

Ref	Outcome / Actions	2020/21 Planned Savings (£000)	2021/22 Potential Savings (£000)	2022/23 Potential Savings (£000)	Accountable Officer	External Consultation	Due on	Completed on	Status
Corporate Strategy (Lead Officer Chief Executive)									
R1	A revised Corporate Strategy has been agreed by the Comhairle.				Chief Executive	No	21 August 2020		In progress
	(a) Draft plan considered by CRT				Chief Executive	No	13 August 2020	13 August 2020	Completed
	(b) Proposed plan presented to Members				Chief Executive	No	17 August 2020	17 August 2020	Completed
	(c) Plan approved by the Comhairle				Chief Executive	No	21 August 2020		In progress
R2	A Financial Strategy has been agreed by the Comhairle				Director for Assets, Finance and Resources	No	24 June 2020	24 June 2020	Completed
R3	The Comhairle has agreed a fiscal strategy with the Scottish Government				Director for Assets, Finance and Resources	Yes	9 December 2020		In progress
	(a) Draft strategy considered by Members				Director for Assets, Finance and Resources	No	30 September 2020		In progress
	(b) Community engagement (through recovery conversations)				Director for Assets, Finance and Resources	Yes	30 November 2020		Not started
	(c) Engagement with Scottish Government				Director for Assets, Finance and Resources	No	30 November 2020		Not started
	(d) Plan approved by the Comhairle				Director for Assets, Finance and Resources	No	9 December 2020		Not started
R4	The Comhairle has implemented devolved and flexible working				Director for Education, Skills and Children's Services	No	31 March 2021		In progress
	(a) Revised employee policies have been agreed				Chief Executive	No	30 September 2020		In progress
	(b) Hubs and Satellite Offices established				Director for Education, Skills and Children's Services	No	31 October 2020		In progress
	(c) Staff relocation complete				Chief Executive	No	1 January 2021		Not started
R5	The Comhairle has rationalised its estate (in collaboration with partners)		212		Director for Assets, Finance and Resources	Yes	31 March 2021		Not started
Ref	Outcome / Actions	2020/21 Planned Savings (£000)	2021/22 Potential Savings (£000)	2022/23 Potential Savings (£000)	Accountable Officer	External Consultation	Due on	Completed on	Status
	(a) Transfer Benbecula Office staff to other locations and lease or transfer to third sector		50		Director for Assets, Finance and Resources	Yes	30 November 2020		Not started
	(b) Carry out a place based review for Uist				Director for Assets, Finance and Resources	Yes	31 October 2020		Not started
	(c) Rent out 50-70% of Sandwich Road Offices.		120		Director for Assets, Finance and Resources	No	31 March 2021		Not started
	(d) Relocate AFR staff from Town Hall and rent space		12		Director for Assets, Finance and Resources	Yes	31 March 2021		Not started

	(e) Commission Estate review of Comhairle and NHS properties				Director for Assets, Finance and Resources	No	31 March 2021		Not started
	(f) Estate wide utilities review		30		Director for Assets, Finance and Resources	No	31 March 2021		Not started
	(g) Review Comhairle depots requirements and locations				Director for Assets, Finance and Resources	No	31 March 2021		Not started
R6	A workforce plan and VER policy has been implemented				Chief Executive	No	30 September 2020		In progress
	(a) A VER scheme has been agreed				Chief Executive	No	30 September 2020		In progress
	(b) Reduced hours offer explored				Chief Executive	No	30 September 2020		In progress
	(c) Job evaluation / pay model reviewed				Chief Executive	No	30 September 2020		In progress
Single Islands Partnership (Lead Officer Chief Executive)									
R7	The Comhairle senior management has been re-structured to deliver the Recovery Plan and support a planned transition to a Single Island Partnership model.		11	247	Chief Executive	No	21 August 2020		In progress
	(a) Proposed structure presented to Members				Chief Executive	No	30 September 2020		In progress
	(b) Consultation with affected postholders				Chief Executive	No	31 December 2020		Not started
	(c) Plan approved by the Comhairle				Chief Executive	No	1 February 2021		Not started
Ref	Outcome / Actions	2020/21 Planned Savings (£000)	2021/22 Potential Savings (£000)	2022/23 Potential Savings (£000)	Accountable Officer	External Consultation	Due on	Completed on	Status
R8	An IJB Chief Officer has been appointed (in agreement with NHS Eilean Siar) OR the Comhairle has appointed an officer to lead the Comhairle Services				Chief Executive	No	31 August 2020		In progress
R9	The IJB has an approved recovery plan and financial strategy				Chief Executive	No	24 September 2020		In progress
	(a) The IJB CO has drafted a plan and financial strategy				IJB Chief Officer	No	4 September 2020		In progress
	(b) ICMT, NHS MT and CRT have considered the draft plans				IJB Chief Officer	No	11 September 2020		Not started
	(c) The IJB strategy group have considered the proposals				IJB Chief Officer	No	18 September 2020		Not started
	(d) The IJB have agreed the strategies				IJB Chief Officer	No	24 September 2020		Not started
R10	The Comhairle has agreed charters with key public agencies				Director for Education, Skills and Children's Services	No	31 March 2021		In progress
Community Empowerment (Lead Officer Director for Education, Skills and Children's Services)									
R11	The Comhairle has developed an area based resilient structure and an area based model for local area based social and economic regeneration.				Director for Education, Skills and Children's Services	Yes	30 November 2020		In progress

	(a) The area fora have been defined and agreed				Director for Education, Skills and Children's Services	Yes	21 September 2020		In progress
	(b) Each area forum has a development plan				Director for Education, Skills and Children's Services	Yes	30 November 2020		In progress
	(c) The development plan has allowed the selection of year 2 Crown Estate projects				Director for Education, Skills and Children's Services	Yes	30 November 2020		Not started
R12	The Comhairle has agreed a Crown Estate funding model that devolves funding to the local fora				Director for Assets, Finance and Resources	No	21 August 2020		In progress
	(a) The Budget Board have considered proposals				Director for Assets, Finance and Resources	No	19 August 2020		In progress
	(b) The Comhairle has approved a funding model				Director for Assets, Finance and Resources	No	21 August 2020		In progress
R13	Community Support has been consolidated within the Education, Skills and Children's Services Department		103		Chief Executive	No	1 January 2021		In progress
Ref	Outcome / Actions	2020/21 Planned Savings (£000)	2021/22 Potential Savings (£000)	2022/23 Potential Savings (£000)	Accountable Officer	External Consultation	Due on	Completed on	Status
	(a) The Comhairle has agreed the transfer				Chief Executive	No	21 August 2020		In progress
	(b) A proposal for integration has been consulted upon				Director for Education, Skills and Children's Services	No	31 October 2020		Not started
	(c) The integration has been implemented				Director for Education, Skills and Children's Services	No	1 January 2021		Not started
Service Redesign (Lead Officers Director for Education, Skills and Children's Services, Director for Assets, Finance and Resources and Director for Communities)									
R14	The Comhairle has achieved the 2020/21 planned service redesign savings.	1,600			Director for Assets, Finance and Resources	Yes	30 September 2020		In progress
	P1 Childcare Grants (Priority: 3.48) Reduce budget for Childcare Grants. A 25% reduction in the grants available to childcare providers.	10			Director for Education, Skills and Children's Services	No	30 September 2020	1 April 2020	Completed
	P4 School Staffing (Priority: 4.53) Review School staffing. Teaching Curriculum Re-design etc. Extended use of e-Sgoil.	223			Director for Education, Skills and Children's Services	No	30 September 2020		In progress
	P5 Review Staffing (Priority: 4.74) Review of Janitor Service in schools on an area basis.	87			Director for Education, Skills and Children's Services	No	30 September 2020		In progress
	P6 Catering & Cleaning Service (Priority: 4.89) Review service, options for generating income and /or Sharing overheads.	20			Director for Education, Skills and Children's Services	No	30 September 2020		In progress
	P7 ECS Training (Priority: 6.26) More training delivered via V-Scene. Training opportunities with other bodies.	20			Director for Education, Skills and Children's Services	No	30 September 2020	1 April 2020	Completed
	P8 School Staffing (Priority: 6.4) Roll-out implementation of Executive Headships.	40			Director for Education, Skills and Children's Services	No	30 September 2020		In progress
	P9 ECS HR/Finance Functions (Priority: 7.06) Review of HR, finance and administration functions across departments.	40			Director for Education, Skills and Children's Services	No	30 September 2020	1 April 2020	Completed
	P10 Children's Services (Priority: 3.45) Removal of budgetary provision that existed for a significant local care and respite package that has since moved off-island and is covered by another	80			Director for Education, Skills and Children's Services	No	30 September 2020	1 April 2020	Completed

	P13	Children's Services (Priority: 4.45) Review Management & reporting structures across authority.	70			Director for Education, Skills and Children's Services	No	30 September 2020	1 April 2020	Completed
	P14	Additional Support Needs /Learning Support (Priority: 2.55) 5% reduction in non teacher additional support staff in schools through an audit of needs and delivery methodologies.	101			Director for Education, Skills and Children's Services	No	30 September 2020		In progress
Ref	Outcome / Actions		2020/21 Planned Savings (£000)	2021/22 Potential Savings (£000)	2022/23 Potential Savings (£000)	Accountable Officer	External Consultation	Due on	Completed on	Status
	P15	Museum and Heritage (Priority: 3.27) Service Redesign with savings realised through a staffing review.	49			Director for Communities	Yes	30 September 2020	1 April 2020	Completed
	P16	Economic Development (Priority: 3.65) & Strategy Service Redesign with savings realised through none filling of vacant posts (£79k), rent savings from the Business Gateway relocation (£12k) and a reduction in Economic Development grants (£9k).	100			Director for Communities	No	30 September 2020	1 April 2020	Completed
	P21	Community skips (Priority: 3.41) Review where Community Skips are provided (consider a 20 mile radius) Review bulky uplift charges and number of items collected. (e.g. introduce a two-tiered service)	5			Director for Communities	Yes	30 September 2020		In progress
	P24	Organic Collections: Increase uptake	50			Director for Communities	No	30 September 2020		In progress
	P25	Refuse Collections: 3 weekly collection regime	25			Director for Communities	No	30 September 2020		In progress
	P26	Street cleaning (Priority: 5.47) 25% reduction in street cleaning spend.	10			Director for Communities	Yes	30 September 2020	1 April 2020	Completed
	P27	Community Transport (Priority: 3.91) Reduce and refocus funding. The current provision of funding is based on a historic Scottish Government grant scheme. A review to consider redesign options has started.	37			Director for Communities	Yes	30 September 2020		In progress
	P29	Roads Maintenance (Priority: 1.44) Reduction of 25% in budget.	400			Director for Assets, Finance and Resources	No	30 September 2020	1 April 2020	Completed
	P30	Revenue Match Fund (Priority: 2.61) Remove the Revenue Match Fund.	190			Director for Assets, Finance and Resources	No	30 September 2020	1 April 2020	Completed
	P31	Gaelic (Priority: 3.82) 25% reduction in the Gaelic Grants budget and Mod contribution.	23			Chief Executive	No	30 September 2020	1 April 2020	Completed
	P32	Hospitality (Priority: 6) 50% Reduction of Hospitality budget held by Chief Executive's Department.	10			Chief Executive	No	30 September 2020	1 April 2020	Completed
	P33	Employability Fund (Priority: 7) Reduction of budget for Employability Fund allowances in line with expenditure.	10			Chief Executive	No	30 September 2020	1 April 2020	Completed
R15	The Education Business Plan has been implemented			1,453		Director for Education, Skills and Children's Services	Yes	1 April 2021		In progress
	(a)	Implement harmonised time-table more effectively in secondary schools		240		Director for Education, Skills and Children's Services	No	1 April 2021		In progress
Ref	Outcome / Actions		2020/21 Planned Savings (£000)	2021/22 Potential Savings (£000)	2022/23 Potential Savings (£000)	Accountable Officer	External Consultation	Due on	Completed on	Status
	(b)	Remove over formula teachers in primary schools		240		Director for Education, Skills and Children's Services	No	1 April 2021		In progress
	(c)	E-Sgoil services income substitution for services sold across Scotland as part of the national offer		92		Director for Education, Skills and Children's Services	No	1 April 2021		In progress

	(d)	Develop Multi Media Unit marketing opportunities		60		Director for Education, Skills and Children's Services	No	1 April 2021		Not started
	(e)	Reduce transport costs for early years education		20		Director for Education, Skills and Children's Services	Yes	1 April 2021		Not started
	(f)	Reduce support for voluntary sector nurseries		10		Director for Education, Skills and Children's Services	Yes	1 April 2021		Not started
	(g)	Hand Moor Cottages back to HHP		25		Director for Education, Skills and Children's Services	No	1 April 2021		Not started
	(h)	Sell the Old House		4		Director for Education, Skills and Children's Services	No	1 April 2021		Not started
	(i)	Re-organise all children support into one service. CLD/ASN/CS		28		Director for Education, Skills and Children's Services	No	1 April 2021		Not started
	(j)	Integrate Children's Services with IJB services		50		Director for Education, Skills and Children's Services	No	1 April 2021		Not started
	(k)	Education HR Staffing review		7		Director for Education, Skills and Children's Services	No	1 April 2021		In progress
	(h)	Education finance Staffing review		15		Director for Education, Skills and Children's Services	No	1 April 2021		In progress
	(i)	School workforce reduction		70		Director for Education, Skills and Children's Services	No	1 April 2021		Not started
	(j)	Executive Headteacher roll out		30		Director for Education, Skills and Children's Services	No	1 April 2021		In progress
	(k)	Reduction in training budgets		80		Director for Education, Skills and Children's Services	No	1 April 2021		Not started
	(l)	Reduction in travel and accommodation budgets		60		Director for Education, Skills and Children's Services	No	1 April 2021		Not started
	(m)	Reduction in resources budgets		50		Director for Education, Skills and Children's Services	No	1 April 2021		Not started
Ref	Outcome / Actions		2020/21 Planned Savings (£000)	2021/22 Potential Savings (£000)	2022/23 Potential Savings (£000)	Accountable Officer	External Consultation	Due on	Completed on	Status
	(n)	Consult on school rationalisation for Sgoil nan Loch, Breascleite and Bernera		100		Director for Education, Skills and Children's Services	Yes	1 April 2021		Not started
	(o)	Consult on school rationalisation for Back, Tong and Laxdale		130		Director for Education, Skills and Children's Services	Yes	1 April 2021		Not started
	(p)	Consult on school rationalisation for Pairc and Sgoil nan Loch		20		Director for Education, Skills and Children's Services	Yes	1 April 2021		Not started
	(q)	Close Sandwick resource centre and relocate services and staff across schools, hubs and satellite locations		62		Director for Education, Skills and Children's Services	Yes	1 April 2021		Not started
	(r)	Relocate staff and close St Lennans		20		Director for Education, Skills and Children's Services	No	1 April 2021		Not started
	(s)	Demolish or sell old Schools		40		Director for Education, Skills and Children's Services	No	1 April 2021		In progress

R16	Heritage and Gaelic have been integrated within Education and Children's Services				Director for Education, Skills and Children's Services	Yes	31 December 2020		In progress
R17	An external consultant has reviewed waste services and made recommendations for further service improvement and savings				Director for Communities	No	31 December 2020		In progress
R18	A community transport strategy has been developed an implemented				Director for Communities	Yes	31 December 2020		In progress
R19	The Comhairle has engaged with partners to maintain the sustainability of the Benbecula to Stornoway air service.				Director for Communities	Yes	31 December 2020		Not started
R20	A review of the Garage function has been implemented		100	-	Director for Communities	No	31 December 2020		In progress
	(a) Undertake staff conversation in relation for service re-design				Director for Communities	No	30 September 2020		In progress
	(b) Re-design of garage services		100		Director for Communities	No	31 December 2020		In progress
	(c) Establish vehicle replacement programme				Director for Communities	No	30 September 2020		In progress
R21	A strategic plan for Business and Income Growth has been developed				Director for Education, Skills and Children's Services	No	30 December 2020		In progress
R22	The Municipal Services Business Plan has been implemented		287	-	Director for Communities	Yes	1 April 2021		In progress
Ref	Outcome / Actions	2020/21 Planned Savings (£000)	2021/22 Potential Savings (£000)	2022/23 Potential Savings (£000)	Accountable Officer	External Consultation	Due on	Completed on	Status
(a)	Full capture of uplift and disposal charged from NDR properties		50		Director for Communities	No	1 April 2021		In progress
(b)	Review of public conveniences in Stornoway including consultation with public bodies.		30		Director for Communities	Yes	1 April 2021		Not started
(c)	Reduction in grant to community organisation.		10		Director for Communities	Yes	1 April 2021		Not started
(d)	Reduction of street cleaning services to statutory minimum. £7k reduction already put in place for this year.		15		Director for Communities	Yes	1 April 2021		Not started
(e)	Move to 3-weekly collections		50		Director for Communities	No	1 April 2021		In progress
(f)	Concentrated campaign to increase capture rate, particularly of food waste. £100 per tonne direct saving. 500 extra tonnes per year will result in £50k saving, 1000 tonnes is the target.		50		Director for Communities	No	1 April 2021		Not started
(g)	Review current charges against cost. Consider introduction of a two tier service so that householders with one or two items are not unfairly impacted		5		Director for Communities	Yes	1 April 2021		Not started
(h)	Reduction in services provision for Community Skips provided where there is no Recycling Centre available to avoid adjacent villages setting up a community skip service.		5		Director for Communities	Yes	1 April 2021		Not started
(i)	Reduce and refocus funding to gap fill areas of public bus services where provision is not available.		50		Director for Communities	Yes	1 April 2021		In progress
(j)	10% increase in lair and internment charges to allow full cost recovery to be achieved		12		Director for Communities	Yes	1 April 2021		Not started
(k)	5-10% additional uplift to charges above inflation to allow full cost recovery to be achieved		10		Director for Communities	No	1 April 2021		Not started

R23	The Chief Executive's Business Plan has been implemented		303	144	Chief Executive	Yes	1 April 2021		Not started
	(a) To develop a comprehensive Case Management System (CSM)		115		Chief Executive	No	1 April 2021		Not started
	(b) Review of management, professional and administrative functions within department. Upskilling of existing employees and managers to ensure maximum efficiency and to manage turnover.		178	97	Chief Executive	No	1 April 2021		Not started
	(c) To improve electronic communication to maximise efficiency and reduce carbon footprint from travel. This includes Members budgets		112	47	Chief Executive	No	1 April 2021		Not started
Ref	Outcome / Actions	2020/21 Planned Savings (£000)	2021/22 Potential Savings (£000)	2022/23 Potential Savings (£000)	Accountable Officer	External Consultation	Due on	Completed on	Status
	(d) Develop corporate communication to proactively manage communication		(114)		Chief Executive	No	1 April 2021		Not started
	(e) Remove budget associated with Pendleton twinning		1		Chief Executive	Yes	1 April 2021		Not started
	(f) Remove community grants		11		Chief Executive	Yes	1 April 2021		Not started
R24	The Assets, Finance and Resources Business Plan has been implemented		203	182	Director for Assets, Finance and Resources	Yes	1 April 2022		In progress
	(a) As well as the collection of the Comhairle's revenues, the section can generate income through the recovery of benefit overpayments for the DWP, an element of which can be retained by the Comhairle. Since the implementation of a new system and processes, performance in this respect has improved and there is more confidence about achieving the set targets.		70		Director for Assets, Finance and Resources	No	1 April 2021		In progress
	(b) Review of staffing following on from the initial phase of the recovery with a view to disestablishing temporary variations and taking advantage of turnover opportunities.		11	24	Director for Assets, Finance and Resources	No	1 April 2022		In progress
	(c) Reduction in postage through proactive use of email billing and canvassing where appropriate		4		Director for Assets, Finance and Resources	No	1 April 2021		In progress
	(d) Minor review and allocation of duties completed as a result of a vacant post has already been completed. Staffing will be kept under review with a view to reduction through turnover opportunities.		20	18	Director for Assets, Finance and Resources	No	1 April 2021	1 June 2020	Completed
	(e) Reduction in administrative support staffing reflecting reduced workload.		20		Director for Assets, Finance and Resources	No	1 April 2021		In progress
	(f) Review of Payroll staffing, including a review of manual processes, the introduction of an expenses claims app. etc. (the budget for purchase/implementation has already been set aside in the Department carry forward).			15	Director for Assets, Finance and Resources	No	1 April 2022		Not started
	(g) Over recent years there has been discussion on changing the Customer Services operational model from face to face to online and telephone delivery. To date only tentative steps have been taken in this direction but following on from the successful delivery of services remotely and online during the pandemic, now is the time for a concerted effort to implement change. This will include consideration of location, integration with other services, the role of area offices etc.		10	25	Director for Assets, Finance and Resources	Yes	1 April 2021		Not started
Ref	Outcome / Actions	2020/21 Planned Savings (£000)	2021/22 Potential Savings (£000)	2022/23 Potential Savings (£000)	Accountable Officer	External Consultation	Due on	Completed on	Status
	(h) The Income Management System contract ends in March 2022. Early review of requirements to be completed, including the use of payment cards, online payments, with a view to streamlining the system and payment options.			10	Director for Assets, Finance and Resources	Yes	1 April 2022		Not started

	(i)	Reduction in training, travel and subsistence budgets		13		Director for Assets, Finance and Resources	No	1 April 2021		In progress
	(j)	Review Union Representation		17		Director for Assets, Finance and Resources	No	1 April 2021		Not started
	(k)	Seek fee reduction from Audit Scotland through reduction in performance audit			20	Director for Assets, Finance and Resources	No	1 April 2021		At risk
	(l)	Seek reduction in Valuation Joint Board Requisition		20	20	Director for Assets, Finance and Resources	No	1 April 2021		At risk
	(m)	Future pension savings		18		Director for Assets, Finance and Resources	No	1 April 2021	1 June 2020	Completed
	(n)	Review of Property and Infrastructure delivery structures			50	Director for Assets, Finance and Resources	No	01/04/202w		Not started
R25	The Winter Maintenance Service has been redesigned				250	Director for Assets, Finance and Resources	Yes	1 February 2021		In progress
R26	The Economic Development, planning and Communities Business Plan has been implemented			321		Director for Communities	Yes	1 April 2021		Not started
	(a)	Reduce core doing budget to support key economic sectors - tourism, creative industries; energy, fisheries; aquaculture; heritage;		50		Director for Communities	Yes	1 April 2021		Not started
	(b)	10% cut to annual funding agreements to core organisations in the Creative Sector		9		Director for Communities	Yes	1 April 2021		Not started
	(c)	Review abattoir provision across the islands.		10		Director for Communities	Yes	1 April 2021		Not started
	(d)	Reduce Biodiversity/Access Budget by 10 %		1		Director for Communities	No	1 April 2021		Not started
	(e)	Implement a revised library service model		37		Director for Communities	Yes	1 April 2021		Not started
	(f)	Review the Town Centre Painting Scheme; Maps and Plans and travel and subsistence budgets		12		Director for Communities	Yes	1 April 2021		Not started
Ref	Outcome / Actions		2020/21 Planned Savings (£000)	2021/22 Potential Savings (£000)	2022/23 Potential Savings (£000)	Accountable Officer	External Consultation	Due on	Completed on	Status
	(g)	Reduce core admin budgets by 10% - travel and subs; software licensing; course fees for staff;		7		Director for Communities	No	1 April 2021		Not started
	(h)	Small savings through adjustments in individual budget cost codes.		3		Director for Communities	No	1 April 2021		Not started
	(i)	Review staffing across Economic Development, Heritage and Libraries.		153		Director for Communities	Yes	1 April 2021		Not started
	(j)	Reduction in fuel poverty support (TIG) and community organisations (Foyer)		10		Director for Communities	Yes	1 April 2021		Not started
	(k)	Review support for WICAS		15		Director for Communities	Yes	1 April 2021		Not started
	(l)	Reduction in Administrative Support		15		Director for Communities	No	1 April 2021		Not started
R27	A Digital Strategy has been agreed and implemented			50	70	Director for Assets, Finance and Resources	No	1 April 2022		In progress
	(a)	Draft Strategy approved by Comhairle				Director for Assets, Finance and Resources	No	30 September 2020		In progress
	(b)	IT Staffing review complete		30	30	Director for Assets, Finance and Resources	No	30 September 2020		In progress

	(c) Review of corporate systems, including telephony			20	20	Director for Assets, Finance and Resources	No	1 April 2021		In progress
	(d) Review of Broadband including WAN (might be 2023/24)				20	Director for Assets, Finance and Resources	No	1 April 2022		In progress
Economic Recovery (Lead officer Director for Communities)										
R28	A Comhairle Economic Recovery Plan has been agreed					Director for Communities	Yes	24 June 2020	24 June 2020	Completed
R29	A macroeconomic plan has been implemented					Director for Communities	Yes	30 September 2020		In progress
R30	A strategy for the use of the Crown Estate funding for island wide economic development has been implemented.					Director for Communities	No	1 January 2021		In progress
	(a) The Budget Board have considered proposals					Director for Communities	No	11 September 2020		In progress
Ref	Outcome / Actions	2020/21 Planned Savings (£000)	2021/22 Potential Savings (£000)	2022/23 Potential Savings (£000)		Accountable Officer	External Consultation	Due on	Completed on	Status
	(b) The Comhairle has approved a funding model					Director for Communities	No	30 September 2020		Not started
	(c) The Comhairle has approved projects					Director for Communities	No	9 December 2020		Not started
	(d) Projects have commenced					Director for Communities	No	1 January 2021		Not started
R31	The Islands deal has been agreed and implementation started					Director for Communities	No	31 December 2020		In progress
Major Projects and Investment (Lead Officer Director for Assets, Finance and Resources)										
R32	The Integrated Castlebay Campus has been commissioned					Director for Investment Delivery	Yes	?		In progress
R33	The Goathill project has been delivered					Director for Investment Delivery	No	?		In progress
R34	A forward investment strategy has been agreed					Director for Assets, Finance and Resources	Yes	21 February 2021		In progress
Total Savings		1,600	3,425	893						