

**OUTER HEBRIDES COMMUNITY PLANNING PARTNERSHIP**

**LOCAL OUTCOME IMPROVEMENT PLAN 2017-27**

## **LOIP Foreword**

The Outer Hebrides is a special place. Our geography, our culture, our history, our environment are all elements that contribute so much to the quality of life that our communities enjoy as evidenced in many studies which identify the Islands as one of the best places to live in Scotland and the UK.

We do, however, face significant challenges. Our economy is fragile, and we need to attract and retain our working population to grow our economy, increase our population and provide the services they need to all of our people, including our older people. Set against a background of financial restraint and reducing resources, the challenges we face are growing; yet our people continue to be innovative, resilient and determined to provide the best quality of life possible for their communities. The Outer Hebrides Community Planning Partnership (OHCPP) is committed to working together in partnership with our communities to create transformational change and achieve a sustainable population.

Community Engagement and analysis through the 'How Good Is Our Place' survey has enabled residents in the Islands to identify their priorities and ways in which improvements could be delivered. In response to this Community Engagement, the OHCPP has identified a small number of priorities which focus on tackling these issues going forward and they are presented in this Local Outcome Improvement Plan (LOIP). This LOIP replaces the Single Outcome Agreement for the Outer Hebrides and is different from any previous community plan. It is more localised and is aimed at empowering communities to respond positively to the priorities and concerns they have identified.

## **OHCPP Vision**

*Our vision is to promote and realise the full potential of the Outer Hebrides as a prosperous, well-educated and healthy community enjoying a good quality of life, fully realising the benefits of our natural environment and cultural values*

The priorities for the OHCPP over the next 10-20 years are:

### **1. The Outer Hebrides retains and attracts people to ensure a sustainable population**

To facilitate this, the OHCPP will focus on the following areas

- a. . There is housing across the islands which meets the needs of all of our people and is affordable to them to heat and maintain over the life of their home.
- b. . The Outer Hebrides is known as and promoted as an attractive place to visit, live, learn, work and invest and has a recognisable brand with strong, positive and consistent promotion.
- c. Our young people are knowledgeable about the opportunities of remaining on the islands to live, work and learn
- d. Our islands are connected with high quality, affordable and reliable broadband, mobile networks and transport connections

### **2. The Outer Hebrides has sustainable economic growth and all our people have access to appropriate employment opportunities**

To facilitate this, the OHCPP will focus on the following areas

- a. The Outer Hebrides is an area of innovation and investment which secures a sustainable and vibrant job market with well-paid opportunities.
- b. A skilled workforce for the future that provides opportunities for all our people in the islands
- c. Support the expansion of access to childcare to enable parents to access employment, training and education

- d. A vibrant and innovative SME sector which plays a key role in creating sustainable employment and economic growth in the Outer Hebrides

### **3. The islands offer attractive opportunities that improves the quality of life, wellbeing and health for all our people**

To facilitate this, the OHCPP will focus on the following areas

- a. All children and young people have the opportunities to access to play and recreational activities, and facilities within their communities.
- b. The Outer Hebrides provides a quality natural space where our people can experience, enjoy and value opportunities for sport, leisure and recreational activities
- c. Address factors contributing to social isolation.
- d. Communities will have access to a range of innovative transport solutions which reduce isolation and increase access to services.

Working together across boundaries, community planning partners can create significant added value and improve outcomes for the communities we serve. Involving people in the decisions that have an impact on their lives and empowering communities to help themselves is a vital part of the process. All the views expressed by our communities in the Place Standard survey have been invaluable in producing the LOIP. The LOIP is for the whole of the Outer Hebrides but we have also initially identified two areas-Benbecula and North Uist, and Stornoway West- where additional focused effort is required to improve outcomes. Working together with each of these communities, Locality Plans are being developed supported by action plans. Whilst this is a new way of working it is really building on the Outer Hebrides' traditional strengths of community, local engagement and partnership. It is a commitment to further empower our communities in delivering the services and aspirations that they deserve. I am proud to deliver this first LOIP and I believe it sets out a genuine vision of community partnership, commitment, confidence and ambition for our Islands.

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## INTRODUCTION

Community Planning is how public agencies work together with their communities to plan and deliver better services which make a difference to people's lives. Over the last 13 years the Scottish Government has done much to spread the practice of Community Planning across all areas of the country.

In 2015 the Community Empowerment Act (Scotland) 2015 placed a legal duty on Community Planning partners to demonstrate that they are making a significant impact on the achievement of outcomes as a result of partnership working. In doing so, Community Planning Partnerships were required to prepare and publish a Local Outcome Improvement Plan (LOIP), by October 2017, which sets out the priority local outcomes it proposes to improve.

In advance of the statutory deadline, the Outer Hebrides Community Planning Partnership (OHCPP) developed a finalised draft of Local Outcome Improvement Plan. An opportunity was provided for local comment on the finalised draft and, following feedback, the Plan was revised taking account of comments received and approved by the Partnership Board on 22 November 2017. It signals our joint commitment to making change happen and is recognised as critical to accelerating the pace of collaboration and joint working across the Partnership and driving real and lasting improvements for our communities in the Outer Hebrides.

The vision and strategic priorities set out within this document provide a clear focus for the OHCPP. They are based on discussions which have taken place with colleagues across the Partnership over the last 18 months and on the findings of the Place Standard Tool analysis undertaken during February and March 2017. The priorities stated reflect the areas where the Partnership is striving to make maximum impact and drive improved outcomes in the face of the key challenges it has identified for the next 10 years. All partners will reflect the priorities set out in this LOIP in their own strategic plans to ensure a 'golden thread' flows from the LOIP for the Outer Hebrides and runs through all partner organisations.

The design of the LOIP draws on the improvement methodology of the Institute of Health Improvement (IHI) to clearly demonstrate how the OHCPP will achieve long term transformational change by taking practical action now. Driver diagrams are used to show this connection and identify the specific improvement aims that the Partnership will monitor to ensure we are on track to deliver significantly better outcomes.

The LOIP is a strategy for all communities within the Outer Hebrides. To underpin this document, we will develop locality plans which will take the high level direction provided by the LOIP and translate it into meaningful improvement aims for our most disadvantaged communities in particular. The Community Empowerment Act also requires us to have locality plans in place by Oct 2017. We will have a plan in place for Benbecula and North Uist and work is ongoing with the community in Stornoway to ensure that we identify the locality or localities where support is most needed.

Fundamental to our approach is working with people and communities. Our communities are unique and their sense of place defines our work now and in the future. With a focus on improvement, we will continue to listen to communities, understand what is important, recognise and mobilise strengths and work with them to deliver what matters. We are in the process of finalising a Community Empowerment, Engagement and Participation Strategy which will set out in practical terms how we will work with people to help them achieve the aspirations of our communities.

In the spirit of continuous improvement, this LOIP is endorsed by OHCPP as a living document that will continue to evolve as our approach to improvement develops and matures; and as we strengthen our arrangements for working jointly with communities.

## **OUTER HEBRIDES CONTEXT OUR ECONOMY**

The Outer Hebrides is an economically fragile area relatively reliant on primary industries (including crofting, agriculture, fishing and agriculture) as well as Harris Tweed weaving, tourism, construction and the public sector. Public Sector employment was 38.6% of all employment in 2015, much higher than in Scotland (24.7%) and Great Britain (18.4%). Important employers in the area other than in the sectors noted above include QinetiQ which operates the military range in Benbecula and South Uist (approximately 200 employees), BASF Pharma at Callanish (70 employees) and Barratlantic Fish Processing in Barra (35 plus employees plus its role in supporting local fishing sector). Crofting tenure is very important in housing provision across the islands and Gaelic is central to the islands' people and our distinctive heritage. Opportunities in relation to Gaelic media, education and the promotion of the language also provide an opportunity to grow our economy,. In 2016 the National Annual Survey of Hours and Earnings showed that full time average earnings in the Outer Hebrides at £26,240 were 20.2% below the Scotland average of £32,880 and 23.7% below the UK average of £34,410. Three in five (62%) of households were assessed as being in fuel poverty and 26% in extreme fuel poverty with 75% of pensioner households in fuel poverty and 40% in extreme fuel poverty.

## **OUR PEOPLE**

In 2015 the population of the Outer Hebrides was estimated at 27,070, a reduction of 2.2% from 2011 with reduction forecast to continue – for example to 25,284 (-6.6%) by 2028. By 2028 it is anticipated that 31.1% of island residents will be aged 65+ - compared with a Scotland average of 22.8%. This has major implications for Health and Social Care expenditure as well as social and economic consequences.

The Outer Hebrides welcomes “new Hebrideans” who play a key role in both the traditional industries and the service sector and inward migration has helped to reduce the impact of population decline in recent years.

## **OUR PLACE**

The Outer Hebrides is an island chain located approximately 43 miles off the north west coast of Scotland which forms a 130 mile arch from north to south. The Outer Hebrides accounts for almost 4% of Scotland's land area but only 0.5% of its population – the lowest population density (9 people per kilometre square) of all the local authorities in Scotland.

The Scottish Index of Multiple Deprivation (SIMD) is the Scottish Government's official tool to identify geographic concentrations of multiple deprivation across Scotland. The two least affluent areas identified on this basis are Benbecula and North Uist, and Stornoway West. Successful actions in Locality Plans for these areas will be used, as appropriate, through the wider area.

The Outer Hebrides represents a natural outdoor playground with expansive areas of green and open space. As well as attracting tourists, the quality of life to which these open spaces contribute is considered to bring benefits to the health and wellbeing of the people of the Outer Hebrides.

The third priority of this plan is aimed at taking advantage of these opportunities to improve quality of life, wellbeing and health for all of our people from the youngest to the oldest and to combat social isolation.

Sea transport is crucial with a variety of ferry services operating between the islands and mainland Scotland and joining the islands to each other. There are also airports at Stornoway, Benbecula and Barra with internal and external air services – principally to and from Inverness, Glasgow, Edinburgh and Aberdeen. The ability to get around is vital to vibrant communities and we intend to explore innovative solutions to facilitate this. Working with Scottish and UK Governments we wish to enhance transport connectivity by introducing fixed links and upgrading the spinal route. We have substantial onshore wind power resources with planning permission for turbines which could generate 400 megawatts of power- enough to supply the Outer Hebrides 20 times over and export clean energy to Scotland and the UK. However there is currently no interconnector to export electricity to the mainland which would enable these to be built and provide substantial construction and operational employment plus community benefit funding to invest in economic and social development. Again this is a focus of ongoing work with Government.

## **OUR TECHNOLOGY**

Digital Communications can help overcome the inherent disadvantages faced by island economies due to their remoteness and limited local markets. High quality connections could open up opportunities for the Outer Hebrides to engage in the knowledge and creative industries across the UK and globally. Enhanced digital access would also improve the tourism experience in the islands – Wi-Fi access and mobile reception consistently receive the lowest satisfaction ratings in visitor surveys.

With good connections, the more remote areas in the Outer Hebrides can also benefit both through new business opportunities and through home working by established island businesses. This would help to reverse the drift of population towards the main island towns, and the drift of young people off the islands altogether. Achieving the required standards of digital access presents particular challenges in the islands with the crofting layout of many communities meaning small numbers of homes set at a distance from each other.

Improving digital communications also has social benefits, reducing feelings of isolation and allowing interaction with services and networks that are otherwise difficult to access. Improved digital communications would make the Outer Hebrides and the areas within it less cut off from the outside world, helping to retain population and encourage inward migration. Working with Scottish and UK Governments we aim by 2028 to have 100% connectivity for the Outer Hebrides with every resident and business able to access world class broadband and mobile services at the same cost as anywhere else in the UK.

## **OUR VISION FOR THE OUTER HEBRIDES**

### **A PROSPEROUS WELL EDUCATED AND HEALTHY COMMUNITY ENJOYING A GOOD QUALITY OF LIFE**

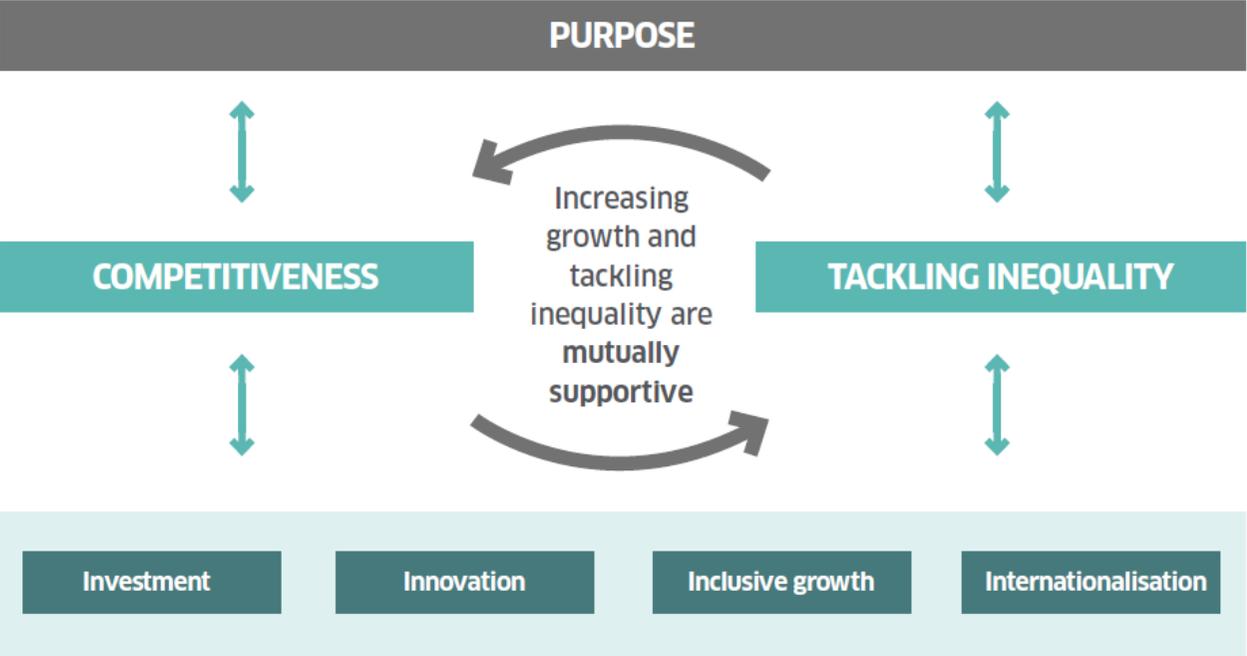
Our vision for the Outer Hebrides is of a place where all people can prosper. This reflects our desire primarily to have a sustainable population where all people, families, businesses and communities do well, succeed and flourish in every aspect. We are seeking an improvement in the age structure of our population by retention and inward migration, and the creation of jobs and training opportunities for the younger working age population and the provision of housing to meet the needs of our communities.

As part of this vision we are committed to working towards an increase in average household income and a reduction in poverty and health inequalities.

As individual partner organisations, we do our best to serve and protect the public. Added value comes from the Outer Hebrides Community Planning Partnership working together to test and do things we haven't done before to deliver real and lasting transformational change for our communities. We will seek to ensure our economic and social resilience by growing our population, boosting local enterprise and welcoming people to work in key sectors.

We are committed to a sustainable future in the global economy and to securing the three vital networks of connectivity which will make this happen: transport, digital and energy transmission. We place a high value on local democracy and self-determination, fairness, social justice, the promotion of equality and tackling inequality,

This plan has been developed in parallel with work with both Scottish and UK Governments on a Deal for the islands and with the Scottish Government on the Islands Bill. It is considered that delivery of these aims will be a real time demonstration of island proofing as applied to the Scottish Governments Economic Framework. Each of these priority areas will be used to demonstrate how increasing growth and tackling inequality are mutually supportive and will illustrate each of the Framework's four "Is": investment, innovation, inclusive growth and internationalisation as shown on the table below.



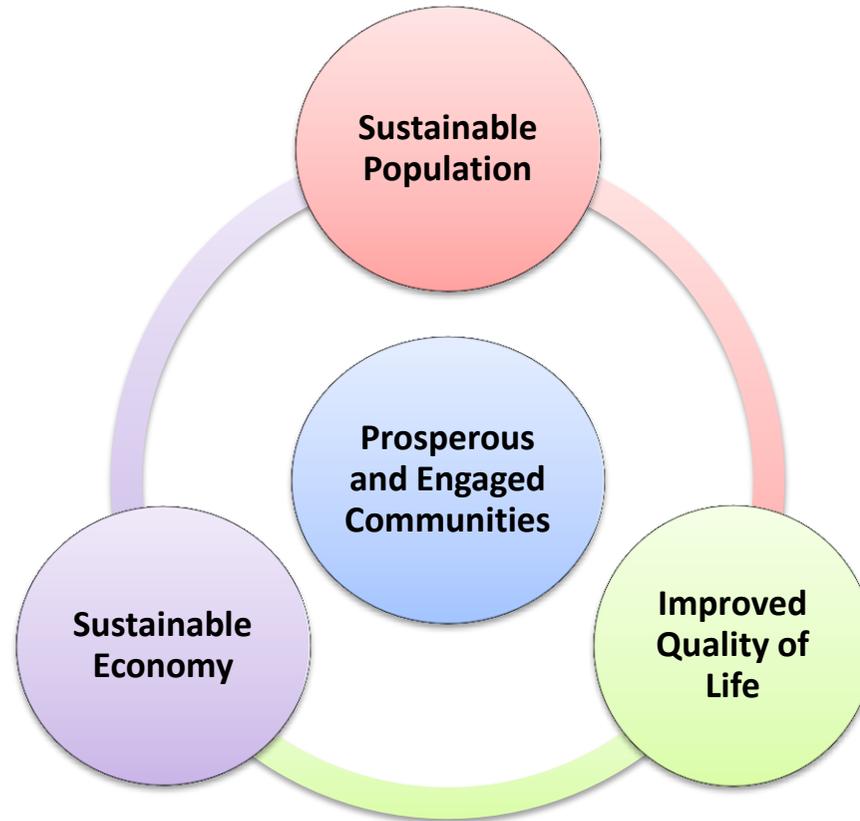
## **THEMES, PRIORITIES AND DRIVERS**

We will achieve our vision through the delivery of three themes: Economy – the achievement of inclusive economic growth; People – Central to this will be retention of our young people and inward migration and Quality of Life – the improvement of wellbeing and health of all of our people.

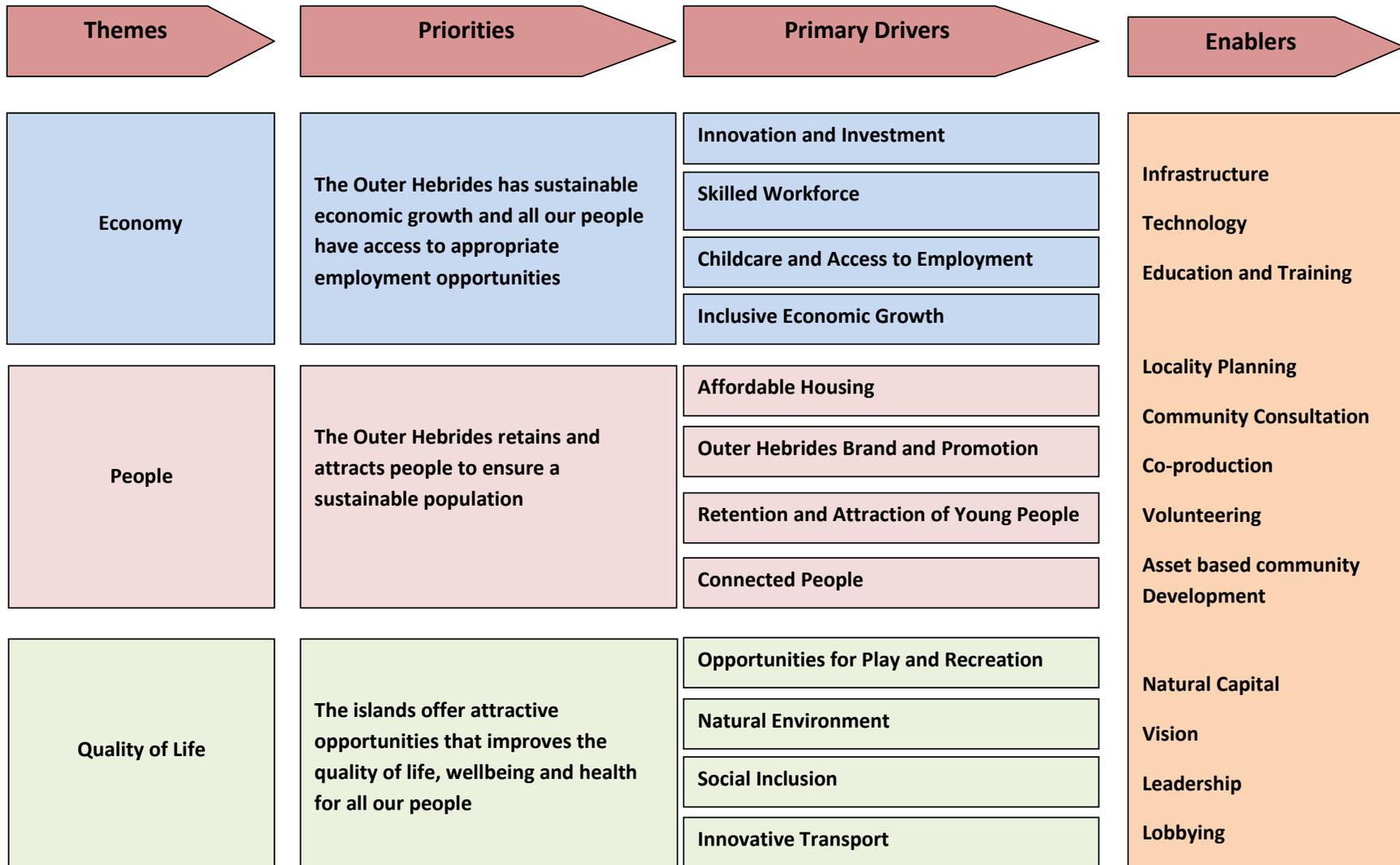
Under these themes we will focus on three priority areas for strategic partnership working:

- The Outer Hebrides retains and attracts people to ensure a sustainable population
- The Outer Hebrides has sustainable economic growth and all our people have access to appropriate employment opportunities
- The Outer Hebrides offer attractive opportunities that improve the quality of life, wellbeing and health of all our people.

Through the delivery of this Local Outcome Improvement Plan we will push our joint resource investment towards early intervention and prevention to secure the sustainable future of our communities.



This Local Outcome Improvement Plan identifies the primary drivers which will drive improvement in these priority areas. The following sections of the plan detail secondary drivers for each priority and the improvement measures we will monitor to ensure we are making the impact intended. Locality Planning is fundamental to our approach to ensure the area wide aspirations outlined in this plan are delivered at a local level to secure better outcomes for communities which historically have experienced poorer outcomes due to socio economic disadvantage.



## **PLACE BASED INDICATORS**

Each section is introduced with a set of overarching, high level, place based indicators that will enable the CPP to assess if the lives of our communities are improving over time. They are based on the indicators selected from the Community Profile Tool. They provide us with a consistent basis to profile our area in relation to core measures of outcomes and measures of inequality of outcomes. The small set of core measures included reflects key life outcomes across all ages from early years to older people, safer/stronger communities, health and wellbeing and employment/economy

## **IMPROVEMENT MEASURES**

The improvement measures defined within each priority driver diagram are those which demonstrate the added value of the OHCPP and which will be used to hold the CPP to account for performance.

Improvement measures indicate the effectiveness of the partnerships performance in delivering improvement in each priority area.

## SUSTAINABLE POPULATION PRIORITY

### The Outer Hebrides retains and attracts people to ensure a sustainable population.

In order to improve outcomes for the communities of the Outer Hebrides, we need to rebalance the population so that there is workable dependency ratio both overall and in local areas – A primary focus will be on the creation of well-paid full time employment opportunities for the younger working age population with associated skills development. Our action plan identifies what can be achieved over the ten year period by implementation of the detailed actions. In addition to the measures detailed below we will measure our success across this priority by achieving a reduction in the predicted population decline and an increase in markers towards the average Scottish demographic.

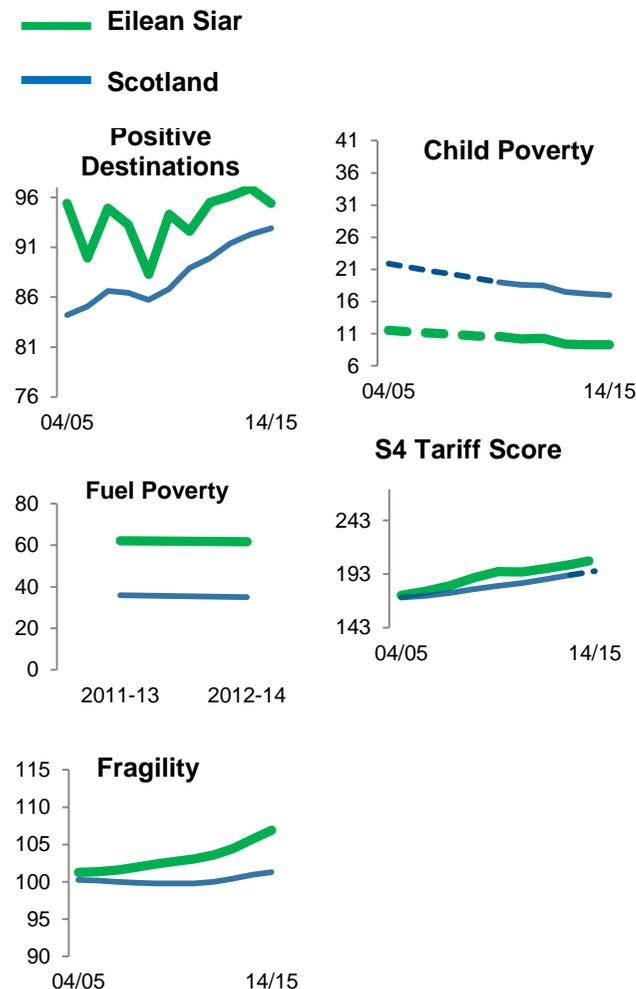
Surveys show that Outer Hebrides residents enjoy living here but more suitable work and accommodation are needed. We require sufficient affordable and smart housing provisions throughout the area to accommodate target population increases and which meet 21<sup>st</sup> century requirements including home working and aging populations. There is potential to grow a number of sectors through better use of existing assets including:

- Community ownership
- Food and drink
- Gaelic language and culture
- Renewables (although this will require the interconnector project to go ahead to capitalise fully on the opportunities)
- Third sector
- Tourism

It is also planned to give people of all ages a range of rewarding life experiences and career progression without needing to leave the area and. This will include mechanisms and new facilities that support the increasing number of elderly people with care and medical needs including assisted living measures.

This will be supported by increased local provision of further and higher education, together with research and development related to current and future quality employment opportunities. Statistical analysis has identified a requirement for net inward migration of 1500 people to rebalance the demographic of the population to deliver the services required sustainably.

Taking into account that most of these people would be economically active and that people aged over 40 will take a proportion of new jobs created by proactive strategies associated, job targets (to achieve net in-migration of 1500 people in the 16-40 age range) would exceed 1700. These population and employment growth aspirations are fundamental to the impacts considered possible. For the Outer Hebrides we aim to support the provision of 1200 new homes across the private, affordable and social rented sectors to accommodate our growing and changing populations and to meet local needs for smaller households and home working space. Retaining young people on the islands has long been a policy priority of partners. Many young people have said that they are strongly attracted to their local area and would stay and/or return if there was a broader range



of employment opportunities and career pathways available. Achieving this is a challenge. Currently, employers often see the solution to gaps in the workforce as bringing in temporary workers for short term contracts rather than developing local people for jobs that may not be sustainable in the longer term.

## SUSTAINABLE POPULATION

**Aim: The Outer Hebrides retains and attracts people to ensure a sustainable population**

OUTCOME	PRIMARY DRIVERS	SECONDARY DRIVERS	MEASURES	Baseline 17/22/27	5 / 10 year target
<p>Communities are sustained and re-vitalised through improvements to housing quality, condition, and energy efficiency</p> <p>Sufficient affordable and smart housing provision throughout the islands to accommodate our target population increases and requirements for home working, smaller households and ageing populations.</p>	<p>There is housing across the islands which meets the needs of all of our people and is affordable to them to heat and maintain over the life of their home.</p>	<p>Realise the equitable provision of affordable housing for each geographical and island community.</p> <p>Ensure that housing is of a quality and design that is appropriate for local needs, where possible community led developments.</p> <p>Increase the viability of private housing stock and empty housing.</p> <p>Work with Scottish Government to introduce a single housing funding and advice source to enable funding to be allocated to support this aim.</p> <p>Increase the provision of</p>	<p>Increase number of new houses built</p> <p>Increase percentage of houses meeting the Scottish Housing Quality Standard</p> <p>Decrease number of empty houses</p> <p>Decrease percentage of families in fuel poverty</p> <p>Decrease in percentage of children in poverty before housing costs (CPAG) and after housing costs (CPAG)</p> <p>Decrease in percentage of</p>	<p>79</p> <p>58%</p> <p>954 vacant dwellings houses</p> <p>30%</p> <p>Before housing cost: 9.14% After housing cost: 14.87%</p>	<p>HHP/CNES HHP 300 affordable homes within 4 years</p> <p>65% / 70%</p> <p>900 /850</p> <p>25% / 20%</p> <p>8.68% / 8.25% 14.13% / 13.42%</p>

		<p>extra care housing in identified areas</p> <p>Reduction in fuel poverty by maximising resources and increasing energy efficiency measures.</p> <p>Promote independent living for vulnerable elderly and young people( transitions)</p>	<p>pensioners in fuel poverty</p> <p>Increase in percentage pensioner households in good repair</p> <p>Increase in sustained tenancy rate for young people</p> <p>Increase in school roll</p>	<p>68%</p> <p>65% (Households with no urgent disrepair) Current SHCS 66%</p> <p>89% Sustained tenancy rate</p> <p>3361 (2016 roll)</p>	<p>60% / 55%</p> <p>68% / 70%</p> <p>91% / 94%</p> <p>3361 (maintain 5 years) / 3530 (+5% increase 10 years)</p>
<p>The Outer Hebrides has a unique identity that has a positive, attractive internal and external image, capitalising on our natural landscape, unique culture and safe environment.</p>	<p>The Outer Hebrides is known as and promoted as an attractive place to visit, live, learn, work and invest and has a recognisable brand with strong, positive and consistent promotion</p>	<p>Establish a common identity and recognise unique island contributions.</p> <p>Understand the impact of globalization on rural culture.</p> <p>Identify internal and external perceived identity and image.</p> <p>Develop a unique selling point through brand identity and value match using our natural landscape, culture and safe environment.</p> <p>Establish a partner cooperation and communication strategy.</p>	<p>Initial Research and report to provide baseline on internal and external identity establishing an agreed partnership unique selling point and brand identity.</p> <p>Measure internal usage, how much partners and organisations are using the elements created to reinforce the brand – and as an element to reinforce their own brand.</p> <p>Evaluate the media coverage the Outer Hebrides is getting in local national and international media, if they are negative or positive and if they are reinforcing the brand or counteracting it.</p>	<p>This is a developmental section that requires baselines to be established.</p> <p>This is a developmental section that requires baselines to be established</p> <p>This is a developmental section that requires baselines to be established</p>	<p>HIE/All</p>

		Incentivise people to stay and relocate to the Outer Hebrides by establishing a portal that promotes job, business and creative opportunities, and capitalises on our environmental and cultural assets	Internal usage measuring how much partners and organisations are using the elements created to reinforce the brand – and as an element to reinforce their own brand  The completion of a partnership portal.	This is a developmental section that requires baselines to be established  Potential funding sources being explored	
A significant rebalancing in the age structure of our island populations, by focusing on job creation for the younger working age population	Young people are knowledgeable about the opportunities they are afforded by remaining on or coming to the Outer Hebrides to live, work and learn	<p>Increased local provision of further and higher education, research and development, and training programmes in key skills related to current and future high quality employment opportunities.</p> <p>Giving people of all ages scope for career progression and a range of rewarding life experiences without needing to leave the islands.</p> <p>Increase progression routes and pathways amongst the skilled trades, care and professional occupations.</p> <p>Implement the recommendations of the Outer Hebrides Skills</p>	Increase in applications for foundation, modern and graduate apprenticeships and completion rate.	<p><b>Health and Social Care:</b> FA in Social Services and Health Care delivered by Cothrom for Sgoil Lionacliet pupils along with the National Progression Award in Social Services and Healthcare. Also FA in Children and Young People. 12 pupils. FA in Social Services Children and Young People delivered by Lews Castle College to 4 Nicolson Institute pupils.</p> <p><b>Engineering:</b> Outer Hebrides pupils constitute</p>	CNES/SDS

		Investment Plan		<p>under 0.5% of the national school roll but accounted for 25% of Scotland's N5 Engineering Skills for Work qualifications in 2014, 2015 and 2016.</p> <p><b>Modern Apprenticeships:</b> 88 MA starts across the Outer Hebrides delivered by SDS</p> <p>Modern Apprenticeships delivered by CnES 17</p> <p>OH school leavers 36% enter Higher Education, 42% enter employment. The single largest sector within the 42% is within the Hospitality/Tourism (approx. 12%)</p> <p>2016/17 total number of full time equivalent students was 627</p> <p>2 new FT courses to be introduced in 2017/18 alongside</p>	<p>101 / 106</p> <p>20 / 21</p> <p>Baselines and targets to be established</p> <p>700 FTE / 800 FTE</p> <p>Local Access to all UHI courses at HIE level</p>
			<p>Increase in number of people gaining permanent employment in new jobs on completion of apprenticeships</p> <p>Increase in uptake of local College and University placements in key growth sectors, skilled trades, health and tourism.</p> <p>Extending range of further and higher education courses delivered locally.</p>		

			<p>Increase the number of overseas students studying at University in the Outer Hebrides</p> <p>Increase in employment opportunities for graduates by developing new business ideas from students and the community</p> <p>Increase in use of training needs analysis by employers to identify skills needs and suitable skills development for employees.</p>	<p>the expansion of Foundation Apprenticeship courses provided to schools</p> <p>12 overseas students studying in Stornoway from September 2017</p> <p>University innovation centre will be fully operational in 2018 and will set firm targets once up and running</p> <p>Developing Young Workforce Report in preparation. Baseline measures will be established on publication. Contributions from partner agencies and 100+ employers (private/public/third sector) informed LLMI: CnES Economic Development Highlands and Islands Enterprise Skills Development Scotland OH CPP Scottish Government priority</p>	<p>30 / 50</p> <p>5 business ideas developed per year / 10 business ideas developed per year</p>
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			<p>Increased involvement of employers in curriculum design and delivery.</p> <p>Increase in materials for young people that help them understand the key employing sectors and routes into them.</p>	<p>Developing Young Workforce Report in preparation. Baseline measures will be established on publication. 5 year estimates included with 19 socio-economic sectors identified against local economy/community priority</p> <p>18 CnES applied vocational SQA courses available (7 at multiple levels). Routes and information established.</p> <p>Funding proposal(2018) to introduce 7 further industry-standard Foundation Apprenticeships in:</p> <ul style="list-style-type: none"> <li>· Business Skills</li> <li>· Engineering</li> <li>· Food and Drink</li> <li>· ICT: Hardware</li> <li>· Social Services: Children &amp; Young People</li> <li>· Social Services: Healthcare</li> <li>· Creative and Digital Media</li> </ul>	<p>5 year target 25 10 year target to maintain at least 25 courses</p>
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			<p>Increase in employment rate (measured by percentage of economically active people (aged 16-25) in employment)</p> <p>Increase in percentage of people working in higher level occupations</p>	<p>The highest participation rate is in Eilean Siar at 96.9%, a rise of 1.1 percentage points on last year. (Local Authority range highest to lowest is 10%)</p> <p>SOC 1-3 (41%) SOC 4-6 (29%) SOC 7-9 (30%)</p>	<p>Maintain participation rate</p> <p>Target 2027: SOC 1-3 (38%) SOC 4-6 (41%) SOC 7-9 (23%)</p>
<p>People are easily connected physically and through technology</p>	<p>Our islands are connected with high quality, affordable and reliable broadband, mobile networks and transport connections</p>	<p>Increase the provision of an equitable standard of transport connectivity, internally and externally, at affordable cost for users.</p> <p>Bespoke digital and mobile infrastructure solutions which reliably meet the present and future needs of all businesses, services, residents and visitors throughout the islands.</p> <p>Ensure that the local population and visitors have the opportunity to connect easily from their homes or other locations. Ensure that businesses can prosper through better connectivity</p>	<p>Increase in innovative community led transport solutions.</p> <p>Achievement of 100% Broadband connectivity throughout the islands.</p> <p>Increase in take up of fibre broadband.</p> <p>Increase in the average sync speed for Broadband</p>	<p>Measures/Baselines identified in Quality of Life baseline document.</p> <p>18.8Mbps</p>	<p>100% by year 5 and maintain</p> <p>75% / 100%</p> <p>30Mbps / 30 Mbps</p>

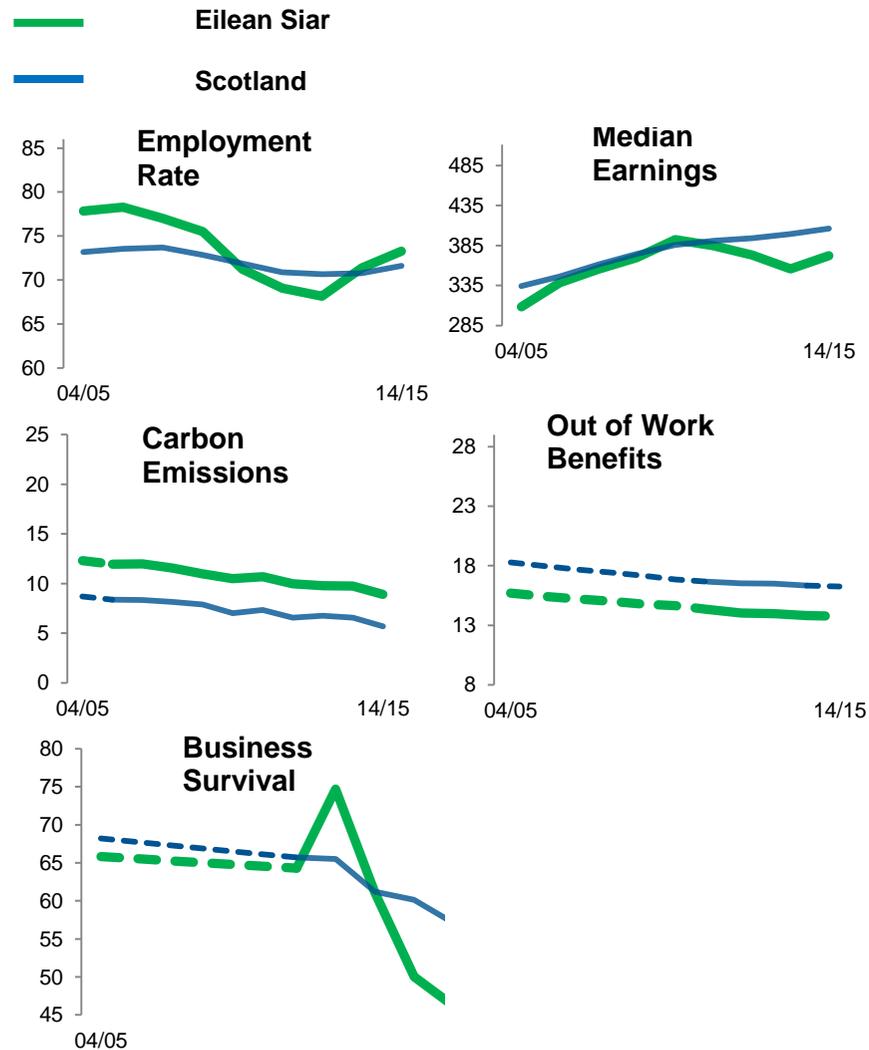
## ECONOMIC GROWTH PRIORITY

The Outer Hebrides has sustainable economic growth and all our people have access to appropriate employment opportunities.

This priority closely relates to that of achieving a sustainable population. A thriving economy is the basis on which a long term sustainable population can be built. Creating career pathways with a sustainable future are linked to the wider challenges of expanding the economy by developing new opportunities in areas such as tourism, creative industries, the unique identity of the islands, the digital economy and adding value to traditional strengths like food and drink, Gaelic language and culture.

The Outer Hebrides requires sustainable development across sectors that will provide an increasing proportion of relatively well paid employment – in particular through adding value to primary production and creating new opportunities in activities such as research and development, energy and tourism. This priority is therefore aimed at the creation of new jobs, the attraction of significant investment and new economic activity to our communities and boosting our GDP. Our aim is to generate high quality jobs in a combination of key growth sectors, support services and other businesses in the supply chain totaling at least 1700 jobs over the life of the plan. While the focus is on creating jobs we will also address inequalities by providing support to ensure that our people are receiving all benefits to which they are entitled.

These population and employment growth aspirations are fundamental to the impacts considered possible through partnership initiatives.



## ECONOMIC GROWTH

**Aim: The Outer Hebrides has sustainable economic growth and all our people have access to appropriate employment opportunities**

OUTCOME	PRIMARY DRIVERS	SECONDARY DRIVERS	MEASURES	Baseline 17/22/27	5 / 10 year target
<p>An increase in financial stability, investment and development.</p> <p>Proportional investment regionally between, islands towns and rural communities</p>	<p>The Outer Hebrides is an area of innovation and investment which secures, and attracts, a sustainable and vibrant job market with well-paid opportunities</p>	<p>Improve and strengthen the infrastructure systems</p>	<p>Increase in GVA (£m)</p>	<p>£451m public and private spending</p>	<p>HIE +5% / +10%</p>
		<p>Protect and increase the number of total jobs focused on key sectors: life sciences, tourism, food &amp; drink, Gaelic media and creative industries, business services, renewable energy, construction, universities, agriculture (crofting) and any other emerging sector</p>	<p>Increase GVA of growth sectors (£m)</p>	<p>Food and Drink 30 Financial and Business Services 6 Life Sciences* Energy (including Renewables) 6 Sustainable Tourism (Tourism related Industries) 40 Creative Industries (including Digital) 7</p>	<p>+5% / +10%</p>
		<p>Attracting inward investment by making accessible and attractive business locations and premises, and associated infrastructure, available in all areas of the islands to increase number of jobs</p> <p>Proportional investment which delivers an increase in economic</p>	<p>Improved employment growth in growth sectors</p>	<p>Food and Drink 4,600 Financial and Business Services 300 Life Sciences * Energy * Sustainable Tourism 1,100 Creative Industries 300 All Growth Sector 6,300</p>	<p>+5% / +10%</p>

		<p>growth</p> <p>To increase delivery of business startup and development support</p> <p>The benefits of growth are widely distributed throughout communities</p> <p>Increase environmental sustainability through protection and development of natural capital.</p>	<p>Increase number of employers paying the Living wage</p> <p>Increase number of businesses exporting outside the UK</p> <p>Reduce carbon emission. Protect and increase the number of job in the renewable sector.</p>	<p>8</p> <p>15</p> <p>£6m</p>	<p>16 / 32</p> <p>HIE/Outer Hebrides Chamber of Commerce 20 / 30</p> <p>3% reduction per year</p>
An increase in the skills base of the key trading and economic sectors	A skilled workforce for the future that provides opportunities for people to remain, and attracts others, to the islands.	Employers have access to qualified labour	Reduce proportion of employers reporting skills shortages by occupation	<p>83% Employers (24 of 29) have had vacancies in last 12 months.</p> <p>17% Business Growth</p> <p>17% Staff Turnover</p> <p>45% Both Growth and Turnover</p> <p>75% of those had at least one vacancy that was hard to fill.</p> <p>Managerial roles</p> <p>Professional and Associate</p> <p>Professional</p>	<p>Targets set in in line with the Outer Hebrides Skills Investment Plan (OHSIP)</p> <p>Targets to be set in accordance with outcome plan. To be agreed in implementing of OHSIP</p>

		To further increase the opportunities for young people to be employed and educated locally.	<p>Increased % of people completing Modern Apprenticeship</p> <p>Increase educational attainment at SCQF Level 7 and above, and applied learning accreditation</p> <p>Improve demographic balance of people by age group in employment</p> <p>Better than average rate of employment and unemployment</p>	<p>Skilled trades Process and Plant Care</p> <p>Modern Apprenticeships delivered by SDS 88</p> <p>Modern Apprenticeships delivered by CnES 17</p> <p>SCQF – 44% Applied learning - 31.6%</p> <p>Job Density 13,000 : 0.81 The density figures represent the ratio of total jobs to population aged 16-64</p> <p>Employment rate 77% Scotland 73.4% Out of Work claimants 8.2% Scotland 10.2%</p>	<p>101 / 106</p> <p>20 / 21</p> <p>46.2% / 51% 32.75% / 34.32%</p> <p>+2% / +4%</p> <p>Figures to be maintained</p>
Improved opportunities for parents to be economically active	Support the expansion of access to childcare to enable parents to access employment, training and education in all geographies of the islands	Expansion of early learning, childcare and out of school care	Increase number of available early learning and childcare places. (a place = 600 hours per year provided as 15hours 50 mins per week term-time as per current statutory provision. A place going forward	In local authority nurseries – Number of hours available 463421	+5% / +10% CnES - Early Years Section stats based on Care Inspectorate registration figures and current opening hours for nursery playrooms

			through ELC expansion will become 1,140 hours per year, taken either during term-time or full year. This provision is currently in place in Sgoil Araich Tairbeart)		
		Increase in number and quality of childcare provision	Increase proportion of positive inspection outcomes including user satisfaction	Care Inspectorate inspections for 2016-17. All grading are good or above 91%	100%
		Increase workforce within early learning and childcare services			
		Increasing household income	Reduced % of children living in household poverty	Before housing cost: 9.14% After housing cost: 14.87%	8.68% / 8.25%  14.13% / 13.42%
To increase the number and size of businesses	A vibrant and innovative SME sector which plays a key role in creating sustainable employment and economic growth in the Outer Hebrides	To increase productivity and competitiveness.	3 year business survival rates	62.5%(per 10,000 adults) Scotland 62.01%	65.6% / 68.8%
		Increase availability of land and premises to support business growth.	Increase business gateway start up numbers	40 (2016)	+10% / +15%
		An increase in target and growth projection.	Increase in Business Gateway businesses that enter HIE account management	4 (2016)	+50% / +100%
		To shift the reliance on the public sector and increasing budgetary pressures.	Increase in new business start rates Increase in jobs in Social	40 (per 10,000 adults) In line with HIE	+15% / +20% HIE

			Enterprises	Operating Plan targets	
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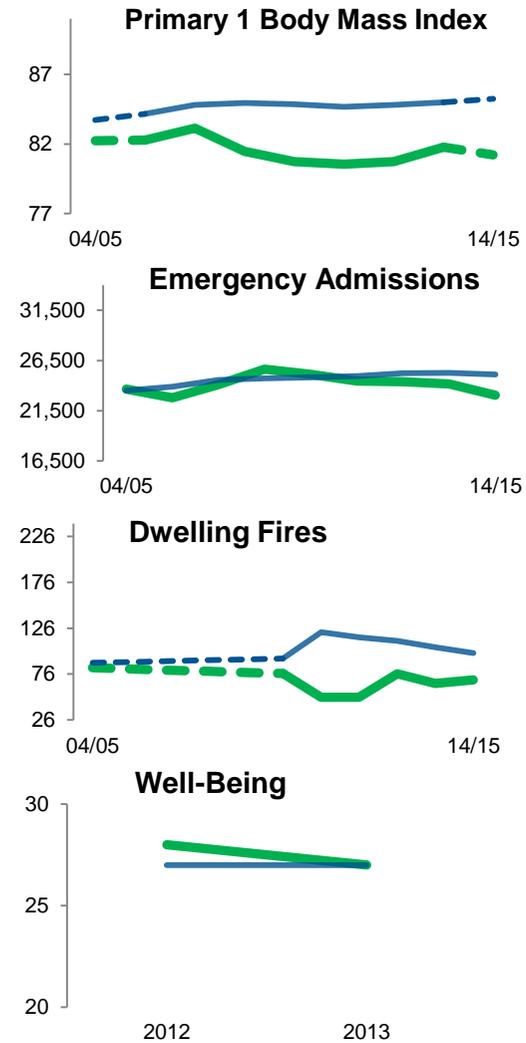
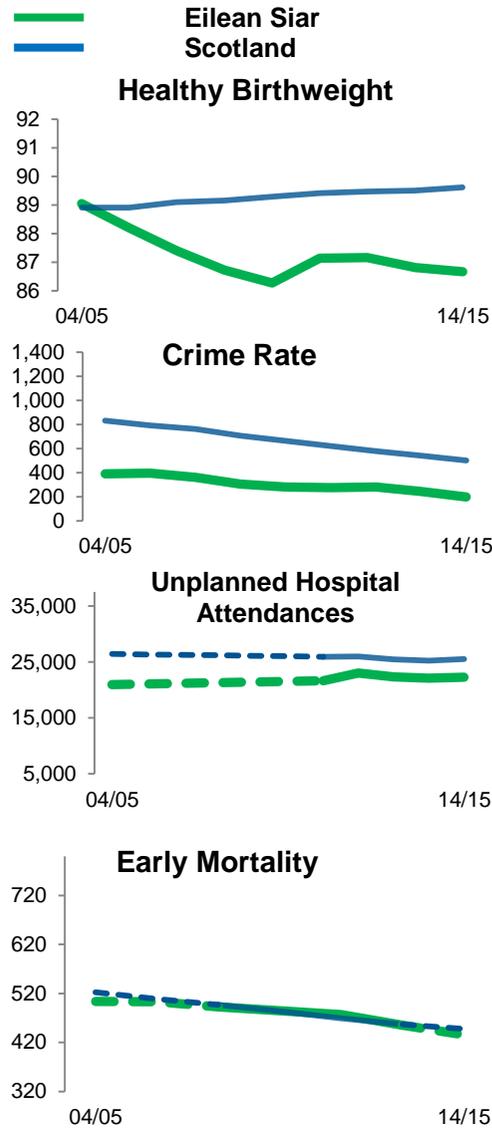
## QUALITY OF LIFE PRIORITY

The Outer Hebrides offers attractive opportunities that improve the quality of life, wellbeing and health of all our people.

The environment and open space of the Outer Hebrides provide opportunities to increase levels of physical activity for all of our population with proven benefits to mental wellbeing. We therefore wish to increase the number of people making use of our outdoor assets and achieve health and wellbeing through increased environmental sustainability protection and development of natural capital.

However, given its location on the periphery of northern Europe the Outer Hebrides faces more extreme weather and longer winters than elsewhere in the UK. This is manifested by the fuel poverty and extreme fuel poverty statistics and also the fact that 21% (9% nationally) of households are in "extreme fuel poverty" (spending more than 20% of its net income on heating their homes). In addition the housing stock is on average less energy efficient than on the mainland. These factors, together with lack of energy choice combine to result in generally higher energy use and a greater degree of fuel poverty especially amongst the elderly.

The islands have a higher cost of living than mainland Scotland. These factors can also result in increased social isolation and this plan therefore seeks to address factors contributing to social isolation by the promotion of community hubs and community transport services.



## QUALITY OF LIFE

**Aim: The islands offer attractive opportunities that improves the quality of life, wellbeing and health for all our people**

OUTCOMES	PRIMARY DRIVERS	SECONDARY DRIVERS	MEASURES	Baseline 17/22/27	5 / 10 year target
Increased levels of Physical Activity and Mental Wellbeing for children and young people	All children and young people have the opportunities to access play and recreational activities and facilities within their communities.	<p>Educate about the importance of play and physical activity for the emotional, social, cognitive, and physical development of children.</p> <p>Increase opportunities for play as critical for general health and a preventative measure against overweight.</p> <p>Provide equitable access for more remote or disadvantaged children as barriers are greater.</p> <p>Increase support for families in poorer socio economic situations to mitigate the stressors that inhibit the time, energy and skills to engage in play.</p>	Increase in percentage of children who have reached all of the expected developmental milestones at the time of their 27-30 month child health review.	Local 71.7% National 72.4%	CNES/NHS target set in the ICSP national level (2017-20) 85%
			Number of children & young people being provided with 2 hours/2 periods of quality PE*.	Percentage of Primary Schools providing 2 hours of PE: 100% National: 99% Percentage of Secondary Schools providing 2 periods of PE: 100% National: 93%	5 year target 100% 10 year target 100%
			Increase in Walking as recreational activity (at least 30 Minutes)	Walking (at least 30 Minutes) – 69% National: 69%	5 year target 77.2% 10 year target 84.6%
			Increase in Frequency of active participation (sport & walking) Participation within the past 4 weeks	Participation within the past 4 weeks – 76% National: 80%	5 year target 82.3% 10 year target 89.3%
			Increase in Active recreation in older	Participation by adults 65+ - 63%	5 year target 67.8% 10 year target 73%

		<p>people (sport &amp; walking) Participation by adults 65+</p> <p>Frequency of visits to the outdoors (One or more times a week)*</p> <p>Increased uptake of low cost Slainte Mhath membership scheme aimed at making physical activity part of everyday life</p> <p>Increase in number of children participating in organised activities</p> <p>Number of young people engaging with, inputting to or delivering activities during YOYP and an increase in the number of viable opportunities beyond 2018</p> <p>Coordinated themed campaign to inform</p>	<p>National: 63%</p> <p>Frequency of visits to the outdoors – 62% National: 49%</p> <p>Number of Under 16: <b>1981</b> Number of family Memberships: <b>1664</b> Number of Adults 16-65: <b>4660</b> Number of Adults 65+: <b>269</b></p> <p>Percentage of the school roll – 49% National: 43%</p> <p>Baseline and targets to be established</p> <p>Initial public awareness</p>	<p>5 year target 63.5% 10 year target 65%</p> <p>5 year / 10 year 2020 / 2020</p> <p>1698 / 1697</p> <p>4753 / 4753</p> <p>274 / 282</p> <p>5 year target 52% 10 year target 55.5%</p> <p>Increased awareness of the needs of young people Increased input from young people in activity design Closer collaboration between decision makers and young people Addition of 3 events in the annual Outer Hebrides Calendar</p> <p>2018 – 2020 Plan</p>
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			and increase public awareness and use of exercise and activity	measure established March 2018	
			Increase in the use of media and publicity relating to benefits of physical activity or natural environment	Number of Facebook/Twitter followers for CnES Sport & Health: 4949 Number/content of articles in local media – baseline 2018	5 year target 5047 10 year target 5047
			Number of adults meeting the recommended physical activity guidelines	Number of Adults – 64% National: 64%	5 year target 67.8% 10 year target 71.25%
Increase the number of people making use of our outdoor assets through protection and development of natural capital.	The Outer Hebrides provides a quality natural space where our people can experience, enjoy and value opportunities for sport, leisure and recreational activities	Increase public awareness and uptake of the benefits and opportunities to use the outdoors as part of their everyday lives.  Promote 'green exercise' – a term which encompasses ways of using the outdoors and contact with nature to foster better health. Activities include walking, cycling, crofting, gardening, volunteering, outdoor learning and play, as well as just enjoying	Increased use of outdoor amenities, clubs and facilities  Increase the usage and length of cycle and paths network	CnES facility attendances 2016/17 - 291,742 Number of clubs and groups affiliated to Lewis and Harris Sports Council: 48  Baseline under review Core Paths Network – 303.9km	297,576 / 297,576  LHSC 5 year target 50 10 year target 52

		<p>being out in green environments and nature</p> <p>Increase opportunities for communities to develop, improve and use spaces within their natural environment.</p> <p>Increase people's daily uptake of physical activity, In particular, utilise the parks, paths and other local green spaces and countryside close to where people live, work and go to school. Development and maintenance of the infrastructure of paths and cycle routes</p> <p>Increase nature based interventions with a defined health or social outcome. Use therapeutic (and?) exercise programmers as a treatment intervention for care and supported self-management.</p>	<p>Extend and promote knowledge of Paths network</p> <p>% of designated site features in favourable condition</p> <p>% of water bodies achieving good ecological status</p>	<p>Baseline measured in Year 1</p> <p>% favourable: 88.2%</p> <p>64% of surface water bodies</p>	<p>Quality of Life Group reviewing target</p> <p>Target to maintain</p> <p>Target to maintain</p>
Increased levels of Social Interaction and fulfilling personal relationships and reduction in levels of loneliness	Address factors contributing to social isolation and loneliness	Identify individuals at risk of persistent loneliness or isolation.	Develop an agreed measure and baseline estimate of social isolation and loneliness.	Baseline Position: No local or national measure exists at population level Target: 2019 to pilot a local measure of	NHS/IJB target to established

				SI/Loneliness or proxy measure.	
		Promote and support physical activity to enhance mental well-being.	Reduce percentage/number of persons lonely or socially isolated identified via Social/Community Navigator	Target: 2021 To have local measure of loneliness/SI annually updated e.g. via Primary Care services/Public Health Survey  Aged 65+ 2017 - 4 Under 65: 2017 - 0	Aged 65+ 2019 - 20 2021 - 50 Under 65: 2019 - 15 2021 - 30
		Provide a consistent / sustained measure of social isolation and loneliness as an evidence-base.	Increase the number of health and social care locality areas (5 total) with Social Prescribing/Navigator services	Baseline: 2017 - 1	Target: 2019 - 3 Target: 2021 - 5
		Promote and support volunteering as a way of addressing social isolation and loneliness. Utilise community services and navigators to connect people.	Increase in facilitated physical activity and recreational activities for targeted communities and support groups.	CnES facility attendances 2016/17 – 291,742 Stratified by identified priority groups and communities. Move More data collection commences 2018	297,576 / 297,576
		Understand how to	Increase in number of	Volunteer Centre:	

		harness digital technology in tackling social isolation and loneliness.	volunteers incorporating , other connecting services including befriending	Volunteers placed: 192	230/260
		Build community resilience particularly through intergenerational approaches to maximise social cohesiveness within fragile communities		Total opportunities registered with VCWI: 493 ( New Volunteer Opportunities registered: 123	510/530
				Youth volunteering awards issued: 367	150/175
				Third sector organisations, including Volunteer involving organisations (VIO's), supported by TSIWI 216	450/500
				Befriending and other connecting services 177	250/300
				52% of population currently volunteer,	200/220
			Increase in referrals to community services via Community/Social navigator.	No. of referrals from Community/Social Navigator to community-based services/orgs.	55%/ 60%
			Increase in the use and spread of technological devices that connect isolated	Baseline: 2017 - 4 Baseline: 2017 - 4	NHS/IJB Target: 2018 - 100 Target: 2021 - 400
					NHS/IJB Target: 2018 – 10 Target 2021 - 30

			persons to services and community facilities		
<p>Increase the number of community transport services that improve the quality of life and independence of users</p> <p>Increase the positive effects not just on the users of transport services, but also on volunteers, the wider community and environment.</p>	<p>Communities will have access to a range of innovative transport solutions which can reduce social isolation and provide improved access to services</p>	<p>Identify and establish an appropriate number of Rural Community Transport Partnerships (RCTP) within various districts and islands within the Western Isles to drive positive change through the promotion and provision of community led accessible, affordable and alternative transport services.</p> <p>Co- produce transport training that improves services; the level of community based activities and has a broad range of community transport purposes. Identify appropriate areas for volunteering in community transport services and develop suitable volunteering opportunities.</p>	<p>Increased number of RCTPs set up to coordinate and manage local community transport at suitable transport “hubs” which link into main public transport. Appropriate number of accessible vehicles operated within DfT regulations available to serve the local district / small island routes.</p> <p>Increase in the availability of alternative forms of local transport services and numbers of passengers using these services for various purposes.</p> <p>Increased passenger satisfaction levels within communities.</p>	<p>Community transport “hubs” currently provided by Voluntary Action Barra and Vatersay, Tagasa Uibhist and Third Sector Hebrides / Staran CIC. Services include access to shops, post office, bank, healthcare and social events. These providers employ paid bus drivers.</p> <p>Local community transport services are provided at Eriskay, Leverburgh, North Lochs, Uig and Ness District using mostly volunteer drivers within the community</p> <p>Total Count 1025 477 negative (49%) 203 neutral (21%) 345 (30%)</p> <p>684 Comments</p>	<p>Comhairle nan Eilean Siar, OHCPP, Community Councils, Third Sector Community Transport.</p> <p>5 year target 5% increase 10 year target 10% increase</p>

		Improve access to education, training & employment	Increased use of local transport services from people within remote communities.	365 negative (53%) 124 neutral (18%) 195 positive (23%)	
		Build on the learning from the participatory budgeting exercise in Uist and Barra.	Increased numbers of people regularly accessing training and education.	Local community transport services are provided at Eriskay, Leverburgh, North Lochs, Uig and Ness District using mostly volunteer drivers within the community  Number of participant in Comhairle Adult Learning Programme (community Based Adult Learning, Literacy and Numeracy and ESOL) - 285	5 year target – 300 10 year target 350
		Increase access to services	Reduce carbon emissions through efficient use of appropriate sized vehicles and more demand responsive transport.	17196 tCO2e Majority of existing accessible vehicles emission standards are Euro 4 or 5. Current highest standard is Euro 6 and fuel consumption continually getting better. Demand Responsive	Target 3% reduce per year

				<p>Transport (DRT) on a bookable or flexible timetable is currently less than 5% of all public bus services and is mainly used in very remote communities with low passenger demand. Conversely community transport has a high level of DRT to suit the customers' needs. Estimate at least 50%</p>	
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## **How We Will Do Our Business**

### **Community engagement and building our asset base**

Our ambition is to support the achievement of better outcomes for all. Improvement is about people – their lives, aspirations, skills and talents – and we recognise people as our most valuable asset. In different communities across the Outer Hebrides, assets range from skills and knowledge to local clubs, groups and informal community networks. Effective engagement with people and communities about how local services are planned and delivered is integral to how we will deliver this plan. We will finalise our Community Empowerment, Engagement and Participation Strategy to ensure the Partnership is united in its approach to working with people to help them achieve their aspirations for our communities.

### **Sharing and using data**

Joining up public sector data is critical to making service delivery more efficient, more cost-effective and to help serve our people better. It will enable us to design and deliver new services, realign and reform how we deliver existing services and cease providing services that are no longer fit for purpose. When data is used effectively, everyone benefits.

We are committed to making data more openly available to others. By allowing others to access ‘our’ data, we will have a better understanding of the impact of our joint interventions and the collective difference we are making to achieving better outcomes for our people and communities.

### **Evaluation and performance management**

Ultimately, improving outcomes will be the test of our success. We have included a carefully chosen list of improvement measures and aims within this document. However in some areas, for example the early years work, the results may take up to five years to demonstrate success in achieving longer term significant outcomes. It is therefore critical that we use evidence based self- evaluation to ensure we are measuring the impact we are having and outcomes achieved in taking forward this plan. As part of our performance management arrangements we will produce an annual performance report detailing progress against this plan.

### Joint resourcing

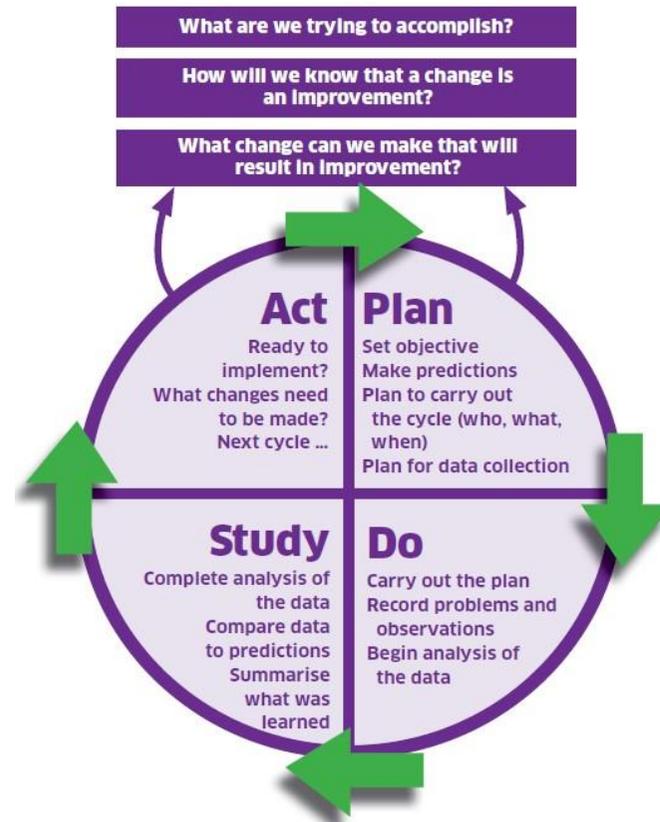
The OHCPP is the only strategic forum where partners in the Outer Hebrides are able to plan jointly how to deploy collective resources to achieve the agreed priorities set out in the Local Outcome Improvement Plan (LOIP). The OHCPP will develop its approach to joint resourcing to ensure the LOIP is the focal point for the planning and deployment of resources locally and share budget, investment and resource planning information through the CPP. However, the CPP does not replace or override the formal governance and accountability arrangements of partner bodies

### Improvement and innovation

The OHCPP will adopt the Model for Improvement for driving improvement activity across the Partnership. It is a structured approach to improvement which can be used for any area of business and is designed to break down change into manageable chunks. Each small part is then tested to make sure that the things we are aiming to improve are actually improving. Designed by the Institute of Health Improvement (IHI), it has been widely used by the Scottish Government and NHS to deliver improvements and is currently being rolled out across local government; specifically in the area of Early Years. The Outer Hebrides Children and Young People's Partnership has a number of improvement projects underway using this methodology.

### Equality

A central theme of this Local Outcome Improvement Plan is a commitment to tackling the inequalities that exist within our society as a result of socio-economic disadvantage. People can also face barriers because of their race, gender, age, disability, sexual orientation or religion or belief. In delivering this plan, the Partnership will seek to tackle inequality in the city in whatever form it manifests itself, through clear and coordinated approaches.



## Shared Challenges and the Islands Deal

The Outer Hebrides' most difficult problems arise in areas where challenges exist for all partner agencies, both individually and collectively. The biggest cross-cutting challenges locally are **how to make our population sustainable by providing jobs and business opportunities, digital connectivity, affordable transport, housing and addressing fuel and other forms of poverty**, which impact on everything we do. The Board has oversight of the shared challenges and ensures that relevant aspects are being addressed by relevant bodies, and where appropriate by any or all of the Priority Groups.

Currently the principal initiative addressing the cross-cutting challenges is the Islands Deal, a joint proposal from the three islands councils (Orkney, Shetland and Comhairle nan Eilean Siar) to the Scottish and UK Governments, which is modelled on the lines of a City or Regional Deal but with elements unique to the islands. The Islands Deal is focused on improving socio-economic outcomes for people who live and work on the islands. By working together, the islands councils are able to maximise the impact of their collective resources in progressing the key issues which are of critical importance to all of our islands.

One of the strands of the Deal is, **Achieving our Islands' Full Economic Potential**, which proposes an innovative programme of strategically significant development projects in each island area, with a 10-year horizon to achieve the Deal's population and employment targets and a 20-year horizon to embed sustainability. This targets the major challenges common to all the islands, including digital connectivity, transport, housing and fuel poverty, along with opportunities in energy development, tourism, enterprise and workforce development.

During the ten years to 2028, the Islands Deal will aim to achieve the following outcomes:

- a) A long-term and supportive commitment to the provision of an equitable standard of transport connectivity, internally and externally, at affordable cost for users.
- b) Bespoke digital and mobile infrastructure solutions which reliably meet the present and future needs of all businesses, services, residents and visitors throughout the islands.
- c) Infrastructure for energy export and storage that enables the islands' renewable energy resources, to be realised on and offshore, to galvanise research and development, stimulate commercially sustainable investment, and tackle fuel poverty.
- d) A significant rebalancing in the age structure of our island populations, by focusing on job creation for the younger working age population in the implementation of Deal projects and programmes, with associated skills development for all.
- e) A reputation, nationally and internationally, for progressive governance and management of development policies on islands that are increasingly attractive as places in which to live, work, visit, study and invest.
- f) Sustainable development across sectors that will provide an increasing proportion of relatively well paid employment, by adding value to primary production and creating new opportunities in such areas as research and development, energy and tourism.
- g) Sufficient affordable and smart housing provision throughout the islands to accommodate our target population increases and meet 21<sup>st</sup>

century requirements for home working, smaller households and ageing populations.

- h) Greatly reduced fuel poverty through measures addressing the cost and availability of fuel, low incomes and energy efficient housing.
- i) Innovative practices and facilities to support the increasing number of elderly people in our communities with their care and medical needs.
- j) Increased local provision of further and higher education, research and development, and training programmes in key skills related to current and future high quality employment opportunities, giving people of all ages scope for career progression and a range of rewarding life experiences without needing to leave the islands.
- k) Vibrant and confident communities where innovation is supported and celebrated.

The Islands Deal has been developed to date in partnership with key community planning partners, notably with Highlands and Islands Enterprise and Skills Development Scotland. It is anticipated that all partners will be involved to a greater or lesser degree as the Deal is agreed and implemented. The OHCPP Board is fully committed to the target outcomes of this strand of the Deal, along with partner Boards in Shetland and Orkney. All three community planning partnerships will ensure that the Islands Deal is harmonised with their Local Outcome Improvement Plans. All partners are committed to Achieving our Islands' Full Economic Potential within the Islands Deal, and will participate in its implementation, wherever they can be instrumental in helping to achieve its aims.

## **GOVERNANCE AND ACCOUNTABILITY**

The OHCPP Board provides strategic leadership and direction for Community Planning across the Outer Hebrides. It will scrutinise overall delivery of progress against this Local Outcome Improvement Plan (LOIP) and the underpinning locality plans to ensure improved outcomes across all areas of the Outer Hebrides. The CPP Executive Group is accountable to the OHCPP Board and will oversee the delivery of progress by three new Priority Groups, a Community Justice Partnership, Alcohol and Drugs Partnership and Virtual Citizens Panel.

Short Life Governance Groups have been established in each of the following areas: Community Engagement and Locality Planning; Resources and Capacity; Performance Management and Prevention and Inequalities. The Chairs of each of these Groups are Members of the Executive Group and will take responsibility for ensuring that the work of the Executive Group and the Board is governed by these principles.

These Groups facilitate effective joint working across Community Planning Partners and with communities to ensure that delivery of the LOIP and locality plans remain on track and to advise the CPP Board of any additional action required to overcome barriers.

Bespoke arrangements will also be established with communities to oversee the delivery of Locality Plans to ensure that improved outcomes have been achieved for our most disadvantaged communities in the Outer Hebrides.

