voluntary sector partners to ensure Best Value and key priorities of the Comhairle are met.	John Edward	New service improvement project	Spend to Save bid has been submitted for a new post of Review Officer (Voluntary Sector) to ensure that Best Value and key priorities of the Comhairle are met.
User Satisfaction	Overall, how satisfied are you with the help from CnES Home Care Services that you receive in your own home?	John Edward	94% of respondents who answered this question were extremely, very or quite satisfied with the help received from Home Care Services. 2% were neither satisfied nor dissatisfied and 4% did not respond.	Tested by annual survey of home care users.  Maintain or exceed the 2008 outcome.
	Increase the %age of people who use community care services or support, who feel safe. (Community Care Outcomes –Framework Target)	John Edward	Ongoing Service improvement 95% of respondents who answered this question strongly agreed or agreed that they felt safe in their home. 2% of all respondents did not answer this part of question 6a and 3% did not answer any part of question 6.	Tested by annual survey of home care users.  Maintain or exceed the 2008 outcome.
	Are you kept informed, by your home care service, about changes in your care? (Community Care Outcomes Framework Target)	John Edward	Ongoing Service improvement 86% of respondents who answered this question said that someone always or usually lets them know about changes in their care.	Tested by annual survey of home care users. Maintain or exceed the 2008 outcome.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
			12% of respondents said that they were hardly ever, or never, informed about changes and 2% did not respond.	
	'I have as much contact with other people as I want' (Community Care Outcomes Framework Target)	John Edward	Ongoing Service improvement. 84% of respondents who answered this question strongly agreed or agreed that they had as much contact with other people as they wanted. 6% of respondents disagreed with this question and 1% strongly disagreed. 6% of all respondents did not answer this part of question 6b and 3% did not answer any part of question 6.	Tested by annual survey of home care users. Maintain or exceed the 2008 outcome.

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

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Ensure a Sustainable voluntary sector operating on the Islands.	Number of Voluntary Organisations Supported.	John Edward	Spend to save proposal submitted with aim to review community arrangements with voluntary sector partners to ensure sustainable services and	Spend to Save bid has been submitted for a new post of Review Officer (Voluntary Sector) to ensure that Best Value and key priorities of the Comhairle

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
			greater future security for these services	are met
Empowered and confident communities participating in local decision making	Establishment of CHaSCP Committee and Locality Planning Groups	John Edward	CHaSCP has established 5 Locality Planning Groups (LPGs). LPGs offer a local perspective on health and social care services.	Further enhance the support and development of Local Planning Groups through CHaSCP.

### SERVICE: Criminal Justice

9. We live our lives safe and free from crime, disorder and danger.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31.12.08	Progress
Submit reports to Courts by due date	Audit Scotland Performance Indicators	Criminal Justice Service Manager	99.4%	99% @ 9.3.09
	Northern Community Justice Authority Management Information	Criminal Justice Service Manager	94%	99% @ 9.3.09
Conform to National Standards for Criminal Justice for the supervision of court orders. %age of Probationers seen within 7 days of order.	Audit Scotland Performance Indicators	Criminal Justice Service Manager	100%	100% @ 9.3.09
	Northern Community Justice Authority Management Information	Criminal Justice Service Manager	100%	100% @ 9.3.09
Managing offenders consistently and providing a range of effective community interventions for sentences	Number of community orders with unpaid work	Criminal Justice Service Manager	34	1st April 08 to 9 <sup>th</sup> March 09 56 Probation /Sect 229/CS Orders +11 Supervised Attendance Orders

## SERVICE: Health & Consumer Services

1. We live in a Scotland that is the most attractive place for doing business in Europe.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Comprehensive Business Support Services that add-value to private sector organisations.	Provision of free advice and assistance to new and existing businesses on all aspects of food, environmental health, trading standards and health and safety legislation.	Harry Miller	50	75
	Operation of a market surveillance scheme to identify and deal with businesses involved in illegal activities.	Tom Joyce	6 traders identified for further investigation.	6 traders identified for further investigation.

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

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Relevant Indicators	Lead Officer	Performance as at 31/12/2008	Forecasted Local Targets
Better informed businesses, employees and consumers.	Provision of advice and participation in business seminars.	Harry Miller	5	10
	Provision of advice on legislation during inspections.	Harry Miller	150 inspections undertaken when advice was issues	200 inspections undertaken when advice was issues

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

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Implementation of "life skills" programme in schools.	Number of schools participating. Number of visits to schools on issues related to food, environmental health, trading standards and health and safety.	Harry Miller		This is a new project due for implementation during Oct – Dec 2009.
	Number of visits to schools to encourage the young to self policing peer group on issues of littering, vandalism etc. Use of Vandalism Action Team Resource pack.	Harry Miller		This is a new project due for implementation during Sept – Dec 2009.



Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Our young people are more aware of the dangers of risk taking behaviour.	Distribution of educational materials. Visits to shows. Choices for Life Event. Press releases.	Harry Miller	329 children attended Choices for Life. 9 shows attended. Variety of leaflets published, events attended.	No change as primarily a summer activity.
Reduction in the reported incidents of ASB in the 16-25 age group.	Deployment of diversionary activities.	Frank Creighton	6.6k Safer Streets funding secured.	In partnership with Northern Constabulary and The local Community Education Service we successfully completed this annual increase in 'direct action' activity. Our evaluation has shown that, within the project period, reported incidents of ASB in the 16-25 age group reduced, local safety awareness increased ,and there was a positive impact on crime detection and 'clear up' rates.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
	Roll out of "Cashback for Communities"	Frank Creighton	Cashback group formed.	The Social and Community Services Dept. of the Comhairle nan Eilean Siar have been appointed, by the Scottish Government, as the official 'Clearing House' for all funding applications submitted from the Outer Hebrides, in respect of the 'Cashback for Communities' programme. It is anticipated that first round bids will be invited in April 2009.

6. We live longer, healthier lives.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
A healthier population with an improved quality of life	Participate in anti smoking initiatives aimed at under 18s. The Service's aim is to reduce the availability of cigarettes to under 18s.	Tom Joyce	A multi-agency group has been established to progress this initiative.	Education pack for schools being developed with target implementation date of September 2009. Trader education pack being developed with implementation date of July 2009.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
	Visits/Enforcement in terms of Smoking, Health & Social Care (Scotland) Act 2005, food safety and health and safety at work.	Harry Miller	150 inspections undertaken	200 inspections undertaken
	Promotion of Small & Medium Enterprises Healthy Working Lives programme in conjunction with a multi-agency group.	Chris Schofield	The group meets twice a year to update members on the activities of the partner groups and advise of services available to industry.	The revised SME strategy is almost complete. Revisions from one of the partners awaited.
	Identify and action implications of the introduction of the Public Health etc (Scotland) Act 2008.	Chris Schofield	Training has been undertaken in the new statutory Nuisance provisions and will be cascaded to other officer. Discussions ongoing with NHS Western Isles in respect of mortuary provision and infectious disease control.	Cascade training arranged for March 09. Draft memorandum of understanding on mortuary provision produced.
CnES and OHCPP to adopt the principles of the Social Determinants of Health.	At a strategic and operational level:- to raise awareness to the principles contained within 'The Social & Environmental Model of Health' i.e. the adverse impacts on our community's physical and mental well being in relation to e.g. recent redundancies, long term unemployment, lack of affordable housing, living in isolation with health-affecting debt, and the many associated negative lifestyle choices people may make as a result. Furthermore, to acknowledge the extent to which environmental issues, such as litter and dog fouling can also affect us	Frank Creighton	We have carried out a mapping exercise to identify key partners and potential forums through which we can promote this awareness raising campaign. We also propose to increase the level of, partnership working we currently undertake, with other local health promoting agencies and groups.	This local outcome will be included in our 'Strategic Assessment' and will feature in all our individual policy documents (Including that of our 'Anti Social Behavior Strategy' which will be completed by the end of March 2009).

7. We have tackled the significant inequalities in Scottish society.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Services are available to everyone.	Provision of outreach service.	Harry Miller	Outreach visits provided on request by businesses and consumers from the Butt to Barra.	Outreach visits provided on request by businesses and consumers from the Butt to Barra.
Development of Citizens and Money Advice Service	Numbers using service. Amount of debt dealt with.	Tom Joyce	Service has dealt with approx. 3000 client contacts.	Service on target for approx. 4000 client contacts.

9. We live our lives safe from crime, disorder and danger.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
People in the Outer Hebrides will continue to feel safe, with little fear of crime.	Control the activities of Itinerant Traders.	Tom Joyce	8 joint operations have been undertaken with police service.	8 joint operations have been undertaken with police service.
Ensure Outer Hebrides remains the "safest community in Scotland".	Implementation of the 'National Intelligence Model'.(NIM) Community Consultation Policing Survey Results. (06/07 – 98%)	Frank Creighton	98%	The 18 <sup>th</sup> of March 2009 will see The Outer Hebrides Community Safety Partnership officially adopt NIM as their key information gathering, evaluation and priority setting tool.
Ensure the safety message on the adverse effects of Drug and Alcohol misuse gets through.	Awareness raising events about the adverse effects of Drug & Alcohol misuse Statistics on Drug and Alcohol convictions and accident rates.	Harry Miller	6 events attended.	Summer Activity. Community Safety Partnership to meet with Alcohol Drug Action Team to better coordinate activities

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Ensure an integrated multi-agency approach to tackling anti-social behaviour.	No of cases successfully closed No of ABCs No of ASBOs No of CrASBOs No of UBN's	Harry Miller / Maria Macdonald	1 ASBO 1 CrASBO 6 UBNs 8 ABCs 8 cases successfully closed.	1 ASBO 1 CrASBO 8 UBNs 9 ABCs 13 cases successfully closed.

10. We live in well-designed, sustainable places where we are able to access the amenities and services we need.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Planning decisions improve the way in which our settlements look and function.	Environmental Health input in to Planning Applications.	Harry Miller	20 consultations responded to.	25 consultations responded to.

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

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
A sustainable Voluntary Sector operating in the Islands	Number of organisations supported including Community groups and Community Councils.	Harry Miller	6 Community Councils visited	All Community Councils visited at least once per annum.
Ensuring a Responsible attitude to litter, dog fouling and related issues.	Complaint statistics.	Chris Schofield	All complaints are logged to assess trends.	Data inputting continuous.
	Fixed Penalty Notices issued	Chris Schofield	2 Fixed Penalty Notices.	Revised fixed penalty notices (FPNs) in draft form. Discussions held with Procurator Fiscal re non payment of FPN's.
	Education & enforcement campaigns.	Chris Schofield	1 enforcement campaign proposed for dog fouling. Education campaign proposed re litter.	Vandalism Action Team Resource pack launched.

12. We value and enjoy our built and natural environment and protect it and enhance it for future generations.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Our built and natural resources protected and enhanced for future generations.	Community clean ups arranged.	Chris Schofield	7	9
	Monitoring areas for environmental blight and acting on findings. Complaints	Chris Schofield	Community Environment Officers continually monitor their areas for fly tipping etc and react to complaints. They facilitate clears ups and assist with enforcement action when required.	Two community groups have been assisted with applications to the Scottish Environmental Protection Agency for grants to enhance the local amenity, one of which was successful.
	Annual reviews of Air Quality and Contaminated Land Strategies	Colm Fraser	Plans are reviewed annually.	Reviews complete for 2008

14. We reduce the local and global environmental impact of our consumption and production.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Relevant Indicators	Lead Officer	Performance as at 31/12/2008	Forecasted Local Targets
A reduction in the Carbon Footprint and emissions of the Outer Hebrides and especially those of public agencies and organisations.	Support initiatives to reduce excessive packaging	Tom Joyce	New Project	This is a new project due to commence June 2009.

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

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Continuous improvement in the efficiency of our delivery and the quality of public services and customer satisfaction.	Customer satisfaction with quality of services provided.	Harry Miller		Customer satisfaction questionnaires developed for use from 1/4/09. Representative random sample to be taken.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
	Continual additions to and updates of H&CS pages on Comhairle Website.	Colm Fraser	New "bought in" website being introduced and needs "revision for the Comhairle". Information being updated.	Reviewed majority of standard text from "bought in" website. Identifying ownership of pages the Service will be responsible for updating. Once complete will review own content pages.
	Ensure meaningful evaluation of project outcomes. Devise pro-forma for this purpose.	Frank Creighton.	This is a personal self - evaluation tool, based on the combined principles of NIM and the Community Education 'Reflection/Action' model	This will be developed through consultation with individual 'Team Leaders' and is scheduled to become active in April 2009.

**SERVICE: Leisure & Learning**

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

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Relevant Indicators	Lead Officer	Performance as at 31/12/2008	Forecasted Local Targets
Young people have access to personal and social development opportunities	Support the delivery of the Duke of Edinburgh's Award and Youth Achievement Awards. (06/07 – 80 awards made)	Neil Macleod principal Officer – Com Ed, Training & Employment Support	80 awards made	Currently 160 young people are participating in the Duke of Edinburgh's Award. As part of the New Start programme including ACE and Pointers a further 18 young people are taking part.
	Provide diversionary youth activities	Neil Macleod principal Officer – Com Ed, Training & Employment Support	Number of participants	Young mums group established and running with a core group of 4 for 2 days per week. Consultation held with young people regarding needs and aspirations when using the Pointers Centre. 7 young people graduated from Columba 1400. Established 2 specific Detached Focus groups, one u16 mixed gender (core group of 16 with up to 28 attending) and one girls group (core of 6 with excluded or at risk of exclusion with DofE being vehicle for this work).



Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Relevant Indicators	Lead Officer	Performance as at 31/12/2008	Forecasted Local Targets
				Supported 4 Hi Fires courses (1 Lewis, 1 Harris & 2 Uist) With 40 young people attending. Delivered diversionary programme in Uist with 8 young people attending. Delivered workshops in Pointers covering Alcohol & Sexual Health
	Support Youth Councils and local Youth Voices. (06/07 – 20 direct participants)	Neil Macleod principal Officer – Com Ed, Training & Employment Support	30 direct participants	Core group of 8 young people in Lewis Youth Council. Involved in consulting with young people, promoting youth council and organising events (old folks homes and youth event). Pilot Youth Voice projects taking place in rural schools in Lewis; Bayble(7), Back(16), Lionel (16), Lochs(7), Shawbost.(12) Total 58  In Uist 1 input in Eriskay to 14 young people and in Southend to 15 young people. 12 young people want to join Youth Council.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Relevant Indicators	Lead Officer	Performance as at 31/12/2008	Forecasted Local Targets
	Support voluntary Youth Groups. (06/07 – 15 groups supported)	Neil Macleod principal Officer – Com Ed, Training & Employment Support	15 groups supported	Community Education staff are currently supporting the following voluntary youth groups; Feis Eilean na Hearadh, Harris Junior Youth Club, Point CC Youth Group, LHYCA, Kinloch Youth Club, Barvas & Brue Youth Club, Rock Solid Youth Café, Battle of the Bands, UBYCA, Oigridh Uibhist Drama Group, Oigridh Uibhist Music Group, North Uist Youth Club, Southend Youth Club, Feis Tir a Mhurain, Barra Youth Café.

5. Our children have the best start in life and are ready to succeed.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
School children have access to a range of learning & developmental opportunities	Deliver Museum activities and exhibitions in conjunction with schools. (07/08 – 48 pupils participated in educational activities at Museum nan Eilean which was closed for half the year for improvements. No baseline figure for Sgoil Lionacleit).	Mairi Robertson Museum Team Leader / Curator	238 pupils participated in Museum nan Eilean activities (the museum was closed for half the year for improvements) No figure for Sgoil Lionacleit (MDO post vacant)	Their Past Your Future (HLF) inter-generational programme on-going July 09 <u>To be collected for Museum nan Eilean and Sgoil Lionacleit:</u> - No. of educational activities - No. of pupils participating

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
	Deliver a service to school children in conjunction with the 5 School/ Community Libraries. (06/07 – Number of children's books loaned per pupil at 5 school / community libraries = 13.5)	Patricia Botten Principal Officer – Cultural & Information Services	Waiting for end of March figures	To be set once we have end of March figures
	Preparation and distribution of curriculum materials to Pre Schools and Primary Schools. (06/07 – 765 boxes per annum)	Patricia Botten Principal Officer – Cultural & Information Services	Waiting for end of March figures	To be set once we have end of March figures

6. We live longer, healthier lives.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
School pupils have improved their levels of fitness	The national aims are addressed in local plans to achieve local and national targets pertaining to desired physical activity levels and associated support structure. Main current focus is on increasing participation of girls and young women through Fit for Girls programme. Work with special needs pupils through Activ8 Club.	Active Schools Team Leader / Iain Campbell	14 primary pupils have attended the cross agency Activ8 Club during 2008.	Reduce target gap further through introduction of 'Fit for Girls' project. Maintain numbers of special needs pupils attending Activ8 Club. The Steering Group are planning to put in place a longitudinal survey of sample classes across the Western Isles, testing levels of fitness. Target of reducing gap between boys and girls by 15% by the end of 2010 through introduction of fit for girls project

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
	Manage Sports Leadership Awards (CSLA) in senior secondaries throughout the Western Isles. Aim of utilising skills learned by pupils to help assist delivery of activities to younger pupils.	Active Schools Team Leader / Iain Campbell	15 senior pupils granted Sports Leader Awards	A further 15 targeted for 2009. Young Leaders Award being piloted with P7-S2 pupils.
Children have access to a range of quality sport & leisure opportunities	Maintain and develop sports facilities for the delivery of the physical education curriculum and extra curricular activities.	Lindsay Macdonald Leisure Recreation Manager – Lionacleit / Tony Wade Sports Facilities Manager (L&H)		Lewis and Harris - 40767 (April 2008 – April 2009)
	Teach pupils to swim before entering secondary education. (06/07 – 60% of pupils able to swim a basic stroke)	Lindsay Macdonald Leisure Recreation Manager – Lionacleit / Tony Wade Sports Facilities Manager (L&H)	60% pupils achieving National Swim Awards	75% achieving NSA Award criteria by P7.
	Utilise the outdoors to enhance the educational experience of children and young people	Iain Campbell - Active Schools	Club Golf All P6's over 3 year period 100 pupils  Food Standards Agency (FSA) / Scottish Rugby Union (SRU) 2 Schools per term (P5-7) 180 pupils  Cycling Proficiency All P6's 280 pupils	Club Golf Projecting the same for 2009  Food Standards Agency (FSA) / Scottish Rugby Union (SRU) Projecting 150 for 2009  Cycling Proficiency Projecting the same for 2009

7. We have tackled the significant inequalities in Scottish society.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Young people and adults have access to suitable employment training opportunities.	Provide youth and adult nationally recognised vocational training programmes. (06/07 – 45 young people and 150 adults gain positive outcomes).	Neil Macleod Principal Officer – Com Ed, Training & Employment Support	47 young people and 159 adults gain positive outcomes	A total of 209 people have been supported in a variety of programmes. The programmes supported are: Workstep, Western Isles Rural Opportunities, Skillseekers, Modern Apprentices, Get Ready For Work, Assessor/Verifier and Building Skills.
	Implement Employability Strategy.	Neil Macleod Principal Officer – Com Ed, Training & Employment Support	Draft Employment Strategy being developed	Employability Strategy being developed by the Employability Partnership.
	Initiate HILLS project.	Neil Macleod Principal Officer – Com Ed, Training & Employment Support	HILLS being developed	Meetings taking place with all stakeholders and visits taking place to other similar projects. Report to the Comhairle at the April 2009 series.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
People have equality of access to learning	Literacy & Numeracy Programmes for post school adults. (06/07 – 300 students achieving more than one learning outcome).	Neil Macleod Principal Officer – Com Ed, Training & Employment Support	307 students achieving more than one learning outcome	Lifeskills, Coreskills, Communication, Numeracy, Working with Others, Problem Solving, Gaelic Family Learning, Gaelic Literacy and Basic Computing Groups all running on a weekly basis along with one-to-one support and drop-in learning sessions. 120 learners have attended so far with learning outcome achievement to be collated in Spring 2009. Two Effective Learning for Adults with Learning Difficulties (ELALD) groups running on a weekly basis, one in Grianan Centre and one in the Learning Shop. 9 learners have attended so far.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
	Provide ESOL courses for in migrant workers.	Neil Macleod Principal Officer – Com Ed, Training & Employment Support	36 students achieving more than one learning outcome	5 ESOL classes running weekly: Beginners, elementary, pre- intermediate and citizenship classes and a workplace class. 20 learners have attended classes so far with learning outcome achievement to be collated in Spring 2009. Extra classes for LC workers (30). Outcome achievements 2.1 (impact) available in May 2009.
	Priorities Mobile Library Service in areas where access to accommodation is most difficult. (06/07 – 32% books borrowed as a %age of total library loans)	Patricia Botten Principal Officer – Cultural & Information Services	Waiting for end of March figure	To be set when we have end of March figures
	Provide financial support to the Voluntary Sector. (06/07 – Range of grants available – 7)	Bill Houston Head of Leisure & Learning	Maintained range of grants available to voluntary sector. (7 grants)	Maintain range of grants available to voluntary sector (7 Grants).
	Access to information, learning and on-line resources via Library public access computers (07/08 – Number of users as a %age of the population = 21%)	Patricia Botten Principal Officer – Cultural & Information Services	Waiting for end of year figures	To be set when we have end of year figures

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

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
We have a vibrant voluntary sector delivering local services and learning opportunities	Work with Community Groups and Local Learning Associations to identify learning needs and develop and deliver classes and courses. (06/07 – 90 classes. 600 participants).	Neil Macleod Principal Officer – Com Ed, Training & Employment Support	94 classes. 643 participants	Numbers for the Winter Term are as follows. 41 community learning classes and workshops in Lewis & Harris have run with 305 learners attending. Still awaiting information on other workshops which have run. Still awaiting information from Barra and from the Spring classes.
	Support local Voluntary Sector management groups to meet identified needs. (06/07 – Number of groups supported).	Neil Macleod Principal Officer – Com Ed, Training & Employment Support	Number of groups supported	The following Community groups are currently being supported: Tarbert Community Centre, Sgailean, Point Community Council, Cearns Community Centre, North Lochs Community Association, Sandwick Schoolhouse, Taigh Donnachaidh, Nu Music Trust, Dyslexia Support Group, Volunteer Centre Western Isles.



Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
We have skilled and competent volunteers	Deliver Youth Leader Training modules. (06/07 – 20 modules)	Neil Macleod Principal Officer – Com Ed, Training & Employment Support	20 modules	16 Modules have been delivered and presentations of certificates of completion have taken place in Uist and Lewis
	Sports Coach and Player Pathway Training in partnership with National Governing Bodies. (06/07 – 2 coaches trained).	Emma MacSween Principal Officer – Sport & Health	10 coaches trained	Continue to support Local Clubs to improve the standard of their coaches. Support to be provided by Sports Development staff, and through the 2 area Sports Councils, in line with the Governing Bodies objectives.
	Deliver certificated essential skills training for adult education volunteers. (06/07 – 4 participants).	Neil Macleod Principal Officer – Com Ed, Training & Employment Support	7 participants	1 member of staff undertaking teaching qualification in Adult Literacies Practice Tutor Training and 2 members of staff undertaking teaching qualification in Adult Literacies Tutor Training. 8 staff and volunteers are currently undertaking introductory training in Adult Literacy Training.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
	Child Protection training. (06/07 – Number of volunteers trained).	Neil Macleod Principal Officer – Com Ed, Training & Employment Support / Emma MacSween Principal Officer – Sport & Health	Number of volunteers trained	10 staff / volunteers have received Child Protection Training as part of the Youth Leader Training Programme.
We have a vibrant voluntary sector supporting local sports delivery	Provide administrative and sports development resources to the local sports councils, outdoor forum and island games association. (06/07 – To have 2 sports councils).	Emma MacSween Principal Officer – Sport & Health	Ongoing support to two sports councils, the Outdoor Forum and the Western Isles Island Games Association.	Ongoing support to two sports councils, the Outdoor Forum and the Western Isles Island Games Association.
People have access to a range of quality sport & leisure facilities	Produce a prioritised list of projects for development within the 2008-12 Capital Programme	Emma MacSween Principal Officer – Sport & Health	Draft priorities agreed	Draft priorities agreed
	Audit the sports facility sector in the Western Isles to identify projects for development	Emma MacSween Principal Officer – Sport & Health	Information gathering about the sector	Map of all facilities have been identified

**13.** We take pride in a strong, fair and inclusive national identity.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
A wider expression of Gaelic language in the community	Experiment with new means of highlighting the Gaelic profile within exhibitions. (06/07 – 80% exhibition Materiel bi-lingual).	Mairi Robertson Museum Team Leader / Curator	90% exhibition Materiel bi- lingual	90% bi-lingual  New initiatives in Team Plan to be developed: - Gallery Audio Tours in Gaelic - Museum Collections Guide in Gaelic - Gaelic medium programmes
	Deliver a range of leisure and learning classes through the medium of Gaelic. (06/07 – 30 participants).	Neil Macleod Principal Officer – Com Ed, Training & Employment Support	42 participants	The Community Education Service continues to work with a range of partner agencies to offer Gaelic Learning Classes. Final numbers of classes and learners collated during evaluation of classes.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
	%age of new library stock in Gaelic and Scottish materials/ and from Scottish Publishers (Libraries buy 100% of Gaelic and Scottish materials, 647 titles in 07/08 = 11% of new stock acquired)	Patricia Botten Principal Officer – Cultural & Information Services	Waiting for end of year figure	<b>To be collected:</b> - No. of Titles from Scottish publishers.
	All signs in-house and learning premises are in Gaelic. (06/07 – 80% Materiel bi-lingual).	Neil Macleod, Emma MacSween , Mairi Robertson, Patricia Botten	90% Materiel bi-lingual	100% Materiel bi-lingual 90% Libraries 90% Museums
	Deliver youth work activities though the medium of Gaelic. (06/07 – 21 Young people participating).	Neil Macleod Principal Officer – Com Ed, Training & Employment Support	50 Young people participating	Oigrìdh na Hearadh produced a CD of Gaelic music and song in Dec08 and is on sale with 40% of proceeds being donated to Macmillan Cancer Support. Gathering evidence for YAA and DYA.  7 young people in Harris took part in summer activities through the medium of Gaelic in July/August 08. All reported increased confidence in speaking Gaelic  7 music workshops with 7 young people attending and 10 drama workshops with 10 young people attending delivered in Uist.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
				12 young people from Western isles attended a joint residential with Highland Council. 80% of those participating stated that they are now more confident speaking Gaidhlig 100% of young people stated that they learned new skills 100% of young people stated that they would like to participate in future Gaidhlig related activities.
	Marketing material bilingual. (06/07 – 80% Materiel bilingual).	Lindsay Macdonald Leisure Recreation Manager – Lionacleit	90% Materiel bilingual	100% Materiel bilingual.
		Tony Wade Sports Facilities Manager (L&H)		Timetables reviewed; currently discussing bilingual issues with designer and stakeholders.
More people speaking Gaelic	Gaelic literacy classes in Learning Shop. (06/07 – 15 learners).	Neil Macleod Principal Officer – Com Ed, Training & Employment Support	25 learners	The Learning Shop continues to offer Gaelic Family Learning & Gaelic Literacy classes.
	Gaelic language classes for staff	Bill Houston Head of Leisure & Learning	5 learners	10 learners

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Good quality independent museums	Act as Curatorial Advisors to Independent Museums. (06/07 – 1 completed accreditation application).	Mairi Robertson Museum Team Leader / Curator	Provisional accreditation Sgoil Lionacleit.	In process of extending Sgoil Lionacleit, provisional accreditation for 6 months. In discussion with Museums Galleries Scotland re: process for submission of accreditation applications  <u>To be collected:</u> - No. of completed & partially completed accreditation applications.  - No. of support/ advice meetings with independent museums
	Advice to Comainn Eachdraidh.	Mairi Robertson Museum Team Leader / Curator		Curation and conservation of objects for Ness CE Crofting Year Exhibition  <u>To be collected:</u> - No. of CE Meetings attended for curatorial advice  - No. of enquiries for management, funding and staffing  - No. of projects/ exhibitions/policies supported  - No. of items conserved for CE

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
People have access to a high quality museum service	Maintain a Museum and conservation programme for Museum collections. (06/07 – 55% of Comhairle items catalogued Visitors: - 14,576 Stornoway - 6,000 Sgoil Lionacleit Enquiries: - 3,644 Stornoway - 1,500 Sgoil Lionacleit).	Mairi Robertson Museum Team Leader / Curator	57% of Comhairle items catalogued  Visitors Stornoway 7,500 (Museum nan Eilean closed for 5 months)  Enquiries Stornoway: no figures available (Museum nan Eilean closed for 5 months)  No visits or enquiry figures for Lionacleit (MDO post vacant)	New upgraded alarm installed  Re-displayed a loan of material from NMS  Started negotiations with NMS for joint touring exhibition of the Chessmen  <b>To be collected:</b> - No. of visitors per annum to exhibitions  - No of exhibition programmes  - No. of new acquisitions  - No. of new archive acquisitions  - No. of items catalogued.  - No. of enquiries (research, general, academic, photo)
	Safeguarding Cultural Heritage	Mairi Robertson Museum Team Leader / Curator		RCDF training to independent museums and the voluntary sector (evaluation stage)  NMS Partnership Agreement  Historic Scotland Partnership Agreement  <b>To be collected:</b> - No. and type of project/ programme/ partnerships  - No. of leaflets distributed

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
	Support HLF Proposal for new Museum in Lews Castle re- submit proposal Autumn 2009	Mairi Robertson Museum Team Leader / Curator	Heritage Team established	In process of developing Museum Education/ Learning Plan.  In process of re-viewing Museum Interpretation Plan

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

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
People have access to good quality Comhairle facilities	Maintain and develop 6 public swimming pools and sports facilities. (06/07 – 6 sports facilities operational).	Lindsay Macdonald Leisure Recreation Manager – Lionacleit / Tony Wade Sports Facilities Manager (L&H)	6 sports facilities operational	Complete
	Maintain and develop 6 public libraries. (06/07 – 6 facilities operational).	Patricia Botten Principal Officer – Cultural & Information Services	6 facilities operational	Stornoway Library's 10 <sup>th</sup> birthday celebration. New Bookstart Rhymetimes for under fives. Funding to organize 6 sessions through <a href="#">Live Literature</a> , Scottish Book Trust. Team Plans & list of priorities in progress
	Maintain an effective Library Management System (LMS) Move forward plans for an upgrade of Dynix to Symphony	Patricia Botten Principal Officer – Cultural & Information Services	Initial contact with Dynix made November 2008	Quotes for upgrade requested and communication with Sirsi-Dynix re-established
	- maintain up-to-date book & A / V stock (6036 items purchased 07/08 = 229 items per 1,000 population (March 08)	Patricia Botten Principal Officer – Cultural & Information Services	Waiting for end of March figure	To be set when end of March figures have been received.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
	Maintain active library membership (6110 March 2008)	Patricia Botten Principal Officer – Cultural & Information Services	Waiting for end of March figure	To be set when have end of March figure
	Maintain no. of visits to libraries (footfall) and virtual visits (257,008 footfall 07/08. No figure for virtual collected)	Patricia Botten Principal Officer – Cultural & Information Services	Waiting for end of March figure	To be set when have end of March figure  <u>To be collected:</u> - Virtual visits to be collected as a new statistic.
	Maintain and develop Stornoway Town Hall and St Lennan's Youth Centre. (06/07 – operational).	Neil Macleod Principal Officer – Com Ed, Training & Employment Support	Both operational.	Both operational.
We have effective strategic planning in place	Community Learning and Development Strategy	Neil Macleod Principal Officer – Com Ed, Training & Employment Support	Consultation on New Strategy ongoing	Strategy has been approved by the Comhairle and the Community Planning Partnership and is being linked to the updated Single Outcome Agreement before being finalised for publication.
	Physical Activities Strategies. (06/07 – Previous strategy being evaluated)	Emma MacSween Principal Officer – Sport & Health	Consultation on New Strategy ongoing	Implementation of strategy March 2010
	Sports Facilities Strategies.	Emma MacSween Principal Officer – Sport & Health	Strategy agreed	Implementation plan agreed
	Play Parks Strategies. (04/05 – 10 year Strategy Agreed)	Bill Houston Head of Leisure & Learning	Implementation plan in progress	Implementation plan in progress. Four play parks renovated.
	Employability Strategy.	Neil Macleod Principal Officer – Com Ed, Training & Employment Support	Consultation on New Strategy ongoing	Initial Draft Strategy agreed and workshop to finalise being arranged in April 2009.



Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
	Ensure Library services meet quality standards - The Public Library Quality Improvement Matrix for Scotland	Patricia Botten Principal Officer – Cultural & Information Services	Not started	PLQIM Self Evaluation Visit with Scottish Library Information Council agreed - June 2009
	Safeguarding for children Policy & Guidelines (Libraries/ Museums)	Patricia Botten Principal Officer – Cultural & Information Services / Mairi Robertson	No Policy	To be developed
	Policy for treatment of Human Remains	Mairi Robertson Museum Team Leader / Curator	No Policy	To be developed
	Guidelines for Collections Care & Management	Mairi Robertson Museum Team Leader / Curator	Existing Acquisitions Policy & Collections Management	To review & update Policy
	Support the development of an Archivist post	Patricia Botten Principal Officer – Cultural & Information Services / Mairi Robertson	Feedback from HLF Lews Castle proposal that Archives element not developed.	Seminar with key stakeholders February 2009. Draft Progress report for Genealogy MOWG (March) Considering archive accommodation options – Councillors shown Airport storage (March).

## TECHNICAL SERVICES

### Overview

Over the past year responsibility for Waste Services and the Commercial Operations Unit has been added to the Technical Services Department and work is continuing to establish the most appropriate structure which will best integrate all of these activities and provide services both efficiently and effectively to the public and other Comhairle departments.

The department now incorporates the following services:

- Roads and Transport including Piers and Harbours
- Project Delivery
- Building and Property Services
- Waste Services
- Commercial Operations Board

Staff numbers in Technical Services have increased from under 100 to 288 with the inclusion of the new services. The Department's revenue budget is now almost £15 million and in addition Technical Services is responsible for the design/delivery of some £35m worth of Capital projects over the current budget period, 2008-2012.

### Achievements

- Introduction of RET on all mainland routes from the Western Isles.
- Working with Scottish Government to develop ferry services appropriate for island needs as part of nation ferry review.
- Completion of Phase 1 of the North Ford Causeway improvement scheme
- Securing 80% grant for five Capital Improvement Schemes in Barra and South Uist, and bringing the first project at Stoneybridge to tender stage.
- Delivering a wide range of capital projects including;
  - Kallin Harbour Pier Extension
  - Lochmaddy Waiting Room
  - Acarsaid pier access improvements and storage area
  - Lionacleit Running Track
  - Lochmaddy Pier Improvement
  - Stornoway Town Centre Repairing Scheme
  - Complete escape routes/roads projects at Ardhamonie, Muir of Aird and lochdar
- Award contracts to provide Hydrogen fuel station on the islands and securing the contract to supply to Royal Mail vehicles.
- Leading a group of Local Authorities and academic bodies to secure European funding for the Coast Adept project.
- Completion of the transfer of the Waste Services staff to the Technical Services department, with work continuing on the most appropriate structure for the integration of the Commercial Operations Unit activities.

## SERVICE: Roads, Transport & Marine Services

1. We live in a Scotland that is the most attractive place for doing business in Scotland.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
A reduction in travel costs	Ferry standard summer return for driver and car Stornoway/Ullapool. (06/07 – Ferry Costs at April 2008).	Head Of Roads Transport and Marine Services / Donald Macrae	RET implemented on trial basis on mainland connections	Halcrow Group Ltd have been carrying out a survey and findings will be reported at a meeting on 13 April 2009 in Inverness.
	Air standard open business class review. (06/07 – Air ADS Costs at April 2008)	Head Of Roads Transport and Marine Services / Donald Macrae	ADS implemented	Scottish Government have appointed consultants to monitor and report on ADS.

2. We realise our full economic potential with more and better employment opportunities for our people.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Growth in key sectors	Level of investments in infrastructure improvement to improve island connections and to support business activities. (06/07 – Capital Spend 08/12 and Revenue 08/09).	Head Of Roads Transport and Marine Services / Donald Macrae	First phase of implementation commenced.	Capital Programme spend 09/10
	Investment in pier & harbour infrastructure to support growth in key sectors and support the fishing industry	Harbour Master / Donald Macrae	Revenue + £100k	Further bids on capital fund being prepared.
	Piers and Harbours Grant	Head Of Roads Transport and Marine Services / Donald Macrae	Core & Statutory Capital Budget	£1M to be allocated to Comhairle in 2010 from Government fund with appropriate distribution by Director of Finance. Asset survey to be carried out over Summer 2009.

6. We live longer, healthier lives.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Improve health of our children	Develop travel audit plans and implement findings to increase shift in modal split in favour of walking and cycling. (06/07 – Baseline to be established as part of audit).	Road Safety Officer / Kenny MacLennan		Draft 'active' travel plans now complete and forwarded to 'active' Travel Officers for comments.

7. We have tackled the significant inequalities in Scottish society.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Our public services are available to everyone	Improve network links between remote areas and main hubs by road, sea, transport. (06/07 – RET fares introduced in October 2008).	Head Of Roads Transport and Marine Services / Donald Macrae		Bus tendering process ongoing with final tender returns around 15 April 2009, following which, service provision will be agreed.

10. We live in well designed sustainable places where we are able to access the amenities and services that we need.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Our transport infrastructure enables access to amenities and services	Length of the spinal route that is double track. (06/07 – 169 km)	Head Of Roads Transport and Marine Services / Donald Macrae	175km	Development of Core & Statutory Improvements projects for 2009-12 is ongoing; anticipated that approx £1.4M worth of work will be undertaken in 2009-10.
	Condition and suitability rating of our transport network. (06/07 – SRMCS results 2006).	Head Of Roads Transport and Marine Services / Donald Macrae	Reduce length of category red on main routes by 5%.	SCANNER survey complete with findings to be reported at end April 2009
	Condition and suitability rating of our transport network, (06/07 – Accident Statistic 2006)	Road Safety Officer / Kenny MacLennan		Road safety plan to be developed for 2010 following publication of new Government targets.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
	Range of public transport services that are affordable. (06/07 – New baseline for services from April 08).	Transport Co-ordinator Officer / David Smart	Best Value Review of public bus services from November 2007 to November 2008.	The aspiration is to provide a more efficient and demand responsive bus service to meet our customers' needs. Ongoing passenger use surveys utilising electronic ticketing systems, providing detailed information on passenger use on all routes in the Western Isles (measurement from 2009).

15. Our public services are high quality, continually improving, efficient and responsible to local peoples needs.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Improved Compare customer services and access to them	Develop customer enquiry services in conjunction with Customer Relationship Management (CRM)	Head Of Roads Transport and Marine Services / Donald Macrae		CRM established in Town Hall. Temp post established to look in to possible link with existing Technical Services customer services system.
		Transport Co-ordinator Officer / David Smart		Initial discussions with Customer services team regarding transport information availability to the public, e.g. timetables and travel cards. Ongoing development throughout 2009/10.

**SERVICE: Waste Management**

14. We reduce the local and global environmental impact of our consumption and production.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Reduction in Annual Municipal Waste (MW) Landfilled.	Actual tonnage of Biodegradable MW landfilled. (06/07 – 11,799 07/08 – 9,245).	Anne W Macdonald / David MacLeod	12165 Tonnes (estimate)	The data for Quarter 3 (October to December) is currently going through SEPA's Waste Data verification process
	Total tonnage of MW land filled. (06/07 – 17,920 07/08 – 15,324)	Anne W Macdonald / David MacLeod	Tonnage 01/01/08 to 31/12/08 19,309	

## SERVICE: Project Delivery

1. We live in a Scotland that is the most attractive place for doing business in Europe.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Growth in emerging sectors	Further development of hydrogen projects, initiatives and infrastructure	Ruairi MacIver Project Manager (Renewable Energy)		H2seed Facility partly commissioned. Completion expected mid-summer 2009. Hydrogen vehicle trials to start once Facility completed. H2growth Project – Future project proposals under development.

5. Our children have the best start in life and are ready to succeed.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Our children are educated in schools fit for the 21 <sup>st</sup> century *	Numbers of schools in condition categories A/B/C/D. (06/07 – Condition B 22 Condition C 18	Louise Matheson	Condition B 22 Condition C 18	Development of Core & Statutory Improvements projects in conjunction with Education for 2009-12 is ongoing; anticipated that approx £880k worth of work will be undertaken in 2009-10

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
	Number of new schools built	Louise Matheson		Continuing to provide Technical Support to the Comhairle as Client by preparing Output Specification and Room Data Sheets for the Project and technical design reviews of designs proposed by SULLP

10. We live in well-designed, sustainable places where we are able to access the amenities and services we need.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Our transport infrastructure enables access to amenities and services	Length of the spinal route that is double track. (06/07 – 169 km)	Colin Maciver	175km	Development of Core & Statutory Improvements projects for 2009-12 is ongoing; anticipated that approx £1.4M worth of work will be undertaken in 2009-10.



12. We value and enjoy our built and natural environment and protect it and enhance it for future generations.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Relevant Indicators	Lead Officer	Performance as at 31/12/2008	Forecasted Local Targets
Our built and natural resources are protected and enhanced for future generations. (NB: - Project Delivery will contribute to this Outcome by:- Managing the Town Hall Refurbishment Project from design through to completion, which includes part THI funding).	Progress the THI Programme for the Stornoway Conservation Area. (06/07 – Year one complete).	Louise Matheson		Appointment of external Design Team for the Town Hall Refurbishment is ongoing; on Target to be on site in early 2010

14. We reduce the local and global environmental impact of our consumption and production.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
A reduction in the Carbon Footprint and emissions of the Outer Hebrides and especially those of public agencies and organisations	Amount of involvement in development and delivery of partnership-based joint working strategy with UHI Lews Castle College, including Greenspace Research and H <sub>2</sub> Projects. (06/07 – TBC) Delivery of partnership-based joint working strategy with UHI Lews Castle College, including Greenspace Research and H <sub>2</sub> Projects	Ruairi MacIver Project Manager (Renewable Energy)		Relationship established with Lews Castle College (i.e. Greenspace Research & Hydrogen Lab). Attending Greenspace Research team meetings on a monthly basis to maintain communication flow. Developing relevant research project initiatives in conjunction with the Hydrogen Lab. Collaborating in delivery of the SUSPLAN Project.

## SERVICE: Property & Grounds Maintenance

5. Our children have the best start in life and are ready to succeed.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Our Children are educated in schools fit for the 21 <sup>st</sup> century*	Number of schools in condition categories A/B/C/D. (06/07 – Condition B 22 Condition C 18)	Marten R James	Condition B 22 Condition C 18	In line with colleagues delivering the Capital Programme we continue to delivery the revenue maintenance works, although currently primarily of a reactive nature and therefore have little effect on the overall condition rating.

6. We live longer, healthier lives.

Paths to Improvement		If this is being implemented, what is the evidence? If not yet implemented, what is proposed?		
Local Outcome	Measures	Lead Officer	Performance @ 31/12/2008	Progress
Improved Health of our children	Increase the number of pupils receiving 120 mins of physical education per week. (06/07 – 15%)	Marten R James	15%	Continue to maintain, in particular, the school pitches to the highest level possible, allowing seasonal usage.