



National Outcome 1
We live in a Scotland that is the most attractive place to do business in Europe

The rate of new business starts was higher in Highland, in 2007 the figure was 5.7 per 1,000 population compared to the Scottish average of 4.9. By March 2009 this figure had fallen back to 4.6 per 1000 population a clear reflection of the impact of recession. In addition the transfer of the Business Gateway to the Highland Council was delayed and this sat alongside HIE no longer providing business start up grants. The transfer of responsibility for Business Gateway has resulted in some indicator data not being collated.

The population of the Highland region was estimated as 217,440 in 2007 it now stands at 219,400 with targets for growth having been met, however there is doubt this can be maintained through the current recession. The Highlands remains a place of choice for people to live, attracting people from other parts of the UK, Europe and other continents and this is evidenced by the targets for ESOL and support for migrant families with limited English being exceeded and now under review for SOA2.

Social enterprises also play an important role in the economic vitality of the Highlands, particularly in remote and rural areas where smaller populations and smaller customer base make provision of some services expensive for public sector and unprofitable for the private sector. This sector is now being effectively supported by a partnership initiative to encourage engagement with public agencies procurement processes through supplier development events, further information is provided in a case study. This will be supported by the Highland Compact which is further detailed in case study under National Outcome 11.

Case studies under this outcome provide qualitative information on partnership working in the development of tourism (Lochaber Geopark and Nairn Tourism Strategy) and supporting the development of social enterprise (Procurement – Supplier Development Events for Social Enterprise).

Progress at March 2009 on local outcomes

Local Outcome	Indicators	Baseline	Progress at March 2008	Progress at March 2009	Progress toward/s to 2010/11	2010/2011 targets
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Local outcome 1.1	Increase the business start up rate	5.7 per 1,000 population (2007) HIE/THC	5.7 per 1,000 population	4.6 per 1,000 population	✘	>5.7 per 1,000 population
Increase the business start up rate	Increase the number of business start ups with public agency support (show split for social enterprise and private sector) Recording split for social enterprise to begin in 2008-9.	273 (2006/07) HIE	1230 (THC area)	1015 (THC area)	✘	HIE no longer providing grants – review for SOA2
	Increase the number of business start ups with public agency support (show split for social enterprise and private sector) Recording split for social enterprise to begin in 2008-9.	49 private sector (2006/07) HIE/THC	65		?	Targets to be developed through Business Gateway
	Increase the number of business start ups with public agency support (show split for social enterprise and private sector) Recording split for social enterprise to begin in 2008-9.	5 social enterprise (2006/07) HIE/THC			?	Targets to be developed through Business Gateway
	Increase the number of account managed social enterprises with growth plans	20 (2008/09) HIE	n/a		?	30
	Increase the number of VAT registered businesses (split for social enterprise and private sector is unavailable)	615 (2006) HIE/THC	695	Not yet available	-	650
	More local suppliers tender for Council goods and services	Base-line to be gathered (2008/09)	n/a	To be established by October 09, following upload of data to national hub	-	Target set (2009)
	Increase % non householder planning applications dealt with within two months -	47.4% (2006/07) THC/HIE/NHSH	47.2%	44.08%	✘	60.0%

	Indicator likely to change to reflect new regulations from Planning (Scot) Act.					
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Narrative on progress on Local Outcome 1.1

Business Gateway function transfer to the Highland Council delayed until April 2009. HIE have stopped awarding business start up grants. The Highland Council Business Gateway service delivering support to 220 business enquiries in its first two months.

Increase % non householder planning applications dealt with within two months - Indicator likely to change to reflect new regulations from Planning (Scot) Act. .The service was suffering from localised staff vacancies which were not overcome until 2009/10.

Local outcome 1.2	Increase in productivity in HIE-assisted businesses within the key sectors	15% growth achieved (2007)	15% growth achieved	38% across all sectors (across businesses with the productivity increase target)	✓	20% increase Review target for SOA2
Increased productivity in businesses with growth potential in the key sectors of: tourism; food and drink; financial services; energy; life sciences; and creative industries	Creative industries	15% growth achieved (2007) HIE	15% growth achieved	Not available	?	20% increase Included above cannot now be disaggregated
	Increase installed capacity of renewable energy to 1280MW by 2010	506MW (2005) HIE	689.27MW	819.45MW	✓	1280MW

Narrative on progress on Local Outcome 1.2

1.2.3 - Progressing but realising target in part relates to grid upgrades (i.e. Beauly-Denny, Beauly-Dounreay)

Local outcome 1.3	Year on year increase in the Highland population from 208,920 (Census 2001)	215310 (2006) THC	217440	219400	✓	Growth of between 700 and 1200
Balanced population growth across the Highlands	Increase the number of new learners supported with English language tuition	758 (2007/08) THC	758	1128	✓	1090 (2008/09) with review in 2009
	Increase the number of inward migrants and their families, who have limited English language, to settle in to the Highlands.	0 (2006/07) THC	285	391 (Feb-09)	✓	285 (2008/09) Target reviewed 2009

Narrative on progress on Local Outcome 1.3

1.3.1 - Growth has exceeded expectations but this is unlikely to be continued through the recession.

1.3.3 - The Community Language Assistants worked with 391 clients: 284 adults and 107 children (children 14 years of age and under), this outcome has exceeded target and is now being reviewed for SOA2.

National Outcome 1 We live in a Scotland that is the most attractive place to do business in Europe

Local Outcome

1.1 To grow more local businesses including social enterprises

1.2 Increased productivity in businesses with growth potential in the key sectors of: tourism

Lochaber Geopark

Lochaber Geopark is a not-for-profit Company Limited by Guarantee, originally developed in partnership with the Highland Council, Highlands and Islands Enterprise and Scottish Natural Heritage. By working effectively together, a robust business plan secured UNESCO European Geopark status for Lochaber.

In the past two years it has developed a wide range of tourism information highlighting the geology of the area, worked very closely with a wide number of environmental organisations to insert geology information in an appropriate way to their activities and events and offered a wide range of training courses to local tourism businesses and others (such as countryside rangers from both the Council and SNH) to drive up the quality of information given to tourists.

The particular benefit that the Geopark offers is that it has the potential to significantly boost the shoulder months for businesses in a very fragile economy. Most of the most spectacular geology eg the volcanic rings at the furthest point of Ardnamurchan is seen at its best from early winter to spring, when there is less foliage and ground cover. Many academic groups now visit the area, again largely in the shoulder months. Any of these visitors are a welcome boost to areas which have not seen the honeypot effect in areas such as Ben Nevis, Glencoe etc. This project demonstrates the actual benefits achieved from community/private/public sector working to each of these sectors.

While this project has been highlighted under National Outcome one, it also contributes to a number of other outcomes including Outcome 2, 6, 11, 12 and 13.

Countryside Ranger Training



Working with Primary children



Partner Organisations & Leader Officers:

Partners are: the community representatives who are now Directors of the Company; Highland Council; SNH; HIE with technical support from the British Geological Survey. Project Manager is Keith Hoole, Lochaber Geopark.

Local Outcome

1.1 To grow more local businesses, including social enterprise

Procurement – Supplier Development Events for Social Enterprise

In late 2007, Highland Council ran a series of supplier development events across its geographical area, aimed at improving access to our business opportunities for local businesses. Feedback was largely positive, but we realized that we needed to make ourselves available for longer in each locations, and that businesses want one-to-one communications, and not just collective “training”. As a result of this, between September and November 2009, The Highland Council Procurement Team along with the organisations listed below is running a series of events at the following locations across Highland: Thurso, Wick, Golspie, Dingwall, Inverness, Nairn, Kingussie, Fort William, Portree, and Gairloch. This initiative directly supports delivery of the aim of sustainable economic growth by encouraging local businesses to bid for public sector business, showing them in detail how to do it, demonstrating the means by which opportunities are advertised and tenders can be submitted, and making a range of organisations’ representatives available for one-to-one discussions on any issues they have around selling to the public sector.

Although the process has been explained previously, we are still finding that many bidders either do not understand what is required of them, or do not wish to submit what we ask for, thus greatly disadvantaging themselves in the competitive process. This programme of events will contribute to national and local outcomes by developing the business skills of local businesses who wish to compete for public sector business, and by making our opportunities more visible to all.

It is in itself a community related engagement project primarily aimed at the supplier community, however there are no limits on attendance by commercial businesses, and the advice given will be equally relevant to the voluntary sector and social enterprises as it will to the small/medium sized enterprise community. We have also engaged with the widest possible range of public sector partners to show a partnership working approach to these issues and to make the widest possible range of organisations available at the same time so that potential suppliers and service providers only have to attend one event in order to access the majority of the public sector in Highland. Current and historical levels of bids submitted from local companies in respect of opportunities advertised through Highland Council Procurement are currently being analysed, and improvements in the levels of interest shown will be monitored and reported over the next twelve months.

Partner Organisations & Leader Officers:

Ashley Gould – The Highland Council; John Stodgell - Highlands and Islands Enterprise; Linda Davidson - Public Contracts Scotland; Michelle Hardie - Enterprise Europe/Highland Opportunity Ltd; Elaine Ward - Northern Constabulary; Alex MacAllister - Highlands and Islands Fire and Rescue Service; Gordon Tait - NHS Highland

Local Outcome

1.1 To grow more local businesses and increased productivity in businesses with growth potential in key sectors e.g. tourism.

1.2 Increased productivity in businesses with growth potential in the key sectors of tourism, food and drink; financial services; energy; life sciences; and creative industries.

Visit Nairn Tourist Association/ Nairnshire Partnership - “Nairn revisited – A Tourism Strategy”

The Nairnshire Partnership is the public/ private sector community planning partnership with six meetings annually open to the public. The partnership engages with a broad of organisations from the public, private and voluntary sector. Visit Nairn Tourist Association initially raised the lack of a tourism strategy for Nairn with their own members and then to the Partnership on 28 January 2009. The draft consultation paper “Nairn revisited – A Tourist Strategy” was then sent to the partners for comment and meetings were arranged with Elected Members, Highland Council officials, Visit Scotland and Highlands & Islands Enterprise. The Partnership meeting on 25 March 09 took the form of an open forum on the draft consultation paper - well attended by the community, Visit Scotland and Partnership members. The key outcome was to bring the lack of a strategic approach to tourism into the open and this in turn helped to re-form the local tourist organisation and bring the partners together to set about revitalising Nairn as a tourist destination and to create a sense of joint direction.

The main priorities for the partnership through the strategy are:-

- Defining the ‘product’ more clearly;
- Improving the quality of Nairn’s tourism ‘offer’;
- Devising and implementing a coherent marketing plan;
- Delivering tourist information and booking-services locally;
- Developing collaboration locally and with others in the wider region

Although the draft strategy is still at the consultation stage, the Partnership has managed to relocate the Tourist Information Centre to the Community Centre with better opening hours while a new TIC directional sign has been erected on the A96. Currently there is no tourism strategy for Nairn but there is a willingness to become involved as required. The Partnership has also worked on the Regeneration Fund application which has implications on the strategy as it would like Nairn to become more appealing to visitors by regenerating the town centre in particular. This is a priority shared by the Partnership.

Partner Organisations & Leader Officers:

Iain Fairweather & Brian Stewart - Visit Nairn Tourist Association; Louise Clark- Nairnshire Partnership; Colin Simpson – The Highland Council. Membership includes: CVS Nairn; Nairnshire Community Council Forum; Nairn Medical Practice; Nairn Access Panel; Nairn Youth Forum; Northern Constabulary; Highland Council; HIE; Visit Scotland; Association of Nairn Businesses; Visit Nairn Tourist Association



National Outcome 2

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

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The changing economic climate resulting from recession is having a varying impact across Highland. Some areas will be affected more than others and local partners will need the flexibility to react accordingly, changing their priorities within the year to address specific issues as they arise. The independent economists, Fraser of Allander Institute (FAI), have forecast that the Scottish economy will contract by -2.6% in 2009 and again by 1.2% in 2010. The FAI also expect unemployment in Scotland to increase to 7.9% in 2010 and remain above 7% until 2012.

The number of people unemployed in Highland (as measured by Jobseekers Allowance) began to rise in late 2008 and in April 2009 stands at 3901 or 3% of working age people (Scotland 3.9%). Highland saw a significant increase in the number of claimants during 2008 with the rise of 80.4% in Highland greater than that across all of Scotland 72.3%. The unemployment rate varies across Highland from 1.6% in the Black Isle to 5.5% in Inverness Central. While the general rate of economic decline appears to be slowing, these economic indicators do not present a positive economic picture. It is also expected that the unemployment situation will worsen before it stabilises and recovers. The tourism sector offers some optimism as VisitScotland are reporting a general upbeat industry and positive signs for the key tourism season ahead.

The SOA1 submission reported that participation rates in the Highlands area were amongst the highest in the country with some 83% of the workforce actually in work at that time. However while the Work Age Employment Rate shows improvement between the baseline in 2006/7 and the 2007/8 outturn the awaited data for 2009 is unlikely to further improvement and a decline is anticipated. The changing economic climate is having an impact on the Highland economy and unemployment levels are also expected to rise further.

The impact of recession has resulted in significant change to the local priorities and outcomes set out in SOA2, further work is planned to ensure appropriate actions and indicators are in place to focus on ameliorating the circumstances of the current economic climate for individuals and communities across Highland. Key elements aligned to the local outcomes for the economy in SOA2 include:

- Additional investment provided by the Council delivered an extra 7.2% of customers receiving general and welfare advice and a 15.5% increase in money advice.
- The Highland Council Resources Committee agreed to assess the potential of a Highland wide credit union and a report is due after the recess.
- An Employability Strategy approved on 10 June 2009 detailing the Highland Council's approach to Supporting People and

Progressing Employability Services (£1.959m in 2009/10). This includes a potential bid for the UK Government's Future Jobs Fund.

- Approval 'in principle' secured for £1.4m ESF and £1.365m of ERDF over 2009 – 2011 for employability projects to assist people move towards and into employment.
- The Highland Council signed Local Employment Partnership Initiative on 10 June 2009.
- Business Gateway service launched in Highland, delivering support to 220 business enquiries in first two months.
- The Council's wholly owned Enterprise Trust – Highland Opportunity Ltd. launched its £1.4m Highland Business Growth Fund for interest free loans and start-up support.

Progress at March 2009 on local outcomes

Local Outcome	Indicators	Baseline	Progress at March 2008	Progress at March 2009	Progress toward/s to 2010/11	2010/2011 targets
Local outcome 2.1	Work Age Employment rate	79.9% (2006/07) HIE	82% (2007)	Not yet available	✓	At least maintain high level
High levels of economic activity are sustained	Maintain support for people into and sustained in work through Council grant and loans schemes to business	250 (2006/07) THC	299.5	260	✓	At least 250 per annum
	At least one wrap around child care provider to be available within each of the 29 Associated School Groups (ASG).	17 (2007/08) THC	17	17	✓	24
Narrative on progress on Local Outcome 2.1						
2.1.2 Target achieved despite recession and economic downturn						
2.1.3 Currently on target						
Local outcome 2.2	Increase median earnings in £s for residents living in the local authority area who are employed	£17,000 per year (2006) HIE	£16,988* *whole HIE area data from ASHE (data at lower is unreliable)	£18,131*	✓	Increase earnings in real terms by 5% over 3-years
Median earnings increase in Highland	Median wage in jobs supported by HIE maintained at 20% higher than the median private sector wages in Highland	100% jobs supported with median wage 20% higher (2006/07) HIE	225	159	✗	Maintain current position

	Increase the overall income and proportion of income earned by the 3 lowest income deciles as a group by 2017	Develop National Framework (2008/09) SG	n/a	Data will not be available substitute indicators being investigated.	■	Framework in place and operational
Narrative on progress on Local Outcome 2.2						
Local outcome 2.3	Levels of jobs, income and public services maintained in Caithness and North Sutherland (to counter the job losses arising from nuclear decommissioning)	Base-line to be set by 2008/09 THC/HIE	n/a	129.75 jobs (HIE)	✓	Baseline to be maintained to 2011
More balanced economic growth across the Highlands	% HIE budget weighted to fragile areas	Base-line to be established (2007/08) HIE	n/a	13% (actual spend)	✓	Invest 12% of Enterprise Programmes budget in fragile areas (against 9.7% of the Highland population living in fragile areas designated by HIE)
(target transformation to areas of lowest or falling levels of economic activity)	Public sector jobs decentralised	95% Council jobs located out with HQ (2006/07) THC	95.8%	95.8%	■	Minimum 95%
	Reduce the number and % of working age population unemployed and living in Highland in the 15% most deprived datazones in Scotland	2.10% (2006/07) THC	1.7%	5.65%	✗	
Narrative on progress on Local Outcome 2.3						
2.3.1 - March 09 estimates for job creation are 129.75, although this doesn't take into account figures for redundancies. Interestingly so far this financial year we've had a further projected 136.5 new jobs announced						
2.3.3 - % of jobs outwith Highland Council Head Quarters are being maintained through Vacancy Monitoring Group process.						

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

Local Outcome 2.3

More balanced economic growth across the Highlands (to target transformation to areas of lowest or falling levels of economic activity)

Caithness Regeneration Conference 2008

First Minister, Alex Salmond joined around 150 stakeholders at the second annual Caithness Regeneration Conference in September 2008. The aim of the conference was to discuss progress on the action plan which has been devised to counter the effects of the run down of the Dounreay nuclear plant. In addition the conference allowed all stakeholders from the public and private sectors to share experiences with partners in this region and discuss new opportunities or methods of working with might help to make progress in revitalising the economy in the years to come.

The conference was an example of partnership working including Highlands and Islands Enterprise (HIE), The Highland Council (THC), Nuclear Decommissioning Authority (NDA) with support from the Scottish Government. There was significant representation included from voluntary and private sector partners.

A range of benefits have accrued from the conference including the following:

- Increased awareness locally, regionally and nationally of the full economic potential of the area
- Closer partnership working resulting in a more joined up approach to taking projects forward
- More effective use of public sector resources
- Private sector networking opportunities leading to new business opportunities being realised and strategic business alliances being formed

Highland Council Chief Executive Alistair Dodds addresses the Conference



First Minister Alex Salmond & John Thurso MP at the Conference



Partner Organisations & Leader Officers:

Ian Hargrave - The Highland Council; Roy Kirk - Highlands and Islands Enterprise; Randal Bargelt - Nuclear Decommissioning Authority

Local Outcome 2.3

More balanced economic growth across the Highlands (to target transformation to areas of lowest or falling levels of economic activity)

Caithness Chamber of Commerce

Multi agency support to rejuvenate the Caithness Chamber of Commerce has enabled the appointment of its first Chief Executive. The funding support, including initial funding of £150k over a three year period from Highlands and Islands Enterprise and administration support from Dounreay Site Restoration Ltd has enabled the Chamber to boost membership and increase its activity to promote the benefits of all local businesses working together to ensure a vibrant future for the area. The rejuvenated Chamber is providing an effective voice for business both at a local, regional and national level. Subsequent additional funding of £120k has been secured by the Chamber from the Nuclear Decommissioning Authority which will help to build on the Chamber's capability. A vibrant Chamber will not only help to safeguard existing jobs but will have a significant positive impact on businesses throughout Caithness.

A range of benefits have accrued from this project including:

- Joint support from key agencies to assist with creating a strong voice for Caithness businesses
- Increased profile for the businesses in this area with access to economic opportunities through local networking and National and international Chamber contacts
- Closer working relationships and effective communications between the private sector and public sector agencies
- Stronger Chamber presence and activity showing potential to attract inward investors

Chamber stand at All-Energy 09



Business Breakfast, Wick



Partner Organisations & Leader Officers:

Roy Kirk - Highlands and Islands Enterprise; Randal Bargelt - Nuclear Decommissioning Authority

Local Outcome 2.3
More balanced economic growth across the Highlands (to target transformation to areas of lowest or falling levels of economic activity)

Caithness Horizons
The former town hall and Carnegie Library buildings in Thurso underwent a multi-million pound face lift, with financial support from a range of bodies including Highlands and Islands Enterprise, The Highland Council, the Nuclear Decommissioning Authority, the Heritage Lottery and the United Kingdom Atomic Energy Authority.
The complex now provides employment for 12 staff and will remain open all year round providing significant exhibition, café, gallery and meeting space. In addition the Caithness Family History Society has established a presence in the building allowing the public to access genealogical information on the local area. The facility also provides a base for the newly rejuvenated Caithness Chamber of Commerce.
The facility opened to the public on 1st December 2008 and was officially opened by HRH The Duke of Rothesay in August 2009. Since its opening Caithness Horizons has attracted over 52,000 visitors, substantially in excess of projections, and the centre continues to play a key role in attracting and retaining visitors to the area.
A range of benefits have accrued from the Caithness Horizons project including:

- Employment opportunities for 12 staff in the key sector of tourism
- Quality visitor attraction which builds on the heritage of the area
- Visitor attraction which makes a significant contribution to the tourism product of the area and the attractiveness of the area as a tourism destination
- Public building brought back into economic use helping to revitalise the town centre



Partner Organisations & Leader Officers:
Paul Cariss - Caithness Horizons; Ian Hargrave - The Highland Council; Roy Kirk - Highlands and Islands Enterprise; Randal Bargelt - Nuclear Decommissioning Authority; Simon Middlemass - UKAEA / Dounreay Site Restoration Ltd; Heritage Lottery Fund; Thurso Heritage Society; European Union; Castle and Gardens of Mey; Scottish Natural Heritage; Highland 2007; A&D Sutherland Ltd; Historic Scotland

Local Outcome 2.3

More balanced economic growth across the Highlands (to target transformation to areas of lowest or falling levels of economic activity)

Wick Harbour Marina

Wick received a major confidence boost following news that a £576,000 funding package had been secured to install a 70 berth marina development in the town's harbour. Delivering the funding package required complex negotiations between the Nuclear Decommissioning Authority and Highlands and Islands Enterprise which provided the vital funding conduit. The Crown Estates has also provided significant financial support to the project's applicants, Wick Harbour Authority.

The Harbour Authority has been delighted with the response to the marina from local boat owners and visitors to the town. A highly successful Wick Harbour Fest was held around the Marina which attracted 8,000 visitors.

A range of benefits has accrued to the area from the marina development including:

- Regeneration of the harbour area making a significant contribution to the attractiveness of the area for tourists and locals
- Development of tourism as a key sector for the area
- Creation of direct and indirect employment opportunities both now and in the future associated with servicing the marina
- Spin off business opportunities for existing businesses in the area
- Strengthening the harbour as a key asset for the area

Wick Marina – Ariel View



Wick Marina – Harbour Fest



Partner Organisations & Leader Officers:

Willie Watt - Wick Harbour Authority; Roy Kirk - Highlands and Islands Enterprise; Randal Bargelt - Nuclear Decommissioning Authority; Duncan Mackay -The Crown Estates

<p>Local Outcome 2.3 More balanced economic growth across the Highlands (to target transformation to areas of lowest or falling levels of economic activity)</p>	
<p>Rag, Tag N Textile, Balmacara, Kyle of Lochalsh</p> <p>Rag Tag N Textile aims to provide an environment that supports and encourages the personal growth and development of vulnerable adults. It trains and employs people primarily with mental health illnesses, and is an excellent example of the Mental Health Foundation's 'Recovery in Action' programme in practice. The business is a social enterprise and registered charity which manufactures and sells high quality, hand finished eco-couture fashion and homeware from donated textiles. It operates from a workshop and retail area in Balmacara, and workshop in Broadford, Isle of Skye.</p> <p>Locally, Rag Tag N Textile works closely with Highland Council, NHS Highland and HIE to provide a service which benefits all parties. Mostly grant funded by other sources, some grant aid towards projects has been received by Highland Council, and use of recycled materials helps to greatly reduce the amount of waste going to landfill. NHS Highland are regular supporters of the organisation utilising the service as a referral point for clients of the Community Psychiatric Nurse team. HIE recognise the excellent work that the organisation does and is working alongside the business supporting them to develop their trading income and hence be more sustainable and less reliant on grant funding in the future. The techniques of training and learning which Rag Tag N Textile use are unique and there is the potential for this to be developed for wider application.</p> <p>The ultimate beneficiaries of the work undertaken by Rag Tag N Textile are its employees. Some employees have progressed to become tutors of their particular skill. The work undertaken at Rag Tag N Textile is high quality and gives everyone a high level of self confidence, purpose and pride in the work they do.</p>	
<p><i>Partner Organisations & Leader Officers:</i> Highland Council; NHS Highland; Highlands & Islands Enterprise</p>	



National Outcome 3

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

In the current economic downturn, UHI's strategy of continued expansion of higher education opportunities and increased student numbers across the UHI network presents Highland school leavers with the choice to undertake university level studies while remaining at home. This is a change which will bring great benefit to the Highland economy, its communities and people. UHI is well placed to achieve full university status in the next few years, following the award of taught Degree Awarding Powers in August 2008, a major milestone in its development and one which will increase its attractiveness to local school leavers. Trends are improving with 6410 people studying through UHI compared with the baseline of 3506 in 2006/7.

Highland has a high proportion of young people moving directly into education, employment or training and the trend continues to improve from a baseline of 84% to 89% at March 2009. While there remain concerns that those that move directly into employment may not be accompanied by skills development or with prospects for career progression there was a significant improvement in the percentage of young people completing apprenticeships from a baseline of 67% to 81% by March 2009. National training programmes will continue to be run through the new the new agency Skills Development Scotland (SDS) and outcomes include improved trends in those completing Skill Seekers and Get Ready for Work programmes.

In relation to skills in the workforce and given that 'public administration, education' and health account for a third of all jobs in the region, the role of public sector as an employer is important in terms of supporting apprenticeships; recruiting and supporting graduate trainees; vocational learning; workforce planning. The Highland Council has increased the number of trainee and apprenticeship to 200 exceeding the 2010/11 target of 170. In addition there has been significant success in developing partnerships between business and schools in Highland to develop vocational training pathways and further detail is provided in a case study below.

Successful organisations and employers will pay proper regard to the health and well being of the workforce. The Healthy Working Lives Award accredits good practice which recognises a range of activities including smoking cessation and healthy eating in the work place, avoiding and protecting staff from workplace hazards and advice and support for people who need it as well as work opportunities made available, especially to people with disabilities or health problems. All public agencies continue to work through the bronze silver and gold awards levels of Healthy Working Lives. Northern Constabulary have has particular success with a gold award just having been made.

Comment [uhi1]: We would remove these paragraphs but recognise that other agencies may wish them to remain with updated information

UHI is continuing to increase its research, knowledge exchange and commercialisation activity – it is developing centres of research excellence in environmental sciences, sustainable development, business energy, health, social policy, culture and heritage; increasing research capacity and reputation through national and international collaborations; helping businesses in the Highlands & Islands to develop and prosper through greater access to the knowledge, expertise and technology available in Scotland’s universities, colleges and research institutes. A case study on this activity is provided below.

Progress at March 2009 on local outcomes

Local Outcome	Indicators	Baseline	Progress at March 2008	Progress at March 2009	Progress toward/s to 2010/11	2010/2011 targets
Local outcome 3.1	% school leavers going into employment education or training	84.0% (2006/07) THC/SDS Fairer Scotland Fund	88.60%	89%	✓	87%
Increase the proportion of school leavers in positive and sustained destinations	Educational tariff scores for each quintile of S4 pupils	Q1 21% (2007/08) THC	Q1 21%	Q1 24%	✓	Q1 23%
	Educational tariff scores for each quintile of S4 pupils	Q2 22% (2007/08) THC	Q2 22%	Q2 21%	✓	Q2 20%
	Educational tariff scores for each quintile of S4 pupils	Q3 21% (2007/08) THC	Q3 21%	Q3 22%	✓	Q3 22%
	Educational tariff scores for each quintile of S4 pupils	Q4 19% (2007/08) THC	Q4 19%	Q4 19%	✓	Q4 19%
	Educational tariff scores for each quintile of S4 pupils	Q5 14% (2007/08) THC	Q5 14%	Q5 15%	-	Q5 16%
	Educational tariff scores for each quintile of S5 pupils	Q1 21% (2007/08) THC	Q1 21%	Q1 19%	✗	Q1 21%
	Educational tariff scores for each quintile of S5 pupils	Q2 19% (2007/08) THC	Q2 19%	Q2 22%	✓	Q2 20%

Educational tariff scores for each quintile of S5 pupils	Q3 20% (2007/08) THC	Q3 20%	Q3 21%	✓	Q3 21%
Educational tariff scores for each quintile of S5 pupils	Q4 19% (2007/08) THC	Q4 19%	Q4 20%	✓	Q4 19%
Educational tariff scores for each quintile of S5 pupils	Q5 14% (2007/08) THC	Q5 14%	Q5 18%	✗	Q5 16%
Educational tariff scores for each quintile of S6 pupils	Q1 18% (2007/08) THC	Q1 18%	Q1 18%	✓	Q1 19%
Educational tariff scores for each quintile of S6 pupils	Q2 20% (2007/08) THC	Q2 20%	Q2 25%	✓	Q2 20%
Educational tariff scores for each quintile of S6 pupils	Q3 16% (2007/08) THC	Q3 16%	Q3 20%	✓	Q3 17%
Educational tariff scores for each quintile of S6 pupils	Q4 19% (2007/08) THC	Q4 19%	Q4 20%	✓	Q4 19%
Educational tariff scores for each quintile of S6 pupils	Q5 15% (2007/08) THC	Q5 15%	Q5 16%	✗	Q5 15%
Increase number of children taking part in Skills for Work courses	278 (2006/07) THC Fairer Scotland Fund	698	1210	✓	1700 (cumulative for 4 years)
Increase the number of young people completing Skills seekers programme	63% (36 starts) (2007/08) SDS Fairer Scotland Fund	63% (236 starts)	80% (199 starts)	✓	60.0%
Increase the number of young people with sustained positive outcomes from the Get Ready for Work programme	37% (205 starts) (2007/08) SDS	37% (205 starts)	38% (233 starts)	✓	50.0%

Narrative on progress on Local Outcome 3.1

3.1.2 - This welcome improvement maintains us in a position above the national data. The considerable investment in Determined to Succeed projects and other measures appear to be having beneficial impacts which appear to be sustained. Exceeded target but concern over the effects of the present recession.

3.1.4 - Very positive increase in the numbers of Skillseekers who start and complete their period of participation of the programme.

3.1.5 - A new model of the Get Ready for Work programme to support young people has been in place from October 07. This has assisted contracted providers to maintain and increase slightly their numbers of young people progressing into positive outcomes despite difficulties in finding placements due to the downturn in the economy.

3.1.6 There is a natural variation and Highland remains above the national average. Given the level of deprivation, this is a satisfactory performance.

3.1.7 Again, this is a natural variation. The pre-appeal 2009 quintile is 20%. The quintile is a less satisfactory way of recognising achievement since it is relative to other pupils. National priorities measures show a more positive picture.

3.1.10 There is a natural variation and Highland remains on the national average. The greater staying on rate and the combination of school and other (non contributing courses) would contribute to this.

3.1.11 There is a natural variation and Highland remains on the national average. The greater staying on rate and the combination of school and other (non contributing courses) would contribute to this.

Local outcome 3.2	Increase the number of employers engaged in apprenticeship training, especially in rural and fragile Areas	TBC SDS	TBC SDS	Unable to measure	■	TBC when SDS Operating Plan is agreed
Increase the number of young people in training and apprenticeships	Maintain the number of young people completing apprenticeships	67% 481 start (2007/08) SDS	67% 481 start	81% 451 starts	✓	75%
	Increase number of trainees and apprentices employed by the Council	150 (2006/07) THC	150	200	✓	170
	Increase the number of young people (15-24) supported in work through the Council's Employment Grant Scheme	Programme begins 2008 THC	Programme begins 2008	42	✓	50 from ESF matched programmes 2008-9 future target TBC

Narrative on progress on Local Outcome 3.2

3.2.1 – Unable to measure

3.2.2 - Good progress has been made here with significantly more young people completing their apprenticeships. SDS are committed to encouraging employers to retain their apprentices and have incentivised re-employment of redundant apprentices with the Adopt an Apprentice Scheme.

3.2.3 - Target has been achieved

3.2.4 - EGS (Employment Grants Scheme) eligibility changed to accommodate employers to take on young people (apprenticeships)

Local outcome 3.3	Increase number of UHI graduates entering into the local workforce	46% of HE graduates with a Highland address entered local workforce (2006/07) UHI	47% (2007/8)	Due May-10	✓	To increase the number of HE graduates entering the local workforce.
More people able to access opportunities for learning and employment in their	Increase number of people studying in UHI	3,506 (2006/07) UHI	6,410	Due Dec-09	✓	To increase the number of enrolments from students with a

communities						postcode address in Highland.
	Outline planning approval for University campus, Inverness	Awaiting roads project announcement from SG THC	n/a	On track	✓	Outline approval (2009)
	Meet targets for numbers of people receiving individual careers advice	7311 (2007/08) SDS	7311	8044 (7077 pupils + 967 adults)	✓	6720 (2008/09)
	Increase the % of positive outcomes from the Training for Work programme	46% (66 starts) (2007/08) SDS	46% (66 starts)	43% (35 starts)	✗	40.0% (2008/09)

Narrative on progress on Local Outcome 3.3

3.3.1 - This indicator is out of sync with most others - in essence, the data that is available in 2008/9 actually being for 2007/8 graduates (ie the 47% already in the SOA1 April update). We survey graduate destinations 6 months after graduation and then need a few months to finalise the return to HESA. The 2008/9 graduates will not be surveyed till January - March 2010, with final sign-off with HESA of May 2010. Ideally this indicator should have some context included with it which would show the % who went on to further study. With 47% of our HE graduates in employment, we would not wish people to assume that the rest of the graduates are therefore unemployed - 35% were in further study, 6% in employment elsewhere, 6% not looking for study or work at the time of survey. With the current economic situation we may find our employment rate decreases for 2008/9 graduates, as fewer jobs may be available. In a recession we may be more likely to see a higher % staying on in education which would offset a drop in employment

3.3.2 - The basis for this indicator is the number of enrolled students at UHI with a home postcode in the Highland Council area, who remained long enough to be counted by the Scottish Funding Council and HESA as active students. However it has been identified that the numbers in the report as listed are incorrect for this measurement. These numbers were taken from other statistical reports and do not reflect the definition of the indicator accurately. The measurements should be baseline Academic Year 2006/07 - 2,893; Academic Year 2007-08- 2,888 – recording a very slight drop. The number for 2008/9 - to be confirmed in October 2009 but currently estimated to remain around 2007/8 levels.

3.3.4 - Positive efforts have been made to increase access to people seeking individual careers advice including building capacity amongst partners. Some early work has been done to consider more effective use of out-reach services and the improved use of technology and this work will be built upon in the coming years.

3.3.5 - Training for Work continues to provide job- focussed training to help unemployed individuals find work. Outcomes have reduced slightly in line with available jobs in the local labour market.

Local Outcome 3.4	Increase number of account managed businesses with growth plans	100 (2008/09) HIE	n/a	50	✗	150
	Increase number of work places covered by the Healthy Working Lives programme	62 (2007/08) NHSH	62	81	✓	TBC
	Increase the % of the Highland workforce covered by Healthy Working Lives	26.5% (2006/07) NHSH		39%	?	TBC
	Public sector organisations lead by example for accreditation for Healthy	Bronze THC	Agree level to achieve	n/a	?	At least silver awards

Working Lives - Highland Council					
Public sector organisations lead by example for accreditation for Healthy Working Lives - NHSH	Bronze NHSH		89%	?	At least silver awards
Public sector organisations lead by example for accreditation for Healthy Working Lives – Northern Constabulary	Bronze NC	Silver Apr-07	Gold award due Jul-09	✓	At least silver awards
Public sector organisations lead by example for accreditation for Healthy Working Lives - Highland & Islands Enterprise	Various up to Gold HIE	each area has awards over 3-year period: HQ - silver, working towards gold	each area has awards over 3-year period: HQ - silver, working towards gold	✓	At least silver awards
At least maintain the number of people in transition receiving individual careers advice	716 (2007/08) SDS	716	967	✓	1000
Workforce development: tackling underemployment	New Initiative (2007/08) HIE	New Initiative	Introduction of account management	■	Minimum 2 region wide initiatives per year

Narrative on progress on Local Outcome 3.4

3.4.3 – The Highland Council target is 1 April 2010. The Healthy Working Lives Award was made to Northern Constabulary Headquarters at Silver level in April 2007 and at Gold level in July 2009 which means this target has been achieved. Health promotion work and activities will continue in order to achieve future accreditation for this award

3.4.4 - Some innovative strategies have been developed amongst partners to include capacity building and involving employer and employee organisations in the delivery of new methodologies and techniques such as the use of the Windmills products.

Local Outcome 3.5	Increase in knowledge transfer activity by UHI (as per SFC metrics)	£3.9M (2006/07) UHI	£4.9M	Due Dec-09	✓	To increase the value of all research activity by UHI partners in Highland
	Local content in public sector supported renewables R&D activity	£0.5m (2007-09) HIE/UHI/HIREG	£0.5M	Due Dec-09	✓	50.00% (2010)

Narrative on progress on Local Outcome 3.5

3.5.1- Research capacity building and resultant increased activity has developed from major funding support (SFC/ERDF/HIE) in Environmental Sciences, Agronomy and Health and is further being developed in other discipline areas through Strategic Delivery Body European funding. Whereas there were only two submissions to RAE 2001(Research Assessment Exercise), successful submission of eight academic research areas to RAE 2008 are a mark of the increasing

R&D being undertaken and the increasing numbers of research-active staff. This in turn generates an expansion of external research income through grant applications to Research Councils, governmental and European organisations, industrial and commercial partners and applied research ventures with a number of collaborative partners. Business development and enterprise activities are now supported by dedicated central support with a concentration on knowledge transfer/exchange.

3.5.2 - Advantage is now being taken of increased research capacity with participation in collaborative research and training in renewable and other energy-related activities. Whilst the current concentration of programmes is in Argyll, Caithness and the Outer Hebrides, the recently formed UHI energy research group aims to co-ordinate and expand the support and development of renewable energy R&D across the Highlands and Islands

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

Local Outcome 3.1

Increase the proportion of school leavers in positive and sustained destinations

Get Ready for Work (GRfW) programme

Sammie Jones has been on an amazing personal and academic journey. At the start of the Get Ready for Work (GRfW) programme, her strong personality and image meant she struggled; her attitude meant she was pretty unapproachable and no-one really thought she would be able to complete the programme. Sammie realised that leaving school before getting enough qualifications had been a mistake and really thought there was no going back. Through the GRfW programme, Skye and Wester Ross College was able to offer her a second chance to gain some of the things she had missed out on at school, including achieving a good level of ICT and numeracy and English qualifications. In addition, funding from Highland Adult Literacy's project helped provide additional support to help her with communication and English skills.

Her work placement when on GRfW was at Pelican Design Consultants, a local design company where she was helped to learn new skills and settled into being part of an creative and dynamic team.

Sammie was set many challenges along the way, but she took them on board and worked on every challenge to the best of her ability. With the help of her key worker, whom she met every week, she was helped to think about her image and how others might perceive her, she worked on a community garden project, attended a clay target shooting event, and a bush craft course. She also helped on an art project for the local community hall. All of these challenges prepared Sammie to work as part of a team and helped to develop her communication skills.

At the end of the programme she was supported by college staff to apply for a place on a full time NC Digital Media computing course and was nominated for the college's learner of the year award – which she won. She worked hard on her course and often helped motivate and support other younger students. She successfully completed her NC in June 09. Sammie is now developing her art portfolio through another college course while working part time as well.

Get Ready for Work proved a remarkable journey for Sammie with ups and downs, tears and laughter and she has dealt with many personal pressures to come through the 20 week programme a different person. She has gone on to achieve a great deal in a relatively short period of time.....and she's not finished yet.

Partner Organisations & Leader Officers:

Claire Campbell - Skills Development Scotland; Andrea Matheson - Skye & Wester Ross College



Bush Craft day at Viewfield Garden Collective, Portree

One of many community projects - creating a mosaic



Sammie receives 2008 Learner of the Year award from Charles Kennedy



Local Outcome 3.5

Research and development supported to deliver business growth in the Highlands

North Highland College

North Highland College (NHC) UHI has received £14m investment for 3 major projects in energy-related skills development and research projects. Positioned beside the Pentland Firth, one of Europe's principal marine energy resources, the college will be developing a research project into marine energy and the environment, a new Centre for Engineering Skills and a Centre for Energy and the Environment.

Scotland's first minister Alex Salmond said: 'The Scottish Government is happy to support this £14m investment to develop new training and research facilities at North Highland College UHI in Thurso. It is imperative that we continue to support the development of skills, research and infrastructure to ensure we exploit Scotland's full potential in renewable energy and help, building on our strengths, to support a strong economic recovery'.

The Marine Renewable Energy and the Environment research programme (MaREE) – in collaboration with the Scottish Association for Marine Science (SAMS) in Argyll, this £4m project will be led by the Environmental Research Institute (ERI) at NHC and focus on issues surrounding marine energy development in Scotland. Providing 17 FTE jobs including 6 PhDs, it will look into aspects such as grid constraints, design expertise, environmental impacts and synergies between the oil and renewables industries. Funded by ERDF, HIE, SFC and UHI.

Centre for Energy and the Environment (CfEE) – delivery of the MaREE project will require expansion of ERI's current premises so a new campus building will be attached to NHC, this will also be a teaching facility offering post-graduate qualifications such as MSc Environmental Management and Renewable Energy. Cost £3m - funded by ERDF, HIE, SFC and UHI.

Engineering Skills Centre: This will work alongside the CfEE to deliver high class training facilities both for the immediate need for decommissioning skills at the Dounreay nuclear site, as well as those for future sustainable development, focusing on marine renewable energy in particular. It will become a hub of vocational skills for science and engineering developments across the North. It will adopt a 50 week per annum, 0800 – 2100 timetable to maximise availability for companies and trainees throughout the north of Scotland. Cost £7m – funded by NDA, SFC, ERDF and THC.

Pentland Firth – 20% of Europe's tidal energy



Partner Organisations & Leader Officers:

Funders include the European Regional Development Fund; Highlands & Islands Enterprise; UHI; the Scottish Funding Council; the Nuclear Decommissioning Authority; The Highland Council;

Local Outcome 3.2

Increase the number of young people in training and apprenticeships

The Highland Council Apprenticeship Scheme

In September 2004 the Housing & Social Work Committee approved a proposal to re-introduce a trade apprenticeship scheme within its in-house Building Maintenance Team after a gap of over 10 years. The first apprentices were recruited during summer 2005 and the number has steadily increased to a total of 22 within an overall trades workforce of 115. A further decision by Committee in September 2008 has committed to a further 4 year scheme.

The trades covered by the scheme include electrical, plumbing, joinery, painting and building and the formal training element necessary to achieve the SVQ level 3 qualification is administered by partner organisations C Skills, Snipef and Secct. The apprentices attend either Inverness or North Highland Colleges on a block release basis.

The practical training is overseen by the tradesmen and management of Building Maintenance who mentor the young apprentice over a 4 year period. A range of both practical trade and life skills are passed on through on the job training. When the scheme was initiated there was concern that the in-house Team may not be able to offer the full range of skills within each trade due to the nature of the work undertaken which is mainly repairs and refurbishments to Council housing properties. This has been overcome in an innovative manner by agreeing to 'lend' the apprentices on a controlled basis for blocks of several weeks to our partner sub-contractors where they can offer the appropriate skills experience. An example of this is may be where a joiner apprentice works with a partner contractor on a new build affordable housing project to gain experience of site work.

The apprentices gain valuable experience and training in customer care skills due to the type of work undertaken with a large proportion of work being undertaken in occupied properties. The Building Maintenance Teams achieve very high levels of customer satisfaction and the apprentices contribute to this on a daily basis. The scheme is appreciated by staff and customers alike and has undoubtedly contributed to improved moral, productivity and a greater sense of achievement within the workforce. The first 5 fully qualified graduates of the scheme have recently been offered full time positions as tradesmen based at depots across the Highlands.

Partner Organisations & Leader Officers:

Highland Council; Construction Skills; Scottish & Northern Island Plumbing Employers Federation; Scottish Electrical Charitable Training Trust; Inverness College; North Highland College; Building Maintenance Sub-Contractors; Highland Council Housing Tenants

Duncan Winston, a 3rd year joiner apprentice in Dornoch, receiving his Apprentice of the Year award in 2008



The Building Maintenance Team receiving a quality Award for the Apprenticeship Scheme in 2006



Local Outcome 3.5
Research and development supported to deliver business growth in the Highlands

Diabetes KT

UHI researchers are working in partnership with an innovative drug discovery and development company in Argyll to evaluate the potential of new treatment/drugs from marine organisms to treat the inflammatory aspects of diabetes – something which could benefit approximately 200,000 diabetes sufferers across Scotland. This collaboration was brought together by UHI/Hi Links, a SEEKIT funded project to promote co-operation in R&D and knowledge transfer between small to medium sized enterprises (SMEs) and the Scottish public sector science base.

Professor Ian Megson, the UHI Chair of Diabetes at the Inverness-based UHI Department of Diabetes & Cardiovascular Science, is leading the study which aims to evaluate the potential of Glycomar's products to treat the inflammatory aspects of diabetes by identifying active compounds which can then be progressed to pre-clinical and early clinical trials.

Glycomar Ltd is based at the European Centre for Marine Biotechnology near Oban and focuses on identifying compounds which may be suitable for inflammatory disorders such as asthma, rheumatoid arthritis and multiple sclerosis. GlycoMar has entered into a further agreement with UHI to provide ongoing research services as part of Glycomar's work with the pharmaceutical industry.

Professor Ian Megson, UHI Lifescan Chair of Diabetes



Glycomar marine image



Partner Organisations & Leader Officers:

UHI; Glycomar Ltd – private sector partner – headed by Dr Charles Bavington; Lifescan funds UHI Chair of Diabetes

Local Outcome

3.1 Increase the proportion of school leavers in positive and sustained destinations;

3.2 Increase the number of young people in training and apprenticeships;

3.3 More people able to access opportunities for learning and employment in their communities

Vocational Learning

Highland Council has taken an innovative approach to providing equal opportunities for pupils to access Skills for Work (SFW) courses and ensure Quality Assurance in delivery throughout the area.

The project was initially focused on Rural Skills, and with the support of additional funding from the Scottish Government a Schools Liaison Officer for Rural Skills was appointed in February 2007. The success of this project was confirmed in two independent evaluation reports (*Evaluation of Rural Skills Project, Dec 08* and *Learning at Creag Megaidh, Report for Lantra, March 08*) and it was clear that there was a need to extend the role of the Liaison Officer to support a wider range of Skills for Work subjects.

All available SFW courses can now be delivered by schools through business partnerships. With a rapid expansion of school-business delivery, Highland Council required to quality assure pupils' experiences, and to minimise schools' workload by standardising all procedures regarding verification.

The main driver for the Regional Quality Assurance (RQA) project was the validity of the standard External Verification strategy when all assessment is continual and evidence largely observation. An added benefit for the SQA is that the RQA ensures that a national standard is being applied and met consistently throughout schools across Highland.

All Quality Assurance issues are now managed centrally and all centres are using standard and approved paperwork. Regular opportunities to network and have inset training events are a valuable feature of the processes in place to enable The Highland Council and SQA to maintain standards. The Highland Council is continuing to build on the success of the model to date, and is now creating an HC SQA Centre to ensure pupils outwith mainstream education also have opportunities for SFW. Links to More Choices, More Chances and the 16+ Learning Choices agendas are also being strengthened.

The RQA model has provided many benefits to Pupils, Staff and Partners. Highland Council has been enabled to offer Skills for Work Courses to pupils across the region. Invaluable learning experiences in team working, self esteem, confidence and new learning environments for pupils in various industries have also giving pupils a greater understanding of the wider world and life long learning, thus enhancing their future career paths.

The delivery of SFW in Highland schools has enabled 200 pupils to gain a SFW qualification in August 2009, with several candidates securing employment or training with a business partner they worked with throughout the course since leaving school. This number will increase significantly this year and in future.

Partner Organisations & Leader Officers:

Moira Forsyth & Maxine Garson - The Highland Council; Over 70 businesses in Highland; Highland Council Secondary Schools; SQA;



National Outcome 4

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

Overall pupil numbers in Highland currently stand at 32,163; they have declined significantly in primary schools while experiencing a small increase in secondary schools. Primary numbers have declined in all areas and this is evenly distributed across the Highlands. Secondary populations have declined in Sutherland, Skye and Lochalsh, Ross & Cromarty and Lochaber. Secondary rolls have increased in Caithness, Inverness, Nairn, Badenoch and Strathspey.

Achievement in schools compares well with the national average and with comparator authorities. In primary schools pupils perform around the comparator average and this moves to above this average at the end of S2 in Secondary school. At SQA levels 3, 4, 5 and 6, Highland outperforms both national and comparator authorities by the time pupils reach the end of S6. Significant work is presently being undertaken in a major literacy project that is having a significant impact in Primary schools and is seriously promoting and modelling reading and writing at all levels. The nationally recognised work on learning and teaching and Assessment is for Learning is having a significant effect on our practice by giving many young people additional opportunities for recognition of their ongoing achievements.

The Council is demonstrating its' commitment to engaging with young people on policy and service development at all levels by supporting and developing Highland Youth Voice, Youth Forums and pupil councils. It has a paid post of Youth Convener who has voting rights on two strategic committees. A "toolbox" of achievement awards is being developed using a variety of settings for work with a range of young people. The Duke of Edinburgh Award has been in use for a number of years. More recently Youth Achievement Awards, Xcel and the John Muir Award are being used with young people. A baseline was established of 767 young people achieving awards and this has made significant progress to 1995 young people in 2008/9, the 2010/11 target of 1056 has been exceeded and is now under review for SOA2. All schools in Highland now have a pupil council and there are youth forums led by youth work teams established across Highland, both pupil councils and youth forum feed into Highland Youth Voice through democratic elections.

In general young people in Highland are wrongly held to be disproportionately responsible for the perpetration of crimes and offences. However for communities and a range of public services the activities of persistent young offenders can be a major challenge. Joint working and the development of new targeted services has contributed to halving the number of persistent young offenders between 2004 and 2007: the current numbers are low and rates are well below the national average, however data is no longer collected by SCRA.

Levels of alcohol and drug misuse by our young people are a source of serious concern; recognised by the partner agencies in the Highland Drug and Alcohol Action Team with a concerted approach for intervention. Highland has developed local targets based on data from Scottish Schools Adolescent Lifestyle and Substance Use Survey (SALSUS). The targets for reduced Alcohol and Drug use for 13 and 15 year olds have been exceeded for the years 2002 to 2006. This is welcome but there can be no room for complacency as it is recognised that the levels of alcohol and drug misuse by our young people remains too high. A number of indicators cannot currently be updated as SALSUS is a four yearly survey. However partnership approach as been developed in Highland to provide interim feedback and this is the subject of a case study below.

Positive activity programmes for young people such as street work, midnight football and diversionary activities are run by the Council and its partners across the Highland with a focus on areas of deprivation. Joint working between Social Work and Education, Culture and Sport Services to signpost young people into programmes of activity is starting to have an impact particularly in areas targeted. Youth Action Teams have specific substance misuse workers who work directly with young people to change their behaviours, and with their families to support them. The Social Inclusion Partnership (1999 – 2005) and the Community Regeneration Fund (2005 – 2008) have been used by the community planning partners to focus on the needs of young people. The Fairer Scotland Fund will allow the partners to build on that experience and to target activity to communities and individuals who need additional investment.

Progress at March 2009 on local outcomes

Local Outcome	Indicators	Baseline	Progress at March 2008	Progress at March 2009	Progress toward/s to 2010/11	2010/2011 targets
Local outcome 4.1 Continue to increase the proportion of pupils at all stages achieving or exceeding the appropriate levels relevant to their stage in reading, writing and maths Note: achievement for Looked After Children is included in national Outcome 7	Increase proportion of pupils in primary school achieving or exceeding the appropriate levels relevant to their stage in reading	80.2% (2006/07) THC	80.9%	80.90%	✓	82.0%
	Increase proportion of pupils in primary school achieving or exceeding the appropriate levels relevant to their stage in writing	74.7% (2006/07) THC	74.8%	74.80%	✓	78.0%
	Increase proportion of pupils in primary school achieving or exceeding the appropriate levels relevant	84% (2006/07) THC	83.9%	83.90%	✓	85.5%

to their stage in maths					
Increase proportion of pupils in secondary school achieving or exceeding the appropriate levels relevant to their stage in reading	70% (2006/07) THC	69.8%	71.10%	✓	72%
Increase proportion of pupils in secondary school achieving or exceeding the appropriate levels relevant to their stage in writing	60% (2006/07) THC	60.0%	61.40%	✓	62%
Increase proportion of pupils in secondary school achieving or exceeding the appropriate levels relevant to their stage in maths	67% (2006/07) THC	67.4%	67.40%	✓	69%
Proportion of schools (inspected) receiving positive inspection reports	95% (2006/07) THC	96.0%	91.0%	✗	>95%

Narrative on progress on Local Outcome 4.1

4.1.1/2 - Performance in reading and writing in global terms appears to be static. This contrasts with the pattern of increasing performance in our comparator authorities. There are encouraging signs of improvement in the areas where the Literacy project is having a real impact.

4.1.3 - Mathematics remains consistent and strong.

4.1.4 - All of the indicators in this area have been maintained at a high level. AiFL approaches are being increasingly adopted in these areas

4.1.5 - This represents a significant increase on baseline figures and on target. Highland outperforms its comparator authorities and the national baseline in this area. All of the indicators in this area have been maintained at a high level. AiFL approaches are being increasingly adopted in these areas.

4.1.6 - This represents a small increase on baseline figures. Highland outperforms its comparator authorities and the national baseline in this area. All of the indicators in this area have been maintained at a high level. AiFL approaches are being increasingly adopted in these areas.

4.1.7 - The method of defining an HMIE satisfactory report has changed. A satisfactory report now must be satisfactory or better in all 3 reporting indicators.

Although the performance in schools has improved, the new definition has depressed the percentage. Pre school centres have returned 100% satisfactory reports and the service should aim for the same standard.

Local outcome 4.2	All 29 secondary schools and 183 primary schools have active Pupil Councils	95% (2006/07) THC	100.0%	Achieved	✓	100%
More young people are confident and contribute effectively to their communities	Each Youth Forum(8) will meet with Ward members at least annually	0 (2006/07) THC	0	Achieved	✓	8 (2008/09)
	Lower the voting age to 16 years for Community	New model scheme consultation	n/a	Consultation on new	✓	Implemented

Council elections	(2008/09) THC		scheme underway		
Increase the number of children and young people taking part in recognised leadership and achievement awards (Duke of Edinburgh Awards, Sports Leaders and Xcel)	767 (2006/07) THC	1128	1995	✓	1056
Youth worker present in every Associated School Group	8 (2006/07) THC	15	29	✓	29 (2008/09)

Narrative on progress on Local Outcome 4.2

4.2.2 – achieved

4.2.3 - The Council had responded to the consultation.

4.2.5 – Target achieved

Local outcome 4.3 More young people are supported to take responsibility in their life choices	Reduce the proportion of 13 and 15 year olds self-reporting using alcohol in the last week	17% 13 yr olds (2006) THC	data is compiled every 4 years, due 2010/11	data is compiled every 4 years, due 2010/11	-	15% 13 yr olds
	Reduce the proportion of 13 and 15 year olds self-reporting using alcohol in the last week	38% 15 yr olds (2006) THC	data is compiled every 4 years, due 2010/11	data is compiled every 4 years, due 2010/11	-	36% 15 yr olds (2010)
	Reduce number of children under 15 hospitalised with alcohol related diagnosis	29 (2006/07) NHS		Not available & no indication at present when will become available	-	Data set not established review appropriate measure for SOA2
	Reduce the proportion of 13 and 15 year olds self-reporting smoking regularly each week	5% 13yr olds (2006) THC	data is compiled every 4 years, due 2010/11	data is compiled every 4 years, due 2010/11	-	3% 13yr olds (2010)
	Reduce the proportion of 13 and 15 year olds self-reporting smoking regularly each week	12% 15yr olds (2006) THC	data is compiled every 4 years, due 2010/11	data is compiled every 4 years, due 2010/11	-	10% 15 yr olds (2010)
	Reduce the proportion of 13 and 15 year olds self-reporting using drugs in the	3% 13 yr olds (2006)	data is compiled every 4 years,	data is compiled every 4 years,	-	2% 13 yr olds (2010)

last month	THC	due 2010/11	due 2010/11		
Reduce the proportion of 13 and 15 year olds self-reporting using drugs in the last month	9% 15 yr olds (2006) THC	data is compiled every 4 years, due 2010/11	data is compiled every 4 years, due 2010/11	-	7% 15 yr olds (2010)
No increase in the number of persistent young offenders	38 (2006/07) THC	43	Original data no longer produced by SCRA. New SCRA report available from July 2009	-	No increase in numbers
Increase the number of young people taking part in targeted positive action (e.g. midnight football and street work)	Base-line to be gathered (2008/09) THC	n/a	Variable funding and pattern of need – baseline not possible.	-	TBC after baseline identified (2009/10)
Increase the number of positive activities available to young people (Fire Safety)	30 (2005/06) HIFRS	30	29	-	60

Narrative on progress on Local Outcome 4.3

In 2008/9 the Service has delivered targeted work in partnership with HIFRS to offer the HIFiReS course, in Lochaber and Inverness; in partnership working with Action for Children to offer midnight football; supporting vulnerable young people to access The Duke of Edinburgh Award, particularly in the Fort William area; and street work in a number of communities across Highland. The nature of this work, often with particularly vulnerable young people, means that elements of it are targeted in areas/communities of particular need and so are transient. Such work is often supported by external funding sources such as CashBack for Communities funding (from Proceeds of Crime funding). The Council and its partners continue to offer a range of positive activities for young people which can be of a targeted nature or which are open to all.

In 2008/9 such provision has included maintaining eight youth forums and five YouthBanks across Highland; supporting youth clubs in partnership with Youth Highland. Other activities include cooking classes in Ullapool; activity programmes offered to aid transition from primary to secondary school including in Mallaig and Alness; and peer education programme in Portree. The summer of 2009 saw a varied summer activity programme on offer in communities across Highland such as the John Muir Award programme on offer in Skye and Lochalsh, a variety of outdoor activities including accredited courses, various art and cultural opportunities, DJ sessions in Dingwall, and many more.

The use of achievement frameworks such as The Duke of Edinburgh Award, Millennium Volunteers and Youth Achievement Awards to recognise the wider achievement of young people in a variety of settings continues to be implemented. Young people in a number of settings both within and outwith school are working towards Youth Achievement Awards. Programmes working with young people respond to the needs of the young people and the community in which they

are a part. This means that the emphasis of the work may change in each year responding to community needs and the national agenda. Given the annual changing funding landscape (e.g. proceeds of crime money etc.); the variety of providers who access such funding; the geography of the funding; and the variety of issues that impact on participation, it has not been possible to baseline the measure for midnight football.

National Outcome 4

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

Local Outcome

4.3 More young people are supported to take responsibility in their life choices

Highland Lifestyle Survey – Information to support school communities

The multi-agency Highland Lifestyle Survey was developed to provide valuable benchmark data to demonstrate improvement in the Health and Wellbeing of Highland school communities and also provide a learning opportunity for the children and young people participating. A key facet of health improvement work is to provide accurate pictures of local behaviours and lifestyle thus exploding negative social myths often portrayed in the media, the Highland Lifestyle Survey has provided the tool in order to achieve this. The survey is the first of its kind in Highland which encompasses all aspects of lifestyle and will be used to measure progress on the integrated children's plan and Single Agreement Outcome. It has been designed to be repeated every two years and follows the same cohorts of young people through their school career. The survey was completed in all Highland schools by children and young people in years P7, S2 and S4.

The Highland Lifestyle Survey is a contributor to the delivery of the Curriculum for Excellence Health and Wellbeing Experiences and Outcomes and the four capacities. Professionals within the class setting during a Health and Wellbeing based session were given an 'Aide Memoir' to outline to participants the background and nature of the survey, emphasising confidentiality. Participants were asked to consider their lifestyle and complete either an online based survey or a printed booklet in either Gaelic or English. Parents and Carers were informed of the survey by a letter from the Head Teacher.

Completion of the survey provided an opportunity for using an online survey tool and explore links to other health information for further information and referral. The survey asked the children and young people to consider and provide a snapshot of their lifestyles based on their previous week's activities. Subject areas include 'About You' – basic variable data including Highland Council area, Substance Use, Tobacco, Physical Activity, Volunteering, Oral, Mental Health and Friendships, Child Protection and Leisure Activities. The survey was executed in April 2009 and a total of 3871 surveys were completed, the raw data is currently being analysed by specialist groups such as Highland Drug and Alcohol Partnership to determine associations and significantly significant statistical relationships. The final report will be presented to the Joint Committee for Children and Young People and will be presented to all Highland school communities to provide a

www.whatareuupto.com

Lifestyle Survey landing page



Highland Lifestyle Survey - Booklet



'context' for learning by presenting local data for analysis.

Partner Organisations & Leader Officers:

Louise Jones -The Highland Council; NHS Highland; Youth Convener; Highland Drug and Alcohol Partnership; Partnerships for Wellbeing; Integrated Children's Services

Local Outcome

4.2 More young people are confident and contribute effectively to their communities

4.3 More young people are supported to take responsibility in their life choices

HI-FiReS

HI-FiReS is an early intervention youth engagement programme delivered by Highlands & Islands Fire & Rescue Service. Young people aged 12 – 15 are invited to participate in a 10 week course, run at their local fire station on a 3 hr session each week to learn the skills it takes to become a firefighter. This includes running hoses, climbing ladders and wearing breathing apparatus. They also learn about first aid, fire, road and community safety as well as finding out more about their local fire service and its role in the community.

The course culminates in a graduation ceremony where the young people carry out a live exercise, demonstrating their newly acquired skills to their friends, family and teachers as well as others in the community, including elected members.

In addition, this allows the young people to show how they have developed their communication, teamwork and motor skills, as well as promoting an understanding of what it means to take responsibility as a citizen in their local community. They do this by promoting what they have learned to others, particularly in relation to home fire safety as they also have to carry out fire safety check in their own home. All of this contributes to the Curriculum for Excellence strands of being an effective learner and responsible citizen.

The partners involved in the programme include the school, local first aid provider and professionals working in road safety and drug/alcohol education fields. Throughout the course, the following outcomes are monitored: attendance at school, attitude to discipline, teamwork and self confidence & self esteem levels of the participants.

Within the wider community, the young people are encouraged to spread awareness of fire and road safety amongst their peers, relatives and neighbours, encouraging those who are most at risk to seek the help of agencies involved in community safety.

Voluntary sector involvement has been achieved through the delivery of the first aid module. The HI-FiReS course is being developed to include a link to SQA qualifications Core skills 1.

Partner Organisations & Leader Officers:

Cathie Way - Highlands & Islands Fire & Rescue Service; Education, Culture and Sport Service- The Highland Council; Highlands and Islands Airport; Ambulance, Red Cross and British Heart Foundation; Road Safety Unit - The Highland Council

Practical Exercise



Graduation



Local Outcome

4.3 More young people are confident and contribute effectively to their communities

YouthBank Highland Celebration

In August 2009, The Highland Council Chambers was the venue for the first 'Highland YouthBank Celebration', young people were able to demonstrate how they have made decisions about funding intended for their benefit and how this funding has supported their local communities.

The YouthBank Scotland (part of YouthBank UK) is an innovative grant making initiative run by young people for young people. Highland communities have taken this initiative forward with support of Highland Youth Voice, The Youth Parliament for the Highlands and Youth Development Officers. 5 local Youth Banks have been created, the 5 areas including Inverness, Nairn, Caithness, Sutherland and Ross & Cromarty.

The Highland YouthBank initiative is seen as a contributor to the delivery of the Curriculum for Excellence Health and Wellbeing Experiences and Outcomes and the four capacities. By participating in the locally based YouthBanks young people have been able to learn about their communities and develop new skills including leadership, increased confidence and numeracy through financial planning.

Feedback from young people at the Highland YouthBank Celebration included,

"The benefit of the YouthBank for us in Nairn was funding through a young person's group was quite straightforward and to know that we were doing the right thing. For me personally, with YouthBank funding we could do the arts project in Nairn, through this I gained the confidence to be involved and then apply to Uni in this field and I am continuing my experience of back stage work and watching everyone grow with confidence and pride in the project."

Recommendations from the Celebration event were supported by YouthBank Scotland who highlighted further accredited training and informal workshops.

Partner Organisations & Leader Officers:

Audrey Anthony - The Highland Council; Funding Organisations; BigSplash; LEADER; YouthBank Scotland

YouthBank Highland Celebration



YouthBank Scotland
www.youthbank.org.uk



Local Outcome

4.1 Continue to increase the proportion of pupils at all stages achieving or exceeding the appropriate levels relevant to their stage in reading, writing and maths

Lochaber High School Weblog

Lochaber High School and Dyslexia Lochaber have worked together to create an innovative new website which provides an audio revision service for pupils with dyslexia. Believed to be a first in Scotland, this venture blends the latest technologies with traditional methods effectively delivering revision opportunities across the curriculum.

The initial focus of this project was to provide support for those with additional needs, but it has actually provided a fresh approach to providing learning opportunities both in and out of the classroom, for the whole school community.

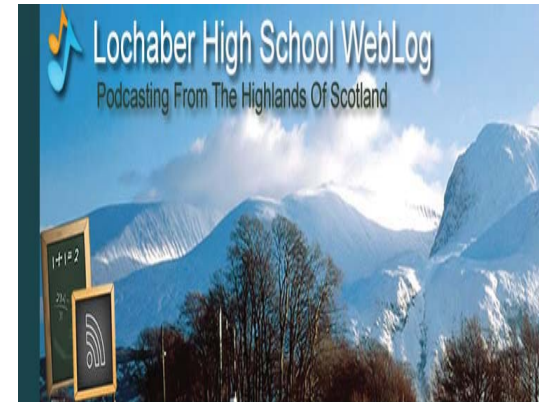
A dedicated team of volunteers drawn from Dyslexia Lochaber, staff and pupils from Lochaber High undertook the task of recording revision materials for Higher and Standard Grade courses, coordinated by Additional Support Needs teacher, Mrs Catriona Drain. From the original concept of recording revision materials straight to CD for issuing to pupils on request, it evolved into a comprehensive facility available to all pupils. The school's network manager, Ms Kerry Guy, used her technical expertise to expand the initial project by developing the various delivery methods, training materials and podcasts.

Pupils have embraced all aspects of this unique opportunity and future expansion of the project has already been identified.

Partner Organisations & Leader Officers:

Head Teachers, staff and pupils Lochaber High School – The Highland Council; Dyslexia Lochaber

Lochaber High School and Dyslexia Scotland – Front Page of Weblog





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

The gap in birth weight amongst babies born to women in the highest and lowest deprivation groups is less in Highland than for Scotland as a whole. However this measure has been changed to record the number of low birth weight singleton babies (<2500g) born in Highland for all gestations. The proportion of low birth weight singleton babies has remained relatively static at just below the Scottish percentage of 6%, 2008/9 data is not due until the end of September 2009.

Nearly 1 in 4 women in Highland were still smoking in early pregnancy (24.2% compared to 20.9% for Scotland in 2006/7). There is a strong association between both deprivation and age in those smoking at their first antenatal booking. There is also a strong association between multi deprived areas and the proportion reported as smoking at first ante-natal booking. This presents a particular challenge to health improvement with focused intervention and support including smoking cessation key tools in reducing numbers, data for 2008/9 is not due to analyse trends further until the end of September 2009.

In 2006/7 just over 30% of children were breastfed at 6-8 weeks compared to the national target for 2010/11 of 33.3%. New data collection arrangements will provide measures of local improvement and comparison against the national position. Early data for the first three quarters of 2008 indicate a positive position in Highland with figures at 32.7% and the national figure at 27.1% for the same period.

Immunisation at 24 months in Highland shows a slightly lower take up rate than those nationally and although this gap remains, with the exception of MMR the rates have reached the target coverage. In 2008, nationally the uptake of MMR at 24 months was 91.8%; comparable figure for Highland was 89.3%. The primary immunisation uptake in 2008 at age 5 years is at 83.8% nationally comparable with an improving figure of 92.7% which has dipped only slightly in 2009 to 92.01% in Highland.

Dental health of children especially under 5 years is improving. However there has been dislocation in the availability of results from the programme across Scotland. No national comparative data is available for the proportion of 5 year olds free from dental caries nor the monitoring of 12 year olds. The upward trend in the 3-5 year old registration figure is encouraging and, currently at 73.6% for the first two quarters of 2008/9 compared to 69.6% in 2007/8, is expected to reach the 2010/11 target of 80%.

Additional support for vulnerable families with young children shows an almost doubling of the number of vulnerable families accessing services supported by Surestart funding. The number of families assisted rose from 806 in 2006/7 to 1497 to March 2009. Participation in parenting programmes has risen from the 2006/07 figure of 209 parents participating to 311 to March 2009.

Progress at March 2009 on local outcomes						
Local Outcome	Indicators	Baseline	Progress at March 2008	Progress at March 2009	Progress toward/s to 2010/11	2010/2011 targets
Local outcome 5.1	Reduce the number of Low Birth Weight Babies	5.70% (2004/05) NHS	2005/6 - 5.3 2006/7 - 4.7 2007/8 - 5.4	Data due end Sept 09	-	No target
Early years services deliver improvement across all developmental indicators	Proportion of low birth weight singleton babies					
	Reduce the proportion of women smoking in early pregnancy	23.10% (2004/05) NHS	24.6% 2006 24.2% 2007	Data due end Sept 09	-	20.00%
	Increase the % of exclusively breast-fed children at 6-8 weeks by 2010/11.	28.8% <i>(quarterly data)</i> (2006/07) NHS	31.0% Q4 07/08	34.4% Q3 08/09	✓	33.30%
	Achieve and maintain 95% uptake of the primary immunisation programme, including MMR1 (5 years)	93.3% (2005/06) 91.3% (2006/07) NHS	92.70%	92.01%	-	95.0% (2007/08)
	Achieve a sustained increase in uptake rates at 24 months for MMR	89.2% Q3 06/07 NHS	86.4% Q4 07/08	89.3% Q4 08/09	-	95% continuous
	Increase the number of vulnerable families of 0-3 year olds accessing services supported by "SureStart" funding stream (average of quarterly reports) - <i>No of 3yr olds</i>	Number of 0-3yr 939 (2006/07) THC	1459	1849	✓	1100
	Increase the number of vulnerable families of 0-3	Number of families 806	1186	1497	✓	900

year olds accessing services supported by "SureStart" funding stream (average of quarterly reports) - <i>No of families</i>	(2006/07) THC				
Increase the number of parents participating in funded parenting programmes (average of quarterly reports)	209 (2006/07) THC	232	311	✓	250
Reduce by 20% the pregnancy rate (per 1000 population) in 13-15 year olds between 1995 and 2010. <i>It should be noted that the number of events is small and although the target is cast in terms of trend the reality is annual variation in numbers and rates</i>	6.7 per 1000 (N=28) (1995- base-line) NHS	2002/4 - 5.1 2003/5 - 5.9 2004/6 6.1	6.5 (THC area) 2005-07	-	20% reduction in rate by 2010.
80% of 3-5 year olds to be registered with an NHS dentist by 2010-11 New target from 2008-9	59.9% (2007/08 Q1) NHS	69.6% (Q4 2007/08)	77.5% (THC area) (Q4 08/09)	✓	80.00% (2010)
90% of the targets in the Highland Play Strategy delivered by 2011	20% (2006/07) THC	40%	50%	✓	90%

Narrative on progress on Local Outcome 5.1

5.1.6a/b 5.1.7 – Currently exceeding target. Activity remains high and provides evidence of important support for vulnerable families. More emphasis is being put on targetting and continued growth in numbers will not be as significant

Local outcome 5.2	Increase the % of pupils in Primary 3 attaining the appropriate level in reading.	82.0% (2006/07) THC	84.0%	84.0%	-	86%
Effective education services for early years	Increase the % of pupils in Primary 3 attaining the appropriate level in writing.	86% (2006/07) THC	86.0%	86.0%	-	88%
	Increase the % of pupils in Primary 3 attaining the appropriate level in maths.	97% (2006/07) THC	97.7%	97.7%	✓	97%

	Increase (or sustain) the proportion of pre School Centres receiving positive inspection reports *See comment in support from Government in main document	SG to confirm (2006/07) THC	n/a	100%	✓	SG to confirm
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Narrative on progress on Local Outcome 5.2
5.2.4 - To sustain. A total of 28 pre-school centres were inspected by HMIE over the period August 2008 to June 2009. 16 were Local Authority; 11 Voluntary Centres; 1 Private Centre. All achieved "Satisfactory" grading or above. HC has started receiving reports for partner centres but analysis is not being provided at a national level.,

National Outcome 5

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

Local Outcome

5.1 Early years services deliver improvement across all developmental indicators

Childcare and Early Education - Toddler Facilitators

The Childcare and Early Education Service has detailed evidence of how parents and young children are supported in their communities as a result of effective working relationships between Health, Social Work Services and the Voluntary Sector.

An example of an effective service initiative is where parent and toddler groups have been supported by Toddler Facilitators who are employed through Family First, a voluntary organisation set up to support vulnerable families with young children which is funded by Social Work Services.

The support has been essential to ensure groups operate in areas where the traditional parent led committee models have been problematic to set up in the first place and very difficult to sustain in the medium to long term. In practice this helps to ensure that toddler groups are provided in areas where there are higher numbers of vulnerable families.

There are examples of joint working between the Health Visitor and Children's Service Worker (Early Years) who have identified need in an area that has no provision. The Toddler facilitator took this on board and now supports the group on a fortnightly basis. The group now provides parenting support, allows access to programmes such as baby massage and ease of access for parents to services such as the Oral Hygienist. Opportunity for early support and intervention is enhanced through improved access to universal service provision.

In areas where Polish is the first language of parents and their children the Toddler Facilitator can call upon the services of a Polish bi-lingual worker employed by a voluntary organisation namely the Care and Learning Alliance and this worker is able to explain routines e.g. setting up, snack, etc and also help the parents with story time, singing and general encouragement to participate.

Having Parent and Toddler groups that are supported by the Toddler Facilitator ensures that initiatives and programmes delivered by Health or Education, Culture and Sport are promoted to parents who may otherwise not have access. These include Play@Home, Bookstart, Top Tots, Weaning Fayres and breast feeding support amongst others.

Partner Organisations & Leader Officers:

Family First; Care and Learning Alliance; NHS Highland; Social Work Services - The Highland Council

Local Outcome**5.1 Early years services deliver improvement across all developmental indicators****Supporting Young Parents**

Highland Council's Social Work Service in partnership with NHS Highland provided an intensive package of support to a vulnerable young woman who was experiencing difficulties. The young woman concerned was known to a street work project as her behaviour was causing concern. At the age of 16 she became pregnant; the father was a young man who was abusing substances.

Health professionals were concerned about the prospect of the young woman becoming a parent she had not had a positive parenting experience herself and wasn't aware of even the basics in relation to becoming a parent.

Applying GIRFEC principles intensive support was activated through universal services. A high level of support was immediately provided to the young mum by her Health Visitor and a Community Early Years Worker (now called Children's Services Worker Early Years). Initially this support was provided on an almost daily basis, the support was in relation to everyday parenting but also in relation to accessing adequate housing and sourcing furniture and appropriate baby equipment etc. This approach addressed the assessed risks associated with a lack of suitable role models and general unpreparedness of this young parent for motherhood.

By the time the baby was a year old the support was less intensive and the young woman and her partner recognising the need to work with professionals became more independent and were committed to being good parents to their child.

The family is doing well, the young man is now in full time employment and the young woman is about to embark on a Childcare Course at a local college.

Partner Organisations & Leader Officers:

Family First; Care and Learning Alliance; NHS Highland; Social Work Services – The Highland Council



National Outcome 6 We live longer, healthier lives

Life expectancy at birth has continued to increase in Highland and is currently 75.2 years for men and 80.6 years for women. The figures nationally are 74.6 years for men and 79.6 years for women. Not all of society has benefited equally from increases in life expectancy and variations primarily result from inequalities in socio-economic circumstances. In Highland these are poorer health, reduced quality of life and premature death. Chronic and degenerative diseases such as cancer, heart disease and stroke are the largest causes of premature death in Highland and Scotland. Suicide, self-inflicted injury and death from road accidents remain significantly higher in Highland than the Scottish average.

In order to optimise physical health and emotional wellbeing across the life course, key health improvement measures are identified from birth onwards. To ensure that the youngest in the area have the best possible start in life and are equipped to make healthy lifestyle choices, key improvement indicators are included in National Outcome 5. The underlying causes of poor health can include poverty and reflect other ways in which people are disadvantaged. Indicators to measure a reduction in health inequalities are included in National Outcome 7 (inequalities).

For older children and young people key indicators relate to healthy weight and good activity levels for children. These are managed in partnership between the Council and NHS Highland through the framework for delivering the multi agency Children's Plan and include action from the "your choice to healthy living" initiative and the implementation of the Schools Health Promotion and Nutrition (Scotland) Act 2007 and the Nutritional Regulations 2008.

A Healthy Weight Strategy is now in place and a zero target set for completion rates for the child healthy weight programme by 2010-11. For the first time boys are outperforming girls in cardiovascular fitness tests at P7. National data (Healthier Scotland) shows a significant drop off in the participation of girls after the transition into secondary school. This transition period will be focused upon in the new multi-agency Physical Activity Strategy for Highland which was recently implemented. The delivery of Active Schools sessions has declined from the 2006/7 baseline and this is largely attributed to grant funding reductions providing fewer delivery hours. However, specific Active Schools projects are targeting female participation in secondary schools, community engagement in areas of multiple deprivation, healthy weight initiatives and Young Ambassadors for Sport

Clearly the health improvement agenda cuts across and supports all of the national outcomes. Specific indicators to include below relate to health improvement by providing appropriate care for older people; reducing smoking, promoting healthy weight and improving services for people with mental ill health. In addition during 2009/10, the Partnership will set targets for other Public Sector staff for awareness raising and training in suicide prevention to be implemented from 2009/10 onwards.

With larger cohorts moving into older age groups in the Highland population, and improvements in mortality rates resulting in increased longevity, the numbers of people aged over 75 in the area are expected to grow by 120 percent by 2031. Currently, more funding is targeted to care in residential or institutional settings than for care funded at home (75:25 ratio compared to 62:38 nationally), however this ratio has been targeted to refocus on home care. During 2008/9 targets for telecare packages to support people at home were met or exceeded in all indicators; the full shift in resources has not yet been achieved.

Smoking remains the most important preventable cause of ill-health and premature death in Scotland. The most recent estimate of smoking prevalence in Highland is that 22 percent of adults over 16 years of age smoke. Within the context of the comprehensive national tobacco control strategy, Highland intends to continue to reduce smoking among children and young people; to help adults – especially the most disadvantaged – to give up smoking; and, to offer particular help to pregnant women who smoke. Key improvement indicators are listed below.

Currently there is no accredited measure of positive mental health or wellbeing for the population or any estimate of the impact of mental ill health upon healthy life expectancy. The Highland partners recognise that good mental health and emotional wellbeing is a key factor in ensuring that Highland is a healthy place to live and work. Effort is ongoing to raise awareness about mental health and wellbeing, to challenge stigmatisation, to prevent suicide and to provide support for recovery from mental illness. A target has been set for the training of 50% of frontline staff in suicide assessment/prevention tools by 2010/11, current level is 24% well toward achieving the target.

Progress at March 2009 on local outcomes

Local Outcome	Indicators	Baseline	Progress at March 2008	Progress at March 2009	Progress toward/s to 2010/11	2010/2011 targets
Local outcome 6.1	Reduce the rate per 1,000 of emergency readmissions (2 or more times in a year) by 20% for people aged 65 and over from 2004/05.	42.7 (2004/05) NHS	45.1		?	34.5 (2008/09)
Increase proportions of older people	Reduce occupied bed day rate per 1,000 as a result of	3293.7 (2004/05)	3106	3615 (THC area)	✗	2949.7 (2008/09)

receiving appropriate care in the appropriate setting to maintain or improve their independence.

an emergency admission for patients aged 65 and over by 10% from 2004/05.	NHSH				
Reduce admissions rates per 100,000 for long term conditions from 2006-7 to 2010-11.	2366 (2006/07) NHSH/THC	2272	2394 Q3 08/09 (THC area)	x	2092
Reduce the number of people waiting more than 6 weeks to be discharged from hospital into a more appropriate care setting.	Number outwith 6 week = 16 (Jun-08) NHSH	Number outwith 6 week = 16	0 Q4 08/09 at census date	✓	0 (Apr-08)
Achieve year on year increase in the number of people supported at home with a complex telecare and /or home care package as an alternative to institutional care	60 dispersed telecare units for enhanced and complex packages (Mar-08) THC	60 dispersed telecare units for enhanced and complex packages	125 dispersed telecare units for enhanced and complex packagesend	✓	120 dispersed telecare units for enhanced and complex packages (Mar-09)
Achieve year on year increase in the number of people supported at home with a complex telecare and /or home care package as an alternative to institutional care -5% overall increase in total hours of home care provided	9,851 hours per week (Mar-08) THC	9851 hrs/week	10632 hrs/week	✓	10,343 hours per week (Mar-09)
Achieve year on year increase in the number of people supported at home with a complex telecare and /or home care package as an alternative to institutional care - At least 10% increase in number of people receiving at least 10 hours of care at home	305 people (Mar-08) THC	305 people	349 people	✓	>330 people (Mar-09)
Increase the number of Telecare packages providing enhanced facilities for	2397 dispersed units (Mar-08) THC	2397 dispersed units	125 Additional units provided	✓	Additional 120 dispersed units (Mar-09)

vulnerable and frail people in their homes - NB includes figures above for enhanced complex packages					
Shift the balance of care to enable more people to be cared for in the community and at home – 5% revenue shift from care homes to home care and 5% revenues shift from hospital to community care	Shift in resource agreed (2008) THC	n/a	£472k THC	X	Resource shift amounts to £1.435m HC £3.945 NSH (2009/10)
Increase the availability and targeted take up of respite equivalent to 3000 additional bednights per annum	6274 bednights + 27044 hrs (2007/08) THC/NSH	6379 bednights + 27044 hrs (THC)	6895 bednights (THC)	✓	equivalent 9274 bednights (2009/10)
600 new houses built for older people or people with disabilities	40 (2006/07) THC	127	246	✓	600

Narrative on progress on Local Outcome 6.1

6.1.2 - Although reduction in occupied bed rates as a result of emergency admissions continues to be challenging, there has been 49% reduction in delayed discharge bed days in total over all client groups since 2004/05.

6.1.5a – Currently exceeding target. Investment in Telecare and telehealth development is being maintained and staff across agencies are receiving training to promote use of telecare.

6.1.5b /c /6.1.6– Currently exceeding target. Additional investment and letting of new contract are increasing availability however progress requires to be capped to manage impending budget over-run

6.1.7 - THC target for 2008/09 was £484k. The Highland Council has entered into contracts with three independent sector providers, to deliver additional care at home services across the Highlands, British Red Cross, Independent Living Services and Crossroads Caring Scotland, who will collectively deliver an extra 117,000 hours per annum of care at home in the Highlands. Action is being taken to improve efficiency in LA Care Homes and proposals for fundamental restructuring of staffing in these are being finalised. NHS have reported this within the Highland Partnership Balanced Scorecard performance report as currently being developed so no information is currently available on NHS progress

6.1.8 - Performance has increased compared to baseline and co-ordination of the available resource is now improving % usage of the commissioned service.

6.1.9 - 119 units were completed bringing the total over the period of plan to 246. An additional 185 units are on site with further approvals expected during 2009/10. Funding constraints expected during 2009/10 and 2010/11 will mean that it unlikely that the overall target will be met

Local outcome 6.2 Reduce the % of the adult population who smoke	Through smoking cessation services, support 8% of smoking population in successfully quitting (at one month post quit) over the period 2008/09-2010/11.	Base-line to be set (2008/09) NSH	n/a	1342 quits 1050 (THC area) (2008/09)	-	4944 NB for NSH geography – Highland Council area figure TBC (2010)
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Narrative on progress on Local Outcome 6.2						
Local outcome 6.3	Achieve agreed completion rates for child healthy weight programme by 2010-11	0 – new target (2007/08) THC	0 – new target		?	1217 (2010/11) 390 (2009/10) (5-15yr old)
Reduce obesity in the population See also <i>National Outcome 12 on services to promote the enjoyment of the natural environment and visits to the outdoors.</i>	Increase the average cardiovascular fitness of boys in primary 7 Number of shuttle runs over set period in controlled conditions	28 (2006/07) THC	29	37	✓	29
	Increase the average cardiovascular fitness of girls in primary 7 Number of shuttle runs over set period in controlled conditions	34 (2006/07) THC	35	28	✗	35
	Increase by 4% No. participant session in Active Schools programme for girls in primary school	173,079 (2006/07) THC	180,000	161,195	✗	180,000
	Increase by 3% No. participant session in Active Schools programme for boys in primary school	205,003 (2006/07) THC	211,100	191,203	✗	211,100
	Increase by 4% No. participant session in Active Schools programme for girls in secondary school	83,892 (2006/07) THC	87,200	67,106	✗	87,200
	Increase by 3% No. participant session in Active Schools programme for boys in secondary school	143,055 (2006/07) THC	147,300	114,055	✗	147,300
	100% schools maintain health promoting schools status	100.0% (2006/07) THC	100.0%	100.00%	✓	100.0%

	Increase membership in Highland Council run and supported leisure centres (including swimming pools)	19,789 (2006/07) THC	24,994	26,629	✓	20,500
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Narrative on progress on Local Outcome 6.3

6.3.2 - There have been reductions in the number of Active Schools participants since the 2006-07 base line attributed to grant funding reductions resulting in reduced staff deployment. However, individual Active Schools projects are targeting girls participation in secondary schools, geographic areas of deprivation and healthy weight initiatives. The baseline and resulting target for cardiovascular fitness in P7 girls, being based on a single year when, for whatever reason, the outcome gave figures for girls that were considerably higher than that for boys, may be setting false expectations in the longer term of comparatively higher fitness levels for girls compared to boys.

6.3.5 - The Highland Council, Education Culture and Sport Service in partnership with NHS Highland's Public Health Department has ensured that all schools are recognised as Health Promoting Schools, this is to ensure that duties through the Schools (Health Promotion and Nutrition) (Scotland) Act 2007 are fully implemented. Each school community must demonstrate that they meet ten criteria that have been fully revised in line with HGIOS3 for our bespoke Health Promoting Schools Scheme which is full integrated into existing quality assurance mechanisms.

Local Outcome 6.4	Increase the number of professional staff in SW trained in suicide prevention	26 (2007/08) THC	26	26	■	39
People affected by mental ill health receive appropriate care for their needs	Reduction in the suicide rate between 2002 and 2013 by 20 percent. Deaths caused by intentional self-harm and events of undetermined intent expressed as a rate per 100,000 population. General Registers Office for Scotland (GRO(S))	*2002: 20.7 per 100,000 (N= 43) 2006: 18.6 per 100,000 (N=40) NHS	2007 - 16.1 provisional (n=35)	2008 - 17.32 per 100,00 (N=38) excluding A&B	■	20% reduction from 2002
	Achieve 50% of key frontline staff (primary care, mental health, substance misuse, A&E) being educated and trained in suicide assessment/prevention tools and training programmes by 2010.	24% (2008) NHS	n/a	It is not going to be possible to provide data	■	50% (2010)
	Achieve 50% of key frontline staff (primary care, mental health, substance misuse, A&E) being educated and trained in suicide assessment/prevention tools	24% (2008) THC	n/a	24%	■	50% (2010)

and training programmes by 2010.					
Reduce the annual rate of increase of defined-daily-dose per capita of anti-depressants to zero by 2009/10.	26.3 (Jun-06) NHS	29.2	Due sept-09	-	26.1
Reduce the number of readmissions (within 1 year) for those that have had a psychiatric hospital admission of over 7 days by 10% by Dec 2009	219 (Jan-Dec 2004) NHS	153 Jan-Dec 2007	Data due Dec-09	-	293 (Dec-09)
Increase the number of patients with early diagnosis and management of a dementia by Mar 2011.	1441 (2006/07) NHS		1491 Q4 08/09 (THC Area)	?	2560

Narrative on progress on Local Outcome 6.4

6.4.3b - Shortage of trainers has reduced capacity for delivering suicide prevention training in 2008/09. This is being addressed for 2009/10.

National Outcome 6
We live longer, healthier lives

Local Outcome
6.4 People affected by mental ill health receive appropriate care for their needs

Childrens Services Suicide Training

In planning suicide awareness, assessment and prevention for key frontline staff, it was clear that the available training packages were ideally suited to frontline staff in adult services, but didn't meet the needs of frontline staff in Children's Services. The needs of the Children's Service were analysed and, as a result, a new training package has been developed to cover suicide and self harm amongst young people. The package, called "Getting it Right for Children in Distress" has been developed for the Community Planning Partnership by Children 1st in collaboration with the Children's Service, with funding from Choose Life and Highland Council. A comprehensive delivery programme across the Highlands will ensure that the 50% target for training of frontline staff is met by 2010.

The training package is modular in design, with modules covering Awareness Raising, Foundation skills, Assessment & Intervention, and Specialist & Advanced training. This design allows us to ensure that the most appropriate level of training can be given to each member of frontline staff, according to their responsibilities.

Partner Organisations & Leader Officers:
Innis Mitchell - The Highland Council; NHS Highland; Children 1st;

Local Outcome 6.4

People affected by mental ill health receive appropriate care for their needs

Support services for young people experiencing depression

Depression Alliance Scotland (DAS) have developed a very successful programme of publicity, workshops and support services for young people experiencing depression. Following the success of the programme in the Lothians, we are working with DAS to implement the programme in the Highlands. The programme consists of these elements:

- Publicity materials to raise awareness of depression among young people, using DAS's "Look OK...Feel Crap?" campaign
- Helpline and information services
- Peer support services, based on face-to-face support groups, using self-help approaches centred around the "Living Life to the Full" programme
- Life skills courses for young people

In developing the Highland delivery of this programme, Highland Council and NHS Highland have been working with DAS and other voluntary sector service providers to ensure maximum coverage and benefit is gained through dovetailing this activity with existing services.

Partner Organisations & Leader Officers

Keith Walker - The Highland Council; NHS Highland; Depression Alliance Scotland; Samaritans



National Outcome 7 We have tackled the significant inequalities in Scottish society

To contribute to the national outcome in tackling inequalities, the Highland Community Planning Partnership focused in SOA1 on tackling poverty (through improving employability, affordability of services and financial inclusion), dealing better with homelessness, improving health among the most disadvantaged in the region and promoting diversity and equal opportunities.

The scale and nature of socio-economic inequalities in Highland cannot be measured by using solely the Scottish Index of Multiple Deprivation (SIMD). With a dispersed settlement pattern, deprivation is dispersed and for public agencies this presents challenges in reaching people requiring the most support to overcome poverty, discrimination and other barriers and to provide equality of opportunity.

Employment – priority 1 & 2 customers moving into employment – JC+

For lone parents supported into work, project work finished ahead of target with more parents assisted into work than planned at 138, however this success was not followed through for those experiencing positive outcomes and this fell behind target, however this is compensated by more parents actually achieving employment.

Highland continues to reduce the number of young people not in Education, Employment or Training during 2008/9 the figures fell to 89 young people. The majority of young people without positive destinations are concentrated in relatively few areas, but the distribution and often small numbers across the wider rural area presents particular challenges in developing post school employability services remains a challenge.

The outcomes for Looked After Children's' attainment with SCQF continues to fluctuate and this is largely caused by the very small cohort which varies year to year. The measurement and reporting of outcomes for Looked After Children is currently under review for both the Councils Corporate Plan and SOA2 and indicators are being sought which better reflect the breadth of engagement and achievement of young people who are looked after. Good progress has been made in ensuing young people leaving care have a pathway plan with trend improving from a baseline of 75% in 2006/7 to 100% in 2008/9.

The Adult Basic Education Team continues to work with adults across Highland who wish to improve their literacies skills, including numeracy, and English language skills (ESOL). Work undertaken targets hard to reach learners, including marginalised people such as offenders and ex-offenders, those with health problems, and socially excluded individuals. The impact of this work, as reported by learners, improves all aspects of their lives; their working life (employability skills), family life, personal life, and community participation. Learners have Individual Learning Plans or contribute to Group learning plans. Tuition is delivered on a one-to-one or small group basis. The target set for 2010/11 has been exceeded in 2008/9 and is now under review.

Contact with people seeking welfare rights and money advice in Highland shows that not only is this service in demand but that levels of unclaimed benefits are significant and that levels of personal debt are high. In 2006-7 over 37,000 separate contacts were made for welfare and general advice, this has increased steadily to 40,957 contacts in 2008/9. The service provided resulted in financial gain to customers of nearly £4.4m in 2006/7 and this has remained at a high value currently for 2008/9 £3.4M. The total debt presented by 830 customers on 2008/9 was £21.6M as significant increase from £14.5M for 718 customers the previous year.

The Council continues to target low income families to ensure that uptake is maximised fro benefits such as free school meals, Education Maintenance Allowance (EMA) and affordable access to leisure through the Budget High Life Scheme. While uptake of free school meals declined between 2007/8 and 2008/9 to 78.9% it remains about the target set of 77.6%. The uptake of the Budget High Life Scheme which provides 50p access per person to leisure sessions for those on passport benefits such as Job Seekers Allowance continues to improve with 4651 card holders in 2008/9 compared to 3558 the previous year, the measure has now exceeded its target for 2010/11 of 4000 card holders and the target is now under review.

Homelessness has increased in the Highlands, applications from households for help have doubled since 2000, although numbers have levelled off over the last 3 years to around 2000 with the figures for 2008/9 at 2400 with 77% assessed as priority need meeting the Government target. There continues to be a severe lack of affordable housing making it difficult to provide both permanent and temporary housing for people who need it. The task of managing and preventing homelessness is now more demanding and complex. Nearly two-thirds of people applying as homeless are single person households. Although around 25% are between 25 and 65 years old many are far younger. Nearly 40% of homeless applicants are under 25. In this context the changes to legislation coming into force in 2012 giving the right to permanent housing for all homeless application will be particularly challenging. This is reflected in the decline in performance in relation to the use of temporary accommodation during 2008/9, however progress is being made and as at June 2009 there were no households in unsuitable accommodation. The Council has recently completed its 3rd Homelessness Strategy setting out the actions we will take to prevent homelessness, improve services to homeless people and provide effective housing support where it is needed.

The Highland Community Care partnership is currently developing the new Highland Joint Community Care Plan. The Plan will cover all aspects of Community Care for adults living in the Highlands. It is of fundamental importance that service users and their carers are fully consulted, and their views taken into consideration, in the development of this plan. The Highland Community Care Forum (HCCF) have been commissioned to carry out an initial consultation with stakeholders, service users and their carers in order to ensure that their views inform the development of the Plan from the outset. HCCF will also be consulting, in due course, on the first consultative draft of the Plan. The first phase of the consultation took place between 6th July and the 14th August 2009 and included representatives from a very wide range of adult groups. In total 386 individuals were consulted across the Highlands, together with a large number of organisations who cooperated the consultation. A working draft of the Joint Community Care Plan was presented to the Joint Leadership and Performance Group on 20 August 2009, a further draft is expected in November 2009. In relation to equalities, good progress has been made on improving access to Council public caller buildings with 80.1% now accessible to those with a disability compared to the baseline of 61% in 2006/7. Work continues on developing accessible transport and roads, provision of low floor buses is however dependant on private operators' replacement programmes. New projects, such as Inverness Streetscape and improvements to Thurso High Street have been designed to improve access for people with disabilities. Routine maintenance works includes the provision of dropped kerbs to improve access for wheelchairs. In relation to women in employment indicators on the % of women in the highest paid 2% and 5% of jobs within the Council

continue to improve with the target for the 2% category exceeding target at 34.3% in 2008/9 (27.6% 2006/7 baseline) and good progress in the 5% category to 38.8% (35.9% 2006/7 baseline). In addition the Council has introduced a job evaluation scheme which has gone through a robust equalities impact assessment process in order to ensure an equal pay scheme is in place.

Progress at March 2009 on local outcomes

Local Outcome	Indicators	Baseline	Progress at March 2008	Progress at March 2009	Progress toward/s to 2010/11	2010/2011 targets
Reducing poverty by supporting more people into sustained employment	Local outcome 7.1. Increase the number of priority 1 customers moving into employment (over 16 hours per week – claimants of incapacity benefit, income support, lone parents, new deal, with disabilities and unemployed in disadvantaged wards)	New target (2008/09) Job Centre+ Fairer Scotland Fund	n/a		?	412 through customers moving into work via Local Employer Partnership targets (2008/09)
	Increase the number of priority 2 customers moving into employment (over 16 hours per week – claimants of new deal, with disabilities, long term unemployed and in disadvantaged wards)	New target (2008/09) Job Centre+ Fairer Scotland Fund	n/a		?	
	Increase the number of lone parents supported into work	103 (2006/07) THC Fairer Scotland Fund	n/a	138	✓	>328 (TBC Jun-08)
	Increase the number of lone parents supported into work experiencing a positive outcome	74 (2006/07) THC Fairer Scotland Fund	n/a	37	✗	>163 (TBC Jun-08)
	Increase the number of Incapacity Benefit Recipients supported by condition management	New Programme (2008/09) NHS	n/a	no data	?	400 (Mar-09)
	Reduce the number of young people not in employment, education, or	296 (2006/07) THC	281	89	✓	281 review targets (2008/09)

training	Fairer Scotland Fund				
Increase the % of care leavers in education, training and employment (measured @ 18 years)	Baseline to be developed THC Fairer Scotland Fund	n/a	Due August 09	?	Target TBC as per baseline
Increase the % of Looked After Children ceasing to be looked after 'away from home', attaining SCQF level 3 in at least one subject	67.0% (2006/07) THC	92.3%	62.5%	x	69.0%
Increase the % of Looked After Children ceasing to be looked after at home, attaining SCQF level 3 in at least one subject	61.0% (2006/07) THC	57.1%	60.5%	-	63.0%
Increase the proportion of all young people leaving care with a pathway plan	75.0% (2006/07) THC Fairer Scotland Fund	94.0%	100.0%	✓	100.0%
Achieve 75% leverage from other sources for the Fairer Scotland Fund	£5.876m(3 year programme) (2008/09) THC Fairer Scotland Fund	£1.026M	£1.041M	x	75% leverage over whole programme(£4.4m)
Increase opportunities for Adult Literacy Learners and take up by 10%	1828 (ALN-850 ESOL-978) (2006/07) THC	924	2321	✓	2011

Narrative on progress on Local Outcome 7.1

7.1.2 - The project finished ahead of target with more parents assisted into work than projected.

7.1.3 - This outcome finished behind target, however this is compensated by more parents actually achieving employment.

7.1.9 – Currently on target. This is an important standard to maintain. Only highly individual external circumstances will result in less than 100%

7.1.10 – First year only 66% but expect to meet full target over the 3 year programme.

Local outcome 7.2	Increase the number of customers reached with money advice and welfare rights (<i>via service delivery contracts between the Council and independent</i>	37800 vol sector (2006/07) THC	38139	40957	✓	5% increase
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Reducing financial hardship by ensuring more people access services and benefits they are entitled to	<i>advice providers including Ccabx)</i>					
	Increase the number of customers reached with money advice and welfare rights (<i>via service delivery contracts between the Council and independent advice providers including Ccabx)</i>	479 (2006/07) THC	785	1424	✓	at least maintain
	Increase the financial benefit to customers from advice provided (see above for procurement arrangements)	£4.392m vol sector (2006/07) THC	£4.106m vol sector	£3.443m Vol sector	✗	5% increase
	Increase the financial benefit to customers from advice provided (see above for procurement arrangements)	334826.6 (2006/07) THC	100,000	402110	✓	At least Maintain
	Energy efficiency measures to 4,500 Council houses	1849 (2007/08) THC	1,849	2121	✓	Further 3375
	At least maintain uptake of free schools meals	77.6% (2006/07) THC	88.0%	78.90%	✗	At least maintain 77.6%
	Increase in Highlife budget card holders (for discounted access to Council facilities)	3913 (2006/07) THC	3558	4651	✓	4000

Narrative on progress on Local Outcome 7.2

7.2.1a - For general, welfare and money advice, there were 40,955 contacts with independent providers during 2008/09. This compares with 38,139 for the 2007/08 period; a 7% increase. The increase in customers contacting advice providers is likely to be the result of an increased capacity of advice services – provided by the additional Council investment in 2008/09 – and also an increase in demand for these service

7.2.1b - Numbers of customers have increased in the last year, and this trend is likely to continue at least in the short term.

7.2.2a - Financial gain for customers fell over this period from £4.1m to £3.4m. The total contacts demonstrate that there are more people being seen over this period but the additionality of gains was reduced. The level of benefit derived varies dependant upon client need.

7.2.2b - Numbers of customers have increased in the last year with a consequent increase in financial benefit, and this trend is likely to continue at least in the short term.

7.2.3 - £5,989,207 was spent on improving 2121 homes. One project due to be delivered during the year has been delayed to 2009/10. 5917 homes achieve a

NHER rating of 5 or above. The target will be met by the end of the plan.
 7.2.4 - 08/09 shows a slight increase of 1.3% from the level expected to be maintained. However does show a decline from the previous year's uptake. Work is ongoing to address the overall uptake of school meals especially in secondary schools in light of the introduction of the SHP&N Act

Local outcome 7.3	Reduce the average time taken to complete duties to homeless applicants	2228 cases -18 wks (2006/07) THC	21 wks	n/a	✗	15 weeks for 2010/11
	Contribute to the national target on homelessness by increasing the proportion of homeless households treated as priority need	71%(1111) (2006/07) THC	81%	77%	✓	79% (1236)
	Reduce the % of homeless cases reassessed as homeless or potentially homeless within 12 months of previous case being closed	9% (2006/07) THC	7%	6.4%	✓	4.30%
	Eliminate the use of unsuitable temporary accommodation	2 (2006/07) THC	9	14	✗	0

Narrative on progress on Local Outcome 7.3
 7.3.1 – No longer reported.
 7.3.2 - approx 2400 homeless applications were received of which 77% were assessed as homeless and in priority need. The target of 77% was set by the Scottish Government and was achieved. In 2012 legislation changes and all homeless applicants will have a right to permanent housing. This will be challenging for the Council.
 7.3.3 - The council has achieved a reduction in the % of homeless people re-presenting as homeless. We expect the figure to decrease further as we implement our revised Homeless Strategy.
 7.3.4 - The pressure to accommodate people in temporary accommodation remains significant, however significant progress has been made to eliminate the use of unsuitable accommodation, and currently Jun-09, there are no households in unsuitable accommodation

Local Outcome 7.4	Reduce premature mortality rates in deprived areas from coronary heart disease by 2009/11.	103.3 per 100,000 (2004-06) NHS			?	
Reducing health inequalities						

Narrative on progress on Local Outcome 7.4

Local Outcome 7.5	Delivery and review of equalities schemes across the public sector	Disability schemes reports (2007) THC	First composite progress report done Feb 2008	Biennial report to committee as target	✓	Satisfactory reports
Tackling discrimination, promoting equality, participation and good relations	100% of all new and reviewed Council policies, functions and practices are screened for relevance to equalities (and full assessment done where relevant)	Reporting begins 2008-9 – for base-line THC	screenings and impact assessment tool piloted and approved.	Screenings 103 Assessments 5	■	100.0%
	Production of an integrated community care strategy serving the needs of older people, those with physical and learning disabilities and those with mental health difficulties.	Initial focus on care of older people (2007/08) THC/NHSH	n/a	In progress	✓	Full plan completed
	100% of all Council public caller buildings are accessible to people with disabilities	61% (2006/07) THC	70.20%	80.1%	✓	100.00%
	Increase the % of buses suitable for people with disabilities	112 (2006/07) THC		120	?	2.50%
	Sustain investment for improving access for people with disabilities on roads and footpaths	Base-line to be set (2008/09) THC	n/a		?	At least = to 2008-9
	Increase % highest paid 2% of earners among council employees that are women	27.6% (2006/07) THC	30.0%	34.3%	✓	30.6%
	Increase % highest paid 5% of earners among council employees that are women.	35.9% (2006/07) THC	36.6%	38.8%	✓	41.9%

Narrative on progress on Local Outcome 7.5

7.5.1 - Last report in June 2009. This focused on the Council's gender equalities duties with race duties included in December 2008 report. A six monthly reporting cycle (June & December) has been established which reports on all equalities schemes with the single scheme due for introduction in December 2009.

7.5.2 - While screening is on-going as a continuous process and the number is monitored quarterly. Further process improvement through quality assurance is needed in order to ensure screenings and assessments are embedded and reported across the organisation .

7.5.3 – Currently on target

7.5.4 - The target for 2008/09 was achieved. The programme is to be escalated during 2009/10 to ensure plan compliance by 2011.

7.5.5 - Provision of low floor buses is dependant on private operators replacement programme.

7.5.6 - New projects, such as Inverness StreetScape, and improvements to Thurso High Street, are designed to improve access for people with disabilities.

Routine maintenance works includes the provision of dropped kerbs to improve access for wheelchairs

7.5.7 - Increase achieved

7.5.8 - Increase achieved

National Outcome 7

We have tackled the significant inequalities in Scottish society

Local Outcome

7.3 Reducing homelessness and providing responsive services to homeless people.

Inverness Homelessness Streetworks

In Inverness the average number of people sleeping rough on any one night is 9. Between 50 and 65% are EU Nationals, nearly all are Polish. An EU National can access a housing or homeless service if they have a right to be in the country, this in effect means that they must either be working or have been working and have been registered with the Workers Registration Scheme for a period of 12 months or be registered as self employed. As many come to this country without having employment or accommodation arrangements in place they find themselves roofless. Some sell the Big Issue on a regular basis and the Streetworks Project Officer has been liaising with a group of EU Nationals and DWP to get information and assist them to register as self employed. By doing this they will qualify them for certain benefits and also for assistance with housing. The Streetworks Project officer has referred others to an employment agency and they have subsequently been offered employment. The effect of this is that not only have some been able to find employment but they have also been able to access accommodation and reduce the number of people sleeping rough in Inverness.

The team has established close working relationships with several services/agencies (e.g. The Highland Council Accommodation team, Beechwood, Osprey, Highland Homeless Trust, Cale House, Salvation Army, Homeless GP), thus enabling clients to easily access help for their often very complex needs. The project also monitors and records rough sleeping levels. There has been a reduction in rough sleeping figures since the project began. The service covers the Inverness city area.

In another situation an applicant had spent much of the last few years living NFA i.e. on the street, in prison and sofa surfing. He has struggled to engage with services in any meaningful way – largely because of drug and alcohol addictions. Over time, the Streetworks Project Officer gained his trust and, as a result, managed to begin the homeless application/temporary accommodation process on a few occasions. However, his chaotic lifestyle has meant that he was not able to sustain any options we attempt to provide.

The main issue was that he was unable to engage with mainstream addiction services, the Streetworks Project Officer negotiated with the health team based in the Day Centre and they took him on as a patient. They work in a more flexible manner than conventional services and as a result the applicant was able to pursue treatment. He has been now been stable in temporary accommodation for nearly 4 months and has been placed on a methadone maintenance programme which is proving successful thus far. He is receiving counselling re his addictions and support to address financial issues to allow him to maintain his accommodation.

Partner Organisations & Leader Officers:

David Maclver - Inverness Day Centre; Ian Brown – The Highland Council; Iver Forsyth & Dr Liz - Whittle Day Centre; Homelessness Health team

Local Outcome

7.2 - Reducing financial hardship by ensuring more people access services and benefits they are entitled to

Increasing access to Welfare Rights and Money Advice

The Council works in partnership with the network of nine citizens advice bureaux to deliver an accessible generalist, welfare rights and money advice service to residents across Highland. Levels of debt are high across the area and combined with the low wage economy and the known low take up of benefits, it is important to ensure accessibility to advice and information services. Only through accessing information about benefit entitlement and how to manage debt will financial hardship across the area be reduced.

The Council, along with its third sector partners, is committed to improving the level of service available in Highland. In 2008/9 the Council invested an additional £100,000, taking the overall level of investment in the network to over £1m.

Data for April 2008 to March 2009 showed that:

- For general and welfare advice, there were 40,125 contacts with independent providers. This compares with 37,421 for the 2007/8 period; a 7% increase.
- Financial gain for customers over the period was £3.4m.
- For money advice, 830 customers contacted advice agencies. This compares to 718 and for 2007/8 which represents a 15% increase.
- The total debt presented by customers over this period increased from £14.5m to £21.6m.

Partner Organisations & Leader Officers:

Cath King and Alison Clark - The Highland Council; Highland Citizens Advice Bureau; Citizens Advice Scotland

Local Outcome**7.4 Reducing health inequalities****7.5 Tackling discrimination, promoting equality, participation and good relations****CPP Equality and Diversity Group**

The CPP Equality and Diversity Group agreed that the development of an online reporting facility for hate incidents was required as a priority. This was determined as a result of engagement with a range of community groups who told us of their experiences of hate incidents and of the impact this had on their lives, their health and their feelings of being part of strong local communities. Partners saw this as a way of demonstrating our duties to promote equality and to address discrimination and harassment. Further drivers were a need to extend the previous system of recording racist incidents only, a need to develop a system for third party reporting and a need to gather more detailed information on hate incidents to inform the development of effective responses.

Thanks to financial support from the Scottish Government Health Directorate, we worked with community and voluntary groups to develop an online reporting facility and a network of organisations across the Highlands wishing to offer third party reporting and support. The site was launched in May 2009, and further work in hand includes supporting more voluntary organisations become third party reporting and support sites, providing site translations in a range of community languages and further promotion with the public.

Partner Organisations & Lead Officers:

Rosemary MacKinnon - The Highland Council; Moira Paton & Esther Dickinson - NHS Highland; Lisa Buchanan - Northern Constabulary; Liz Scott - Highlands & Islands Enterprise



National Outcome 8

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

SOA1 submission recognised that Improvement in this outcome required work by a number of agencies across a range of services. In Highland considerable strides forward have been made through effective joint working in children's services, particularly around the development of the Highland Children's Plan and as national pathfinder for GIRFEC.

In relation to children growing up safely, Highland have maintained 'good' grading in inspection reports on Child Protection and will go into the next round of inspection early in 2010, preparatory work is well in hand and Audit Scotland is linking this into the current BV2 . Homeless applications from those aged under 25 represent 40% of all applications in Highland. The Housing Service continues to work with support providers to enable young people to sustain their tenancies.

For Children who are looked after, monitoring ensures that the length of time in care is not due to drift but reflects careful assessment of need. Emphasis is put on securing permanency for children who remain in care is reflected in this slight improvement in the indicator for those cared for 5+ years. Placing children with complex needs has been relatively success. Improved assessment, planning, reviewing and quality assurance processes using GIRFEC principles ensures that intervention and support is available early to prevent some admissions to care. A proportion of moves are for very positive reasons following emergency admissions to care. Foster care is under pressure from many external circumstances and medium to long term care is less available.

In reducing bureaucracy through GIRFEC there is evidence of positive trends from implementation with fewer referrals to the Reporter and a reduction to below 2010/11 target of Social Work reports to SCRA. Further work is required to achieve the target of 70% for reports to the Children's Reported meeting national standards within GIRFEC.

Progress at March 2009 on local outcomes

Local Outcome	Indicators	Baseline	Progress at March 2008	Progress at March 2009	Progress toward/s to 2010/11	2010/2011 targets
Local outcome 8.1.1	Maintain good grading in Inspection reports of the Child Protection Committee inspection	Good (Jun-06) THC	n/a	Good (Jun-08)	✓	Good or Very Good (May-08)

Children grow up safely Indicators for road safety are included in national Outcome 9. <i>Indicators on substance misuse are included in National Outcome 4.</i>	Reduction in the number of hospital discharges from episodes of deliberate self-harm in those under 19 years of age Hospitalisation rate per 100,000 of population aged under 19	190.5 per 100,000 (N=90) (2005/06) NHS	161.3 (N=76)	137.9 per 100,000 provisional (N=65)	✓	No target
	Increase the proportion of young people (16-24 year olds) who sustain a tenancy for more than 12 months.	235 (91%) (2006/07) THC	93.0%	89.0%	✗	95.0%

Narrative on progress on Local Outcome 8.1.1

8.1.1 - Currently on target. Another inspection is due in January 2010 and preparatory work is well in hand.

8.1.3 - Approx 40% of homeless applications are from applicants under the age of 25. The Service continues to work with support providers to enable young people to sustain their tenancies. The target for 2009/10 will be set by the end of quarter 2.

Local outcome 8.2.1 Children at risk are Looked After well.	Reduce the length of time that children are looked after, via GIRFEC Pathfinder (<i>number of Children against the length of time accommodated</i>)	LAC 1 – 2yr 61 (2006/07) THC	68	62	✓	55
	Reduce the length of time that children are looked after, via GIRFEC Pathfinder (<i>number of Children against the length of time accommodated</i>)	LAC 2– 5yr 101 (2006/07) THC	99	112	✗	90
	Reduce the length of time that children are looked after, via GIRFEC Pathfinder (<i>number of Children against the length of time accommodated</i>)	LAC 5yr+ 56 (2006/07) THC	57	45	✓	50
	Fewer children escalating through the system in order to get the help they need. - Reduce total number of	LAC total 501 (2006/07) THC	474	457	✓	475

Looked After Children (LAC) GIRFEC Pathfinder					
Fewer children escalating through the system in order to get the help they need. - Reduce total number of Looked After Children (LAC) GIRFEC Pathfinder	LAC Home Sup 225 (2006/07) THC	174	162	✓	214
Fewer children escalating through the system in order to get the help they need. - Reduce total number of Looked After Children (LAC) GIRFEC Pathfinder	LAC Away from Home 276 (2006/07) THC	300	295	✓	262
Reduce the proportion of children who are looked after away from home. (All LAC other than Sup Home) GIRFEC Pathfinder	55.0% (2006/07) THC	63.0%	65.0%	✗	50.0%
Fewer moves between placements GIRFEC Pathfinder - LAC 3-5 placements	33 (2006/07) THC	59	99	✗	30
Fewer moves between placements GIRFEC Pathfinder - LAC 6+ placements	16 (2006/07) THC	38	59	✗	12
Reduce the number of looked After Children placed outwith the authority. GIRFEC Pathfinder	41 (2006/07) THC	38	38	✓	35
Reduce the length of time young people are awaiting permanents and adoptive placements (LAC decision to matching) - average of 4	9.1 months (2004-5; 2005-6 & 2007-8 each over 12 months) (2006/07) THC	9.125 months	22.2 months	✗	Maintain consistently at less than 12 months

<i>quarters</i>					
Increase the proportion of Looked After Children with an appropriately reviewed health plan - foster care	LAC in Foster care 62% (2006/07) THC	63.6%	86.50%	✓	70.0%
Increase the proportion of Looked After Children with an appropriately reviewed health plan - residential care	LAC in Res Care 100% (2006/07) THC	100%	100%	✓	90-100%

Narrative on progress on Local Outcome 8.2

8.2.1a/b - Current performance is below target. Target due date is March 2011. Monitoring ensures that the length of time in care is not due to drift but reflects careful assessment of need

8.2.1c - Currently exceeding target. Emphasis on securing permanency for children who remain in care is reflected in this slight improvement. Placing children with complex needs has been relatively success

8.2.2a/b - Currently exceeding target. Improved assessment, planning, reviewing and quality assurance processes using GIRFEC principles ensures that intervention and support is available early to prevent some admissions to care.

8.2.2c/8.2.3 - Currently exceeding target. Numbers have reduced only slightly and this reflects an increasing use of Kinship care.

8.2.4a - Current performance is below target. Target due date is March 2011. A proportion of moves are for very positive reasons following emergency admissions to care.

8.2.4b - Current performance is below target. Target due date is March 2011. Foster care is under pressure from many external circumstances and medium to long term care is less available.

8.2.5 - Current performance is below target. Target due date is March 2011. There are many pressures making this difficult to contain

8.2.6 - Current performance is below target. Target due date is March 2011. Variations occur because some children with complex needs take longer to place but still reflect a positive outcome.

8.2.7a - Current performance is slightly below target. Short placements account for less than 100% returns

8.2.7b - Current performance is meeting target. This can be maintained other than highly individual circumstances

Local outcome 8.3	Fewer referrals to the Reporter. GIRFEC Pathfinder	2199 children, 3788 referrals, incl. 1390 offence referrals (2006/07) THC	1915 children, 3241 referrals, incl. 1337 offence referrals	1258 offence referrals, awaiting remaining annual data from SCRA	-	2090 children 3788 referrals
GIRFEC processes and systems to reduce bureaucracy and reduce the number of meetings	Reduce the number of Social work reports to SCRA GIRFEC Pathfinder	799 (2006/07) THC	714	743	✓	760
	Increase the proportion of reports to the Children's	49.69% (2006/07)	317(44.4%)	351 (47.2%)	✗	70.00%

	Reporter that meet national standard GIRFEC Pathfinder	THC				
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Narrative on progress on Local Outcome 8.3
8.3.2 - Currently exceeding target. As the full implementation of GIRFEC takes place we will be better able to assess the impact
8.3.3 - Current performance is below target. Target due date is March 2011. This standard continues to receive close attention and new initiatives are in place to improve compliance and collaborate performance

Isabelle Kaminiarz - The Highland Council; Northern Constabulary; Highlands & Islands Fire & Rescue Service; Maritime Coastguard Agency; British Red Cross; Scottish Hydro Electric; British Transport Police; Inverness Drug and Alcohol Forum; Construction Industry Training Board; Institute of Safety & Health; Health & Safety Executive; individual volunteers

Local Outcomes

8.1 Children grow up safely

8.2 Children at risk are Looked After

8.3 GIRFEC processes and systems reduce bureaucracy and reduce the number of meetings

Young People Badenoch & Strathspey

Boat of Garten Community Council raised concerns re some young people involved in heavy drinking & risk taking behaviour in Boat of Garten in March 2008

Discussions took place at INBS Integrated Children's Services Managers Group, and Council Managers (SW & ECS) & Northern Constabulary attended a Ward Business Meeting to consider with Members the extent of the issue, range of options and how the situation could be dealt with.

Council officials (SW & ECS) and police attended BOG CC Open Meeting in April 08 to discuss with the community possible solutions as follows; reporting incidents to police; police remove availability of alcohol to under 18s; youth/ street workers mediation work with communities & work with young people re risks; impact on communities & accessing diversionary activities such as 9 Local Action Fund Projects in B&S (i.e. Street Football with NCS).

Return visit to BOG CC in August 08, when situation had improved.

Similar complaints now from businesses in Kingussie (Guest house, hotel), the situation gradually got worse (E.g. Gynack Memorial Gardens vandalised) & then taken to the Joint Highland Community Safety Tasking Group in November 09 which lead to increased resources and policing in the area.

Council, police & independent sector continued dialogue & working with community & young people on various initiatives e.g. pupils sharing upkeep of Gynack Gardens (TECs, Youth Officers, School & British Legion)

Recent meeting with police August 2009 indicates there has been no issues over Summer in B&S

Benefits to date; reduced crime & fear of crime; reduction in alcohol misuse; young people taking responsibility; and contributing more effectively to their communities.

Partner Organisations & Lead Officers:

The Highland Council; Northern Constabulary; Voluntary Action B&S; National Children's Home Youth Clubs; Community Councils; British Legion.



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

The Highlands of Scotland has long held a reputation for being unparalleled in safety of its communities with the lowest level of crimes and residents feeling safe in the area where they live. The Highland Council with the community planning partners during the initial period of delivering SOA1 have built upon this, and has been working on creating an even safer environment for the people who live, work and visit Highlands. In doing so they focused on reduction of crime, fear of crime and levels of repeat victimisation, on tackling problematic alcohol and drug misuse as well as on improving overall level of safe driving.

From the baselines set in SOA1 to the end of 2008/9 community planning partners have further reduced the level of crime as well as improving communities perception on safety at their home and on becoming a victim of crime. Despite the overall level of alcohol and drug defined offences having decreased over the last three years, reducing alcohol and drug misuse remains a priority for community safety. There are number of initiatives aiming to prevent and tackle alcohol misuse, including the recent alcohol brief intervention and preventative work carried out by Community Fire Safety Advocates. There remain challenges for the community planning partners and local priorities have been set including reducing the number of fire casualties, decreasing waiting times for drug treatment or increasing the amount of drug misusers in contact with care services. The work on tackling drug misuse is crucial, in particular in a recent climate where the overall number of drug related deaths has increased.

In relation to safety on Highlands' roads there were fewer people who were killed or slightly / seriously injured in road traffic accidents however at the same time the number of household reporting concern with speeding has increased during the last three years. To improve the levels of safe driving 20mph restrictions for all the Highlands Primary Schools have almost been completed as well as another 350 young drivers received enhanced driver education through Pass Plus program.

Although majority of community safety outcomes agreed in the first Single Outcome Agreement show a positive trend community planning partners are not complacent and recognise that there are still areas for improvement. These are being taken forward through SOA2 with new prioritise local outcomes to make the Highland communities safe from crime, disorder and danger.

Progress at March 2009 on local outcomes

Local Outcome	Indicators	Baseline	Progress at March 2008	Progress at March 2009	Progress toward/s to 2010/11	2010/2011 targets
Local Outcome 9.1	Percentage of residents who rate the area within 15 minutes walk of their home as fairly safe or very safe	94.7% (H&I) (2007/08) NC	94.7% (H&I)	95% (TCH)	✓	96% (H & I)
Reduced crime and fear of crime	Percentage of adult residents stating they were	54% (H&I) (2003/04)	49%	Data not available till November 2009		52%

very or slightly worried about becoming a victim of crime.	THC			-	
Number of recorded non-sexual crimes against the person (Class 1 Crime)	546 (THC) (2006/07) NC	418	451	✓	519 (THC)
Number of recorded crimes of Indecency (Class 2 Crime)	387 (THC) (2006/07) NC	330	361	✓	368 (THC)
Number of recorded crimes of malicious mischief and vandalism (Class 4 Crimes)	4714 (THC) (2006/07) NC	4420	4185	✓	4478 (THC)
Create safer environments by engendering the trust and confidence of all communities in order to combat the threat of violent extremism and terrorism: Number of instances of information being received from communities	Counting and screening begins in 2008-9 NC	n/a	28	-	50% Increase

Narrative on progress on Local Outcome 9.1

9.1.1/9.1.2 - Northern Constabulary community consultation surveys are carried out on a biennial basis and incorporate the Highland and Islands areas. The next survey is due for publication in the autumn of 2009, therefore the data used to report this indicator has been extracted from both the 2007 Northern Constabulary Excellence in Community Policing Report and the 2008 Highland Council Performance Survey. The 2007 Northern Constabulary Excellence in Community Policing Report highlighted that 94.7% of respondents rated the area within 15 minutes of their home as very safe or fairly safe. In 2008 The Highland Council Performance Survey highlighted that 95% of respondents felt that the area within 15 minutes of their home was either "very safe" or "fairly safe". This equates to an increase of 0.3% in feelings of safety which means that this SOA1 target has been achieved. In terms of fear of crime, initially used indicator has been replaced with another question asking respondents about how worried they were about becoming a victim of crime. The 2007 Excellence in Community Policing Report highlighted that 49% of respondents (47% in 2005) were very worried or slightly worried about becoming a victim of crime. This highlights an increase in perceived feelings of safety between 2005 and 2007. Without the 2009 survey results, a measurement of current performance in relation to this SOA1 target cannot be made.

9.1.3/4/5 - Crimes Against the Person (Class 1), Crimes of Indecency (Class 2) and Crimes of Vandalism (Class 4) in the Highland area show an overall decreasing trend with a 17%, 7% and 11% reduction respectively from the number of crimes committed in 2006/07. The 5% reduction target has already been achieved and exceeded by all of the above reported crime classes. During 2008/09 Class 1, 2 & 4 remained at relatively consistent monthly levels, with peaks exhibited during the months of June, August and October. The peaks during these times are consistent with school holiday periods and the busy tourist season. Compared only with the number of crimes committed in 2007/08 Class 1 & 2 Crime increased and Class 4 crime displayed a significant decrease. In terms of Class 1 crimes, Northern Constabulary is committed to tackling violence at a strategic level. This type of behaviour negatively impacts upon society as a whole and significantly impacts upon feelings of community safety. In particular, alcohol related violence and domestic abuse are high priority issues which require to be tackled through a long term multi-agency approach. Class 2 crimes, although not always violent in nature can have serious consequences for victims and impact significantly on feelings of safety. These types of crimes are notoriously under reported, with many victims reluctant to report a sexual offence or only reporting the offence once many years have passed. As a result, many crimes of indecency recorded by police relate to historical incidents. Antisocial behaviour continues to be a key issue within the force area, as it has a damaging effect on communities and impacts heavily upon feelings of safety. Antisocial behaviour takes many forms, however vandalism is a particular problem and consistently accounts for a high proportion of crime. In 2008/09 this trend continued with crimes of vandalism accounting for a significant proportion (40%) of total Class 1, 2 & 4 crimes in the Highland area.

9.1.6 - In early 2009, Northern Constabulary initiated an extensive programme of Counter Terrorism briefings to all staff members. The Force briefing officer visited each Division including visits to Shetland, Orkney and the Western Isles where deliveries were made direct to operational front line staff and police staff who engage with local communities. Given the unique nature of the Force geographic area, the task at hand was a challenging one. Notwithstanding this, the briefings were extremely well received at Force level and within the communities locally and as a result Refract intelligence has risen from 28 entries in 2008 to 111 entries so far in 2009. Should the rise in submissions continue in the same vein then we will have seen a 593% increase in intelligence reports. In addition the Force has delivered Counter Terrorism briefings to the 4 Local Authority chief executive units and their senior management teams as part of the Highland and Islands Strategic Co-ordinating Group (HISCG). These briefings again were very well received, and illustrate another vital strand of local partnership working. In October 2009 the Force will deliver the Counter Terrorism Local Profiles (CTLP) to each local authority giving guidance on terrorism matters.

Local outcome 9.2	Recorded alcohol related crime figures per 10,000 population.	1661 (2006/07) NC	1499	1425	✓	1545
Reduced problematic alcohol misuse	Improved health intervention for those misusing alcohol, measured by achieving the agreed number of screenings using the appropriate screening tool and appropriate alcohol brief intervention	Counting the intervention and screening begins 2008/09 NHS	n/a	Screenings begin April 09	-	8964
	Improved health intervention for those misusing alcohol, measured by achieving the agreed number of screenings using the appropriate screening tool and appropriate alcohol brief intervention	No base-line available. Counting the intervention and screening begins in 2008-9 THC	n/a	Data not currently available	?	n/a
	Number of fatal and non fatal fire casualties	42 average (2005 – 08) HIFRS	49	57	✗	34
	Extension to the Community Fire Safety Advocates service	4 (THC Area) (2007/08) HIFRS	4 (THC Area)	7 (THC Area)	✓	7 (2008/09)
	Number of alcohol related fires	32 average (2005 – 08) NC	34	16	✓	5% reduction (31)

Narrative on progress on Local Outcome 9.2

9.2.1 - Alcohol abuse is a real and serious public health issue which significantly impacts upon crime and anti-social behaviour and places increasing demands on police, health and local authority resources. Alcohol abuse and the related social implications impact heavily on community well-being and perceived feelings of safety. There is currently no recording mechanism for Northern Constabulary to record 'Alcohol Related' offences, i.e. crimes for which the consumption of alcohol was a contributory factor in the offence. In the absence of this reporting capability, the crime types used for this SOA1 indicator relate to offences which are alcohol 'defined' and not those that would be considered alcohol 'related'. Alcohol Defined offences are offences which are directly linked to alcohol, for instance; Drunk &

Incapable, Drink Driving and Licensing Offences. The Alcohol Defined offences have been split into the three categories of; General Alcohol Offences, Alcohol Offences Related to Young People and Transport Related Alcohol offences. In 2008/09 there was an overall reduction in the number of alcohol offences in Highland compared with the previous three years. During 2008/09 there was a decrease of 74 alcohol crimes compared with 2007/08 and 162 less crimes in 2007/08 compared with the year before. This equates to 16% less crimes recorded in 2008/09 compared with 2006/07 which means the 7% reduction target has already been achieved. General Alcohol Offences accounted for the largest proportion (57.5%) of alcohol defined crimes in Highland during 2008/09. Alcohol Offences Related to Young People and Transport Related Alcohol Offences accounted for 6.2% and 36.3% respectively. The most common alcohol defined offences during 2008/09 were Drunk and Incapable and Drink Driving, which respectively accounted for 43% and 33% of alcohol defined offences in Highland.

9.2.2 - Improving health intervention for those misusing alcohol by using the appropriate screening tool and appropriate alcohol brief intervention through NHS H staff have started in April 2009 therefore there is no data available for the previous years. The screening done through the Highland Council social work staff is not currently collected.

9.2.3 & 9.2.5 - The number of fire casualties in general rose in 2008/09, although the number of fires in dwellings has been dropping for several years. There is no obvious relationship over time in the number of casualties each year, but there are links between the number of casualties in fires and the use of intoxicating substances such as alcohol. The Service is concentrating its efforts on risk reduction, for example working in partnership with other agencies to provide home fire safety checks for persons in higher-risk groups who would otherwise neither accept nor welcome such advice.

9.2.4 - The Service recruited a number of Community Safety Advocates during the year. However, some of those recruited left the service before the end of the financial year and as a result our overall target was not met. The Service has since met its target by further recruitment to fill the remaining vacancies.

Local outcome 9.3	Recorded drug related crime figures per 10,000 population.	2160 (2006/07) NC	1935	1896	✓	2009
Reduced problematic drug misuse	Reduce waiting times for drug treatment and rehabilitation services - referral to assessment	89 < 28 days (2006/07) NHS	85% < 28 days	78% < 28 days average	✗	Maintain 89% < days
	Increase the number of drug mis-users in contact with treatment and care services	534 (2005/06) NHS	365	Due end 2009/early 2010	✗	587 2008
	Increase the number of people recovering from drug and alcohol problems entering training, education and employment	92 (2005/06) NHS Fairer Scotland Fund	n/a	n/a	-	TBC
	Reduce the number of drug related deaths	10 (2005) NHS	7 (2007)	20 (2008)	✗	25% reduction

Narrative on progress on Local Outcome 9.3

9.3.1 - There is currently no recording mechanism for Northern Constabulary to record all types of drug related crime. Crimes which would be considered drug related are those which are committed by persons under the influence of controlled drugs at the time of an offence, and acquisitive crimes committed by drug users in order to fund their drug habits. In the absence of this recording capability, the data provided for this SOA1 indicator relates only to offences involving the supply and possession of controlled drugs. In 2008/09 there was an overall reduction in the number of drug offences in Highland compared with the previous three years. There was a decrease of 12% in crimes recorded compared with 2006/07 which means the 7% reduction target has already been achieved. During 2008/09, 74.5% of drug offences related to 'Possession of Drugs' and a further 23.8% related to 'Supply, Possession with intent to Supply Drugs'. Whilst the number of offences has decreased, the effort to remove drugs from our communities has continued and a number of sizeable seizures of drugs have been made. Many of these seizures are drugs which would have been destined for small communities throughout the Highland area. In addition, taking an intelligence-led approach in relation to the

targeting of higher level drug dealers has a greater impact in terms of disrupting criminal networks.

9.3.2 - Waiting times for drug treatment and rehabilitation services is currently measured using the drug treatment waiting times framework. This framework is reported on quarterly by the Highland ADP and these reports are sent to the Information Services Division (ISD) of NHS National Services Scotland. In November 2009 Scottish Government will announced a new HEAT target for drug treatment waiting times. This HEAT target will be included in the NHSH LDP in Feb 2010 and will start to be measured against from 1 April 2010. Possible configuration of new target may read; 'x'% of clients referred to drug treatment receive a date for assessment that falls within 'y' weeks from date referred. Current trends in drug treatment waiting times from referral to assessment demonstrate an increase in the percentage of clients waiting longer than 28 days to access assessment for treatment in Highland. This increase is due to known service delivery challenges in Highland. Scottish Government is set to provide all NHS boards with guidance on referral pathways to support the delivery of the HEAT target. In conjunction with the development of the HEAT target, a review of local delivery and integrated working has recently been completed and it's anticipated that the final recommendations from this report will also support the pending redesign of Highland drug treatment services.

9.3.3 - The number of drug misusers in contact with treatment and care services is measured using drug treatment assessment (SMR25) information returned by drug treatment services to the Scottish Drug Misuse Database (SDMD) held by ISD. Statistics from the SDMD are published by ISD for each financial year; 2008/09 statistics are due for publication in December 09. The SMR25 form was implemented in 2006/07; therefore the statistics collected in previous years are not directly comparable. In 2007/08, 365 new individual clients commenced drug treatment in Highland; this was less than the 662 reported in 2006/07. Changes in the collection form in 2006/07 appeared to contributed to this difference as subsequent enquiry revealed that a non drug treatment service had been routinely returning SMR25 forms for clients in 2006/07. This was not the case in 2007/08 and appears to account for a large proportion of the difference between years. During 2009, ISD implemented a new web based version of SDMD for use by drug treatment services across Scotland. The web based system includes immediate validation of client information and enables enhanced collection with the addition of a follow-up form. While this improved system will assist to reduce any erroneous return of information by treatment services, fluctuations in statistics for 2008/09 year may still be expected due to challenges of implementation of this new system.

9.3.4 - The number of people recovering from drug and alcohol problems entering training, education and employment is not being measured through the Fairer Scotland process. **Info on core services to support this client group to be made available by 30/9/09.** – HC/SWS providing. In light of delivery reform and local community planning structural re-alignment the HADP strategy and performance framework from 2010 is in development and inclusion of an indicator to measure this activity is therefore not yet decided.

9.3.5 - Reducing the number of drug related deaths is a national priority. It is acknowledged that there has been an increase in the number of drug related deaths in the HADP area, which is consistent with the national trend. As per guidance from GRO Scotland (publishers of the annual drug related deaths data) it is important to note that when numbers are small for an area (which is the case for Highland) year to year fluctuations may look large, making predictions of long-term trends difficult. For this reason GROS use moving annual averages to provide a better guide to long-term trends, rather than year to year fluctuations in numbers. The five year annual averages for Highland demonstrate an upward trend (consistent with the national picture); 1996 - 2000 average of 3 has increased to a 2004 - 2008 average of 11. A National Drug Related Death Database was launched by ISD in January 2009 and it's likely that areas will move to using this as the tool for measurement, it is also anticipated that this will improve knowledge about the circumstances and help planners to direct resources accordingly. In response to rising deaths HDAAT (now HADP) moved to have a Drug Related Death Critical Incident Review Group, reports with recommendations are now fed to the strategic partnership, this group is currently developing a multi-agency protocol which will seek to include an agreed approach for those 'near misses'. There has been an increase in Harm Reduction Nurse specialist provision within Inverness and as a result of experience a pilot of the use of Naloxone commenced in July 2009. Training on Overdose awareness, basic life saving skills and the administration of Naloxone is delivered directly to the high risk group. An interim evaluation will be undertaken in 6 months with a final report at the end of the year.

Local Outcome 9.4	Reconviction rates for Highland local authority area	1665 (2006/07)	Due to be released Oct-09	n/a	-	Reduce by 2%
Reduced reconviction rates and levels of repeat victimisation	Incidence of domestic abuse per 100,000 population	1064 (2006/07) NC	998	1056	✓	Increase until confidence in reporting levels reached

Narrative on progress on Local Outcome 9.4.1

9.4.1 - The most available reconviction rate has been calculated for the years 2006/07.

9.4.2 - The domestic abuse indicator relates to incidents which are logged under the subject code 'Domestic Incident' on the Northern Constabulary incident logging system. During 2008/09, there was an increase of 58 domestic incidents compared with the previous year and a decrease of 8 domestic incidents compared with 2006/07. This equates to a 1% decrease since the baseline year. The nature of domestic violence makes it difficult to measure, as many victims are too fearful of their partners to report the matter to the police and as such, domestic abuse is a much bigger problem than crime figures suggest.

Local Outcome 9.5 Improved levels of safe driving	Percentage reduction in fatal / seriously injured road traffic accident casualties.	198 2006/07 NC	162	144	✓	Reduce by 40%
	Percentage reduction in child fatal / seriously injured road traffic accident casualties.	12 (2006/07) NC	14	5	✓	Reduce by 50%
	Percentage reduction in slightly injured road traffic accident casualties.	750 (2006/07) NC	670	667	✓	Reduce by 10%
	Increase number of young drivers receiving enhanced driver education.	241 (2006/07) THC	269	353	✓	450
	Number of schools with 20mph restrictions	44% (2006/07) THC	63.7%	96.6%	✓	100%
	Reduction in households reporting concerns with speeding.	74% (THC Area) (2006/07) THC	75% (THC Area)	74% (THC Area)	✓	68%

9.5.1/2/3 - In 2008/09 overall road traffic accident casualties decreased in the Highland area compared with the 2006/07 baseline. Since then there has been a 27% decrease in fatal and seriously injured casualties, a 58% decrease in child fatalities and seriously injured casualties and an 11% decrease in slightly injured casualties. As part of its 10 Year Plan for Transport, in July 2000 the Government set targets of a 40% reduction in those killed or seriously injured in road accidents; a 50% fall in children killed or seriously injured; and a 10% cut in slight casualties. In the Highland area both the 50% target for children killed and seriously injured and the 10% target for slight casualties have already been achieved. In terms of seasonal variation, the highest numbers of casualties occurred during the months of July and August. During the summer period roads are busier and there are increased numbers of foreign and non-local road users in the Highland area. Driver frustration due to delays on roads can increase during the tourist season and queues building up as a result of caravans and other slow moving vehicles can lead to ill-judged overtaking. In recent years, the majority of motorcycle fatalities have related to non-local motorcyclists who are not regular users of the roads in the Highlands. This trend has received significant press coverage and Northern Constabulary has targeted the motorcyclist fraternity with safety advice, providing 'Bikesafe' leaflets in motorcycle retail premises and tourist accommodation throughout the area.

9.5.4 - Highland Council has been funding the Pass Plus scheme since August 2005 with the key objective of reducing both accidents and casualty numbers in new drivers by encouraging them to complete the initiative. Pass Plus is an important tool that is used to give newly qualified drivers, no matter what age, additional valuable experience safely at the time they need it most. It consists of an additional course of six specially designed training sessions to follow on from a successful practical driving test. Since August 2005 a total of 962 candidates have registered for the Pass Plus Grant offered by Highland Council. In Highland approximately 1030 drivers (the vast majority of whom are aged between 17–25 yrs) pass their driving test every year, so with the current level of funding allowing 353 individuals to register last year we are currently providing approx 36% of individuals who pass their test the chance of grant help to encourage them to undertake pass plus.

9.5.5 - The 20 mph speed limit at schools is a programme initiated by the Scottish Executive in 2004. There are 206 schools in The Highland Council which have been identified as requiring 20 mph speed limits. The aim was to have all the speed limits completed by the end of financial year 2008/09. During the 3 financial years – 2005/06 to 2007/08 an average of 43.6 schools per year were completed but despite 60 schools having had 20 limits installed in the last financial year, six remained to be completed. Three of the remaining sites are at an advanced stage and all should be completed by the second quarter of this financial year. As at

end March 2009 96.6% of schools that have been identified as being suitable for a 20mph limit had one in operation.

9.5.6 -The 2008 Highland Council Performance Survey highlights that speeding cars have consistently been a top concern of respondents for the past 5 years.

National Outcome 9

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

Local Outcome

9.2 Reduce problematic alcohol misuse

9.3 Reduce problematic drug misuse

Inverness City Centre Operation Respect

This project aimed to give people the opportunity to enjoy enhanced public amenity space in a safe and relaxed manner, allow people safe passage to and from the City Centre and put diversionary opportunities in place for those drinking too much alcohol or taking drugs

Partners agreed to the following principal contributions to Operation Respect (City Centre) which ran, initially between 20 November 2008 and 3 January 2009:

- Highland Council – enhanced street lighting; focussed cleaning regime; youth activities; and co-ordination of contributory agencies/ groups.
- Northern Constabulary – focussed on public order issues; community safety; and support for youth activities.
- Street Pastors – enhanced City Centres patrol.
- Crimestoppers/ Crime Prevention Panel – information to the public on community safety.
- Stagecoach – Night Rider Bus Service
- Business Improvement District Co (BID) – youth activities; provision of Taxi Marshalls; Security Task Team – supporting prevention of disturbances at nightclubs during evenings and night time; and providing street patrols during the day to prevent shop lifting
- Scottish Ambulance Service – provision of City Centre Triage Unit.

Operation Respect achieved the following key benefits: improved amenity; reduction in violent crime; more diversionary activities for young people; use of a City Centre Triage Unit; Street Pastors gave support to those needing intervention to prevent potential breaches of the peace and to those needing other types of medical attention; and BID Security Task Team and Taxi Marshalls all reduced the threat of disorderly behaviour.

Partner Organisations & Leader Officers:

David Haas, Ben Hessling & Rhonda Mcrorie - The Highland Council; Superintendent Julian Innes - Northern Constabulary; Ian Mackay - Scottish Ambulance Service; Stefan Krause - Inverness Business Improvement District Co; Stewart Nicol - Chamber of Commerce; Jim Ferguson - Crimestoppers; Mark Hadfield - Street Pastors; Barry Haycock - Crime Prevention Panel; Joy Joyce – Bed & Breakfast Association

Operation Respect Partners with Provost of Inverness Jimmy Gray



<p>Local Outcome</p> <p>9.1 Reduce crime and fear of crime</p> <p>9.2 Reduce problematic alcohol misuse</p> <p>9.3 Reduce problematic drug misuse</p>	
<p>Midnight Street Football</p> <p>The Youth Action Service provides a multi agency approach to address youth offending, substance misuse and is committed to reducing anti social behaviour in Highlands by young people making our communities healthier and safer environments.</p> <p>It is recognised that this requires working in partnership with other services, local communities and young people themselves. It is important that as well as offering structured programmes to work with specifically identified young people involved in offending and substance misuse that we also offer the opportunities to allow young people the opportunity to make more positive and healthier choices with their leisure time.</p> <p>To help address this, the Midnight Street Football initiative launched in April 2008 by the Provost of Inverness has made a significant contribution to engaging with young people who traditionally have been difficult to work with.</p> <p>Operating at night on the streets across many parts of Highland, this service is provided by Action for Children and funded by a partnership between Highland Council local ward and national grants.</p> <p>The service works closely with local communities, elected members, Education, Culture & Sport, Police and Youth Action Teams to identify specific areas of need and appropriate venues to maximize community involvement and ensure successful events.</p> <p>The midnight football has been received very positively by many young people with often over 40 young people attending each night. In an effort to engage with as many young people as possible Action for Children also provide a mobile camper van that offers alternative activities such as a Nail Bar for those not wanting to play football. This also offers advice and guidance to young people on offending and substance misuse and offers links and contacts to other services.</p> <p>Local communities and their elected representatives have responded very positively to this initiative and have expressed a keen interest both in increasing the number of events in their area and also in increasing the number of locations.</p> <p>The Police have been very supportive and state they seen significant drop in the number of offences reported and levels of anti social behaviour in areas where these events have occurred.</p>	Midnight Street Football
	Midnight Street Football
<p><i>Partner Organisations & Leader Officers:</i></p> <p>The Highland Council; Northern Constabulary; Action for Children;</p>	

Local Outcome

9.1 Reduce crime and fear of crime

9.2 Reduce problematic alcohol misuse

9.3 Reduce problematic drug misuse

Bluelight Disco

Bluelight Disco is a youth initiative which provides an opportunity for young people to meet in an environment which is free from alcohol, drugs, violence and antisocial behaviour. The Bluelight Disco is coordinated by Northern Constabulary and involves around 20 partners from public and private sector, schools and voluntary organisations.

The first Blue Light Disco took place on the 27 June 2008 in Strathpeffer and attracted around 200 young people aged 12-18 from the Dingwall, Fortrose, Gairloch and Ullapool areas. The success of the first event caused that further events have been rolled out to Easter Ross, Inverness with numbers attending raised to 340. Another disco is planned for Autumn 2009 and there is consideration being given to Bluelight in Alness.

All ticket holders attending are breathalysed and searched by police officers prior to boarding the free transport or at the entrance of the venue. During the event an affordable tuck shop is available where we are endeavouring to promote healthy choices with free fruit on offer. Disco accessories such as glow sticks and bunny ears are also available creating a fun element for both young people and volunteers. As well providing music there is a chill out room for young people to take time out. Specialist staff are available to provide young people with information and guidance on issues such as sexual health, drugs and alcohol.

The project has created strong links with the private sector. Stagecoach are the main sponsors of the event and provide a free transport service for all young people wishing to attend. Private donations have also been given by a variety of local businesses.

The outcomes of the event were very positive including that no one arrived under the influence of drugs or alcohol, there were no incidents of violence, Searches turned up nothing and people chat about it at school. It reached the target audience by ensuring that those young people who would normally be out on street drinking on a Friday evening

Partner Organisations & Leader Officers:

Northern Constabulary; The Highland Council; Highlands and Islands Fire and Rescue Service; NHS Highland; Coastguard Agency, Alcohol Counselling Services; Drugs & Alcohol Forum members; Careers Scotland; Scottish Ambulance Service; British Red Cross; Highland Youth Voice, young people from local Secondary Schools; Youth Highland; Dingwall Youth Café; Fortrose Youth Café; Culbokie Youth Action; Strathpeffer Spa Pavilion;

Blue Light Disco at Strathpeffer Pavilion August 2008



Local Outcome

9.2 Reduced problematic alcohol misuse

Alcohol Play- “A is for Alkie”

This play was commissioned by the lead partner, Highland Council’s Education, Culture and Sport Service, to examine the ways in which young people view themselves and society on alcohol misuse.

The outreach worker for Eden Court wrote the play by obtaining both young peoples and professional views on the subject. This play was then rolled out to all S1s, S2s in the four secondary schools in Lochaber.

Primary 7s had separate showings of the play and there was also one evening show for adults and senior pupils in Kinlochleven High School. The performance took the audience through the alphabet with each letter spelling out an attribute on the effects of alcohol for example B is for Beer- the actors then chanted a song.

Over all the numbers attending were as follows:-

- P7s Over 150
- S1+ S2s Over 400
- Evening show- 60
(Mix of senior pupils, parents, elected members, Community Council, Community members)

Partner Organisations & Leader Officers:

Simon Jeffrey – The Highland Council; John Chishlom - Northern Constabulary; Ilona Munro - Eden Court Outreach Team

Local Outcome**9.2 Reduce problematic alcohol misuse****9.3 Reduce problematic drug misuse****ASSET**

The Youth Action Team member became lead professional for a young boy aged 14years. The presenting issues were; Increasing offending behaviour, behaviour problems within school and also a child protection issue regarding an alleged assault. (This was dealt with by the local Children and Families Team following an assessment which concluded without any further action).

An ASSET assessment which included the ASSET Mental Health Screening questionnaire was completed and the result showed a high probability to re-offend due to emotional difficulties and deteriorating family relationships, compounded by scapegoating within the community. Alcohol was also considered to be a potential feature of this young boy's life. A Child's Plan was drawn up which encompassed; Family Group Conferencing to address family relationships, (included additional individual support from the YAT worker for parenting advice) an offending programme (Ross R and R2 Programme) and a Drug and Alcohol awareness programme and an Anger Management programme. This was provided over an 18 month period and implemented in appropriate stages. Towards the end of the interventions a mentor was introduced from a partner agency to encourage alternate social activities and diversion from family pressures. Around this time, as part of diversion and in consideration of future opportunities for him he identified a possible future career in the Armed Forces. It was agreed that he attend a residential programme run in conjunction with Northern Constabulary and the Armed Forces. He more than successfully completed this course which confirmed his desire to follow this career path which was supported by his family. He also accessed paid work experience at this time.

In conclusion, the intervention programmes used with this young man were;

- Asset, Ross R and R2; Anger and Me; Drug and Alcohol Awareness all provided by Highland Council Youth Action Team
- Family Group Conferencing provided by Children First
- Operation Youth Advantage provided by Northern Constabulary and the Army.
- Significant guidance input from the Children's Services Worker and staff within Education.
- The offending behaviour ceased and the young man now has hopes of pursuing a worthwhile career.

Partner Organisations & Leader Officers:

The Highland Council; Children 1st; Northern Constabulary; the Army



National Outcome 10

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

To make the most of the potential of the Highlands, to grow the population and to enable sustainable development and continued economic growth, the Council has produced a Development Plans scheme and this has been consulted upon. In addition the preparation of a Coastal Development Plan is on target. The rate of growth and development in the Highlands is seen in not only in population and household growth (Outcome 1) but also in the scale of planning applications for new developments. The Highland Council continues to deal with high volumes of planning applications and more than any other Council in Scotland although the impact of recession is now being felt in the volume of applications.

Transport plays an important role in the sustainability of communities, particularly in rural areas where public transport provides dispersed communities with access to services and enhanced social inclusion (data and analysis awaited on public transport). Good progress has also been made in encouraging walking and cycling to school with 48% of primary pupils now arriving at school under their own power.

Sustainable communities need an adequate supply of suitable housing. There has been a growing need for more housing in the Highlands as the population and the number of households continues to grow, affordability has become a significant issue for a growing number of households. The number of houses enabled by planning policy has dipped from the 2007/8 baseline of 1886 to 1193 in 2008/9, a target of a further 4,114 unit has been set for completion by 2010/11 and this will be supported by new local development plans to support the effective supply of land for housing. The construction of affordable housing had also slowed and in part this is a response to the current economic climate but available funding in 2008/9 and 2010/11 is also restricted and further work is on-going with the Scottish Government and Housing Associations to minimise the shortfall.

In relation to investment in infrastructure for rural communities. The investment in the school estate is progressing well with target of 11 new schools opened through PPP achieved. Investment continues toward further new build and refurbishment of schools as part of an on-going planned approach to improving the learning and teaching environment. The majority of investment has also focused on providing wider community facilities for sports, arts and learning. Good progress is being made in development and construction of five new care homes and in investing in lifeline roads and bridges in Highland with £2.507M. The programme of up-grading of rural police stations is on target, as is the up-grading of the fire station network.

Some progress has been made in limiting the impact of distance from services in addition to the location and co-location of key services within communities as outlined above. The delivery of broadband services to schools and libraries has increased to 284 premises

connected from a baseline of 35 in 2007/8.

Progress at March 2009 on local outcomes

Local Outcome	Indicators	Baseline	Progress at March 2008	Progress at March 2009	Progress toward/s to 2010/11	2010/2011 targets
Local outcome 10.1 New development and growth is planned and designed for sustainability	Highland Development Plan in place	Development Plan Scheme published (2006/07) THC	Development Plans scheme prepared and consulted upon. Coastal development strategy on target.	Main issues Report prepared	✓	2010
	Three Area local Development Plans in place with full community participation by 2011	Not started (2006/07) THC	Not started - awaiting legislation	Work continuing on two local plans to be completed prior to start of new LDPs	✓	2011
	Number / % of new developments which are accompanied by a sustainable design statement	Design guidance approved (2006/07) THC	0	Legislation introduced in August 09	✗	No. and % target 100% (2010/11)
	All major retail developments include grey water system and renewable energy provision	Policy approved in (2006/07) THC	update guidance prepared	n/a	✗	100% (2010/11)
	Hectares Reclaimed, including sites accessed for future use	New Initiative (2008/09) THC	n/a	n/a	✗	38.89 hectares (2010/11)
	Increase the availability of buses (through working with commercial partners)	3% (2007/08) THC	3%		?	5% (2010/11)
	Increase the number of people using the bus network	6.5 million (2007/08)	6.5 million	6.6 million	-	5% (2010/11)
	Increase use of public transport in and around Inverness	3.0 million (2007/08) THC	3.0 million	4.7 million	✓	5% (2010/11)
	Increase the number of children walking and cycling to school	3,817 children (45% primary pupils)(2007/08) THC	7,676.55 children (45% primary pupils)	7875 children (48% primary pupils)	✓	10% increase (2010/11)

	% of residents who view their neighbourhood or community positively as a place to live	95% (2007/08) THC	95%	92%	X	Reduce variation across wards in % terms (2010/11)
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Narrative on progress on Local Outcome 10.1

10.1.1- Consultation on the Main Issues Report will commence on 31st August 2009.
10.1.2 - Preparation of the Sutherland and West Highland and Islands Local Plan continues, with an Examination into both plans by a Scottish Government appointed reporter. It is expected that this will be completed by the end of 2009. The first Local Development Plan for the Inner Moray Firth will commence in early 2010.
10.1.3 - Work on implementing the guide has been delayed.
10.1.4 - No detailed monitoring against this outcome has been carried out to date, although efforts do continue to ensure that major developments do deliver grey water and renewable energy provision.
10.1.5 - Delivery Plan progressing, preliminary studies underway. While initiative commenced in 2008/09 work related to Phase I & II background investigative work which will lead in 2009/10 & 10/11 into natural land remediated.
10.1.6 - Continue to work commercial operations and supported services.
10.1.8 - Stagecoach report increased usage in Inverness following completion of Streetscape.
10.1.9 - Continued investment in safer routes to school projects.

Local outcome 10.2	Deliver 6,000 houses enabled by planning policy	1886 (2007/08) THC	1886	3081	✓	Further 4,114 units completed by 2010-11
Increase the supply of housing	2,000 affordable houses approved or on site (within the 6,000 target above)	552 (2006/07) THC	563	815	✓	2,000 (2010/11)
	Reduction in the number of water supply areas and waste water treatment works that are constrained	Base-line to be set 2008/09 THC	n/a	7 WTW & 20 WWT	✓	Year on year reduction to (2010-11)

Narrative on progress on Local Outcome 10.2

10.2.1 - The reduction in the numbers of houses being built over the last year has largely been the result of the wider economic conditions, and the challenges there have been in the mortgage market. The focus for the Council is to ensure that the supply of land for housing remains up to date and constraint free for when the wider economic conditions recover. The new local development plans are essential pieces of work to ensure an effective supply of land for housing.
10.2.2 - There were 427 approvals against a target of 352. 490 houses were complete. Funding restrictions during 2009/10 and 2010/11 will impact on the number of new build properties and the target of 400 new homes will not be met. The Council is in discussion with the Scottish Government and Housing Associations to minimise the short fall.
10.2.3 - Dialogue continues with Scottish Water to ensure that these constraints are lifted as soon as practical

Local outcome 10.3	Completion of 11 new Primary and Secondary schools which include community facilities (sports, arte, learning)	5 (2007/08) THC	5	11	✓	11 (2010/11)
Investment in the infrastructure for rural communities	Replace 2 primary schools and start work on a third and which include community facilities (sports, arte, learning)	0 (2007/08) THC	0	0	■	3 (2010/11)

Refurbish 5 Secondary schools which include community facilities (sports, arte, learning)	0 (2007/08) THC	0	1	✓	5 (2010/11)
5 new care homes built to national standards providing care to 168 residents	Programme approved (2007/08) Tain, Muir of Ord, Inverness, Grantown on Spey and Fort William THC	Programme approved	In progress	✓	3 completed and 2 on site (2010/11)
Increase investment in lifeline roads and bridges in the Highlands	£600k (2007/08) THC	£0.775m	£2.507m	✓	Minimum of £5.4m for 2008-9-2010-11
Sustain investment in up-grading piers and harbours NB Raasay development due for completion in 2009-10 as a major project £18m.	£250k (2007/08) THC	£250k		?	£250k per annum
Up-grading of the police station network, with new stations scheduled for completion	New stations in Grantown on Spey, Lairg, Nairn, and new custody suite in Inverness Investment Programme approved 2008/09 NC	New stations in Grantown on Spey, Lairg, Nairn, and new custody suite in Inverness. Investment Programme approved 2008-9	Grantown on Spey PS - Completed Jul-08; Whalsey PS - Completed Apr-08; Lairg PS - Completed Jan-09; Rhiconnich PS - Completed Mar-09; Inverness Custody Suite completion due Jul-09; Nairn PS completion due Dec-09	✓	Completions Grantown on Spey 2008-9 Lairg 2009-10 Nairn 2010-11 Custody suite 2010-11
Up-grading of fire station network with new stations scheduled for completion	HIFRS	n/a	Aultbea, Carrbridge and Helmsdale - completed	✓	New stations Scourie, Helmsdale and Aultbea completed
Up-grading of fire station network with starts on site	New stations at Tongue, Rousay and Carbridge On site HIFRS	n/a	Tongue and Rousay – due for completion 2009	✓	

Narrative on progress on Local Outcome 10.3

10.3.4- Currently on target

10.3.5 - £1m per annum invested in lifeline roads and continued capital investment in lifeline bridges.

10.3.6 - Continued investment in Piers and Harbours through Harbours budget. New ferry terminal at Raasay under construction.

10.3.7 - During 2008/09 Northern Constabulary has been working on a number of projects in relation to the upgrading of the Police station network. Recently completed projects include; Grantown on Spey Police Station, Whalsay Police Station, Lairg Police Station, Rhiconnich Police Station and Phase 1 of the Custody Suite in Inverness. A new police station in Nairn is also currently under construction and is due for completion in December 2009. In addition to this these, other projects underway or in development include; Stornoway Police Station, the renovation of Glencoe Police Station and a renovation and new build for Fort William Police Station

10.3.8/9 - The Service has a programme of station replacement and improvement works which is ongoing. In recognition of the need to ensure best value in relation to its estate the Service has recently appointed a Property Manager who will take forward the programme of estate works in line with capital funding and identified needs.

Local Outcome 10.4 Limit the impact of distance from services in rural and remote communities	Increase the number of community transport schemes supported	17 (2007/08) THC	17	22	✓	5% (2010/11)
	Deliver Broadband to all schools and libraries	30 schools 5 libraries connected (2007/08) THC	96 council premises	284 council premises	✓	100% roll out (2009/10)
	Increase access to the Council's services by extending the opening hours of the Council's Telephony Service Centre	opening hours 9am-5pm (2006/07) THC	Opening hours 9am-5pm	Opening hours 9am-5pm	■	24/7, 265 days per year by 31-03-09
	Increase the number of internal and external services (as defined by the customer First 46 ESD targets) to be dealt with at 1 st point of contact to customers through the Customer Services Network.	52% (2006/07) THC	52%	52.0%	■	90% (2010/11)
	Develop and agree NHS telehealth strategy by December 2008	Base-line to be set 2008/09 NHS	n/a	Highland E-health strategy developed following development of national strategy. Will be signed off autumn 2009	✓	Strategy in place March 2009
	Increase number of households with broadband internet connection	Base-line to be set 2009/10 THC	n/a	n/a	✗	Implementation (2010/11)

Narrative on progress on Local Outcome 10.4

10.4.1 - New allocations of support funding for 23 community transport projects.

10.4.2 - HIE and BT Scotland presentations to Planning, Environment and Development Committee on issues facing provision of high speed broadband services.

10.4.3 - Customer Services Strategy approved at Resources Committee on 15th April 2009.

10.4.4 - Service Point Network achieve Charter Mark status and exceeding Customer First targets

National Outcome 10

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

Local Outcomes

10.1 New development and growth is planned and designed for sustainability

10.2 Increase the supply of housing

10.3 Invest in the infrastructure for rural communities

KILDARY – New Energy Homes

The Highland Housing Alliance, working closely with the Highland Council and their housing association partners, is taking the lead in developing a new approach to good value energy efficient sustainable homes. These properties known as “New Energy Homes” will be developed at a number of locations in the Highlands. These new properties offer the latest in energy-conscious construction, using sustainable materials and local resources. They will be heated by economical air source heat pumps which, combined with extremely efficient insulation, produce homes which are designed to cut down energy consumption and carbon emissions, and reduce maintenance and running costs. The build cost of these houses compares very favourably with more traditionally building practices.

The first New Energy Homes project has been completed. This has provided 17 new homes at Kildary in Easter Ross, increasing the supply housing in a small rural community. Four of the completed units have been made available for low cost home ownership through the Scottish Government’s Low cost Initiative for First Time buyers (LIFT) shared equity initiative. A further property has been adapted to meet the particular needs of a local family and has been made available for affordable rent through Albyn Housing Society. The site also has capacity for up to 16 private houses and a further 12 affordable homes.

The development has secured improved bus drop off locations and allowed a speed restriction to be imposed on the main road passing the village. The long established local bowling club have offered free subscriptions to new residents which will assist in community integration. The Alliance has issued “Eco” gardening packs, to new residents with the aim of encouraging a “green” approach to household and garden management.

4 bed detached houses



2 bed semi - detached houses



Partner Organisations & Lead Officers:-

Allan Maguire - The Highland Council; Susan Torrance - Highland Housing Alliance; Donald Lockhart, Albyn Housing Society

Local Outcome

10.3 Invest in the infrastructure for rural communities

11.3 Improved quality of life through community led action and more people feeling connected to their communities

A82 Partnership

The A82 partnership gathered support in January 2008 with the primary aim of ensuring the A82 trunk road received the appropriate recognition and investment. The campaign group actively lobbied for the inclusion of the A82 in the Scottish Transport Projects Review (STPR) 2.

The Partnership is driven by Lochaber communities however, has formed strong alliances with neighbouring Local Authorities and organisations which actively support and contribute to partnership activities. Their membership demonstrates the strength of support and importance of the campaign to the whole of the West Coast of Scotland.

Significant activity has included: formulating and implementing a campaign strategy, attracting national TV, radio and press coverage, running the most successful e-petition to date (over 8500 signatures), working positively with the petitions committee, running a promotional campaign which has seen over 50,000 leaflets and 20,000 car stickers distributed through petrol stations etc, developing a website to aid communications, working with young people and youth voice to provide an audience with MSP's and the Children's commissioner (Edinburgh), successfully keeping media attention through regular press releases etc (papers & radio supporting campaign), producing a DVD, meeting with MSP's and Transport Scotland.

Through these significant pieces of work at the end of 2008 it was announced that the A82 partnership had been successful in getting a commitment to significant investment for improvements. The partnership still continues to lobby for improvements to maintenance regimes and short/medium term investment.

Partner Organisations & Leader Officers:

HITRANS; Stirling Council; Argyll & Bute Council; Voluntary Action Lochaber; Fort William retail association; CALMAC; The Highland Council; Hauliers Association; Highland Youth Voice; Coach / Bus companies; HIE Lochaber; Northern Constabulary; Outdoor Capital of the UK; Scottish Ambulance service; Uist Council of Vol orgs; Hoteliers; HIFRS; MSP's & Councillors; National Trust for Scotland; Vol action Barra; All Lochaber community councils and Community Council Associations;

A82 Youth campaigners at the Scottish Parliament



Local Outcome 10.4

Limit the impact of distance from services in rural and remote communities

Supporting Communities to Maintain Essential Services

In 2008 two significant service provision consultations were undertaken in Highland. One related to post offices and the other BT payphone provision.

Post Office provision in Highland communities represents a vital life-line for many. Often provided alongside the only shop, the only source of accessing money and the social hub for the community, the removal of a post office questions the whole sustainability of that rural community. It is therefore vital to maintain services where possible and limit the impact the loss of services may have on rural and remote communities.

Payphone provision in a remote and rural area such as Highland still remains important. The development of mobile phone technology has inevitably reduced the significance of this service within many parts of the UK. However in a remote area such as Highland, the use of mobiles is severely restricted by reception constraints and with long stretches of remote roads and the high use of the mountains and coastlines for leisure, it is vital that there is a strategic payphone network across the Highland area.

In 2008, Post Office Ltd proposed to close 29 post offices across the Highland area and replace 11 of those with a reduced outreach service. The Council, in conjunction with the communities affected by these closures, mounted a firm defence in order to retain these services. One service within Pulteneytown in Wick was retained as a result of these efforts however the consultation brought to the fore the significance of post office provision and the need to mitigate against future closures wherever possible.

In 2008, BT instigated a consultation to remove 192 payphones across the Highland area. Under Ofcom guidelines, the Local Authority co-ordinates any consultation of this nature. The Council collated comments from community councils, community and voluntary group, the police and individual members of the public. Strong feelings were expressed by communities across the highland area regarding the need to maintain payphone provision primarily on public safety grounds. The Council objected to the removal of 151 payphone across the area. All objections were accepted by BT.

Partner Organisations & Leader Officers:

The Highland Council; Community Councils; Community & Voluntary Groups

Local Outcome

10.3 Invest in the infrastructure for rural communities

Lochaber Local Health Partnership

The Lochaber Local Health Partnership meets to promote positive interagency working in the Lochaber area. Through closer working, the statutory, private and voluntary agencies are able to better develop and integrate services within the locality. The Partnership also activity inputs into health related consultations, creating further opportunities to draw in communities and people with specific areas of expertise and knowledge.

Through discussion, the partnership identified a need to work with the new care home project team to positively influence the design of the planned new build for Fort William.

Working in collaboration with its partners an extensive consultation on the proposed design for the building was undertaken by LLHP members with partner agencies, practitioners, service users, private service providers, the Invernevis House action group and the wider community.

The information gathered formed the basis for further discussion with the project team and has ultimately led to significant improvements to the design - influenced by the communities which the care home will serve.

By drawing in local knowledge, expertise and enthusiasm, the LLHP in collaboration with the project team will ensure that a well designed building, comfortable in its surroundings; and meeting local needs will be delivered to the community.

Regular dialogue will continue with the project team to ensure partners and communities are kept involved and feel part of the development and implementation stages of the project.

Partner Organisations & Lead Officers:

NHS Highland; The Highland Council; Age Concern Scotland; Lochaber Community Care Forum; Invernevis Action Group; Scottish Ambulance service; Lochaber Housing Assoc.; Assoc. of Lochaber Community Councils; Independent sector reps

Local Outcome

10.1 new development and growth is planned and designed for sustainability

Merkinch Partnership was set up to help everyone work together and with the local community to improve the quality of peoples' lives. The population of the area is just over 4000 with relatively high numbers of single parent households. The area also displays persistently high levels of disadvantage, measured by levels of unemployment, disability, and income/ benefits

Merkinch Partnership, the local community planning partnership for the area (and a sub group of the wider Inverness Partnership), is working on a programme of environmental improvements in the Merkinch area. One element of the programme is the regeneration of Grant Street. The partnership, in conjunction with Inverness Partnership and the local businesses, wish to continue this regeneration by improvements to the shopping precinct.

A survey was conducted, 300 questionnaires were circulated to the local community and to every trader in Grant Street and this was reported back to Merkinch Partnership Board, where a decision was taken to fund this project. This was also reported back to the Community Council, Inverness Partnership, local Ward Councillors and traders in Grant Street for consultation.

To ensure the community received best value, the following was decided:

1. extension to car park;
2. new bus shelter and new lighting;
3. community notice board
4. landscaping and seats;
5. new lighting columns

Funding of Project: Inverness Partnership; Merkinch Partnership; Ward Discretionary Budget

Benefits to the community:

More car parking bays for shoppers; new bus shelters to protect public from the weather; notice board to advertise local events; new seats erected for the public; existing shrub-beds replaced with new plants to benefit the environment and area covered in bark to keep maintenance low; higher quality of lighting to improve community safety.



Partner Organisations & Lead Officers:

Anne Sutherland - Merkinch Partnership; James Flint - The Highland Council; Inverness Partnership; Merkinch Community Council; Merkinch Enterprise; Merkinch traders.

Local Outcome

10.3 Invest in the infrastructure for rural communities

Review of the Protocol for opening times of the Caledonian Canal Bridges in Inverness

British Waterways Scotland worked in partnership with The Highland Council to review the existing protocol which sets out when the swing bridges are not open to canal traffic. Implementation on the target date of 1 April 2009 marked the end of a rigorous consultative process involving:

- Traffic survey data gathered during July and August 2008.
- Jointly commissioning a micro-simulation model of the road and canal traffic at both swing bridges.
- 2 public Ward Forums seeking and responding to the view of the local community including Local Community Councillors, road and canal users, the emergency services and members of the public.
- On-line resources with forms to gather suggestions and published notes of meetings, with extensive use of PR to encourage engagement with the process.
- 3 Council Committee meetings to agree the process for review; consider the feedback from the community and the results of the technical analysis and to ratify the new protocol.

Benefits include:

- Fewer delays at peak times and a reduction in lengthy queues.
- Balanced outcome that takes into account the needs of road and canal users
- Transparent consultative process ensured community buy-in
- Established process for annual review and foundation for future partnership working.
- Improved communication between the organisations involved.



Partner Organisations & Lead Officers:

Councillors Pauline Munro and Alex Graham; Sam MacNaughton & Stewart Wardlaw - The Highland Council; Steve Dunlop, David Lamont and Russell Thomson - British Waterways Scotland; Bob Mitchell - Transport Scotland; Jim Kidd – Muirtown Community Council; George Greig - Inverness West Community Council; Northern Constabulary; Scottish Ambulance Service; Highland & Islands Fire & Rescue Service

Local Outcome

10.3 Invest in the infrastructure for rural communities

Fort Augustus Village Improvements

The need for improvements to the village centre in Fort Augustus were identified in the local plan for Inverness (2006) and in a development brief for Fort Augustus Village Centre (2007)

As a result over £100, 000 has been committed as part of the capital programme by Highland Council to undertake works to the tourist information centre area and main car park.

The works include: fencing, resurfacing and replacement of benches. There is also a memorial viewpoint at the West end of the village which is included in the improvement plan. This will be upgraded and repaved.

The Community Council in Fort Augustus was included in the consultation and was kept informed at all stages of the project. The Community Council has worked in partnership with the Highland Council at all stages of design of the improvements.

The key benefits of the project are that the improvements will enhance the quality of the local environment, encourage visitors to stay in the area longer which will be a positive contribution to the local economy. The project will also encourage community participation.

Fort Augustus Village



Entrance to car park at Fort Augustus



Partner Organisations & Lead Officer:

Sonia Wayman -The Highland Council; Fort Augustus & Glenmoriston Community Council



National Outcome 11

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

Progress against National Outcome 11 has been mixed. Good progress has been made in supporting the voluntary sector and a case study has been provided below in how the Highland Compact has been developed. Volunteering in Highland remains high with positive trends in self reporting volunteering through the Council's Public Performance Survey (CPPS) with 29% of respondents now reporting volunteering in some capacity within their community.

The number of communities assisted in purchasing land or property for community benefit has increased with Highlands and Islands Enterprise reporting support to date for 25 communities. In addition 36 communities have now been supported to engage with the benefits of renewables. While there has been a slight decline in the perception levels in relation to a 'sense of belonging to a community' within the CPPS overall the number of community led projects supported is increasing through effective use of resources at Ward level. Through the CPPS the levels of self reporting involvement in community life have been maintained for 'involved' or 'fairly involved' at 44%.

Further case studies providing qualitative evidence of progress against the national outcome have also been provided for support community council's through the development of training resources; community ownership of assets (Invergordon Skate Park); community led regeneration (Merkinch Conversation) and local community planning in action (Lochaber Partnership).

Progress at March 2009 on local outcomes

Local Outcome	Indicators	Baseline	Progress at March 2008	Progress at March 2009	Progress toward/s to 2010/11	2010/2011 targets
Local outcome 11.1	Compact between the Council and the voluntary sector agreed and operational	Agreed to proceed (2008) THC/HIE/NHSH/Vol Sector	n/a	Fact finding and discussions with sector begin	✓	2010 Implementation
A well supported voluntary sector with sustained high levels	At least maintain current levels of volunteering in the	27% population self-reporting volunteering in	27% (2008 survey)	29%	✓	At least 27%

of volunteering in the Highlands	Highlands	some capacity 2007 THC				2010
	Accredited training awards for volunteers in Sports Leadership	226 (2006/07) THC	302	1772	✓	1000 awards by (2010/11)

Narrative on progress on Local Outcome 11.1

11.1.1 - Pan Highland event held in March 2008 followed by area based sessions during 2008/09. Second pan highland event planned for draft compact in November 2009.

Local outcome 11.2 More communities own, manage or have a stake in local assets	Increase the number of communities assisted in purchasing land or property for the benefit of their communities	HIE 5 (HC area) (2006/07) THC base-line to be gathered (2008/09)	17 (HIE) THC awaited	24 (HIE) THC awaited	✓	HIE 10 (HC area) (cum) (2010/11) HC target TBC
	Increase the number of communities securing community benefit from renewable developments	24 (2006/07) THC	>24	36	✓	>24 (2010/11)
	Increase the number of community groups supported to invest in renewable energy	10 (2008/09) HIE	n/a	10 (2008/09) HIE	-	15 (2010/11)

Narrative on progress on Local Outcome 11.2

Local outcome 11.3 Improved quality of life through community led action and more people feeling connected to their communities	At least maintain % residents stating they are satisfied with their neighbourhood (rated very good and good)	69% very good 27% good (2005/06) THC/SHS	n/a	Data due Sept 09 Awaiting regional data	-	At least 69% very good At least 27% good (2009/10)
	Number of community led projects supported	New programmes start 2008 THC/HIE	n/a	37	✓	Impact Evaluated (2010/11)
	Number of local community led plans supported	Mapping of community led action plans 2008 THC	n/a	11	✓	Target TBC after mapping (2008/09)
	Number and range of community groups actively involved in community based economic	Baseline assessment 2008 THC	n/a	n/a	■	At least sustain existing annual number 2009/10

development					
Community Learning Plans in place to support community learning and capacity building in each of our Associated School Groups.	8 (2006/07) THC		New approach to community learning plans being put in place for 2009/10	■	29 (2010/11)
At least maintain the levels of: The sense of belonging to a community (to some or great extent)	71% (2007) THC	72%	68%	✗	At least 71% (2010/11)
At least maintain the levels of : Community acceptance of new residents (to some or great extent)	82% (2007) THC	83.0%	82%	✗	At least 82% (2010/11)
At least maintain the levels of : Involvement in life of the community (fairly or very involved)	44% (2007) THC	44%	44%	■	At least 44% (2010/11)
Reduce the number of recorded hate crimes.	Hate crimes 65 (2006/07) NC	69		?	Increase expected until confidence in reporting levels reached possibly before 2010-11
Racist incidents (forms recorded - reported to PF as crime)	Racist: 106 (2006/07) NC	124		?	Increase expected until confidence in reporting levels reached possibly before 2010-11
Other hate crimes (incident forms recorded - reported to PF as crime)	Hate incidents 6 (2006/07) NC	14		?	Increase expected until confidence in reporting levels reached possibly before 2010-11

Narrative on progress on Local Outcome 11.3

11.3.2 - Programme established and operational, with momentum building.

11.3.3 - LEADER Programme plans complete.

11.3.4 - Data available only covers Q4 of 2008/09 so would not be a baseline assessment for the year, so 2009/10 will be baseline

11.3.5 - New approach to community learning plans being put in place for 2009/10

National Outcome 11

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

Local Outcome

11.1 A well supported voluntary sector with sustained high levels of volunteering in the Highlands

Developing a Highland Compact

The Voluntary or Third Sector in Highland is strong and dynamic and plays a significant role in communities across the Highland area. It is estimated that there are around 8-9,000 Third sector organisations operating in Highland. Some will consist purely of volunteers working within their local community, others are operating with budgets of over £1million and bringing significant sums into the local economy.

Recognising the importance of the Third sector, the Council, NHS Highland and Highlands and Islands Enterprise, are currently developing a Compact in partnership with the Third Sector in Highland. A Compact is an agreement between Voluntary/Third sector organisations and public sector organisations setting out how they should work together for the benefit of Highland communities. The development of a Compact recognises the importance of the Third sector across Highland communities and encourages the sector to take a greater role.

Five regional consultation events were held during 2008/9 which provided the opportunity to consult with communities on the principles for the Compact and what it should include. The key benefits of developing a Compact between the third and public sectors were identified as:

- Improved communication
- Commitment to working together, leading to improved working relationships
- Bringing the third and statutory sectors together to deliver better outcomes
- Formalising the relationships between the sectors and providing a framework for the
- Providing a focus to promote information sharing, understanding and awareness raising
- Clarification of roles, responsibilities and expectations

Partner Organisations & Leader Officers:

Highland Council; NHS Highland; Highlands and Islands Enterprise; Highland Third Sector; Compact Working Group

Local Outcome

11.3 Improved quality of life through community led action and more people feeling connected to their communities

COMMUNITY COUNCIL TRAINING PACK

The purpose of this piece of work is to provide a training resource for Community Councils to ensure they understand their role as community councillors, to encourage organisational development and to be clear and pro active in respect of meeting the needs of the communities they serve.

The three partners in the project each took a different role in developing the material. Tasks included formation and development, initial research and production of material for pack, structure of pack, development of CD, review of content, designing the self assessment quiz, critical analysis of material, proofing , including piloting and evaluation of pack

In terms of identifying the need and scope of this work a questionnaire was circulated to all existing Community Councils at the time (of a potential 16, 3 were in abeyance in the period of undertaking the question).

The questionnaire was designed to assess the type of information required by Community Councillors, the form they would prefer to have the information in, the best time of day or week to carry out any workshop type events and whether or not they were willing to participate in the development of the material The returned questionnaires were analysed and the information gathered was used to form the structure and material for the pack. Key results from the analysis of the questionnaires revealed that the biggest demand for information was for planning. There was a bigger demand for written information as opposed to workshops and the best day for a workshop where this was deemed appropriate was identified as a weekday afternoon.

The benefits of this piece of work are that Community Councils are engaged in a process which is designed to empower them in terms of determining their own needs The process strengthens the relationship between the Community Councils, the Council and the voluntary sector by promoting a positive partnership relationship, Community Councillors are better informed and equipped to appropriately represent the communities they serve and more confident in their role, the wider community is better served and feel more connected to the consultation and decision making structure and process.

Overall the actions and the outcomes for this piece of work address effectively the local outcome 11.3 *'Improved quality of life through community led action and more people feeling connected to their communities'*.

Partner Organisations & Leader Officers:

The Highland Council; Community Development Officer; SLCVO; Community Councillors

Local Outcome

11.2 More communities own, manage or have a stake in local assets

Invergordon Community Council and Highland Council Youth staff identified an issue around young people skateboarding in the High Street. This raised 2 concerns –young people’s safety and intimidation felt by some of skate boarders ‘hanging about’. A second issue was identified around young people gathering and drinking in an old air raid adjacent to disused tennis courts. To address these concerns positively and effectively a project driven by the Community Council and supported by Highland Council an a local umbrella voluntary group (the Invergordon & District Initiative or ‘IDI’) emerged.

The Highland Council owned a site just off the town centre. The site contained an old disused building; disused tennis courts and an old air raid shelter .The Community Council negotiated a 21 year lease for the whole site. Therefore the community council controlled the site and was able to access funding for it. Based on community engagement the Community Council developed a 2 stage project which turned the site into a local amenity and the empty, deteriorating building into a community and child care facility.

Phase 1 was the demolition of the air raid shelter, refurbishment of the courts to provide a skate park and multi use court and provision of a viewing area. The subgroup formed to take this forward, included representation from the Community Council, the Highland Council and Highlands Islands Enterprise. A skaters group was also formed from keen young skate boarders supported by the Council’s Youth Development Officer. The Community Council obtained funding for the project (£43k for Phase 1, £97.5k for Phase 2) from a variety of sources (see project partners below) and Phase 1 was completed by the end of March 2008.

Phase 2, completed in May 2009, was the refurbishment of the building which opened its doors as an after school club in June 2009. Again the project was driven by the Community Council and supported by the Highland Council. A Highland based charity, Care and Learning Alliance, now operate the after school club which is a facility community feedback had identified as a major priority locally. When the after school club is not open the building is available as a community space. A store used by the community Council is also contained within the building and is used for marquee storage and such like.

The project overall meets national outcome 11, local outcome 11.2, it also encourages healthy activity contributing to National Outcome 6 ‘and local outcome 6.3, ‘Reduce Obesity in the population’. The After school club provides local affordable childcare which can be key to parents

Community reps help build skate park



Skate park is opened with a well attended ‘skate jam’



accessing employment, contributing to national Outcome 2.

Partner Organisations & Leader Officers:

Margaret Macpherson & Jaki Gardner Invergordon Community Council; Robert Dinneen, Fiona Morrison & Helen Ross - The Highland Council; Nicole Ewing - HIE; Brian Macleod & Liz Whiteford Invergordon & District initiative; Albyn Housing Society Ltd.

Funding from partners and Community Regeneration Funding; Antisocial Behaviour Fund (£5k); Fairer Scotland Fund (£5K); North Childcare & Family Resources Partnership & Working for Families (£55k), The Highland Council Discretionary Budget (£5.5k); HIE funding (£3K), Children in Need (£8k)

Local Outcome:

11.2 More communities own, manage or have a stake in local assets

11.3 Improved quality of life through community led action and more people feeling connected to their communities

Merkinch Community Conversation

The Merkinch Community Conversation took place from May to September 2008. It was conducted by Anne Sutherland, the Development Officer with Merkinch Partnership assisted by colleagues from Highland Council and other community groups in the area. Resident's were asked how they felt about their community - what's good/recent achievements, what needs improving and what's missing. It followed an earlier consultation conducted by the Partnership three years earlier as part of establishing the use of the Government's Community Regeneration Fund in the area.

The Conversation highlighted a number of successful projects that have been operating in the area –

- Operation Respect – a partnership with Northern Constabulary and volunteers out and about on the streets at weekends;
- a range of activities for young people at mp33 including cycle building and music groups;
- the highly successful Annual Community Arts Festival and Sports Programme;
- the designation of the Local Nature Reserve and Green Gym;
- improvements to Merkinch Community Centre;
- Traffic calming and environmental improvements to street areas;

The results of the consultation which included on street interviews; focus groups and community meetings, was circulated in the Merkinch News and Views, the community newspaper supported by the Partnership. The Conversation identified many good things that people appreciated about the area – as well as things they would like to see improved in the next phase of the regeneration of the area. Further information at -

<http://www.merkinch.info/>

Partner Organisations & Leader Officers:

Merkinch Partnership; Merkinch community organisations; All community Planning Partners

Local Outcome

11.1 A well supported voluntary sector with sustained high levels of volunteering in the Highlands

11.2 More communities own, manage or have a stake in local assets

11.3 Improved quality of life through community led action and more people feeling connected to their communities

Lochaber Partnership

The Lochaber Partnership (LP) is the community planning partnership for the Lochaber area which works with a wide range of public agency, private sector and community representatives. Established in 1996 as a Local Rural Partnership, the Partnership has evolved and changed over time to adapt to and reflect local issues and priorities. The objectives of the LP include taking forward the obligations of the partners in respect of Community Planning as set out in the Local Government in Scotland Act 2003. This is particularly in relation to engagement with community and voluntary organisations to encourage a range of other organisations to participate in the process.

A secondary objective is to develop and maintain the Lochaber Community Development Plan to work up and maintain a Lochaber Community Plan and to ensure that the Plan takes account of developments and remains current. A further objective is to develop and maintain close links with the Highland Community Planning Partnership, the community planning body for the Highlands and thereby contribute to and benefit from Highland initiatives. The Lochaber Partnership considers any consultation being carried out by the Partners, the Scottish Government etc and responds when appropriate on behalf of the Lochaber community.

The past eighteen months have seen significant change and development in the LP, as a direct result of the development of the Single Outcome Agreement and the setting of the Government's objectives. This new LP structure has been reflected in the latest version of the Community Development Plan and in the way the Partnership now meets on a themed basis. This allows more focussed prioritisation and positively encourages wider community engagement that was previously possible. Most importantly, it now allows for a clear and measurable plan, which identifies how local activity 'on the ground' is helping to contribute to the SOA. This work helps to identify where community aspirations need more resources to help them to be delivered and delivers a much closer connection with groups and individuals at the grass roots.



Partner Organisations & Leader Officers:

Dot Ferguson -The Highland Council; HIE; Lochaber Housing Association; NHS Highland; Northern Constabulary, SNH; Voluntary Action Lochaber; Association of Lochaber Community Councils; Forestry Commission Scotland; Job Centre Plus; Highlands and Islands Fire and Rescue Service; Scottish Water; Lochaber Trades Council; Visit Scotland; Fort William and District Chamber of Commerce; Mallaig and

District Chamber of Commerce; SEPA, HM. Coastguard; British Waterways Board; Lochaber College and Careers Scotland;

Local Outcomes

11.1 A well supported voluntary sector with sustained high levels of volunteering in the Highlands

11.2 More communities own, manage or have a stake in local assets

11.3 Improved quality of life through community led action and more people feeling connected to their communities

Dingwall and Seaforth Development Partnership

The Dingwall and Seaforth Development Partnership is the nominated Local Action Partnership for the Dingwall and Seaforth Ward and is a relatively new group. Formed as a sub-group of the Dingwall and Seaforth Ward Forum, the D & SDP was created to guide the drafting of the LEADER development plan and its submission to the Strategic Local Action Group. The Partnership covers Conon Bridge, Dingwall, Maryburgh and Muir of Ord Community Council areas and part of the Ferintosh Community Council area.

Membership of a LAP reflects public, private and voluntary sector interests across the ward. Reflecting the overall requirements for LEADER groups, a maximum of 50% of a LAP's members can be from public organisations and agencies. It has been viewed as important to ensure a geographic spread of members across the communities in the Dingwall and Seaforth Ward and to encourage voluntary sector involvement.

The D & SDP Development Plan was approved by the Strategic LAG in early 2009 and outlines the nature of the area and its needs. The main focus of the partnership is now to promote the LEADER fund locally, deliver the development plan and to approve project applications.

The LAP meets prior to the Dingwall and Seaforth Ward Forum every eight weeks to determine applications to the local LEADER fund and to take forward initiatives to implement the Development Plan. Community Capacity building events are currently being looked at following the successful launch of the LEADER fund in the ward at a Funding Fair and Workshop event held in May. The group are currently looking to recruit new members from the voluntary sector and are also working with the locally based Youth Development Officer to encourage participation from young people at Dingwall Academy.

Cllr. Peter Cairns chairs the LAP and is now looking at the first review of the Development Plan to better reflect changing local priorities.

Partner Organisations & Leader Officers:

Liz Cowie – The Highland Council; Dingwall Initiative; Maryburgh Amenities Association; Ferintosh Community Council; local business represented by Alister McKinnon, Conon Bridge and Tom Davis, Muir of Ord.



National Outcome 12

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

Overall progress has been made toward achieving the targets set to contribute to achieving national outcome 12. Local outcomes set to support the national outcome on increasing the recognition and awareness of the outstanding natural heritage of the Highland are achieving positive results, while subject to prevailing weather participation in the annual Highland Archaeology fortnight has dipped while the numbers participation in ranger guided walks and events shows a good increase increased and now exceeded the 2010/11 target. There has also been a significant increase in the use of the Highland outdoor education centre at Badaguish with user numbers well ahead of the ordinal target and now almost double the baseline at 7857.

Biodiversity plans and the work of local biodiversity projects and groups are being supported by LEADER Capacity Building Programme and by funding from the landfill tax scheme and Heritage Lottery Fund. There is restricted capability at the moment to accurately measure the detection and conviction of offenders against wildlife and environmental law. The most recent evaluation estimated the detection rate for the wildlife and environmental crime took place in 2007 and is estimated at about 83%. There is an increase expected in wildlife incidents from 24 incidents reported 2006/07 to 64 in 2008/09 as a result of a better reporting system, wider education campaign and possibly recent credit crunch. A case study has been provided as qualitative evidence of partnership working with communities around maintaining our natural heritage – Corrieyairack Pass.

Schools in Highland continue to progress well in educational projects around the environment which support the attainment of Eco School, Green Flag Status. There is steady movement by schools through the stages of bronze, silver and green flag awards, with 89 schools on the first rung at bronze level in 2008/9 compared with 20 in 2006/7.

In relation to improving the quality of housing toward meeting the Scottish Quality Standard from a baseline of 3% in 2006/7 the Council has moved forward to 22% in 2008/9, the approach has been under review and an updated Standard Delivery Plan is in place towards meeting the standard in all houses by 2015. The work on improving the quality and environmental impact of council housing has been provided as a case study below – Townlands Park, Cromarty

Progress at March 2009 on local outcomes

Local Outcome	Indicators	Baseline	Progress at March 2008	Progress at March 2009	Progress toward/s to 2010/11	2010/2011 targets
Local outcome 12.1	Increase to 95% the proportion of protected nature sites in favourable condition	71.5% (March 2005) SNH		77.50%	-	95% (2010/11)
Recognition and awareness of the outstanding natural heritage of the Highlands	Increase in the number of participants in ranger guided walks and events	8000 (2007/08) THC	11,256	12,603	✓	5% annual increase to (2010/11)
	Increase the number of participants in the annual Highland Archaeology Fortnight	5842 (2007/08) THC	5,842	5,008	✗	annual increase to (2010/11)
	6 core path plans approved <i>Plans approved and in use</i>	Nearing completion of formal consultations April 2008 THC	Formal consultations complete on 4 plans by April 08	Submission of core path plans to SG ministers for approval	✓	Plans submitted to Government by 2009
	Outdoor education - Annual increase in the users of the Badaguish residential base.	4020 (2007/08) THC	4020	7857	✓	5226 (2010/11)

Narrative on progress on Local Outcome 12.1

12.1.1 - However, it is important to note that some methodological changes have been undertaken in Cycle 2 and that therefore the two figures must be taken as indicative and cannot be directly compared. While the overall indicator is showing an improvement in performance it remains the case that is likely that the SG target of '95% protected sites in favourable condition by 2010' will not be met. 5. During 2009 private, conservation organisations and public sector landowners have been working with staff from SNH to discuss, agree and implement changes in management for natural features on designated sites which Site Condition Monitoring has found to be in unfavourable condition. During fieldwork, factors that may be having a negative or positive effect on the natural features of the site are noted, such as: current management practice on site, human influences unrelated to the site itself (e.g. air pollution) and natural factors (e.g. erosion). Recognising the potential impacts of these factors may help to understand why individual natural features may be in an unfavourable condition.

12.1.2 Significant improvement and it is hoped to built on for future years.

12.1.4 - Draft Plans submitted to Scottish Government Ministers in May 2009

Local outcome 12.2	Sustain Local Biodiversity Action Plans across all areas	8 (2006/07) THC	8	7	-	8
Limit pressures on species and habitats	At least maintain the number of local biodiversity projects	22 (2006/07) THC	24	24	✓	30 per annum (strategic and community) to (2010/11)
	Increase detection and conviction of offenders against	24 reported incidents estimated 83% detection	82 reported incidents;	64 reported incidents;	✓	10% increase by (2010/11)

	wildlife and environmental law	(2006/07) NC	83% detection rate	no detection rate available		
Narrative on progress on Local Outcome 12.2						
12.2.1/2 - 7 groups supported by LEADER Capacity Building Programme + Contribution to CNPA post+ landfill tax scheme + Heritage Lottery Fund project.						
12.2.3 - There is restricted capability at the moment to accurately measure the detection and conviction of offenders against wildlife and environmental law. The most recent evaluation estimated the detection rate for the wildlife and environmental crime took place in 2007 and is estimated at about 83%. Current used figure reflects the real level of wildlife and environmental incidents that are reported to the Police and which require some level of investigation before establishing crime or otherwise. They include solely wildlife crime and incidents based on Wildlife Countryside Act and Environmental Law which includes mostly: poisoning, trapping, egg collecting, taking of freshwater pearl mussels, introduction of non-native species, poaching of deer, salmon and ground game, interference and destruction of habitats, hare coursing and other offences involving hunting with dogs. There is an increase expected in wildlife incidents from 24 incidents reported 2006/07 to 64 in 2008/09 as a result of a better reporting system, wider education campaign and possibly recent credit crunch. As an example there were recently 3 cases with fresh water mussel poaching, whereas none reported cases within last 5 years. In terms of seasonal variation, the highest peak for wildlife and environmental incidents occurs during Christmas and New Year for poaching and during spring for egg collecting. Northern Constabulary is actively involved in education and awareness raising initiatives with partner agencies such as school inputs and the use of the Partnership Against Wildlife Crime Scotland mobile unit at game fairs and other events.						
Local outcome 12.3	Increase the number of schools achieving Eco School bronze award.	20 (2006/07) THC	36	89	✓	120 (2010/11)
Improved environmental awareness and action	Increase the number of schools achieving Eco School silver award.	12 (2006/07) THC	18	62	✓	67 (2010/11)
	Increase the number of schools achieving Eco School Green Flag status.	8 (2006/07) THC	13	28	✓	25 (2010/11)
Narrative on progress on Local Outcome 12.3						
12.3.1/2/3 - Significant increase reflecting the efforts of schools, officers and partners.						
Local outcome 12.4	Increase the % of Council houses meeting the Scottish Housing Quality Standard	3% (2006/07) THC	3.0%	22.0%	✓	76.0% (2010/11)
Narrative on progress on Local Outcome 12.4						
12.4.1 - An updated Standard Delivery Plan has been developed setting out the investment required to achieve Scottish Housing Quality Standard by 2015. The plan indicates that resources are available to meet the Scottish Housing Quality Standard in all houses by 2015.						

National Outcome 12

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

Local Outcome

12.4 Improve the quality of housing

Improving energy efficiency - Townlands Park Cromarty.

The houses in Townlands Park Cromarty were built in the 1970's to help accommodate workers in the oil industry who were employed at the Nigg construction yard. They were of a non traditional construction known as "no-fines" which is a poured concrete construction method. Tenants of these houses found them difficult to heat at a reasonable cost. Cromarty is off the gas network so heating choices are restricted and in this case the houses have electric storage heating. This was proving expensive to run in poorly insulated houses.

Townlands Together Residents Association is a very active group and improving the energy efficiency of their houses was one of their main priorities. After discussion with the group it was agreed that the houses would get new roofs and better insulation. The construction of the houses meant that the most common and cheapest form of wall insulation which is cavity wall insulation could not be used. It was agreed that the best way to improve the houses was by externally insulating them by over 80%. In addition the loft insulation was upgraded to meet current building standards.

76 houses were improved at a cost of £921,000. These were 2 storey houses and single storey houses including 10 sheltered houses for older people.

As well as meeting tenants' priorities for improvement, the project addressed the Council's aim to meet the Scottish Housing Quality Standard in all its houses by 2015. It is recognised that achieving the standard for energy efficiency is a challenge in Highland for a number of reasons with the main ones being those typified in this project i.e. the unavailability of gas for heating and house construction types that are more difficult and costly to insulate. A recent Energy Performance Certificate completed for a new tenant in Townlands Park illustrated that the energy efficiency rating of the house was 57 which achieves the standard for a house with electric heating.

Building on the success of their campaign for improved insulation, the Association have gone on to secure further gains for their area. Recently they have managed to get more benches for their local play area, and secured a grant to help fund their community clean up"

Partner Organisations & Leader Officers:

Tracey Urry - The Highland Council; Townlands Together Residents Association; Private Contractor

Townlands before improvement work



Townlands after energy efficiency improvements



Local Outcome

12.1 Recognition and awareness of the outstanding natural heritage of the Highlands

Corrieyairack Pass

Highland Council, Historic Scotland, the estates of Glensherro and Culachy and the Speyside Trust agreed an action plan in 2009 and committed funding to undertake emergency works to repair the Corrieyairack Pass, which starts near Fort Augustus.

Working in partnership this project will save the iconic S” shaped bends on the Pass which have been badly damaged through erosion.

The Pass is an important route for walkers and bikers and links two Wards- Ward 13 (Aird and Loch Ness and Ward 21 (Badenoch and Strathspey)

The Pass is an extraordinary part of the heritage of the Highlands and the Aird and loch Ness Ward. The original road way was built in 1737 by government troops under the command of general George Wade. It was one of a series of roads that linked barracks and was of great strategic importance in the Highlands.

The paths over the Pass are now promoted as renowned and challenging mountain biking trails and attract walkers and cyclists. No motor vehicles are permitted on the paths and road ways.

The Community Council in Fort Augustus were included in the consultation and were kept informed at all stages of the project.

This project helps to protect and enhance our built environment and recognises the importance of this historic and renowned track.

The key benefits of the project are that the path will be preserved and maintained for the benefit of all who wish to walk and cycle along the route, and contributes to the amenities available in the Fort Augustus area for visitors and the community.

Erosion to paths on the Pass



Corrieyairack Pass



Partner Organisations & Lead Officer:

Andrew Mackenzie - Speyside Trust; Highland Council; Historic Scotland; Fort August & Glenmoriston Community Council; private estates



National Outcome 13
We take pride in a strong fair and inclusive national identity

The Council continues to implement its Gaelic Plan. This work is overseen and monitored by the Gaelic Committee, a full 'strategic committee' of the Council. Its Members consider reports on significant topics such as the expansion and development of Gaelic Medium Education; raising the profile and awareness of the language through signage and staff training; or the roll-out of community development initiatives. Specific current actions include working with partners and the Scottish Government to address the supply of Gaelic teachers, and work to establish two new all-Gaelic schools in Portree and Fort William. In a cultural context the Blas festival celebrates the Highlands, with an emphasis on traditional music, Gaelic and youth. Embedded in local communities it is rapidly attracting an increasing market from elsewhere in Scotland, the UK and overseas.

Progress at March 2009 on local outcomes

Local Outcome	Indicators	Baseline	Progress at March 2008	Progress at March 2009	Progress toward/s to 2010/11	2010/2011 targets
Local outcome 13.1	Increase the % clients accessing Council services through the medium of Gaelic	Baseline to be set (2008/09) THC	n/a	Establishing baseline through Service Centre data collection under investigation	■	10% increase
Development of the Gaelic language and culture	Increase % people in the Highlands describing themselves as "well disposed" towards Gaelic	41% (Aug 2008) THC	41%	38%	✘	10% increase

Increase the % of Gaelic medium pupils who have Gaelic speaking parents /carers (including Learner parents)	40.0% (2006) THC	43.5% (Oct 08)	New data due Oct 09	■	46.0%
Increase the % of Gaelic medium pupils reporting regular use of Gaelic in the home	12.0% (2006) THC	12.0% (Oct 2008)	Due Oct-09	■	14.4%
Increase the number of 5-19 year olds speaking Gaelic (from 2001 Census)	2544 (2001) THC	n/a	Next survey 2011	■	3053

Narrative on progress on Local Outcome 13.1

13.1.2 - New indicator, so still a high value overall. Slight drop appears to be related to perceptions of the 'high cost' (sic) of bilingual road signs.

13.1.5 – Providing annual statistics on this indicator would require an extremely comprehensive and expensive survey exercise, in order to provide reliable and meaningful comparisons to the 'blanket' data-gathering carried out by the Census itself. Whether such an expense is justified requires further consideration by the Council.

Local outcome 13.2	Deliver a year round programme of events with a view to maximising visitor numbers	Set up process for delivering a programme of events (2008/09) THC	2007 Wind down complete	141 events supported	✓	Year Round Programme of Events
Growth in Arts, Literary, Drama and Music Festivals and local involvement in them and which celebrate the diverse heritage and interpretation of the Highlands	Positive customer feedback on Blas Festival	92% (especially high for 2007 and not seen to be sustainable) (2007/08) THC	92.0%	87.00%	✓	60-80% range ongoing
	Maintain number of winter festival events	3 (2007/08) THC	3	4	✓	Maintain number of events
	Festivals supported by the Council more than 3 years old at least maintain % seats sold	60% (2007/08) THC	60.0%	Festivals not yet taken place	■	60%
	Increase the number of, and participants in, sports, arts	£30k (2007/08) Base-line on number of	n/a	Cultural Bridges fund	✗	At least £30k Target TBC

	and culture events promoting community cohesion through the Cultural Bridges Fund	events and participants to be gathered 2008. THC		ceased <input type="checkbox"/>		
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Narrative on progress on Local Outcome 13.2
 13.2.5 - Cultural Bridges fund ceased

National Outcome 13

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

Local Outcome

13.2 Growth in Arts, Literary, Drama and Music Festivals and local involvement in them and which celebrate the diverse heritage and interpretation of the Highlands

Blas- Festival

Blas- festival celebrating the Highlands, with an emphasis on traditional music, Gaelic and youth.

This annual, 9 day festival promotes circa 45 performances in community venues throughout the Highlands, ranging from castles to village halls and theatres.

A complementary programme of community and schools based activities is provided, involving 3500 school pupils in 2008. The festival encapsulates, celebrates and promotes the identity of the contemporary Highlands.

Blas is run by a partnership of the Council and, the third sector organisations, Fèisean nan Gàidheal and Promoters Arts Network. The latter is a member organisation of voluntary local promoters. Highland & Islands Enterprise and Bòrd na Gàidhlig also support Blas. The 30+ local promoters are actively involved in all aspects of the festival, including its management and programming. It is locally recognised as a grassroots, hugely pleasurable event which strengthens communities and the Gaelic language.



Partner Organisations & Leader Officers:

The Highland Council; Fèisean nan Gàidheal; Promoters Arts Network; Highland & Islands Enterprise; Bòrd na Gàidhlig



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

There has been excellent progress in reducing public service consumption of energy and reducing carbon emissions. Across all indicators with the exception of street lighting, energy consumption in Council buildings met its 2010/11 target in 2008/9 and the target is under review. The results for the Council are being used as a key society result within the Council's self assessment processes using the Public Services Improvement Framework (PSIF). Green Travel plans are in place or underway across the partnership and NHSH are working to the national remote and rural health care plan. Baselines have now been established for recycling from Council Offices and an ambitious 50% target is now being worked on.

Across all indicators for the promotion of renewable energy and improvement of municipal waste management show positive trends in contribution to reducing Highland's impact on the local and global environment. The installed capacity of renewable energy is increasing year on year, the percentage of waste that is land filled continues to reduce while the trends for recycling and composting municipal waste improve.

Good progress is being made in relation to Flood Prevention Order is Highland with all indicators on target and resources diverted from winter maintenance to drainage and water course maintenance.

Progress at March 2009 on local outcomes

Local Outcome	Indicators	Baseline	Progress at March 2008	Progress at March 2009	Progress toward/s to 2010/11	2010/2011 targets
Local outcome 14.1	Reduce energy use in Council buildings by 15%	158,7GWh (2004/05) THC	138,8GWh	134.9GWh	✓	134.9 GWh
Reduce greenhouse gas emissions from regional public sector operations	Increase installed capacity of renewable energy equipment for Council buildings by a minimum of 4,000kW	300 kW (2004/05) THC	1193	1420	✓	4,000 kW+
	Reduce CO2 emissions from Council buildings by 15%	49,576 tonnes (2004/05) THC	44,057 tonnes CO2	42,539 tonnes CO2	✓	42140 tonnes

Maintain CO2 emissions from street lighting while street lighting network increases	7084 (2004/05) THC	7065	7193	✗	7013
Green travel plan produced and operational:	Highland Council – available June 2008	Draft	Individual plans produced for 16 sites	✓	Annual reports on progress
Green travel plan produced and operational:	HIE staff survey May 2008	n/a	Travel policy updated	✓	Plan in place and implemented
Develop and agree NHS Remote and Rural Policy by December 2008	Base-line to be set 2008-9 NHS	n/a	NHS Board working to national remote & rural healthcare plan	✓	Strategy in place (March 2009)
Increase recycling of waste from Council offices to a minimum of 50%	Baseline to be established (2009) THC	n/a	9300 tonnes of waste to landfill from Council premises. 1722 reams of paper purchased	✓	50% recycled (2009/10)

Narrative on progress on Local Outcome 14.1

14.1.1 - The Council is on track to meet the targets to reduce energy use by 15%

14.1.2 - Challenges with sites getting biomass installations, and problems with other proposed renewable installations, wind turbines and photo voltaic have resulted in the target for 2008/09 not being met. It is expected the plan target of 4000kW will be achieved through new projects and a wider range of technologies and suppliers.

14.1.3 - the Council is on track to meet the targets to reduce carbon emissions by 15%.

14.1.4 - Increase from 07/08 due to the updated electricity connection database being returned to the electricity supply company as a result of new housing developments – mainly in the Inverness/Nairn & Badenoch area.

14.1.5 - the Council is on track to meet the March 2010/11 target.

14.1.7 - To date, recycling facilities have been installed at Castle Wynd, Kinmylies and HQ. Recycling facilities will be rolled out across further offices in the coming months with Lochaber House and Dingwall Offices programmed to receive paper recycling facilities in the Autumn 2009.

Local outcome 14.2	Increase installed capacity of renewable energy in suitable locations in the Highlands (also in National Outcome 1)	506MW (2005) THC	689.27MW	819.45MW	✓	1280 megawatts (2010)
Promote renewable energy and improve municipal waste	Decrease the % of waste that is land filled	73.9% (2006/07)	68.8%	66.80%	✓	60.0%

management		THC				
	Decrease amount of Biodegradable Municipal Waste that is sent to landfill	73,237 (2006/07) THC	70,318	67,737	✓	60,817 (2009/10)
	Increase % Municipal Waste recycled	26.1% (2006/07) THC	31.4%	21.0%	✓	40.0% (2009/10)
	Increase % Municipal Waste recycled and composted	26.1% (2006/07) THC	31.4%	32.70%	✓	40.0%
	Increase % Municipal Waste recycled and composted	8.7% (2006/07) THC	11.2%	11.70%	✓	14.0%

Narrative on progress on Local Outcome 14.2

14.2.1- Progressing but realising target in part relates to grid upgrades (i.e. Beaully-Denny, Beaully-Dounreay)

14.2.2/3 -EfW proposal for Skye being progressed - consultants for feasibility study about to be appointed.

14.2.4/5a/b - recycling rate continues to increase year on year.

Local outcome 14.3	Plans to adapt Council services in place	Adaptation planning begins 2008 THC	n/a	3 of 7 Services	✓	7 services (2009/10)
Adapt public services to deal with the impact of global warming	Flood Protection Orders (FPOs): South West Relief Channel completed	In progress THC	Preliminary work completed	Flood order in place	✓	Completed
	River Ness	Draft FPO published 2008 THC	Preliminary design work	Flood Order in place and planning application being progressed	✓	Completed 2010-11 subject to statutory consents and funding
	Preliminary design work underway for FPOs for: Millburn, Dell Burn and Culloden in Inverness area, River Enrick in Drumnadrochit, River Thurso, River Lochy and Caol and Wick River. Completion dates TBC and subject to funding	Draft FPO published 2008 THC	Preliminary design work for 8 schemes	Initial design work carried out and projects being considered as part of the Capital programme review.	✓	Completed 2010-11 subject to statutory consents and funding

Demonstrable progress against the requirements of the Scottish Local Authority Climate Change Declaration (self-assessment)	Score of 22 out of 30 (2008) THC	Score of 22 out of 30	Due Sep-09	-	Score 30 out of 30
Divert a minimum of £335,000 from winter maintenance to drainage and water course maintenance	£335,000 (2007/08) THC	£335,000	Complete	✓	£335,000

Narrative on progress on Local Outcome 14.3

14.3.1 - On target for completion of by December 2009.

14.3.2 - Tenders for Phase I and II received and being assessed.

14.3.3 - Flood Order in place and planning application being progressed.

14.3.4 - Initial design work carried out and projects being considered as part of the Capital programme review.

National Outcome 14

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

Local Outcome

14.3 Adapt public services to deal with the impact of global warming

Adapting Services to Climate Change

The Highland Council Corporate Plan contains the commitment to produce and implement a climate change strategy for the Highlands to reduce our impact on the environment and adapt services to cope with the impact of climate change. A key component of this is to develop a strategy outlining the actions that will enable us to prepare for, and adapt to, the anticipated effects of climate change. A number of research projects and workshops have taken place to provide information and feedback for this.

The Highland Council was selected, along with City of Edinburgh, Perth & Kinross and South Lanarkshire Councils, to participate in a pilot **Local Climate Impacts Profile (LCLIP)** project for Scotland to highlight severe weather related incidents in the region over the past seven years. The data gathered has been used, together with other tools and evidence bases, to initiate discussions about the implications of such events with Council Services for each Service to ultimately identify actions to reduce the impact of such weather events in future.

To compliment adaptation work with Council services workshops have also been carried out with Glen Urquhart Community group, the Black Isle Ward Forum and at the Highland Environmental Network annual conference to incorporate community issues and priorities beyond those relating specifically to Council Service provision. In June 2008 the Highland Council invited representatives from the private, public and voluntary sectors to a Climate Change Conference to explore opportunities for partnership working. Building on the success of the event, a mapping exercise of Highland climate change related mitigation and adaptation initiatives was also carried out.

In addition The Highland Council has been asked by the Convention of the Highlands and Islands Secretariat, as a key Convention member, to prepare a paper on climate change issues and priorities and present this as a joint lead with the Scottish Government Climate Change Division, who will be presenting on the policy position and the Climate Change legislation, for the next meeting of the group in October.

Partner Organisations & Leader Officers:

Ailsa Villegas & Noel McAllister – The Highland Council; Clim-ATIC; UHI Millennium Institute; Scottish Government; Sustainable Scotland Network; Scottish & Northern Ireland Forum for Environmental Research

Glen Urquhart Community Workshop



Black Isle Ward Forum Workshop



Local Outcome

14.1 Reduce greenhouse gas emissions from regional public sector operations

Energy Management

The primary targets for energy management in Council buildings, within the Energy Management Performance Plan (EMPP), set against a 2004-05 baseline and to be delivered by 2010-11 are to:

- Reduce energy use in buildings by 15%;
- Save £3.8m in energy costs;
- Reduce CO₂ emissions by 15%;
- Increase the use of renewable energy sources by a minimum of 4,000kW.

In addition to improving the way energy is managed in buildings, the Council is in the process of implementing a revised carbon management plan to also reduce emissions in vehicle fleets, staff and member travel; street lighting; internal waste and water management. The plan was developed in collaboration with the Carbon Trust, a Government backed company that is helping organisations and the public sector move towards a low carbon economy in line with the Climate Change (Scotland) Act 2009 and the Carbon Reduction Commitment.

In 2009 Highland Council won the first prize in the Display® 'Towards Class A' award ceremony held in Brussels. Highland was primarily chosen as a shining example because of its ability to initiate a long-term communication campaign with clear goals in relation to energy and emission reduction. Recognising the important role all individuals can play towards emission reductions, in addition to renewable installation and efficiency measures in buildings, the campaign involves many stakeholders and has resulted in the creation of diverse communication materials, such as: establishment of a 'Green Ambassadors' staff champion network; posters, staff surveys, stickers, information on websites, staff forums, banners; work in schools and leaflets.

To further encourage a partnership approach towards tackling climate change the Highland Council invited representatives from the private, public and voluntary sectors to a Climate Change Conference to explore opportunities for co-ordinated working. This in turn is feeding into developments associated with the Highland Environmental Forum towards a Highland partner climate change declaration acknowledging the threat posed by climate change in the region and committing signatories to action.

Partner Organisations & Leader Officers:

Ailsa Villegas & Eddie Boyd – The Highland Council; BTCV; Highland Environmental Network; CSV Highland; Highland Environment Forum; The Carbon Trust; Community Energy Scotland.

'Green Ambassador' Launch



Awareness Work in Schools



Solar Panel Installation at HQ



Local Outcome

14.2 Promote Renewable Energy

14.3 Adapt public services to deal with the impact of Global Warming

Inverloch Primary School Biomass

As part of a programme of building improvement and asset management, the Council undertake improvements to assets to reduction of carbon emissions

The conversion of oil fired heating at Inverloch Primary School to use wood chip as an energy source is part of the Council's commitment to adapt services to reduce their impact on climate change. Introducing biomass fuel technology in Council properties is also part of the Council's programme for 2009 – 2011 which aims to increase the use of renewable micro generation technology The £120,000 project at Inverloch Primary School was instigated, developed and managed by the Council's Housing and Property Service and was funded through the Council's Property Investment and Energy Efficiency Investment Funds.

The school at Inverloch was heated by an oil fired boiler and this new supplementary heating which takes the lead over the original system will not only reduce the running cost of the school heating but will improve the climate by reducing the carbon emissions by approximately 80 tonnes each year.

The project was carried out by a local contractor and the fuel will be procured close to the site which allows local businesses to gain useful knowledge and experience and in the case of the fuel supplier, a long term income stream to allow them to develop expertise, sustainable work and offer this to the community.

The project included some interaction with the children and this raises the awareness of climate change with children, educates them on the options for change and improves their understanding of renewable technology and global warming.

Partner Organisations & Leader Officers:

Alf Leslie - The Highland Council; Inverloch Primary School

New Biomass Boiler



Children show officials round





National Outcome 15

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

The focus in contributing to this national outcome has been through demonstrating Best Value and continuous improvement, taking account of customers views and improving access to public services and ensuring our workforce is the right size, skilled, supported and rewarded fairly.

The Council has over the life of SOA1 worked towards the completion of all the actions of the last Best Value Audit of the Council. A report was submitted to The Highland Council in May 2009 which highlighted that all actions are either completed, due to complete in 2009 or progressing. Consequently the improvement plan following the BV1 audit will be concluded in full in 2009. The report further reflected on the Council's selection as a BV2 Pathfinder during Autumn 2009.

The Council conducts an annual public performance survey and survey results continue to report positive public views on the Council maintaining good quality local services and improved satisfaction levels with Council Services. Further improvement is evidenced in how well Highland people rate the Council in relation to 'listening local people' where a negative score has shifted positively to a neutral score of zero the overall aim is to raise this to a positive score by 2010/11. The full implementation of Ward Forums is anticipated will contribute to further improvement as access to discussion, debate and local democracy embeds through forum activity at community level across Highland. The Council has also worked with the Northern Constabulary on their bi-annual performance survey on policing and community safety and further work is planned to align survey processes to gain maximum benefit from the intelligence gathered in both surveys.

The Council is maintaining fulfilment of customer contact dealt with at the first point of contact at 90%, the indicator target is subject to review for SOA2 as maintaining at least 85% is well below sustained trends in performance. The Service Point Network has achieved Charter Mark status and continues to exceed Customer First targets. The implementation of Ward Forums has been completed and was complemented during 2008 by the development and implementation of a Ward Performance Reporting system to enable access to appropriate disaggregated data to Ward level, the system operated within the Council's Intranet and in a further development is about to go live for public access on the Council's Internet site. During 2008 a detailed review and satisfaction survey of Ward Forums and Ward Business Meetings was undertaken. This was reported to Highland Council on 30 October 2008 (Item 12, hc-44-08, 'Review of Ward Forum and Business Meetings'). All of the recommendations have been actioned, with only one still to be completed, the production of a Good Practice Manual. NHS has reduced the number of people waiting longer than 15 weeks from GP referral to first outpatient appointment to zero meeting the 2010/11 target.

The Council continues to meet and exceed savings target with £8.201M achieved in 2008/9 in an improving trend of efficiency savings since 2006/7. Work has progressed well in introducing modernised working conditions with a new pay & grading system in place during the early part of 2009. Sickness absence across all staff continues to show a reduction and 2010/11 targets have largely already been met. Further work is required to full roll out personal development plans (PDP's) and the Council has instigated monitoring procedures.

Progress at March 2009 on local outcomes

Local Outcome	Indicators	Baseline	Progress at March 2008	Progress at March 2009	Progress toward/s to 2010/11	2010/2011 targets
Local outcome 15.1 Best Value and continuous improvement are demonstrated	Council completes all outstanding improvement actions from the Audit of Best Value and Community Planning and receive positive Best Value audit reports	12 actions outstanding (2007) THC	4 completed 8 in progress	6 completed; 3 on target for 2009 completion	✓	Actions completed Date of next full audit TBC, 2010 at earliest
	At least maintain the public rating of the Council in maintaining good quality local services	40% net score (2007) THC	40% net score	47% net score	✓	At least 40% net score
	At least sustain satisfaction levels with Council services	80% very or fairly satisfied (2006/07) THC	82.0%	83.0%	✓	80%+
	Continuous improvement in NHS QIS clinical governance and risk management standards	score =8 (2006/07) NHHSH	n/a	Nest formal QIS assessment due March 2010	■	Score of 11 (2009/10)

Narrative on progress on Local Outcome 15.1

15.1.1 - The Council has progressed the actions of the last Best Value Audit a report was submitted to The Highland Council in May 2009 which highlighted that all actions are either completed, due to complete in 2009 or progressing. Consequently the improvement plan following the BV1 audit will be concluded in full in 2009. The report further reflected on the Council's selection as a BV2 Pathfinder during Autumn 2009.

15.1.2/3 – The Council continues to maintain positive public view on maintaining good quality local services and has improved satisfaction levels with Council Services.

Local outcome 15.2 Improved access to public services and take customers	Achieve 85% fulfilment of customer contact dealt with at first point of contact via customer services network. (more calls to be routed through the customer services network as more functions are included)	90.5% (2006/07) THC	91.0%	90%	■	At least 85%
	Ward forums operational and effective	Evaluation Report (2008/09)	All 22 Ward Forums	All 22 Ward Forums	✓	complete

views into account	THC	operating	operating		
Improve rating on agreement with the statement that "the Council listens to local people"	-2 (2007) THC	n/a	0	✓	Positive score
Anyone contacting their GP surgery has guaranteed access to a GP, nurse or other healthcare professional within 48 hours	99.0% (Sept-07) NHS	99%	New HEAT target to come online 09/10 A8.KPM1 not available	■	100.0% (Jun-08)
All urgent referrals for cancer will receive treatment within two months	95.7% (Jun-07) NHS	95.7%	95% Q3 08/09 (NHS area)	■	95.0% (Jun-08)
No patient will wait longer than 15 weeks from GP referral to first outpatient appointment	208 (April-08) NHS	n/a	0	✓	Zero (Mar-08)
98% of patients attending A&E will be discharged, admitted or transferred within 4 hours of arrival	99.0% (Sept-07)	99%	99%	✓	Maintain 99%
Improvement in the quality of healthcare experience	To be determined in first round of programme in 2008 NHS	n/a	Not available	?	Improvement to be reflected in annual surveys

Narrative on progress on Local Outcome 15.2						
15.2.1 - Service Point Network achieve Charter Mark status and exceeding Customer First targets						
15.2.2 - During 2008 a detailed review and satisfaction survey of Ward Forums and Ward Business Meetings was undertaken. This was reported to Highland Council on 30 October 2008 (Item 12, hc-44-08, 'Review of Ward Forum and Business Meetings). All of the recommendations have been actioned, with only one still to be completed – the production of a Good Practice Manual						
15.2.3 – Further improvement is evidence in how well Highland people rate the Council in relation to listening local people where a negative score has shifted positively to a neutral score of zero the overall aim is to raise this to a positive score by 2010/11. The full implementation of Ward Forums is anticipated will contribute to further improvement as access to discussion, debate and local democracy embeds through forum activity at community level across Highland.						
15.2.5 - This indicator can only be measured for the whole of NHS Highland and cannot be broken down to exclude Argyll and Bute.						
Local outcome 15.3	All efficiency targets met – Highland Council	£6.52m HC (2006/07) THC	£7.492m	target £8m and £8.201m achieved	✓	2% p.a.
Efficiency demonstrated	NHS Highland to operate within agreed revenue	n/a NHS	n/a	March 08/09 £45k under	■	2% annual recurring efficiency

resource limit, operate within capital resource limit, meet cash requirement and meet cash efficiency target			spend - 100% savings met		savings
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Narrative on progress on Local Outcome 15.3

15.3.1 - Targets have so far been achieved or exceeded. This will be increasingly more challenging in the future

Local Outcome 15.4	Modernised working conditions, new pay and grading structure and a single status Council workforce delivered.	In progress (2008) THC	In Progress	Pay & grading structure implemented, modernised working conditions in progress	✓	Delivered (end of 2009)
A workforce which is the right size, skilled, supported and rewarded fairly.	At least maintain or reduce the % Council days lost through staff sickness	4.8% Chief officers and employees (2006/07) THC	5.04%	4.81%	✓	4.8% or less
	At least maintain or reduce the % Council days lost through staff sickness	3.9% teachers (2006/07) THC	4.03%	3.15%	✓	3.9% or less
	Increase % of Council staff with a current Personal Development Plan in place	45.0% (2007) THC	45.0%	Due Mar-10	-	60.0%
	Increase the number of employees who consider the Council to be an above average or one of the best employers	26.0% (2007) THC	26.0%	Due Mar-10	-	40.0%
	NHS staff sickness to be no more than 4% by March 2009	4.75% (Apr-08) NHSH	4.9%	4.73% (Apr-09)	✓	4.0% (Mar-09)
	All NHS Highland staff in post 6 months + and covered by Agenda for Change to have Personal Development Plan in place by March 2009	20.0% (Apr-08) NHSH	Q1-8% Q2-9% Q3-14% Q4-70%	Q1 08/09 not avail Mar-09 target date moved by SGHD to May-09	?	100.0% (Mar-09)

Narrative on progress on Local Outcome 15.4

15.4.1 - Resources committee has approved the implementation of terms and conditions of service. Planned for June 2010

15.4.2a/b - % reducing

15.4.3 - All Services rolling out PDPs.

15.4.4 - Figures will be available when next employee Survey is undertaken in 2010

National Outcome 15

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

Local Outcome

15.2 Improved access to public services and customers' are taken into account

Following growing recognition of how the increased number of migrant workers moving to the Highlands and Islands contributed to the economy of the region, a Highlands and Islands Inward Migration Support Strategy was developed by the Highlands and Islands In-Migration Group in December 2005. The Strategy has been reviewed and the focus is now moving from welcome to include integration, cohesion and retention and the mainstreaming of many activities. Already recognised as an exemplar in Scotland, the Strategy seeks to realise the benefits of previous investment through targeted partnership projects and shared services and to secure both an economic and demographic impact.

The In-migration Action Group led by HIE and The Council has initiated and delivered various services, funded by HIE, THC, Scottish Government and ESF with in-kind support from partner agencies, to support migrant workers from 2005 onwards including:

- Development of a web-based Welcome Pack
- Development and delivery of English for Speakers of Other Languages (ESOL) at various levels, times and places across the area. This included the development of teaching resources, tutor training and support and the delivery of ESOL that addresses employability needs. The ability to communicate effectively is essential if people are to integrate and progress in the community and the workplace;
- Increase in provision of advice to migrant workers through specialist advisers. Having established capacity across the CAB network, a part-time Polish adviser remains in Inverness delivering advice to the most vulnerable, whilst other advisers provide advice, using interpretation, funded by the Council as required.
- Community Based Assistants provide support for families in the community, often the most isolated group
- International Guidance Officer at Inverness College in collaboration with HIE, Careers Scotland and other agencies provides basic careers guidance and signposting to other support services to enable migrant workers to make better use of their skills and experience. It reaches the end of the first year pilot in September 2009
- Cultural Bridges Fund which promoted activity in culture, sport and heritage
- Close partnership working between THC, HIE, Police, Fire Service, NHS and the voluntary sector to ensure a joined up approach to service delivery.

As part of the Strategy in 2007 The CPP commissioned a series of case studies to find out about the experience of people who have come to Scotland to work within the last three years. It was based on interviews at four case study sites; a hotel, a construction company, a fish processing factory and a school (parents, children and staff). Following completion of this work, a dialogue event was held for public and voluntary sector agencies in February 2008. The aim of the day was to get people talking to each other about what they were doing and what they ought to be doing to meet the needs of migrants.

An independent consultant was appointed to map current activities to support inward migrant workers, focusing on the Highland Council area, but assessing all other areas in the Highlands and Islands. The report [Supporting the in-migrant population of the Highlands and Islands](#) identified gaps and provided proposals to meet needs. It provided comprehensive information on existing support mechanisms in the Highlands and Islands and;

ascertained the views of key stakeholders in the public, private and voluntary sectors and those of service users.

Partner Organisations & Leader Officers:

Cath King & Mary Rhind - Highland Council; Ruth Sime – Highlands & Island Enterprise; Sue Mitchell & Judie Holliday- WEA; Carol Greer - CAS; Alastair Christie - Inverness CAB; Caroline Tolan - NHS Highland; Lisa Buchanan - Northern Constabulary; Renata Groves & Kathryn Thomas - International Guidance Officer

Local Outcome 15.3 Improved access to public services with customers' views taken into account

Identity and Passport Service (IPS)

One of our most high profile partnerships is with the Identity and Passport Service (IPS). New government legislation introduced in Oct 2008 requires all first time passport applicants to have an interview with an officer from the IPS. The interview requires face-to-face contact with an IPS official. Prior to partnership working this would have meant that an applicant from Portree (as an example) having to travel to the nearest passport office in Glasgow. By entering into discussions with the IPS, suitable Service Points (based on geography, and location) were identified where passport application interviews could be undertaken.

A number of factors had to be considered. These included confidentiality, security, technology and detailed training of Service Point staff. All Service Point staff had to agree to be "personally vetted (pv) by the Home Office. Staff consideration and agreement was sought before the partnership could be progressed to implementation. The partnership aim was to provide an "on the spot facility" for applicants to receive the interview without having to travel long distances to meet an official. This was to be achieved by introducing web cam technology to the Service Points linked to a passport office in the UK and providing real time interaction for the interview. This was the first trial of such a process in the UK.

The use of technology in the development of the service can not be underestimated. Each Service Point has been set up with its own external secure email link through which they receive the applicant's details and time of interview by IPS. By using the webcam system the interview can be completed with SP staff proving an information and guidance role to the applicant.

The trial was conducted in one of our Service Points to measure the success and when this proved that it could be accomplished – and without any problems - the service has been rolled and 6 Service Points across the Highlands now offer this service.

Golspie Shared Services

A change of location for the Service Point in Golspie led to an opportunity to create a new partnership agreement with Northern Constabulary (NC).

Under the partnership NC will have a presence in the office and Service Point staff operate as a partner in the role of Northern Constabulary.

The current police station in Golspie operates on a part time basis. There was real threat that NC would close this office with the next nearest office being in Dornoch. As the Golspie Service Point has additional space available NC was approached and asked if they would like to use the service point as their operating base. By utilising the Service Point, customers will have access to a full day time service operated by the police. Although the police will not be in attendance at all times, Service Point staff operate a service on their behalf. They are taking messages, making appointments, receiving lost or stolen property and receipt and verifying documents such as driving licences, insurance documents or any other requests the police have made to a customer to provide evidence to the Service Point. This is one of the first joint offices of this kind in Scotland (perhaps even the UK) and has proved an excellent partnership. Full cooperation was achieved with Northern Constabulary and they are active participants in this partnership. They (NC) are now looking to extend this service to other rural police stations where the Service Points can join in partnership with the local police staff.

Apart from Northern Constabulary, Finance Service has located a Money Advice Officer on the premises and the local Citizens Advice Bureau also operates from the same building. By utilising office space, by sharing facilities with other services and organisations and providing a base for services, partnership working can be achieved - and work.

It is important Customer Services challenges the way all services to the customer can be improved. This includes looking to develop new partnerships and taking the opportunity to work with partners in a joint venture even if on paper it does not look a correct match. It is only by looking outside the normal boundaries of service delivery that improvements can be made

Partner Organisations & Leader Officers:

Sarah- Jane Lawrence - Identity and Passport Service; Inspector Ramsey Aitken - Northern Constabulary; Willie Erskine - Highland Council

Local Outcome

15.4 A workforce which is the right size, skilled and rewarded fairly

The Finance Service considers Training & Development as integral to the achievement of its, and the Councils, goals. The latest MORI Staff Survey (2007) has shown continuing improvement in staff views in relation to Training & Development for both their current post and future career development.

The Service's Business & Technical Support Team wrote and designed an innovative e-Learning information resource on Council Tax aimed at all staff involved in the administration of Council Tax including back office staff and front line staff handling enquiries. It has been designed to help staff better understand Council Tax and can also be a useful reference site on Council Tax matters.

To help inform levels of understanding, a test with a minimum pass rate of 80% is undertaken with results centrally maintained. The majority of staff pass the test; for the few who do not, they review the course again and re-sit the course until a pass is achieved. All data continues to be centrally maintained.

Taking this approach further, a similar e-Learning information resource on Council Tax has been written and designed for customers and is due to "go live" in August 2009. It will be available via the Council's internet. Quality Assurance (QA) continues to be important in the design of these courses. For instance, following an e-mail by the Resources Chairman to all Members, some Members have participated in the QA of the "customer" Council Tax course. Information such as the number of "hits" will be maintained.

The Finance Service's approach to training involves using the PDP (Personal Development Plan) process each year to identify training needs. 94.6% of staff had a PDP in 2008/09. Training needs are gathered and collated annually and, subject to approval by the Finance Management Team (FMT), training is delivered. This process ensures that staff attend training which is appropriate to their current post, and funds permitting, commence training for their future career development.

Part of the training needs identified was for additional training for the counter-fraud team. The need within Highland Council itself meant that it was difficult to justify the expenditure required from a value for money perspective. However, as a result of close working with Moray, Aberdeen City, Aberdeenshire and Comhairle nan Eilean Siar Councils, a course for all 5 Councils was provided (in Inverness). This met the needs of all relevant staff and represented value for money.

In addition to delivering training on Housing Benefit and Council Tax Benefit to all relevant Highland Council staff, Business & Technical Support staff have also delivered training to Cairn and Albyn Housing Associations and SACRO. Course evaluations have been extremely positive.



Partner organisations & Lead Officers:

Meritec Ltd; Aberdeen City Council; Aberdeenshire Council; Comhairle nan Eilean Siar Council; Moray Council; Allan R Gunn & Gillian Petrie – The Highland Council