

# Volunteer Centre Western Isles

## Workplan for 2015-16



**Our Vision** is of a community where everyone volunteers. Where volunteering is recognised as integral to the health, wealth and vitality of the Outer Hebrides. Where the Volunteer Centre Western Isles provides a high quality localised service that supports the growth of volunteering in all islands, in every community, in each home, to any individual.

### **Our Values:**

- We are passionate about volunteering: we will support and encourage it in all its forms.
- We are committed to development – of the individual, the organisation and the community.
- We are supportive, friendly and non-judgemental in our dealings with ourselves and others.
- We are committed to giving a quality service and pursuing excellence in all that we do.

**Our Mission:** To actively support, promote and encourage volunteering.

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**Links to Scottish and Local Government Priorities and Outcomes and National and local TSI Outcomes.**

**OHCPP S.O.A Outcomes**

The populations of the O.H. are stable with a better balance of age, gender and socio-economic groups.  
The economy of the O.H. and the economies within the O.H. are thriving.  
The people of the Outer Hebrides are well educated well trained and well skilled  
The physical and mental health and wellbeing of the people throughout the Outer Hebrides is improved  
The communities of the O.H. are stronger and more able to identify, articulate and take action and responsibility regarding their needs and aspirations  
The people of the O.H. derive maximum benefit from the natural and cultural resources of the area whilst at the same time safeguarding those resources to benefit future generations  
The services of the O.H. are of high quality continuously improving and reflective of local needs.

**OHCPP's priorities for 2013-17:**

Our assets have provided opportunities for sustainable economic growth.  
Older people positively contribute to our economy and communities, and access appropriate and quality services to enable them to retain their independence.  
Our children and young people have the best start in life  
Our communities are physically and mentally healthier through an increase in physical and social activity  
Communities are safer and healthier by preventing and reducing the harmful effects of alcohol  
The people of the Outer Hebrides have improved standard of living through addressing poverty and inequalities  
The Outer Hebrides will be better connected with high quality infrastructure supporting broadband, travel and renewables.

**C-CIG Outcomes:**

**1a:** More people have increased opportunity and enthusiasm to volunteer  
**1b:** VIO's are better able to recruit, manage and retain volunteers.  
**4:** TSOs feel better connected and are able to influence and contribute to public policy

**Volunteer Centre Western Isles Long term Outcomes:**

1. Everyone in the Western Isles Volunteers  
2. Volunteers have a good experience and are welcomed wherever they go.  
3. Volunteering is recognised as integral to the health, wealth and vitality of the Western.  
4. The people and organisations of the Western Isles can easily access a range of quality volunteering support services.

**Scottish Government Priorities SOAs 2013 onwards**

- Outcomes for older people
- Employment
- Economic recovery and growth
- Health improvement
- Safer and stronger communities

**Scottish Government National Outcomes**

2. We realise our full economic potential with more and better employment opportunities for our people
3. We are better educated, more skilled and more successful, renowned for our research and innovation
4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens
6. We live longer, healthier lives
8. We have improved the life chances for children, young people
11. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others
12. We value and enjoy our built and natural environment and protect it and enhance it for future generations
15. Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it
16. Our public services are high quality, continually improving, efficient and responsive to local people's needs

Everyone in the Western Isles volunteers

Long Term Outcomes

Indirect influence

More people have increased enthusiasm and opportunity to volunteer

Medium Term Outcomes

Short Term Outcomes

Direct Influence

Information on volunteering is available in a variety of formats and is easily accessible to all.

People can access an opportunity suited to their needs and interests.

People see volunteering as a positive destination and are inspired to volunteer

People are motivated to volunteer from a young age

Reach

Potential and existing volunteers

Visitors to the Western Isles

Local employers and staff

Events organisers, potential volunteers

People of the Western Isles

Young people of the Western Isles

Activities/Outputs

Direct Control

Keep Milo up to date

Promote VC and its services

Encourage new opps within NHS

Schools have an award for volunteering at prizegiving

Media campaigns

Case studies leaflet and website section

16+ meetings

Facebook, Twitter and website all used to promote volunteering opps

WISE project

Run events that involve volunteers

Promote vol benefits to employers

support community events that involve volunteers

Display work, press releases, promotional work

School/college visits

Meet prospective volunteers - brokerage service

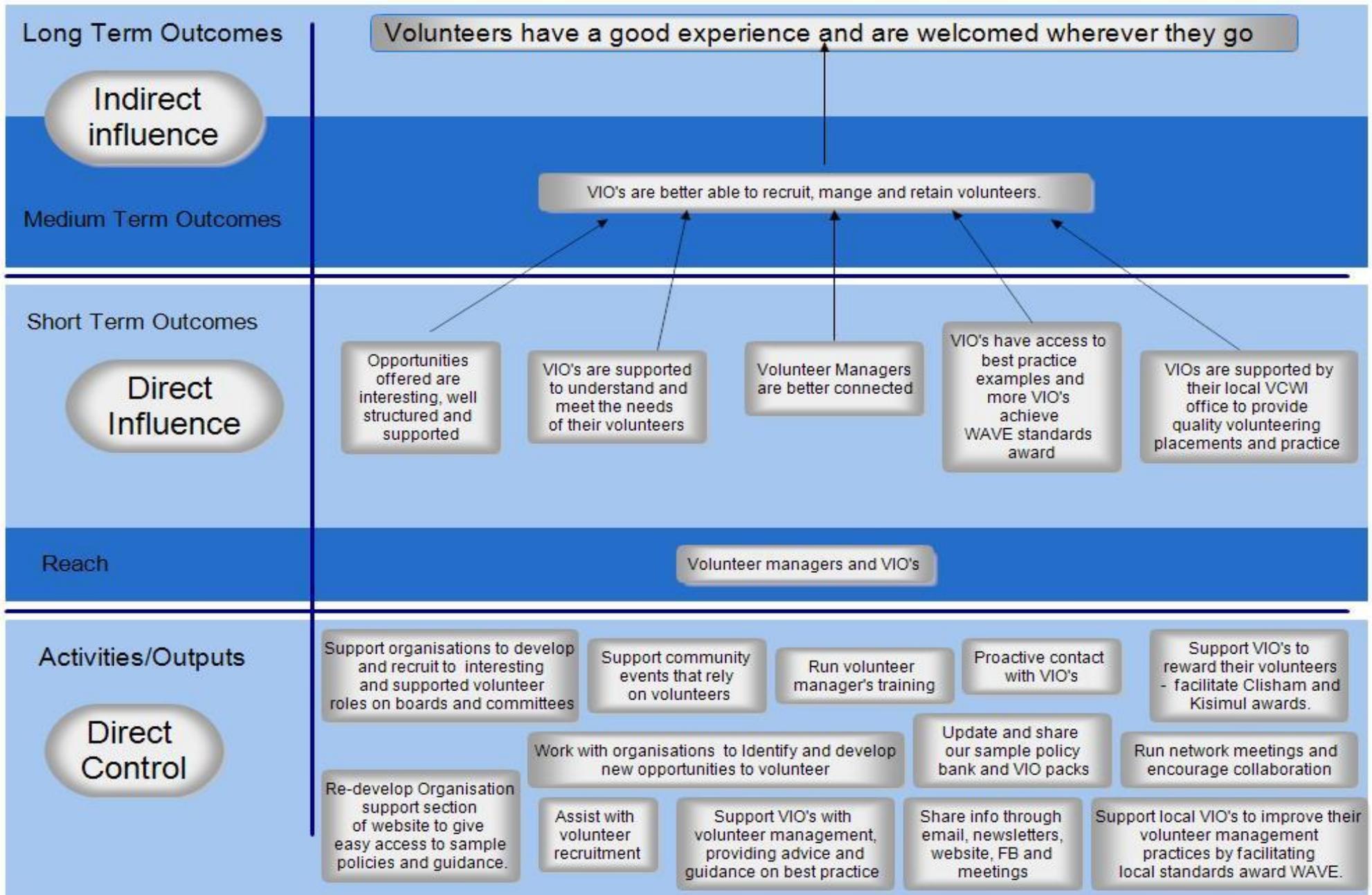
Contact VIO's and register opps

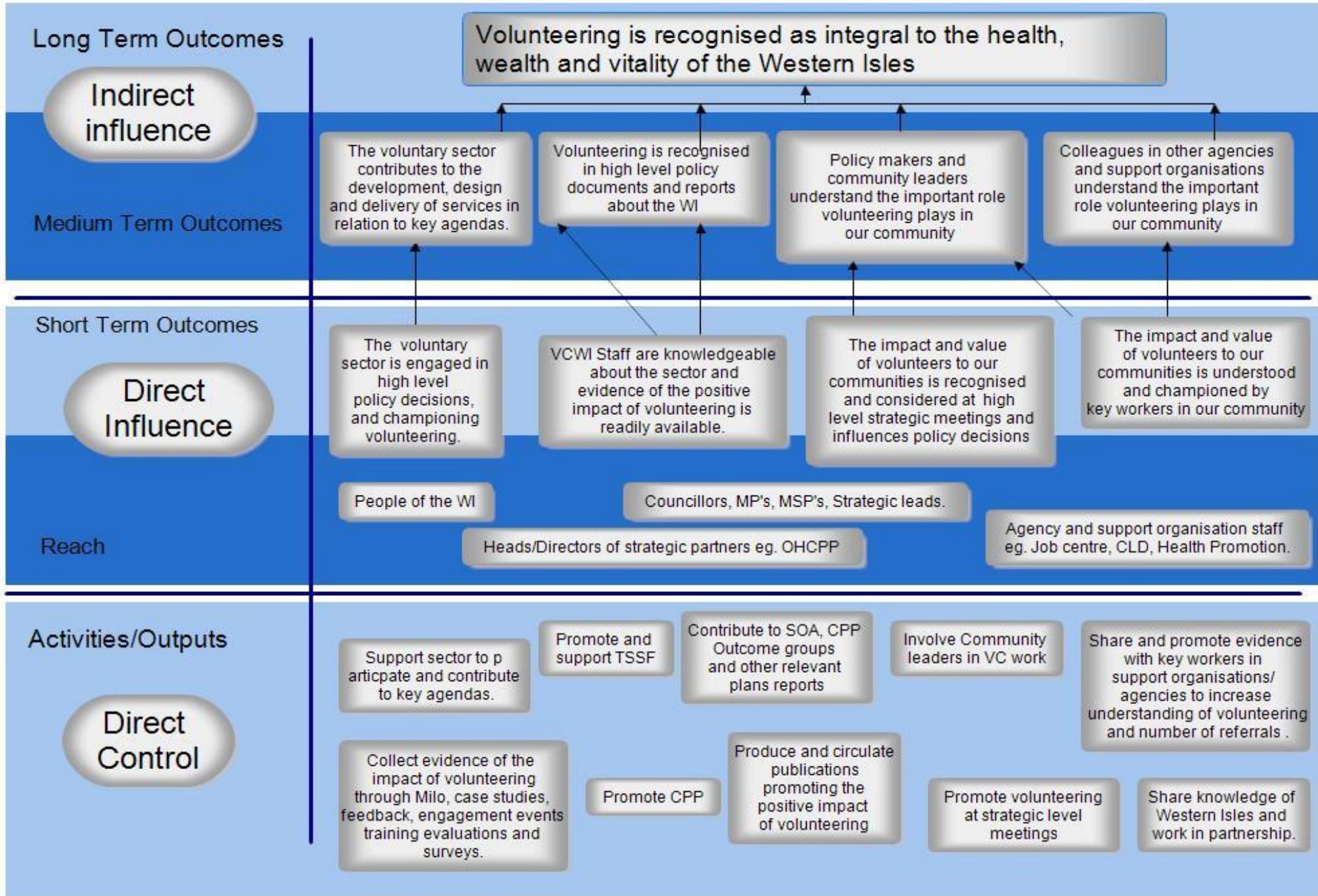
Marketing of opportunities available

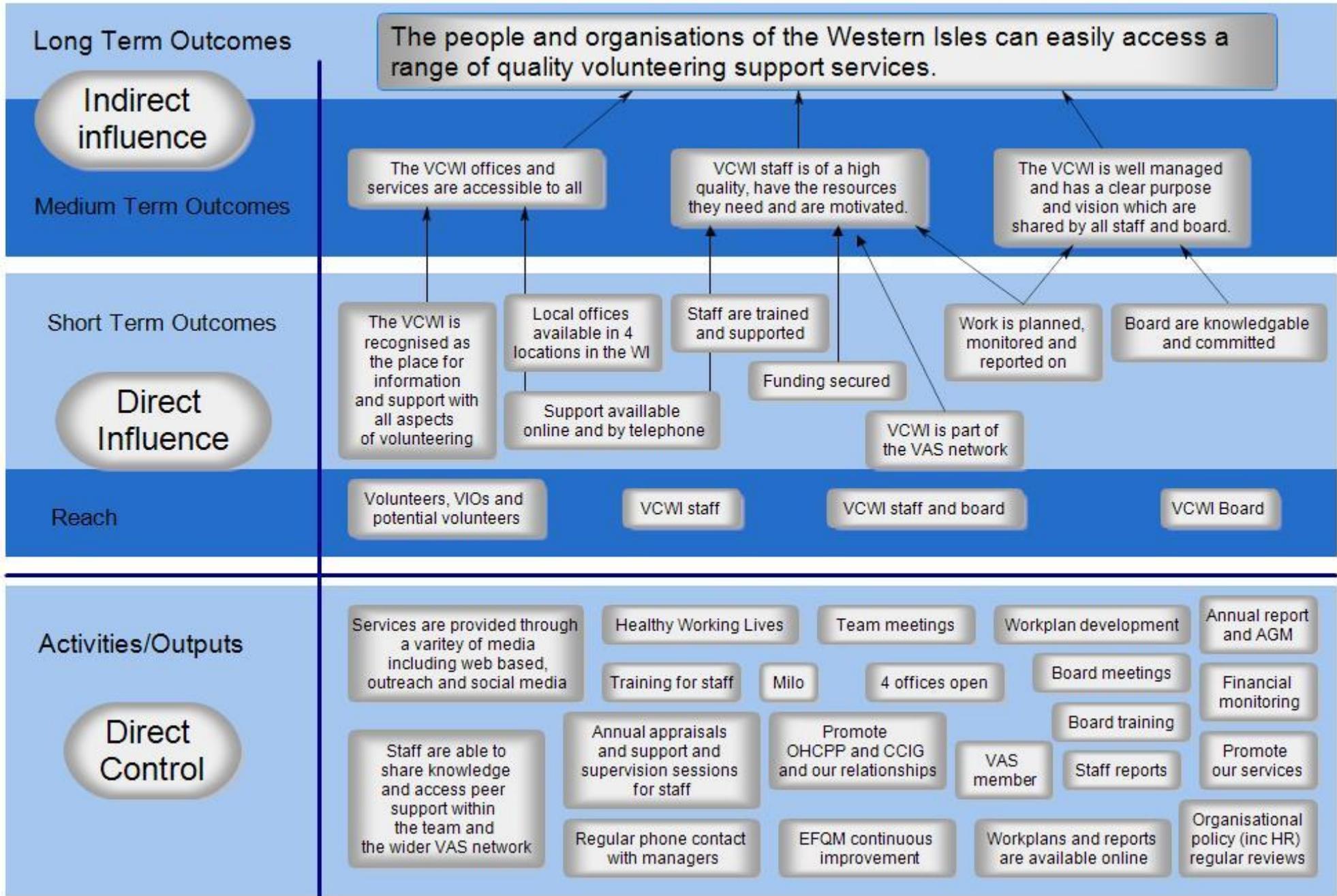
Hold ceremonies to celebrate achievements and present awards

Facilitate Saltire and Callanish Awards

Family volunteering days







<b>Outcome 1 Everyone in the Western Isles Volunteers</b>				
<b>Short term outcome</b>	<b>Activity</b>	<b>VAS Network Common services</b>	<b>Performance indicator</b>	<b>Target</b>
<b>Information on how to volunteer is available in a variety of formats and is easily accessible to all</b>	Maintain a database of up to date volunteering opportunities for promotion and brokerage	1.1 To have access to quality volunteering opportunities, providing a choice of placements with up-to-date appropriate information. 5.1 Understand the landscape of community, third sector and volunteering activities in our local area by collecting intelligence and maintaining a database of local third sector organisations volunteers and volunteering opportunities including MILO core minimum fields.	# opportunities registered with VC  #Total  #New	425 70
	Be proactive in sourcing information on new and varied opportunities to volunteer locally	1.4 That a broad/diverse range of volunteer opportunities are available to meet their needs and expectations.		
	Use Facebook and websites to advertise volunteer opportunities	1.1 To have access to quality volunteering opportunities, providing a choice of placements with up-to-date appropriate information.		
	Raise awareness of opportunities to volunteer locally through advertising, posters, campaigns, road shows and events.	1.1 To have access to quality volunteering opportunities, providing a choice of placements with up-to-date appropriate information.	# opportunities offered to Volunteers  # volunteers placed	250 200
	Support prospective volunteers to find and engage in appropriate volunteering opportunities through 1 to 1 matching interviews, brokerage service and follow up support.	1.5 To have access to guidance and support in securing a placement if required. 1.3 Have a procedure in place for giving feedback and getting support in resolving any difficulties on their placement		
<b>People see volunteering as a positive destination and are inspired to volunteer</b>	Celebrate success stories publicly including holding ceremonies to celebrate achievement of volunteers and increase public awareness of the value, diversity and extent of volunteering locally.	1.7 Promote and inspire people to volunteer	# of ceremonies/ promotional events held	6
	Host promotional events for campaigns such as Volunteers'	1.7 Promote and inspire people to volunteer		

	week			
	Promote benefits of volunteering through the media, facebook, website, leaflets, posters, displays, press items.	1.7 Promote and inspire people to volunteer 1.8 Promote personal development through volunteering	# Episodes of promotional work (why volunteer)  # volunteers placed	40
	Produce a case study leaflet showing real peoples volunteering journeys and how it has impacted their lives for the better and include a case studies section on our website	1.7 Promote and inspire people to volunteer 1.8 Promote personal development through volunteering	# vcwi website hits  # volunteers “how heard” – VC marketing	200  60,000  60
	Work with local employers to encourage and support their employees to volunteer including assisting them to find team volunteering placements.	1.4 That a broad/diverse range of volunteer opportunities are available to meet their needs and expectations. 1.5 To have access to guidance and support in securing a placement if required. 1.8 Promote personal development through volunteering	# referrals from employers	12
	Work with Older Peoples Planning Partnership and health professionals to raise awareness of the potential role of volunteering in keeping people active and healthy in later life.	1.6 Seek to ensure volunteering is embedded into social policies within community planning 1.7 Promote and inspire people to volunteer 5.5 Promote the impact the sector has on the communities we live in.		
<b>People can access an opportunity suited to their needs and interests.</b>	Raise awareness of the different forms of volunteering in particular “one off” volunteering through promotion of community events	1.4 That a broad/diverse range of volunteer opportunities are available to meet their needs and expectations.	# volunteers placed in short term opportunities	80
	Run short term events that involve volunteers including trialling family voluntary service days.	1.4 That a broad/diverse range of volunteer opportunities are available to meet their needs and expectations. 1.15 Seek to Develop new volunteering opportunities in response to volunteer demand	# opportunities run by us	10
	Provide opportunities to volunteer in an environmental setting through the WISE project	1.4 That a broad/diverse range of volunteer opportunities are available to meet their needs and expectations. 1.15 Seek to Develop new volunteering opportunities in response to volunteer demand	# volunteers actively involved in project	15
<b>People are</b>	Work with colleagues though	1.2 Provide them with access to the Saltire award for volunteering if they	# volunteers placed	200

<b>motivated to volunteer from a young age</b>	“Opportunities For All” programme, highlighting volunteering as a positive destination and assisting young people to find placements.	are between 12 and 25. 1.4 That a broad/diverse range of volunteer opportunities are available to meet their needs and expectations. 1.5 To have access to guidance and support in securing a placement if required. 1.8 Promote personal development through volunteering		
	Work with Primary schools to raise awareness of volunteering and support them to run one off volunteer activities for Callanish Awards	1.7 Promote and inspire people to volunteer	# Callanish Awards Issued	120
	Encourage all schools to have a volunteering cup as part of annual prizegiving.	1.8 Promote personal development through volunteering	# new saltire registrations	160
	Increase the number of young people registering with the volunteer centre and the uptake of Saltire through promotional work with Secondary schools, colleges and youth groups.	1.7 Promote and inspire people to volunteer 1.2 Provide them with access to the Saltire award for volunteering if they are between 12 and 25. 1.5 To have access to guidance and support in securing a placement if required.	# schools worked with	15
	Support young people and children to find volunteer placements and facilitate Saltire Awards.	1.2 Provide them with access to the Saltire award for volunteering if they are between 12 and 25. 1.1 To have access to quality volunteering opportunities, providing a choice of placements with up-to-date appropriate information. 1.5 To have access to guidance and support in securing a placement if required.	#referrals from schools	105
	Run volunteering taster days through the WISE environmental volunteering project for children and young people.	1.7 Promote and inspire people to volunteer 1.8 Promote personal development through volunteering 1.4 That a broad/diverse range of volunteer opportunities are available to meet their needs and expectations. 1.15 Seek to Develop new volunteering opportunities in response to volunteer demand	# Challenge Awards issued # Approach Awards issued # Ascent Awards issued # Summit Awards issued	80 125 95 2
		# volunteers attending WISE taster sessions	140	

<b>Outcome 2</b>				
<b>Volunteers have a good experience and are welcomed wherever they go</b>				
<b>Short term outcome</b>	<b>Activity</b>	<b>VAS Network Common services</b>	<b>Performance indicator</b>	
<b>VIOs are supported by their local VCWI office to provide quality volunteering placements and practice</b>	Make proactive contact with organisations, publicise our services, carry out health checks.	1.10 Help assess and meet their volunteering needs	# New organisations registering	30
	Support VIO's with volunteer management, providing advice and guidance on best practice	1.9 Provide guidance and support on developing and providing quality volunteering placements and practice	# Organisations supported 1.10	35
	Run training for Volunteer Managers	1.9 Provide guidance and support on developing and providing quality volunteering placements and practice	# organisations supported 1.9	75
<b>Opportunities offered are varied, interesting, well structured and supported</b>	Support organisations to develop and recruit to interesting and supported volunteer roles on boards and committees	1.9 Provide guidance and support on developing and providing quality volunteering placements and practice	# training sessions run	8
	Support organisations to develop and recruit to interesting and supported volunteer roles on boards and committees	1.14 Encourage & support a diverse range of volunteers to sit on Boards / Committees of voluntary organisations	# Organisations supported 1.14	5
	Work with organisations to Identify and develop new opportunities to volunteer including supporting Local NHS VSM to develop new opportunities.	1.15 Seek to Develop new volunteering opportunities in response to volunteer demand 1.10 Help assess and meet their volunteering needs	# New opportunities registered	70
	Support community events that rely on volunteers by assisting with recruitment and providing advice and guidance on volunteer management best practice	1.13 Support to advertise their opportunities.	# events supported	20
<b>VIO's are supported to understand and</b>	Support VIO's to reward their volunteers. Assist with Events and facilitate Clisham and Kisimul awards.	1.9 Provide guidance and support on developing and providing quality volunteering placements and practice	# Organisations issuing awards	10

<b>meet the needs of their volunteers</b>	Support VIO's with volunteer recruitment campaigns and advertising	1.13 provide support to advertise their opportunities	# organisations supported 1.13	85
<b>Volunteer Managers are better connected</b>	Share information with VIO's through email, newsletters, website, facebook and meetings	1.9 Provide guidance and support on developing and providing quality volunteering placements and practice	# on themed mailing lists	625
	Provide opportunities for volunteer managers to network and take joint action.	1.11 Provide opportunities to network and discuss volunteering issues 4.8 Bring extensive knowledge of the third sector to partnerships 5.1 Understand the landscape of community, third sector and volunteering activities in our local area by collecting intelligence and maintaining a database of local third sector organisations volunteers and volunteering opportunities including MILO core minimum fields. 5.12 Be proactive in engaging all of our stakeholders.	# networks and forums run # website hits # articles published on vcwi website	4 60,000 70
<b>VIO's have access to best practice examples and more VIO's achieve WAVE standards award</b>	Support local VIO's to improve their volunteer management practices by facilitating local standards award WAVE.	1.12 Offer support to use quality standards in volunteering	# organisations signing up to award	6
	Re-develop Organisation support section of website to give easy access to sample policies and guidance.	1.9 Provide guidance and support on developing and providing quality volunteering placements and practice	# organisations achieving award # supported with 1.12 # good practice guides/sample policies available on website	6 12 20

<b>Outcome 3 Volunteering is recognised and integral to the health wealth and vitality of the Western Isles</b>				
<b>Short term outcome</b>	<b>Activity</b>	<b>VAS Network Common services</b>	<b>Performance indicator</b>	<b>Target</b>
<b>VCWI Staff are knowledgeable about the sector and evidence of the positive impact of volunteering is readily available.</b>	Meet regularly both formally and informally with staff and volunteers within VIO's to share information and aid our understanding of the issues affecting them.	1.11 That a framework is in place to network and discuss volunteering issues 4.8 Bring extensive knowledge of the third sector to partnerships 5.1 Understand the landscape of community, third sector and volunteering activities in our local area by collecting intelligence and maintaining a database of local third sector organisations volunteers and volunteering opportunities including MILO core minimum fields. 5.12 Be proactive in engaging all of our stakeholders.	# organisations consulted through face to face contact	95
	Collect evidence of the impact of volunteering through Milo, case studies, feedback, engagement events, training evaluations and surveys.	1.3 Have a procedure in place for giving feedback and getting support in resolving any difficulties on their placement 5.1 Understand the landscape of community, third sector and volunteering activities in our local area by collecting intelligence and maintaining a database of local third sector organisations volunteers and volunteering opportunities including MILO core minimum fields.	#surveys returned # case studies collected #Engagement events	50 20 2
	Produce and circulate reports and publications highlighting the impact of volunteering.	5.5 Promote the impact the sector has on the communities we live in.	# publications/ Reports produced	2
<b>The impact and value of volunteers to our communities is understood and championed by key workers in our community</b>	Share and promote evidence with key workers in support organisations/ agencies to increase understanding of volunteering and number of referrals .	1.6 Seek to ensure volunteering is embedded into social policies within local authority 5.5 Promote the impact the sector has on the communities we live in.	# of referrals received to brokerage service from agency workers	15
	Share extensive knowledge of Volunteering in the Western Isles with partners and promote and represent the views and interests of the sector at partnerships such as; OHCPP, Older peoples partnership, early years	1.6 Seek to ensure volunteering is embedded into social policies within local authority 4.8 Bring extensive knowledge of the third sector to partnerships	# partnerships supported	10

	partnership.			
<b>The impact and value of volunteers to our communities is recognised and considered at high level strategic meetings and influences policy decisions</b>	Share and promote evidence with policy makers and community leaders at a strategic level, in order to increase their awareness and understanding of the value of volunteers and volunteering within their own agendas	5.5 Promote the impact the sector has on the communities we live in. 1.6 Seek to ensure volunteering is embedded into social policies within local authority 5.8 Engage local community representatives, councillors, MSP's, MPs and others	# key policy makers involved in the work of the VCWI	10
	Ensure policy makers and community leaders understand the important role volunteering plays in our community by involving them in the work of the VCWI.	1.6 Seek to ensure volunteering is embedded into social policies within community planning 5.3 Engage relevant stakeholders in the design, delivery and review of policies and services. 5.5 Promote the impact the sector has on the communities we live in. 5.8 Engage local community representatives, councillors, MSP's, MPs and others 5.12 Be proactive in engaging all of our stakeholders.		
<b>Increase engagement of the voluntary sector in influencing high level policy decisions, and championing volunteering.</b>	Increase Third Sector awareness and understanding of the CPP by promoting their work on our website, events and newsletters and encourage and support the Third Sector to engage with it where appropriate.	1.6 Seek to ensure volunteering is embedded into social policies within local authority 4.5 Support the sector to influence policy 4.7 Seek to ensure the third sector contributes effectively to the design and delivery of social policy discussions 4.6 Communicate policy information to them in a clear fashion and timely manner	# TSSF membership	20
	Encourage the wider involvement of the Voluntary sector in strategic planning and policy through the development and support of the TSSF.	4.5 Support the sector to influence policy 4.7 Seek to ensure the third sector contributes effectively to the design and delivery of social policy discussions	# registered for online forum # on themed mailing lists	100 625
	Support the sector to participate in the development, design and delivery of services in relation to key agendas.	4.5 Support the sector to influence policy 4.7 Seek to ensure the third sector contributes effectively to the design and delivery of social policy discussions	# articles published online # networks and forums # website hits	70 6 60,000
	Promote the potential impact of volunteering on the achievement of S.O.A. aims through participation in	1.6 Seek to ensure volunteering is embedded into social policies within community planning 4.1 Advocate the role of the third sector in the design and delivery	# references to third sector in SOA , Logic models and action plans	At least one in each action plan.

	thematic outcome groups and supporting the sector to participate in the development and delivery of other joint strategies and plans.	of social policy and services. 4.2 Involve them in planning processes 4.5 Support the sector to influence policy discussions		
<b>Outcome 4</b>	<b>People and organisations of the Western Isles are able to access a range of quality volunteering support services</b>			
<b>Short term outcome</b>	<b>Activity</b>	<b>VAS Network Common services</b>	<b>Performance indicator</b>	<b>Target</b>
<b>Local offices available at 4 locations</b>	Staff are available in 4 offices throughout the islands to provide support and services are well advertised ensuring potential volunteers/VIO's know how to access the support they need.	1.5 Provide access to guidance and support in securing placement if required 5.10 Develop flexible responses to meet different needs eg opening times, drop in facility, outreach locations, telephone help lines and online facilities.	# volunteers placed	200
<b>Support available online and by telephone</b>	VCWI services are available in a variety of mediums, including online, social media, telephone, face to face and outreach work.	5.10 Develop flexible responses to meet different needs eg opening times, drop in facility, outreach locations, telephone help lines and online facilities. 5.11 Make our services, publicity materials and premises as accessible as possible.	# volunteers placed	200
<b>Staff are trained and supported</b>	Staff receive quarterly support and supervision sessions, annual appraisals and regular phone contact with managers	5.15 Treat our people well, ensuring a good working environment, good conditions of employment and recognition for people's contribution.	Staff satisfaction survey results	4+
	Staff are able to access training and participate in regular team meetings	5.15 Treat our people well, ensuring a good working environment, good conditions of employment and recognition for people's contribution.		
	Staff are able to share knowledge and access peer support within the team and the wider VAS network	5.15 Treat our people well, ensuring a good working environment, good conditions of employment and recognition for people's contribution. 5.9 Work positively with voluntary action Scotland and our peers in the network		
	HR policies and procedures are in place to support staff and are reviewed regularly	5.15 Treat our people well, ensuring a good working environment, good conditions of employment and recognition for people's contribution.		
	Organisation achieves Healthy	5.15 Treat our people well, ensuring a good working environment,		

	Working Lives	good conditions of employment and recognition for people's contribution.		
	Staff have access to Milo and are competent in its use	5.1 Understand the landscape of community, third sector and volunteering activities in our local area by collecting intelligence and maintaining a database of local third sector organisations volunteers and volunteering opportunities including MILO core minimum fields.		
<b>The VCWI is recognised as the place for information and support with all aspects of volunteering</b>	Promote VC services through poster campaigns, displays and talks/presentations	5.11 Make our services, publicity materials and premises as accessible as possible.	# Episodes of promotional work (services)	60
	Raise awareness of the VCWI, and our relationships with the CPP and C-CIG, through the media, facebook, website, leaflets, posters, displays, attendance at events, press items.	5.7 Develop partnership approaches and identify opportunities for partnership working locally, regionally and nationally to achieve better outcomes 4.4 Be accountable to them	# new volunteers registered # Volunteers "how heard" = promotional work	185 60
<b>Funding is secure</b>	Financial monitoring procedures are in place	5.13 Focus limited resources towards those who need them most	Board meetings held	4
<b>Work is well planned , monitored and reported on</b>	Workplan is developed at meetings involving the whole team	5.14 Implement monitoring and evaluation procedures for continuous improvement	Workplan produced	1
	Monthly reports submitted by staff	5.14 Implement monitoring and evaluation procedures for continuous improvement	# reports produced	12
	Annual report presented at AGM and available widely	4.4 Be accountable to them (stakeholders) 5.14 Implement monitoring and evaluation procedures for continuous improvement	Report produced	1
	Workplans and reports are available online	4.4 Be accountable to them (stakeholders)	# reports produced	2
<b>Board are knowledgeable and committed</b>	Regular board meeting are held	5.3 Engage relevant stakeholders in the design, delivery and review of policies and services.	#board meetings	4
	Training opportunities for board development are planned on an ongoing basis	5.15 Treat our people well, ensuring a good working environment, good conditions of employment and recognition for people's contribution	# training sessions	2
	Continuous improvement is embedded in the organisation	5.14 Implement monitoring and evaluation procedures for continuous improvement	EFQM c2e	Signed up
<b>VCWI is part of the VAS network</b>	Attend regular VAS meetings, participate in relevant network opportunities including annual conference	5.9 Work positively with voluntary action Scotland and our peers in the network	# meeting attended	5

## Local Picture

### Location and environment

The Western Isles are an isolated, peaceful and unspoilt chain of more than 29 islands, off the North West coast of Scotland. (Also known as the Outer Hebrides). The Western Isles is home to a wide variety of interesting species and habitats and beautiful landscapes in a relatively compact area. The environment is recognised internationally as being of global importance.

13 islands of the Western Isles are currently inhabited and are usually grouped into the following 4 main groups, Lewis with the largest population and the main town of Stornoway, Harris which is joined to Lewis but is very much considered an island in its own right and incorporates Scalpay. The Uists a chain of islands joined by causeways and Barra and Vatersay the most southerly islands connected to Eriskay and South Uist by an hour's ferry journey.

The Western Isles are connected to mainland Scotland by a number of ferry routes and airlinks. The costs of which are currently discounted through the Air Discount Scheme and Road Equivalent Tariff. The cost of fuel is 14% higher than in mainland urban areas (Rural Price Survey). Of all council areas, the Western Isles has the highest estimated percentage of households in extreme fuel poverty (27.3%, compared to 7.5% Scotland-wide). ScotPHO - Health and Wellbeing Profiles 2010

Over 72% of the data zones in the Western Isles are within the 10% most deprived zones in Scotland in relation to Geographic Access / Telecommunications.

### Language, Heritage and Culture

The Outer Hebrides has a distinctive way of life with the strong links through Gaelic language, culture and heritage . 52% of the population aged 3 and over able to speak Gaelic

### Natural Resources and Skills

Much of the employment in the area is based around the natural resources of the islands and the surrounding seas. Fishing, shell fish and aqua-culture make the most of the clean environment and pollution free seas to create products that meet the highest of standards for the quality markets.

### Community ownership



Crofting communities in the Outer Hebrides already have considerable say in the management of their townships and their land. Community ownership of crofting land and estates is focusing future investment into these areas with communities planning and re investing into their own estates and enabling strong community development throughout the area.

### **Maritime Association**

Also important to the local economy are the skills of the considerable number of people who are employed in the Merchant Navy and in the off shore industry across all corners of the world yet able to maintain their home base in the islands.

### **New Opportunities**

Opportunities within the renewable energy sector are becoming available to the Outer Hebrides. These opportunities will not only offer economic development opportunities, but will also, by community ownership and control of the energy resources, give funding opportunities to local communities, strengthening and enabling communities to play a major role in their own economic future.

### **Population Profile**

The results from the 2011 Census show that the final estimated figure for the population of the Outer Hebrides was 27,684. This is a 4.5% population increase from 2001

There are 9 persons per square kilometre in the Outer Hebrides (Highland also has 9) in comparison to Glasgow City Council which has 3,378 persons per square kilometre.

The final estimated figure for the number of households with usual residents was 12,576, an 11.5% increase since 2001. The number of households has increased faster than the number of people in households resulting in a decrease in the average household size

The Outer Hebrides is one of six council areas in which one fifth of the population are aged 65 and over: Argyll & Bute (21.9%), Dumfries & Galloway (21.8%), Outer Hebrides (21.6%), South Ayrshire (21.5%), Scottish Borders (20.9%) and Perth & Kinross (20.2%). This represents a 13.8% increase in population aged 65 and over in the Outer Hebrides from 2001 to 2011.

The population of the Outer Hebrides continues to have a skewed age and sex profile. A higher percentage of the population are of 'pensionable age' (Outer Hebrides 25%, Scotland 20%) and a lower percentage are of 'working age' (Outer Hebrides 58%, Scotland 63%). 31% of females in the Outer Hebrides are of pensionable age in comparison to 24% in Scotland, whereas only 19% of men in the Outer Hebrides are of pensionable age in comparison to 15% in Scotland. 17% of the population are under 16 both in the Outer Hebrides and Scotland.

### **Educational Attainment**

The proportion of adults with no qualifications in the Western Isles is 13% above the Scottish average. (NHS Scotland - Community Health Profile 2004 On 26th September Release 2A from the 2011 Census results was published. The Outer Hebrides was 12<sup>th</sup> equal highest of Local authorities with all people aged 16 and over with level 4 qualification and above, such as a university degree, at 26%.

Skills Development Scotland have published school leaver destination results. There were a total of 310 school leavers in 2011/12. The Outer Hebrides had the highest positive destination rate in Scotland at 95.5%, the Scottish average was 89.9%.

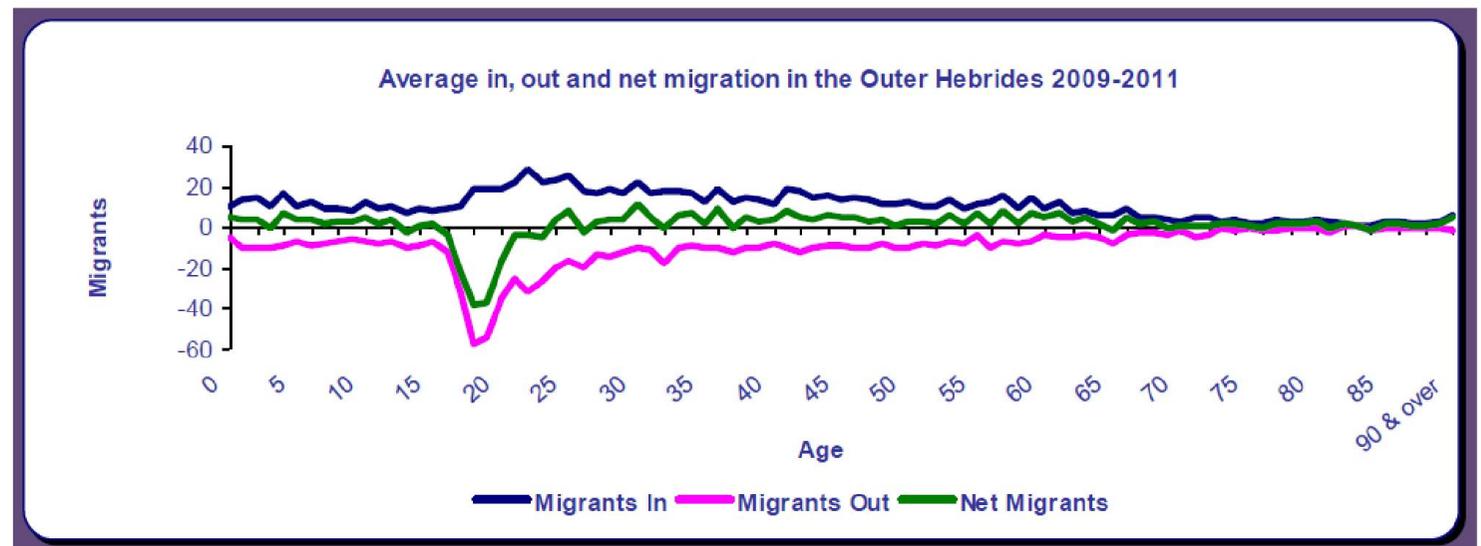
The percentage of those going into a positive destination of employment has increased from 27.3% in 2010/11 to 29% in 2011/12 while those in further

education has dropped from 26.7% to 21%. The percentage entering training has risen from 3.9% to 7%. Those entering Higher Education has increased slightly from 34.4% to 36%. Those entering voluntary work was 0.3%

The 2001 census indicated that 6% of the working age population were participating in further or higher education compared to the Scottish average of 9%. However the Scottish School Leaver Destination Report for 2002/03 showed that the Western Isles is above the Scottish average for school leavers with positive destinations with 41% entering higher education, 21% entering further education and 11% entering training although the HE/FE entry rates, as a percentage of the Scottish average, have dropped from 175% in 1998/99 to 119% in 2002/03.

### Migration and Achieving a Sustainable Population

As shown in the graph right the highest out-migration over the period 2009-2011 is in the 17-20 age group. Out migration was highest at age 18 (-58) with net migration at -39 for that age. In the 65+ age group net migration is no more than 5 and no less than -2. In 2011 net migration in the Outer Hebrides in the 0-15 age group was higher in the Outer Hebrides at +13 than in Orkney (+4) and Shetland (-11). In 2011 net migration in the 16-64 age group was -9 while Orkney and Shetland had +69 and +62 respectively. From 2006 to 2011 there were 83 births to non UK mothers while there were 57 in Orkney and 135 in Shetland.



### Employment

SOA 2013-23 states “A significant challenge for the partners is tackling unemployment for those aged over 24 years. Unemployment and longterm unemployment is highest in this age group and people often feel that the only option available is to leave the islands to find work.

The challenge that the partnership faces is to ensure there is a secure and sustainable economic climate that attracts people to remain or return to the islands to work, live and raise families.

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The latest release from NOMIS (Office for National Statistics) gives the following Job Seeker Allowance (JSA) claimant rates for November 2013:  
Outer Hebrides 2.8% Scotland 3.1% Great Britain 2.9% Shetland Island 1.1% Orkney Islands 0.9%

The rate of male claimants remains higher than females at 3.9% while 1.6% were female. These percentage differences are replicated in Scotland and Great Britain (4.4% to 2% and 3.8% to 2.1% respectively).

Of the 20,234 people aged 16 to 74, 39% (Scot. avg. 40%) are economically active full-time employees, while 15% (Scot. avg. 13%) are economically active, part-time employees. 10% (Scot. avg. 7%) are self-employed, while 4% (Scot. avg. 5%) of the economically active are unemployed. 18% (Scot. avg. 15%) are retired

20% of the 13,363 people in the Outer Hebrides aged 16 to 74 in employment are employed in the Skilled trades occupations. This is the second highest in Scotland, Orkney had the highest at 22%. The lowest percentage, (1%) are employed in the ‘Protective Services occupations’, while Moray had the highest percentage in the ‘Protective Services occupations’ (7%). ‘Skilled trades occupations’ along with ‘professional occupations’ was the largest category of occupation in almost every council area

While percentages for employment deprivation are similar to Scotland there are significantly higher percentages of children living in households that are dependent on certain benefits, and people aged 60 and over claiming pension credits. ScotPHO - Health and Wellbeing Profiles 2010

Results from the Annual Population Survey published on 19 September 2013 show that the largest increases in employment rate over the year were in Falkirk (up 3.7 percentage points) and East Dunbartonshire and Eilean Siar (both up 3.3 percentage points), while the largest decreases were seen in Highland (down 6.4 percentage points), and Glasgow City and Midlothian (both down 3.3 percentage points). Over the same period Scotland's employment rate decreased by 0.3 percentage points while the UK rate increased by 0.8 percentage points.

The employment rate in the Outer Hebrides has increased from 67.5% 2011/12 to 70.8% for July 2012– June 2013. The economic inactivity rate has decreased from 24.6% in 2011/12 to 24.3% in 2012/13.

In the Outer Hebrides 21.6% of households are workless households. This has come down since last year when it was 26.3%. The UK average is 18.1%. In contrast to the Outer Hebrides the percentage of workless households in Orkney and Shetland is much lower at 7.4% and 8.2% respectively.

### **Fuel and Transport costs**

The Outer Hebrides continues to have the highest levels of both fuel poverty and extreme fuel poverty. The results from the 2009-11 Scottish House Condition Survey show that fuel poverty levels were at 53%, Scottish average is 28% while extreme fuel poverty levels are at 22%, the Scottish average is 8%.

The Outer Hebrides has the highest level of pensioners in fuel poverty at 80%, Scottish average is 49%. The Outer Hebrides has the second highest number of pensioner households (93%) banded 0-5 in National Home Energy Rating (NHER), Scottish average is 28%.

Although the levels of fuel poverty remain the same as in the previous SHCS 2008-10 the level of extreme fuel poverty is down by 2%. The number of pensioners in fuel poverty, while still the highest, has reduced slightly from 83% to 80%. The percentage of houses failing the SHQS standard has also reduced from 73% to 70% and we now have the second highest level of houses banded 0-2 in National Home Energy Rating (NHER) as this has reduced from 23% to 18%. However, one figure that has increased is the percentage of families in fuel poverty. We continue to have the highest level and it has increased from 31% to 36%, while the Scottish average is less than half of that at 14%, it was previously 15%.

The cost of fuel is 14% higher than in mainland urban areas (Rural Price Survey). High fuel costs have a significant impact on the cost of living and on the costs of running businesses within the islands. All aspects of the economy are affected by the ever increasing fuel costs, from transport of goods into and out of the area, to the cost of getting to work, costs of services and cost of everyday essentials. In an area where average wages are significantly lower than other regions in Scotland, the cost of living is significantly higher and this has an impact on the affordability of island life.

### **Remoteness, affordability and cost of living**

The SOA 2013-23 states; One of the biggest challenges for partners is the remoteness and sparsity factors in the development of effective solutions to reduce potential inequalities for local communities. The implications of such factors for the population are not only felt in terms of accessibility of services but in direct impacts on a person's health and well-being arising from the economic vulnerability and social isolation of their remote/rural situation. Local accessibility of quality public services, better transport links, the Road Equivalent Tariff/Air Discount Schemes, universal digital broadband coverage and availability of affordable fuel and energy are a few of the priorities for partners in ensuring the Outer Hebrides and in particular its more remote communities, are not disadvantaged.

On 18 December the latest Scottish Index of Multiple Deprivation 2012 results were published. The Outer Hebrides does not have any datazones in the 15% most deprived in the SIMD 2012. In Scotland the most deprived datazone is in the Ferguslie Park area of Paisley. The least deprived datazone is in the Craiglockhart area of Edinburgh.

Locally, the most "deprived" datazone is North Manor Park in Stornoway which is amongst the 30% most deprived in Scotland. There are 13 datazones in the Outer Hebrides which are in the 20-40% quintile of most deprived in Scotland. These are in rank order: North Manor Park, Pairc and Kinloch, Bragar to Brue, North Lochs, Loch Boisdale, Central Stornoway, Barvas to Borve, Loch Eynort to lochdar, Loch Roag, Newton to Plasterfield, Carloway to Shawbost and Goathill.

Over 72% of the data zones in the Western Isles are within the 10% most deprived zones in Scotland in relation to Geographic Access / Telecommunications. High prices, expensive fuel and heating costs, comparatively low wages, % of the population on benefits have contributed to this figure with remoteness and rurality also being important factors to be taken into account with the difficulties in providing or accessing services.

#### Households

There were 12,576 households in the Outer Hebrides. The Outer Hebrides had the highest percentage of houses which are owned outright at 46.9%, while 26.1% were owned with a mortgage or loan. 17.6% were living in “other social rented” while 6.8% were living in “private rented” and 2.5% were living rent free.

There are 366 people in communal establishments in the Outer Hebrides. Of these 56.8% are in care homes, 11.2% are in other medical or care establishments. 8.2% are in educational establishments and 20.5% are in hotels, guest houses, B&Bs, youth hostels & holiday accommodation.

In the Outer Hebrides 44.7% had access to 1 car or van while 24.9% had access to 2 cars or vans and 7.6% had access to 3 or more. 22.8% of households had no cars or vans. The number of households with access to one or more cars or vans has increased from 70.2% in 2001 to 77.2% in 2011. Nationally this has increased from 65.8% in 2001 to 69.5% in 2011.

Results from the Scottish House Condition Survey 2010-2012 were published on 10 December 2013. The Outer Hebrides remains the local authority with the highest levels of fuel poverty (where a household requires more than 10% of income for domestic fuel) and extreme fuel poverty (where household requires more than 20% of income).

Unfortunately, as well as having the highest percentage of pensioner households in fuel poverty, this has increased from 80% in 2009-11 to 86% in 2010-12. This is in line with a reduction in the median annual household income in pensioner households which has decreased from £13,400 to £12,800. In addition, the Outer Hebrides also has the highest level of fuel poor in private housing, this has also risen since 2009-11 from 59% to 61%. In contrast, the percentage of fuel poor in social housing has decreased from 40% to 35%.

However, although the Outer Hebrides has a large percentage of houses failing Scottish Housing Quality Standard (SHQS) and banded the lowest in the National Home Energy Rating (NHER) this has decreased since 2009-2011.

Some key findings for the Outer Hebrides are:

- Highest level of fuel poverty at 56%, Scot. Avg. 27%
- Highest level of extreme fuel poverty at 21%, Scot. Avg. 7%
- Highest percentage of pensioner households in fuel poverty at 86%, Scot. Avg. 43%
- Highest level of fuel poor private households at 61%, Scot. Avg. 26%
- 2nd highest percentage of family households in fuel poverty at 32%, Scot. Avg. 13%, Orkney highest at 35%
- 3rd lowest median annual household income pensioner household at £12,800, Scot. Avg. £14,000. Dundee City has the lowest at £11,600
- 3rd highest percentage of houses failing Scottish Housing Quality Standard (SHQS) at 67%, Scot. Avg. 57%. Renfrewshire highest at 70%
- 2nd highest percentage of housing rated NHER 0-2 (poor) at 14%, Scot. Avg. 3%. Shetland highest at 15%
- 2nd highest percentage of housing rated NHER 3-6 (moderate) at 77%, Scot. Avg. 32%. Shetland highest at 80%
- 2nd lowest percentage of houses rated NHER 7-10 (good) at 9%, Scot. Avg. 65%. Shetland lowest at 5%
- 2nd highest percentage of private housing with NHER banding 0-5 at 81%, Scot. Avg. 25%. Shetland highest at 80%

- 2nd highest percentage of public housing with NHER banding 0-5 at 55%, Scot. Avg. 13%,. Shetland highest at 80%
- 2nd highest percentage of family households with NHER banding 0-5 at 65%, Scot. Avg. 19%. Shetland highest at 80%
- 2nd highest percentage of pensioner households banded NHER 0-5 at 83%, Scot. Avg. 24%. Shetland highest at 92%

Results from the Scottish Household Survey 2011 annual report were published in August by the Scottish Government. key findings for the Outer Hebrides were: Home internet access remains the same at 41% and % of households managing financially is 49%, down from previous year.

The Office for National Statistics released a report on Household Income Across the UK in July. The fastest growing area in the United Kingdom was Orkney which grew by 112.8% from 1997 to 2010. The Outer Hebrides grew by 67.6% over this period. The Highlands and Islands area grew by 83.3% and Scotland by 67.3%. In 2010 The Outer Hebrides Gross Disposable Household Income (GDHI) was £14,070 per head, £1,660 less than the UK value. The Outer Hebrides has had the lowest GDHI in the Highlands and Islands area since 2006.

### **Crime and the environment**

The crime rate and most other crime indicators are significantly better than the Scotland average. This is a rural area, and has the highest percentage of all CHP areas for people living in the 15% 'most access deprived' areas in Scotland (85.0%). 73.0% of adults rate their neighbourhood as a very good place to live, compared to only 52.0% Scotland-wide.

Reconviction Rates in Scotland: 2010-11 Offender Cohort was published on 6 September 2013. The Outer Hebrides had the lowest reconviction rate and reconviction frequency rate in Scotland.

Domestic Abuse Recorded by the Police in Scotland 2012-13, was published on 7 October 2013. The Outer Hebrides had the 2nd lowest rate in Scotland at 341 domestic abuse incidents recorded per 100,000 population. There were a total of 94 domestic abuse incidents reported in the Outer Hebrides in 2012-13, down from 114 in the previous year, which was the highest recorded figure since 2003-04.

Racist Incidents Recorded by the Police in Scotland 2012-13, was published on 9 December 2013. The Outer Hebrides had the lowest rate in Scotland of racist incidents recorded per 10,000 population at 0.7 while Glasgow City had the highest at 20.5. A total number of 2 incidents was recorded in the Outer Hebrides, the lowest since 2004-05 when 18 incidents were recorded.

### **Volunteering and Community involvement**

The 2007 Outer Hebrides Community appraisal found:

Just over half (55%) of Outer Hebrides residents say they have undertaken work or activities on a voluntary basis in the past 12 months. This figure was supported by the SHS reporting a figure of 58%. Around a quarter of residents say they have undertaken voluntary work with a voluntary organisation, charity or community group, while a similar proportion have undertaken voluntary work with a church, religious or faith based group. This is more than double the 25% SNHS 2005 figure for Scotland.

However, the need remains to highlight volunteering as a positive force in the community and to encourage participation with both existing and new volunteers.

With an ageing population and general out-migration of young people, there is still a need to encourage more involvement among the younger age ranges. Our recent survey shows that up to 75% of the 16 – 25 age groups say they volunteer at some point in the year, with many regularly giving of their time.

Asked what would encourage them to undertake work or activities on a voluntary basis in the future, the Community Appraisal found that just under a third say if the work fitted in with their interests and skill and if it fitted in with their other work commitment. Other things that residents say would encourage them are if they had more time and if they could volunteer when they felt like it. However, nearly a third of residents say they are not interested in volunteering.

Men are more likely than women to say they are not interested in volunteering in the future (33% compared with 25%). Additionally, attitudes to volunteering differ by age. Older residents (aged 65 and over) are most likely to say they are not interested in volunteering. Conversely, younger residents (aged 44 and younger) are more likely to say they would be encouraged to volunteer if the work: fitted in with their other commitments; if they had more time; if it was good fun; if it would help improve their skills; and if they had more confidence. In addition, younger residents (aged under 35) are more likely than all other age groups to say they would be encouraged if they knew more about the opportunities available.

A wide range of community services and community businesses are delivered by voluntary organisations, managed by committees or trustees. Active encouragement to involve younger people in these groups at management level while encouraging the uptake of hands-on volunteering opportunities will continue as part of the core service being delivered by the interface partnership.

### **Key Third Sector issues of concern/opportunities**

- Creating a forum for organisations to come together to feed into strategic level, new website developed and annual network established, plans for virtual thematic forums are being developed.
- Demographics and economy in the islands affecting demands on and supply of services and employment. The social enterprise sector is providing a proactive approach to reversing this.
- Feedback from volunteer managers indicates that ongoing recruitment of volunteers continues to be a major issue. This is partially offset by a rise in numbers of volunteers coming forward but demographics also affecting number of volunteers in sector.
- Funding is one of the biggest concerns for local organisations, with cuts impacting on services.
- Changes to welfare system impacting on demands on sector.
- Increasing transport costs affects the running of organisations and the provision of services. The opportunities offered by the transfer of community assets

### **Comments on progress towards our vision in 2013/14 (taken from final year report)**

### **Working to support the Outer Hebrides Community Planning Partnership and the SOA.**

The work of the VCWI outlined in this document directly supports the SOA vision of a prosperous, well educated and healthy community enjoying a good quality of life and fully realising the benefits of our natural environment and cultural traditions. Volunteers are not only critical to the provision of many services in the Western Isles, but the act of volunteering has been proven to benefit both the mental and physical wellbeing of the volunteer. Volunteering can also be a valuable step into employment offering the volunteer the opportunity to gain new experiences, learn new skills and assisting the volunteer into further education or employment.

### **Volunteering and the 7 SOA Local Outcomes:**

1. **Volunteering and population:** The populations of the Outer Hebrides are stable with a better balance of age, gender and socio-economic groups.

It is an OHCPP priority to tackle the issue of long-term population decline and demographic change, and what it means for future service provision and the ability to maintain services in the islands such as social care and health care. Volunteers are not only critical to the provision of services in the Western Isles but the act of volunteering can also have an impact on the demand for services. “The case for increasing involvement of older people in volunteering is based not only on the premise that the benefits will be felt directly by the volunteers themselves and their communities but also on the expectation that their increasing involvement and activity will result in reduced demands on the statutory health and social services. A recent publication by the English Association of Directors of Social Services and the Local Government Association refers to this as “inverting the triangle of care” – giving priority to the promotion of well-being as a means of preventing or delaying the need for more costly intensive services.” 50+ Volunteering a Vital resource. A document produced by the National Forum on Older volunteering in Scotland.

2. **Volunteering and economy:** The economy of the Outer Hebrides and the economies within the Outer Hebrides are thriving.

Recent research suggests volunteer hours donated each year in the Western Isles alone would cost in excess of £3.5 million to replace with paid workers on the minimum wage. Voluntary organisations also draw considerable funding to the Western Isles and the voluntary sector is a significant employer in the Western Isles.

3. **Volunteering and access to education/training and research:** The people of the Outer Hebrides are well educated well trained and well skilled

In a recent survey of local VIO's carried out by the VCWI almost 50% said that volunteering had led to/assisted their volunteers to find paid employment and 96% said their organisation could not operate without their volunteers. We asked people who had recently asked us about starting to volunteer about their experiences so far 95% of the volunteers said volunteering had had a positive effect on their lives and 56% said they had chosen to volunteer as a route to work/gain experience/improve their CV and 19% to learn new skills/access training

4. **Volunteering and health** The physical and mental health and wellbeing of the people throughout the Outer Hebrides is improved

“Volunteer activities can strengthen the social ties that protect individuals from isolation during difficult times, while the experience of helping others leads to a sense of greater self-worth and trust.” (THE HEALTH BENEFITS OF VOLUNTEERING -A REVIEW OF RECENT RESEARCH from the Office of Research and Policy Development, Corporation for National and Community Service)

According to a Duke study of individuals with post-coronary artery disease, those individuals who volunteered after their heart attack reported reductions in despair and depression, two factors that have been linked to an increased likelihood of mortality in this type of patient. In addition, these individuals reported a greater sense of purpose in their lives. (Sullivan and Sullivan, 1997). Those individuals suffering from chronic pain experienced declines in their pain intensity and decreased levels of disability and depression when they began to serve as peer volunteers for others also suffering from chronic pain. (Arnstein et al., 2002)

The government’s new strategy ‘Towards a Mentally Flourishing Scotland’ argues that good mental health is arguably the highest priority for us as individuals and for the nation as a whole. Three key components for positive mental health are social interaction, control over your life and good physical health. Volunteering offers all three. In a recent survey of local VIO’s 95% said that volunteering had increased the confidence or improved the self esteem of their volunteers and 75% said that volunteering had improved the physical or mental health of their volunteers.

5. **Volunteering and stronger and articulate communities** The communities of the Outer Hebrides are stronger and more able to identify articulate and take action and responsibility regarding their needs and aspirations

As part of the third sector interface, Co –Cheangal Innse Gall VCWI are working together to support communities across the islands. We continue to work with all age ranges to identify community needs and establish a culture of active citizenship. It is also part of our work to gather and share information with other third sector organisations and communities.

Volunteering is one of the major ways in which communities come together and take action to address their needs and add extra interest and value to their lives. This ranges from small groups providing a benefit to the wider community (eg production of a small local newsletter), providing much needed services (eg Youth Clubs), tackle isolation and support older people (eg senior citizens groups). By developing confidence and self esteem they become empowered and enabled to speak out as a community of interest. “The 2007 Outer Hebrides Community appraisal found: Just over half (55%) of Outer Hebrides residents say they have undertaken work or activities on a voluntary basis in the past 12 months.

However, the need remains to highlight volunteering as a positive force in the community and to encourage participation with both existing and new volunteers. With an ageing population and general out -migration of young people, there is still a need to encourage more involvement among the younger age ranges. Our recent survey shows that up to 75% of the 16 – 25 age groups say they volunteer at some point in the year, with many regularly giving of their time.

Asked what would encourage them to undertake work or activities on a voluntary basis in the future, the Community Appraisal found that just under a third say if the work fitted in with their interests and skill and if it fitted in with their other work commitment. Other things that residents say would encourage them are if they had more time and if they could volunteer when they felt like it. However, nearly a third of residents say they are not interested in volunteering.

Men are more likely than women to say they are not interested in volunteering in the future (33% compared with 25%). Additionally, attitudes to volunteering differ by age. Older residents (aged 65 and over) are most likely to say they are not interested in volunteering. Conversely, younger residents (aged 44 and younger) are more likely to say they would be encouraged to volunteer if the work: fitted in with their other commitments; if they had more time; if it was good fun; if it would help improve their skills; and if they had more confidence. In addition, younger residents (aged under 35) are more likely than all other age groups to say they would be encouraged if they knew more about the opportunities available.

6. **Volunteering and natural and cultural resources** The people of the Outer Hebrides derive maximum benefit from the natural and cultural resources of the area whilst at the same time safeguarding those resources to benefit future generations

We currently have 73 voluntary groups registered with us that directly work to support and develop our natural and cultural resources and in a recent survey carried out by VCWI 96% of local VIO's asked said their organisation could not operate without their volunteers.

The SOA 2013-23 when commenting our natural and Cultural heritage notes "The SHS 58% of people in the Outer Hebrides volunteer (almost double the national average), a large proportion of which are engaged in cultural events and keeping alive for future generations a wealth of cultural activity from ceilidhs, storytelling, agricultural shows, boat days, island Fèisean, Gaelic Book bug sessions in the library, the Mod, Book Groups, Gaelic Choirs, Astronomy and Natural History Societies, Hill runs, Shinty teams, Pipe Bands, Accordion and Fiddle, Dance, Poetry, Music, Visual Art and Drama Groups."

7. **Volunteering and quality services** The services of the Outer Hebrides are of high quality continuously improving and reflective of local needs.

The VCWI has achieved the Committed to Excellence award from the European Foundation for Quality Management and all our work is planned, monitored and evaluated using the LEAP process. We also achieved our Bronze award for Healthy Working Lives and have signed up to the SEE ME pledge.

**Volunteering and the work of the VCWI will contribute towards the following OHCPP's priorities for 2013/16:**

- Our assets have provided opportunities for sustainable economic growth.
- Older people positively contribute to our economy and communities and access appropriate and quality services to enable them to retain their independence
- Our children and young people have the best start in life
- Our communities are physically and mentally healthier through an increase in physical and social activity

### **Working as part of the Interface for the Western Isles and supporting the Strategic Plan for CCIG**

The Volunteer Centre Western Isles is a member of the partnership Co-Cheangal Innse Gall. CCIG is the Western Isles Interface for the Third Sector. The Volunteer Centre work plan feeds directly into the strategic plan for CCIG in particular supporting the following Outcomes:

Outcome 1a: More people have increased enthusiasm and opportunity to volunteer.

Outcome 1b: VIO's are better able to recruit manage and retain volunteers.

Outcome 4: TSOs feel better connected and are able to influence and contribute to public policy

Outcome 5: The TSI is well managed and effective

Work outlined in Outcomes two and three of the CCIG strategic plan is delivered by our partners: Voluntary Action Barra and Vatersay, Harris Voluntary Service, Volunteering Hebrides and Outer Hebrides Social Economy Partnership.

## Resources and lead roles in delivery

The Volunteer Centre has 5 offices and employs 1 manager and administrative assistant and 5 development workers as follows:

<b>Lewis</b>	<b>Uist</b>	<b>Harris</b>	<b>Barra</b>
<b>VCWI</b> - 95 Cromwell Street, Stornoway, 01851 700366  35hr Volunteer Development Officer- Bellann OBrien  35hr Manager – Kirsty Macdonald/Terri Davies,  16hr Admin – Angie Macdonald	<b>VCWI</b> – 41 Airport Road, Balivanich, 01870 602604  30hr Volunteer Development Officer, Amanda Macdonald	<b>VCWI</b> – Former Primary School Tarbert, 01859 502575  17.5 hr Volunteer Development Officer Kate Langley	<b>VCWI</b> – Am Bothan, Northbay, 01871 890775  17.5 hr Volunteer Development Officer, Karen Mackinnon