



CORPORATE STRATEGY

2022-2027

Our vision is for socially and economically thriving communities with a focus on sustaining our quality of life, natural heritage, and Gaelic language and culture.

CONTENTS

CORPORATE STRATEGY 2022-2027	1
INTRODUCTION	3
AMBITION – 2027	4
Vision.....	4
Mission.....	4
Core Values	4
Environmental Analysis.....	4
Priorities and Commitments.....	5
STRATEGIC PRIORITIES	10
STRATEGIC OUTCOMES	10
Strategies and Plans.....	11
Our Approach.....	11
CONTEXT AND INFLUENCES	12
Demographics	12
Economy.....	12
Climate change.....	13
Digital Connections	13
Children and Young People.....	14
Health and Wellbeing.....	15
Equalities.....	15
Public Policy	16
Workforce	16
Finance	17
Change and innovation	17
COMMUNICATION	17
CUSTOMERS	18
DELIVERING THIS PLAN	18
BUSINESS PLANNING AND PERFORMANCE MONITORING	18
PERFORMANCE MEASURES	24

INTRODUCTION

Welcome to the Comhairle's Corporate Strategy which sets out the priorities and strategic direction of the Comhairle for the period 2022-2027. It is an ambitious plan focused on supporting our communities to thrive and prosper and to ensure that we provide quality services that deliver our priorities. Our five-year plan sets out the approach we are taking to ensure all our services and activities work together to deliver on our ambitions to ensure this is the best place to live, work and learn.

Our priorities are to:

- Strengthen the local economy
- Support children, families and young people
- Support resilient communities and quality of life
- Be a sustainable and inclusive Council

The COVID-19 pandemic has had enduring impacts on our local society and economy, demonstrating that the Outer Hebrides are not insulated from global shocks, but also confirming that we have resilient, innovative and collaborative communities, businesses and organisations. The pandemic brought about a collective urgency to work together at pace. The Comhairle responded quickly to the crisis, putting in place new ways of working, and with a renewed focus on effective partnership working. The Corporate Strategy determines all that the Comhairle undertakes as a strategic community leader and sets the policy framework for all Service Business Plans.

We are committed to ensuring local communities are at the heart of decision-making. As an effective and innovative Council, we are inclusive and open in all that we do. The Comhairle undertook a series of community engagement exercises across the Outer Hebrides in 2019/20 and online engagement in 2020/21 to prioritise service choices but also to look at options to deliver services through local involvement. These Community Conversations will continue to inform the work of the Comhairle and the service redesign required to meet budget constraints. Our employees are critical to those who require our services the most and are at the core of this plan.

With our partners across the public, private and third sectors, we will ensure that the Outer Hebrides has a strengthened economy and a skilled workforce to match the opportunities that will emerge as we build back better and move on from the pandemic and progress our vision for an education system that enables all children and young people to fulfil their potential and that individual and partnership activities best meet people's needs sustainably.

Many families experience difficulties and stress at some point in their lives. For some, help and support given at the right time can make all the difference. We are committed to working together with our multi-agency partners to supporting all children, young people and their families to have the best start in life.

We will review this Corporate Strategy part way through this Comhairle term, update it to reflect changes in local factors and any national requirements and ensure it continues to focus on the services and activities that matter.

The Comhairle's Corporate Strategy was refreshed in 2020 to update the priorities and strategic direction of the Comhairle taking account of the need to ensure recovery and renewal post Covid-19 and, together with the results from the Community Conversations, informs the Corporate Strategy 2022-2027.

AMBITION – 2027

Vision

To have socially and economically thriving communities with a focus on sustaining our quality of life, natural heritage, and Gaelic language and culture.

Mission

The mission of the Comhairle is to deliver quality, customer-focused services with an emphasis on community and partnership working to ensure that the Islands maintain their social cohesiveness and have a strong and sustainable natural and economic environment.

Core Values

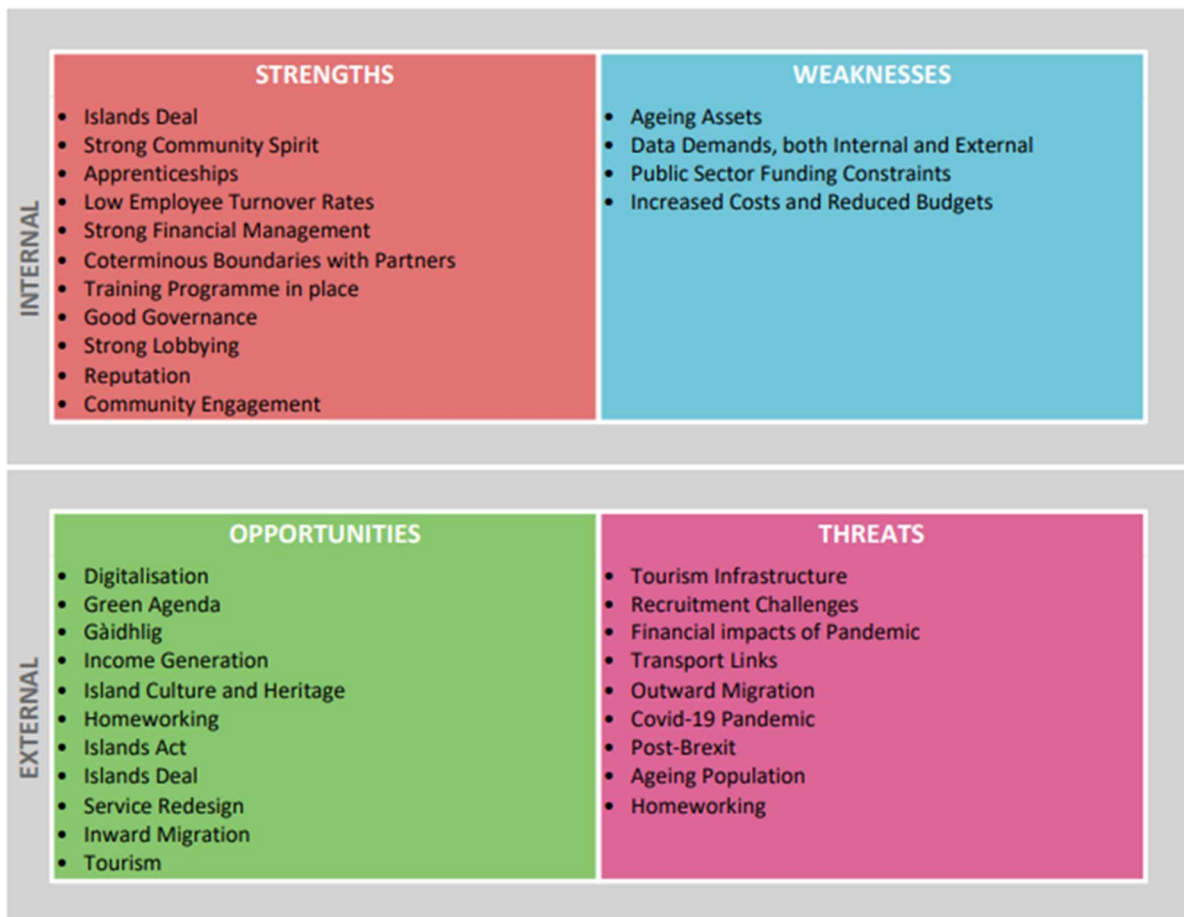
The Comhairle’s Core Values will guide Services in the delivery of their business plans to the local community:

To work in partnership.	To deliver efficient and sustainable services.	To be ambitious for the Outer Hebrides.
To listen and empower our communities.	To promote fairness and equality for all.	To be open and transparent.
To protect our natural environment and reduce our carbon footprint.	To promote community resilience and safety.	To support those in our community who are in need.

Environmental Analysis

A key element of planning is to understand the internal and external environment that may have an impact on the Comhairle’s ability to achieve its strategic priorities. An environmental analysis was undertaken to identify and assess the level of threat or opportunity key issues may present and to ascertain the strengths and weaknesses within the Comhairle that may support or hinder the delivery of its commitments.

The analysis will help the Corporate Management Team align strategies with the environment and is summarised below.



Priorities and Commitments

We deliver local services to nearly 27,000 people living in the Outer Hebrides and through partnership working, assisted by public service reform we can strengthen the communities and economy of the Outer Hebrides by supporting a strong and socially inclusive plan that creates empowered, resilient communities, based on a green economy in which digital connectivity and innovation are prioritised.

The COVID Pandemic has changed how public and commercial business is undertaken and how we go about our everyday lives. With this comes the opportunity to ensure that the changes are islands friendly and appropriate.

The Comhairle will work together with partners to deliver this new corporate strategy for 2022-27. The corporate strategy provides a framework and ensures that there is a golden thread that runs from the national priorities and the Local Outcome Improvement Plan into the Comhairle's priorities. These priorities themselves are delivered through the service business plans.

Our Priorities are to:

- Strengthen the local economy
- Support children, families and young people
- Support resilient communities and quality of life
- Be a sustainable and inclusive Council

Strengthen the local economy

A strong and vibrant economy is crucial to unlocking the future potential of our communities and people and will provide employment and income which will benefit all in the Islands. It will also help us retain our young people and attract new families.

We are committed to strengthening our local economy. World-wide concern over climate change and the demand for renewable energy sources continues to be a key area for investment. The Scottish Government has set a national target to be net zero by 2045 and this does provide opportunities for the islands to be at the forefront of development. The Comhairle continues to work closely with key energy sectors to promote renewable energy, particularly hydrogen developments and community-owned wind power.

The Islands Deal, which will provide investment from both the UK and Scottish Government to the three Island Authorities is leading this work with an agreed programme which provides scope for development in three key areas: Leading the way to a Low Carbon Future; Supporting Growth and Future Industries; and Thriving Sustainable Communities. The Comhairle fully supports the implementation of the Islands (Scotland) Act 2018 and the Growth Deal for the Islands. The Comhairle are the lead agency on the Supporting Growth and Future Industries programme of development.

The Scottish Government defines Community Wealth Building as a people-centred approach to local economic development, which redirects wealth back into the local economy, and places control and benefits into the hands of local people. The Comhairle is already committed to Community Wealth Building in the Outer Hebrides and will continue to work with the Centre for Local Economic Strategies (CLES) to further develop the Outer Hebrides approach and plan.

As we become ever more fully immersed in the digital age, connectivity is a key indicator for economic success. Digitalisation is about more than connectivity: it is about supporting businesses to move online; ensuring that our young people and employees have the skills required to support businesses as they move towards an increased online presence; and supporting families with childcare so that they can access employment. Digitisation will be used to support the elderly and those with a disability to remain living in their own home through eCare. Supporting people to work from home and promoting remote working is important as a realistic prospect for work in the digital age as well as helping to encourage islanders to return.

Our commitments are to:

Develop a local approach to digitalisation that supports infrastructure, customer engagement and business development	Deliver the development projects associated with the Islands Deal.
Invest in our key infrastructure	Support our small and medium sized businesses to be established and grow, in part through greater use of Gaelic as an asset.
Improve the level of skills across our communities and workforce	

Support children, families, and young people

We are committed to having a sustainable population with an emphasis on retaining and attracting families. This requires a focus on quality of life and job availability as well as access to childcare and the quality of education on offer.

Keeping our children and young people safe is our primary concern and child protection is integral in all our work with children, families and young people. We invest in early intervention and work closely with families and the community to ensure that targeted support is available when it is required. We will improve the outcomes of care experienced children and young people through being a good corporate parent.

We are working with the Scottish Government to provide the levels of childcare that will enable those with young children to access work if they wish to. We will ensure that there is a mix of childcare facilities available and that those provided are of high quality.

The Comhairle continues to invest in its school estate and is committed to continuing a programme of capital investment going forward. It is important that these facilities are at the heart of the communities they serve and encourage children and young people to engage positively with both the curriculum and extra-curricular activities on offer.

It is important that our schools continue to promote excellence and we are committed to investing in our schools, the workforce and our children and young people. This is not just about academic excellence, although that is important; it is about ensuring that our young people are leaving school with the skills that employers are looking for and have ambition in developing areas of the economy such as the green agenda and digitalisation. We will work closely with businesses, both local and national, to understand what these needs are, and work through our schools and employability provision to support young people to meet those needs.

Our commitments are to:

Ensure early intervention, in particular to keep our most vulnerable children safe	Continue to invest in schools which are at the heart of our communities
Raise ambition and attainment, in particular to address inequalities	Support children and their families to be healthy and active
Provide high quality childcare facilities that meet the needs of working parents	

Support resilient communities and quality of life

Resilient communities and quality of life are measured by themes such as the Gaelic language and culture, our population and demographics, the natural environment, our crofting communities, housing quality and availability, transport and connectivity, the economy and jobs, community safety, health and wellbeing and support networks. These are all interconnected and do not stand alone as a measure of success.

Support for those in our community who are elderly or vulnerable has always been a priority for the Comhairle, and this was demonstrated by the commitment of our workforce to continue to provide vital services throughout the pandemic; however, it is also a priority for the community itself. The response shown by local communities and volunteers to support those made vulnerable by the pandemic, whether that be those who were shielding or those who were elderly or alone, was a clear demonstration of the resilience and care within our islands.

Our natural heritage, with its unique habitats and coastlines, needs to be protected with adaptation in place as necessary to reduce climate change impacts. These islands have scenery and wildlife that is attractive and a Gaelic language and cultural heritage that is exceptional; all of which makes this a key destination for visitors. It is therefore important that there is a vision for these islands that protects and emphasises all that is good, but which also has a plan and infrastructure to support development.

The Comhairle is committed to ensuring connections remain between all these themes as we begin the social and economic recovery from the pandemic. It is important that no one theme takes precedence as this can throw out the fine balance of our unique way of life in these islands.

This corporate strategy aims to continue this balance between themes as we protect those most in need, provide care for those who require it, promote equality and offer opportunity for those living in the islands. We will support communities through infrastructure and connectivity development as well as protecting our Gaelic language and cultural heritage.

Our commitments are to:

Tackle the causes and effects of inequality and poverty	Support the natural and cultural heritage of the islands, including the access to services through the medium of Gaelic.
Ensure those who are elderly or in need receive the care and support they need to live healthy and independent lives	Ensure our planning and connectivity infrastructure meets the needs of our island communities
Nurture the safety and resilience of our communities	

Be a Sustainable and Inclusive Council

To be a sustainable local authority we will examine ways in which we can reduce our carbon footprint and support the islands to work towards becoming Net Zero in line with Scottish Government targets. We will work with our partners and the community to look at how the islands can achieve Net Zero by 2045 and will share all the plans that we develop. We are committed to reducing the impact we have on the global environment and on minimising any environmental damage and pollution to our islands. Our ambitious approach to renewable energy innovation, our procurement practices and our environmental services will be integral to drive improvement.

As an inclusive local authority, we work closely with our communities to support effective community engagement and empowerment. While we have ambition to develop our digital engagement, we will ensure that we continue to support face-to-face customer service for as long as there is a demonstrable need.

Corporate Governance, or 'how we do business', is an important aspect of a local authority. There are many statutory functions and regulations around how we work and how we manage the public finances we are given. The Comhairle is committed to being open and transparent and to having effective governance in place.

We remain committed to equality of opportunity and support the mainstreaming of equality into all that we do. This means taking equality into account when conducting business as an employer, as a service provider and as a community partner. By integrating equality considerations into our day-to-day work, we can improve the way in which we conduct business as an employer and when we plan and deliver our services. Everyone working for, or with, the Comhairle has a responsibility to promote equality of opportunity and build positive relationships between different groups.

Our commitments are to:

Ensure that local people and communities are empowered and are at the heart of our decision making	Embed the effective management of equality, diversity, inclusion and sustainability in our practices, policies, reports and procedures
Reduce our carbon footprint and develop an island route map to net zero.	Ensure effective governance of the Comhairle.
Efficient and sustainable services that meet the needs of the community.	

STRATEGIC PRIORITIES

Strengthen the local economy	Support children, families, and young people	Support resilient communities and quality of life	Be a sustainable and inclusive Council
------------------------------	--	---	--

STRATEGIC OUTCOMES

Deliver our Islands Deal projects	Attainment rates continuously improve	The Gaelic language, natural heritage and culture of our communities is supported and promoted	Communities are empowered and continue to be at the heart of our decision making
Digital investment delivers outcomes for the community	Early intervention in place to keep our most vulnerable children safe	People receive the care and support they need to live healthy and independent lives	Reduction in our carbon footprint and development of an island route map to Net Zero
Investment in our buildings and infrastructure	Schools are centres for lifelong learning and key assets for the community	Planning and infrastructure meet the needs of our communities	Equality of opportunity is increased
Increased level of skills across our communities and workforce	People are healthy and active	Our communities are safe, inclusive, and resilient	Efficient and sustainable services are provided to the community
Growth in small and medium sized businesses demonstrated	Childcare facilities in place to meet the needs of working parents	Reduce inequality and poverty and promote social mobility	Effective governance of the Comhairle is in place

All strategic outcomes will have performance indicators to measure progress. The actions associated with the strategic outcomes will be developed by services and reported through the business plans and associated Strategies, policies and procedures.

Strategies and Plans

Gaelic Language Plan	Procurement Strategy	Environment Strategy	Economic Recovery Strategy
Carbon Management Plan	Communications Strategy	Local Development Plan	Budget Strategy
Customer Services Strategy	Volunteer Policy	Equalities Mainstreaming Report	Local Housing Strategy
Community Engagement and Participation Policy	Local Code of Corporate Governance	Islands Growth Deal Implementation Plan	Antisocial Behaviour Policy
Risk Management Plan	Capital Strategy	Treasury Management Strategy	Service Business Plans
Local Transport Strategy	Apprenticeship Strategy	Local Biodiversity Action Plan	Workforce Plan

Our Approach

Promote the Gaelic Language	Sustain services through change	Build sustainable finances	Add value through procurement
Continuously improve communication	Meet customer needs and expectations at first point of contact	Promote equality	Manage risk and promote safe working practices
Promote digital solutions	Ensure community participation	Value our culture and heritage	Reduce our impact on the environment
Support those in need	Promote project management	Promote excellence and innovation	Develop our workforce

CONTEXT AND INFLUENCES

Demographics

Population decline and an ageing demographic are highlighted as a key issue in the previous Corporate Strategy and in the Local Outcome Improvement Plan 2017-27, and we continue to project a decreasing and ageing population. The strategic priorities of this Corporate Strategy all aim to ensure that the Outer Hebrides maintains a sustainable population in the longer term.

Household Projections were published by National Records of Scotland in September 2020 with the projections based on previous trends.

Nationally, the number of households is projected to increase by 5% in 2028. The number is projected to decrease by 2.3% households in the Outer Hebrides. Over the period 2018 to 2043 the Outer Hebrides is projected to have the highest decrease in households at 11%.

Scotland's population is ageing. One person households are the main household type, and this is projected to continue with households with children declining. In 2028, 1 adult households are projected to remain the most common (41.8%) in the Outer Hebrides and 1 adult plus one or more children is projected to remain the least common (4.3%). In addition, between 2018 and 2028 the 50-54 year age group will see the largest percentage decrease (-24.1%) and the 90 & over age group is projected to have the largest increase (+41%) in the Outer Hebrides.

In 2028, the largest age group is projected to be the 75-79 age group, in comparison to the 50-54 age group in 2018, highlighting the ageing population.

On Migration, the National Records of Scotland (NRS) updated local area migration data in August 2020. It demonstrates that there is significant loss in the 15-19 age group and also 25-29 and 20-24 year age groups for all island areas. However, the loss has been less than in previous years in the 15-19 year age group in the Outer Hebrides.

Over the period 2009 to 2019 net migration has varied greatly in all island areas. The Outer Hebrides has had positive net migration since 2016-17 and over the whole period net migration has shown the Outer Hebrides gained 310 people.

It is important that there remains a strong focus on population attraction, with key areas such as transport and digital connectivity providing opportunity for businesses and individuals to relocate.

Economy

Following on from the Covid-19 pandemic, much of the overall global and national recovery remains uncertain and the actions taken at national and international level will continue to have impact (positive and negative) at local level. It will therefore be essential that the economy of the Outer Hebrides seeks new mechanisms to build capacity and resilience within both the overall local economy and within each of the sub-economies within the Outer Hebrides.

The nature of the islands economy is reliant, at present, on a small number of sectors. There are a significant number of people whose income is dependent on tourism and primary industries, including food and drink production, aquaculture, and fishing, the majority of whom are small businesses and/or self-employed. However, the economy of the islands is also supported by the public sector by up to

an estimated 50%. Although rates of employment are higher in the Outer Hebrides than the Scottish average, GVA and average wages are noticeably lower.

While there are challenges and barriers to growth there are also significant opportunities. Assets such as our natural heritage and Gaelic language and culture, our communities and our overall quality of life are all highly rated and can be used to our economic advantage. Sectors that recognise the opportunities to use Gaelic as an asset are also likely to benefit economically.

The growth of the visitor economy, in part accelerated by the impact of the pandemic on international travel, and a resurgence in domestic tourism, requires the Comhairle to work with partners to shape the developments, impacts and opportunities that this growth presents. Supporting small and medium enterprises (SMEs) associated with this sector to adapt to the changes taking place will also be a priority for the Comhairle over the coming years.

The Islands Deal with its focus on: Leading the way to a Low Carbon Future; Supporting Growth and Future Industries; and Thriving Sustainable Communities is a crucial aspect of strengthening the economy. The climate change and renewable energy economy provides real opportunity to develop build innovation and jobs and the Islands Deal provides funding for specific projects which it is anticipated will help to establish new industry.

Climate change

Net Zero targets are being set by governments, businesses and other organisations as a response to the Paris Agreement, which has the goal of limiting warming to at least 2°C and preferably below 1.5°C compared to pre-industrial levels.

The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 commits Scotland to Net Zero emissions of all greenhouse gases by 2045 at the latest. This requires greenhouse gas emissions produced within Scotland's territorial sphere to be at least 100% lower than the 1990 baseline. The earlier date for Scotland relative to the UK was recommended by the Climate Change Committee, due to the proportionally increased potential for removals in Scotland, by afforestation for example. Interim targets for reductions of at least 56% by 2020, 75% by 2030 and 90% by 2040 have also been set in law.

The Comhairle is committed to delivering positive change through the green agenda. Climate Change will be integral in how we work rather than a standalone priority. We have ambition to work towards Net Zero for our estate and to support the Islands meet the Scottish Government target of Net Zero by 2045.

Digital Connections

Digitalisation can shape how national priorities such as economic recovery, climate change, decarbonisation, wellbeing and social renewal are met. It can provide global opportunities for businesses and talent to build on their technological expertise. It also brings huge new challenges - around privacy, regulation, competition, media fragmentation, security, rights and social inclusion. The way in which government and businesses respond to the impact of technology will define progress going forward.

The Scottish Government's Digitalisation Strategy notes that working together, with every sector of the economy is essential, to get the right support, to the right people, in the right ways. The connectivity from social platforms during the pandemic gave people the confidence to use and benefit from digital technology and made it more obvious that exclusion from the digital world can increase isolation and limit life chances.

The increase in homeworking has also highlighted the security challenges as more organisations and people work, learn and communicate online. Cyber resilience is key to operational resilience and business continuity, as well as our capacity to grow and flourish as we adapt to the demands of operating online. Cyber resilience must be embedded into the design of future digital services, to ensure that the digital services built for the future are trustworthy and resilient.

Digital inclusion throughout the Outer Hebrides and beyond is strengthened by the Comhairle's e-Sgoil, as they work in partnership with Scottish Government, Association of Directors of Education in Scotland (ADES), Education Scotland, Regional Improvement Collaboratives and Local Authorities to offer a wide-range of webinar lessons, including Gàidhlig and Digital study skills lessons.

The Covid-19 pandemic has shown that we need to be able to deliver services differently and bring data together to innovate, provide insight and support our decision making. Investment in this area is challenging to prioritise but is necessary.

Children and Young People

In 2018 there were 206 live births which is equivalent to a standardized birth rate of 10.7 per 1,000 population which was above the Scottish average of 9.4 and was the joint 10th highest in Scotland. This is a decrease from 11 per 1,000 in 2017.

The Outer Hebrides Child Poverty Action Report 2020 notes that the initial indication of the rate of child poverty in the Outer Hebrides was 14% but this has since been revised using new data indicating a child poverty rate of 19.5%: an increase of 2.2% in the five years since their last study. This indicative rate correlates closely to the modelled data from the 'End Child Poverty coalition' that shows 799 of our children being in poverty after housing costs.

In 2019 the Primary School Roll was 1832 and the Secondary School Roll was 1492. Schools in the Outer Hebrides have seen one of the largest declines in school rolls in Scotland with a drop of 6.36% (226 pupils) in the period from 2011 to 2019. The rate of decline in recent years has not been as steep as in previous years.

The percentage of pupils entering Gaelic Medium Education (GME) in P1 has shown some progress in recent years. The Comhairle aims to increase this and has been working to promote GME and to increase the number of GME Teachers. Gaelic medium childcare and pre-school education is available in every school catchment area. The Comhairle's "Gaelic First" policy for Nursery to P2 enrolments in the Western Isles has had a very positive impact on enrolments. It means that GME is deemed the default choice for parents enrolling their children, unless stated otherwise.

Our pupils are known to be engaged and participating. A young person is deemed to be participating when they are actively engaged with an organisation for the purpose of learning, training, volunteering or work. In 2018/19 our schools had the fifth highest attendance rate in Scotland at 94.03% and school attendance rates for Looked After Children (LAC) are the second highest in Scotland at 94.02%. 95.47% of 16–19-year-olds from the Outer Hebrides were deemed to be participating.

88.1% of Outer Hebrides School leavers in 2019 achieved National Level 4 in Literacy and Numeracy, 63.1% achieved National Level 5 in Literacy and Numeracy and 25.79% achieved National Level 6 in Literacy and Numeracy. These figures are lower than the Scottish average. The percentage of school leavers with additional support needs (ASN) achieving at each level was also lower than the Scottish average.

Data shows that 98.74% of leavers were in a positive post-school destination in 2019/20, an increase on the previous year and considerably greater than the rates seen nationally and across the Northern Alliance. We remain one of the highest performing areas in Scotland for securing positive post-school destinations.

It is important that we continue to focus on ambition, attainment and wellbeing for all our children and young people. We expect to make further progress on these areas through a focus on literacy and numeracy within the curriculum; supporting our young people through their school journey; continuing to promote Gaelic Medium Education; working with businesses and the Scottish Government on delivering the skills for the future; and working with business to ensure our employability and apprenticeship programmes meet local need.

Health and Wellbeing

The Power to Advance Wellbeing was an integral part of the Local Government in Scotland Act 2003 and was included to encourage innovation and closer partnership working in better responding to the needs of communities. In essence, it enables local authorities to take action that is likely to promote or improve the wellbeing of its community.

The role of the Comhairle in supporting the health and wellbeing of the local population is significant. We provide services including childcare; education; social work and home care services; environmental services; cleansing; planning and housing strategy; homelessness support; roads and infrastructure; and support for jobs and businesses, all of which are important aspects in the wellbeing of people and families. It is also about community engagement – listening and responding to the needs of the community.

While measures such as wellbeing and quality of life are not easily defined as they can mean different things to different people, it is acknowledged that people living in rural areas tend to have a higher life expectancy than those living in urban areas – they generally live longer and spend more years in good health in rural areas. One measure of Personal Well-being in the UK, detailed by the Office for National Statistics, showed that in 2019/20 the Outer Hebrides was in the top five local authorities with the highest levels of life satisfaction and has been for a number of years.

Equalities

The Comhairle recognises that equality is key to achieving the Vision for the Outer Hebrides by promoting equality within our practices and services and valuing the diversity of our employees and communities. We are committed to tackling discrimination; advancing equality of opportunity; and promoting good relations within our workforce and our communities. Mainstreaming equality, diversity and human rights is the process by which we will work towards achieving this for all residents, visitors, and business of the Outer Hebrides.

Public Policy

Gaelic Language – The Gaelic Language (Scotland) Act 2005 was passed by the Scottish Parliament with a view to securing the status of the Gaelic language as an official language of Scotland commanding equal respect to the English language.⁴⁵

The Comhairle, in partnership, is committed to creating a sustainable future for Gaelic language and culture in the Outer Hebrides and to ensuring that the Outer Hebrides are recognised and continue to be supported by national organisations for their contribution in support of Gaelic, linguistically and economically. The Comhairle's Gaelic Language Plan strengthens the Comhairle's educational, community and economic contribution and supports the Outer Hebrides' position as the heartland of Gaelic language and culture.

Community Empowerment - The Community Empowerment (Scotland) Act 2015, through community engagement and participation, strengthened the voice of people in the community in the decisions that matter to them including the planning and delivery of services. The Scottish Government's vision for an empowered community where local democratic participation is boosted, where there is increased confidence and skills among local people, where there are higher numbers of people volunteering in communities, and where there is more satisfaction with quality of life in a local neighbourhood is a vision shared by the Comhairle.

Public Service Reform - Public services touch on many aspects of everyday life – health, social care, education, early years, community justice, enterprise and skills – and play a crucial role in ensuring people's wellbeing. Scottish Government expectations on sharing services and resources with other public and third sector organisations to ensure public services are inclusive, sustainable, and effective in improving people's outcomes have been the driver of national policy initiatives.

The Comhairle shares this aspiration, which was evidenced during the COVID-19 pandemic when a collective urgency to work together at pace was needed and they put in place new ways of working, and with a renewed focus on effective partnership working. Continued integration of local service delivery and partnership working will be key to delivering the services which require to be delivered in the Outer Hebrides in the current challenging financial climate.

Health and Social Care National Review - On 1 September 2020 the First Minister announced that there would be an Independent Review of Adult Social Care in Scotland as part of the Programme for Government. The principal aim of the review was to recommend improvements to adult social care in Scotland, primarily in terms of the outcomes achieved by and with people who use services, their carers and families, and the experience of people who work in adult social care. The review took a human-rights based approach. The Independent Review concluded at the end of January 2021 and its report was published on 3 February 2021. <https://www.gov.scot/groups/independent-review-of-adult-social-care/>

Workforce

Our workforce strategy anticipates that continued reductions in funding and increasing costs will be a challenge. We also have an employee profile reflective of the local demographic of an ageing population and have been working on sustaining our services and supporting recruitment, apprenticeships and career grades in hard to fill areas.

As part of our drive to create a bilingual workforce we offer our apprentices supported Gaelic tuition and will ensure Gaelic is in the desirable or essential column for all employment.

Of course, the Covid-19 pandemic has changed how we work. With working from home having been 'the new normal' for the last 18 months, many of our employees are likely to continue with this option or a more flexible 'hybrid' working between home and the office. Moving away from work being a place that you go to; to being about what you do, provides a mix of new possibilities, especially as we move towards increased technology and digitalisation. There will be real opportunities for the Comhairle to become more flexible and to deliver our priorities in innovative ways.

Finance

Funding for Scottish Local Government has been systematically reduced in recent years and the Comhairle, owing to the funding formula, has received the largest reductions in funding *pro rata* of any council in Scotland.

The funding of our services and this Strategy will remain principally determined by the Scottish Government revenue and capital settlement and any funding for specific projects that can be undertaken. Given that aspects of this strategy, such as Climate Change and Digitalisation are key aspects of Scottish Government Policy, there is an assumption that specific funding will be provided to enable delivery.

Change and innovation

The Comhairle has been changing and innovating for a number of years now. We have changed the shape of our Council over the past five years. The numbers of employees at all levels, including senior management, have constantly reduced and we have streamlined our organisational structure. This has reduced our capacity to support the local economy as an employer, although the Comhairle remains the largest employer in the Outer Hebrides, with its job distribution reflecting the population spread across our island communities. Service redesign has ensured that services are being developed, designed, and planned more efficiently.

To meet the challenges and to ensure that we take advantage of the opportunities we are exploring how we deliver services and how we can continue to demonstrate Best Value in all that we do.

COMMUNICATION

We aim to deliver high quality, cost effective services that are important to our customers and communities. To do this, we are committed to listening and engaging with our communities. The Gaelic Language is part of our culture and heritage, and it is an important element of our communication. Gaelic communication and engagement continue to be an important part of our business.

We aim to ensure that the workforce and the community are at the heart of the process to improve participation in the democratic process and ensure that our communications are clear and consistent: Listening involves valuing input, acting on feedback and changing behaviour. Communications with the community and the workforce in Gaelic or English are based on timely and effective principles, building understanding and trust with individuals, stakeholders, external organisations and the communities we serve. Effective communication at all levels is a cornerstone of responsible, effective and Professional organisations.

How we communicate and the range of different ways for individuals and communities to engage with services has changed in recent times. The importance of successful, integrated communications has never been higher. We want our communications to:

- Be inclusive, and inform residents, businesses and communities about our work and the services we provide
- Be effective and responsive to our partners', stakeholders', and customers' needs
- Promote the Gaelic Language
- Inform and empower our elected Members and workforce as ambassadors for the Comhairle and the Islands
- Protect and enhance our reputation

CUSTOMERS

We provide services to people living, working and visiting our Islands. Through the digitalisation initiatives, we will be working to develop our online customer service experience as well as ensuring that our customers can continue to engage with our services face to face. Our Customer Service approach has 4 key strategic aims:

- To provide a consistent, corporate approach to customer service delivery, guided by our customer care standards
- To achieve a high level of customer satisfaction and to use Customer views to help improve and shape future service delivery
- To increase the range of services provided through a corporate team, based on convenience to the customer
- To provide customers with the most cost-effective channel for the service they need

We will gather customer information and feedback through a new customer satisfaction survey which we will make available on our website.

DELIVERING THIS PLAN

This plan aims to set out our strategic outcomes and the performance indicators that will measure our achievement against these outcomes.

The actions which will be important for the delivery of the strategic outcomes will be set out in the service business plans.

We will provide an annual progress report on the delivery of this corporate strategy to the Comhairle to enable effective review and scrutiny of progress. We will periodically review the strategy during the five-year cycle.

BUSINESS PLANNING AND PERFORMANCE MONITORING

Our Priorities

- Strengthen the local economy
- Support children, families and young people
- Support resilient communities with good quality of life
- Be a sustainable and inclusive Council



Introduction

The First Minister committed Scotland to the United Nations Sustainable Development Goals in July 2015. These are ‘global goals’ and targets that are part of an internationally agreed performance framework. All countries are aiming to achieve these goals by 2030. The UN Global Goals are the blueprint to achieve a better and more sustainable future for all. They address the global challenges we face, including poverty, inequality, climate change, environmental degradation, peace and justice. They can be viewed [here](#).

The National Performance Framework is part of Scotland’s efforts to meet the ‘global goals.’ The Framework sets out a vision of national wellbeing for Scotland and charts progress towards this through a range of economic, social and environmental indicators. The Framework was intended to change the practices of government in Scotland, shifting the focus to improving outcomes and how public sector actions will improve the quality of life for the people of Scotland. This approach to government in Scotland has now been given a statutory basis in the Community Empowerment (Scotland) Act 2015. The National Performance Framework (NPF) can be viewed [here](#).

Community Planning Partnerships work with communities on Local Improvement Plans (LOIPs) which aim to deliver better services which make a difference to people’s lives. In 2015 the Community Empowerment (Scotland) Act 2015 placed a duty on Community Planning Partners to demonstrate that they are making a significant impact on the achievement of outcomes as a result of partnership working. In doing so Community Planning Partnerships must prepare and publish a Local Outcomes Improvement Plan which sets out the priority local outcomes it proposes to improve. The Outer Hebrides LOIP 2017-27 can be viewed [here](#).

The Comhairle’s Corporate Strategy was refreshed in 2020 to update the priorities and strategic direction of the Comhairle taking account of the need to ensure recovery and renewal post Covid-19 and, together with the [Community Conversations](#), informs the Corporate Strategy 2022-2027.

SUSTAINABLE DEVELOPMENT GOALS								
	SDG 1: No Poverty	SDG 2: Zero Hunger	SDG 3: Good Health and Well-being	SDG 4: Quality Education	SDG 5: Gender Equality	SDG 6: Clean Water and Sanitation	SDG 7: Affordable and Clean Energy	SDG 8: Decent Work and Economic Growth
SDG 9: Industry, Innovation and Infrastructure	SDG 10: Reduced Inequality	SDG 11: Sustainable Cities and Communities	SDG 12: Responsible Consumption and Production	SDG 13: Climate Action	SDG 14: Life Below Water	SDG 15: Life on Land	SDG 16: Peace and Justice Strong Institutions	SDG 17: Partnerships to achieve the Goal
NATIONAL OUTCOMES								
	Children and Young People	Communities	Culture	Economy	Education			
Environment	Fair Work and Business	Health	Human Rights	International	Poverty			
LOCAL OUTCOME IMPROVEMENT PLAN								
Local Economy and Employment	Population and Connectivity	Housing and Community	Governance Framework					

Business Planning Context

Business planning processes should clearly link high-level strategic priorities with more specific objectives for services, teams and individuals. This is often referred to as the 'golden thread'. The Comhairle's Corporate Strategy is a high-level document which sets out the strategic direction of the Comhairle for each Comhairle term, reflecting political priorities and choices. It is complementary to the LOIP in terms of priorities and aspiration and the Comhairle has a contribution to make to achieving some of the outcomes outlined in the LOIP, as appropriate, in partnership.

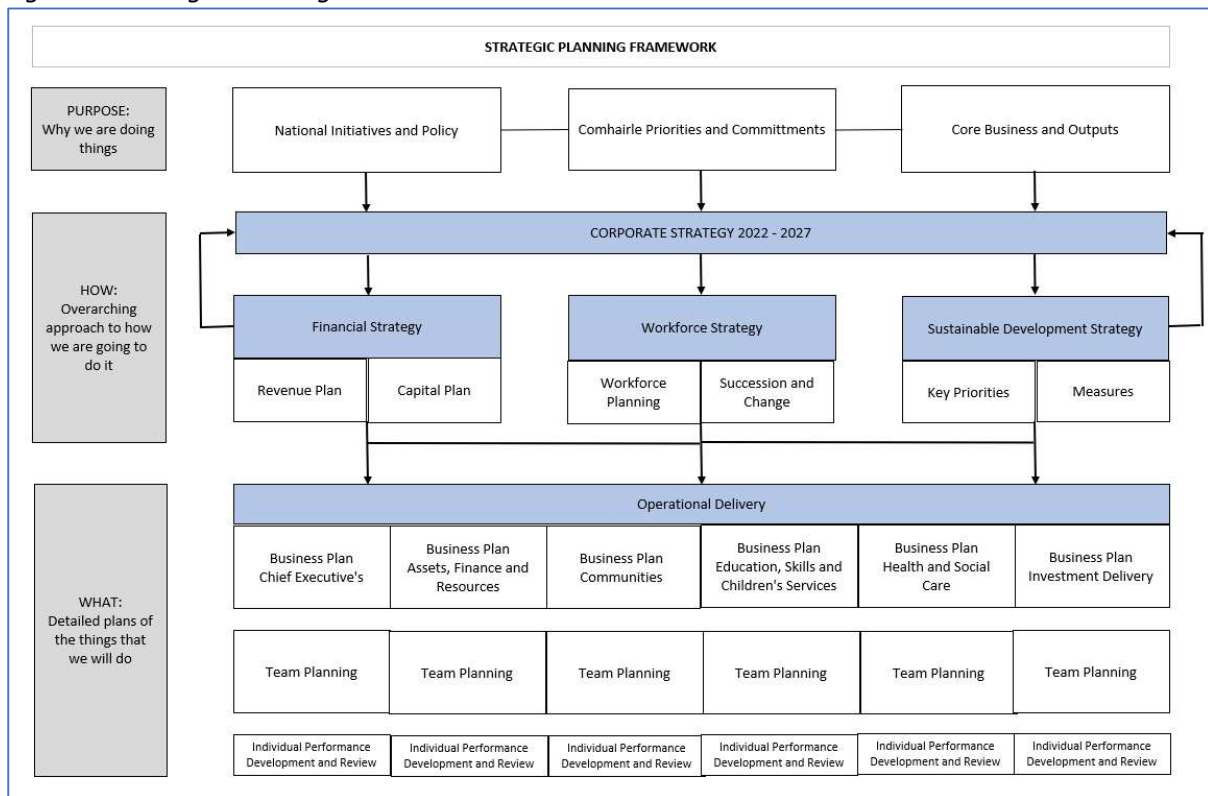
CORPORATE STRATEGY 2022-27			
STRATEGIC PRIORITIES			
Strengthen the local economy	Support children, families, and young people	Support resilient communities with good quality of life	Be a sustainable and inclusive Council
STRATEGIC OUTCOMES			
<ol style="list-style-type: none"> 1. Deliver our Islands Deal projects. 2. Digital investment delivers outcomes for the community. 3. Investment in our buildings and infrastructure. 4. Increased level of skills across our communities and workforce. 5. Growth in small and medium sized businesses demonstrated. 	<ol style="list-style-type: none"> 1. Attainment rates continuously improve. 2. Early intervention, in place to keep our most vulnerable children safe. 3. Schools are centres of lifelong learning and key assets for the community. 4. People are healthy and active. 5. Childcare facilities in place to meet the needs of working parents. 	<ol style="list-style-type: none"> 1. The Gaelic language, natural heritage and culture of our communities is supported and promoted. 2. People receive the care and support they need to live healthy and independent lives. 3. Planning and infrastructure meet the needs of our communities. 4. Our communities are safe, inclusive, and resilient. 5. Reduce inequality and poverty and promote social mobility. 	<ol style="list-style-type: none"> 1. Communities are empowered and continue to be at the heart of our decision making. 2. Reduction in our carbon footprint and development of an island route map to Net Zero. 3. Equality of opportunity is increased. 4. Efficient and sustainable services are provided to the community. 5. Effective governance of the Comhairle is in place.
STRATEGIC ACTIONS			
The actions associated with the strategic outcomes will be developed by services and reported through the business plans and associated Strategies, policies and procedures.			
STRATEGIC MEASURES			
The selection of performance measures associated with the strategic outcomes are listed below in the Performance Measures section. Services will develop operational measures to support the strategic outcomes and report their progress through their business plans and associated Strategies, policies and procedures as the new Corporate Strategy is implemented. Annual reporting of the implementation of the actions within the Comhairle's Gaelic Language Plan will be reported separately to the Comataidh Buileachaidh Plana Cànan.			

Strategic Planning Framework

Business Plans are a key element in the overall strategic planning and delivery of our Corporate Strategy because they ensure Departments focus on short, medium and long-term priorities to achieve outcomes and make service improvements. Business Plans are intended to support improvement and change across our services; achieve better co-ordination between services; assure the delivery of our Corporate Strategy and ensure Team and individual development Plans directly link to these (Figure 1 - Strategic Planning Framework).

The Comhairle believes that our people are our key strength, and it is therefore critical that we employ, develop, and retain the right people with the right skills to meet our business needs now and for the future. Heads of Services ensure that a business unit training plan is compiled for their service to ensure that their teams have the skills required to deliver on the business unit plan. Managers work with their team to ensure that they are supported in achieving their objectives and that they receive their agreed training and development, within financial constraints and aligned to the business unit plans. Employee performance appraisals, self-appraisals and personal wellbeing action plans help us all to achieve this.

Figure 1: Strategic Planning Framework



Planning and Reporting Cycle

Continuous improvement in the delivery of services and continued strategic ambition are measurable. The Comhairle demonstrates the work, improvements and ambitions for our community which we have delivered through our Performance Management Update reports to Elected Members at each Series of Meetings and to the public through our service business plan progress reports published on our website.

Business Plans are produced for a five-year period, annually reviewed and updated to align with the Comhairle's Budget Strategy and Corporate Strategy. The Corporate Management Team ensure that their individual service plans are co-ordinated and aligned to each strategy before Directors present their draft Business Plan to the relevant Service Committee for their scrutiny and approval.

Roles in developing Business Plans

The following describes the contribution that each individual will make to ensure our Business Plans are developed appropriately.

All Elected Members

- Create vision, values and core strategy and to arbitrate on delegated functions
- Provide strategic leadership and set Priorities
- Approve budget and allocation to Departments
- Propose changes through scrutiny of performance at Comhairle and Service Committees

Service Committees

The annual development sessions ensure that Elected Members are properly informed in relation to the business therefore allowing them to properly scrutinise performance of services.

- Approve Directorate Business Plans
- Scrutinise the delivery of Business Plans
- Hold Directors and the Corporate Management Team to account for the delivery of their services and to ensure Business Plans are guiding their work

Policy and Resources Committee

- Hold Directors and local Service Managers to account for the delivery of services in their area, within the context of the commitments and objectives in Business Plans.
- Refer matters of performance on Key Performance Indicators and Projects to be addressed by the relevant Service Committees
- Considers matters dealing with Policy planning, Finance, Capital Programme, Community Planning Partnership, Human Resources, European Matters, Our Islands Our Future, Community Empowerment, Gaelic Development, Information and Communications Technology, Procurement and Community Councils

Directorate

- Have an overview of management and implementation of the strategic objectives of the Comhairle;
- Consider and develop views on, and to influence the direction of, the external strategic work and direction of the Comhairle, including responses to consultation documents; and
- Influence internal strategic direction.

Corporate Management Team

- Take forward business and financial planning across all units of the Comhairle.
- Monitor all performance indicators.
- Participate in the Corporate Self Evaluation process.
- Take forward all aspects of internal and external evaluation by external bodies, such as Audit Scotland, HSE and other regulating bodies.
- Information share areas of best practice and contribute to developing good communication channels within the authority.

Service Managers

- Accountable for preparation and delivery of team and individual work plans
- Ensure all team members contribute to the development of Business Plans

Best Value Action Planning Team

- Proactive in ensuring that the Comhairle's PPR web pages are reviewed and updated with the latest performance reports
- Collation of the end of year S/LPI data and evidence
- Disseminate service business plan and performance information throughout their respective department

All Staff

- Understand how their activity contributes to their Directorate's objectives and deliver on personal targets

PERFORMANCE MEASURES

STRATEGIC OUTCOME	MEASURES OF SUCCESS	BASELINE DATA
STRATEGIC PRIORITY – STRENGTHEN THE ECONOMY		
Deliver our Islands Deal projects	<ol style="list-style-type: none"> 1. Economic Development and Tourism Expenditure (Capital Spend). 2. Economic Development and Tourism Expenditure (Revenue Spend). 3. Leverage of External Funding. 4. Reduce emissions of all greenhouse gases to net-zero by 2045. <p>Island-specific Growth Deal PIs (10-year programme):</p> <ol style="list-style-type: none"> 5. Match funding (£) received for Islands Growth Deal projects specific to the Outer Hebrides (3-island’s Target £235 million ¹²). 6. Number of sustainable jobs created in the Outer Hebrides from Islands Growth Deal projects (3-Island’s Target 1300 ¹²). 7. Percentage of Islands Growth Deal projects completed ¹². 8. Percentage increase in economy from Outer Hebrides Islands Growth Deal sectoral project: ___ ¹² (one KPI for each sectoral project). 	<ol style="list-style-type: none"> 1. ⁷ SLAED I1a 2019/20 – £1,431 2. ⁷ SLAED I1b 2019/20 – £9,533k 3. ⁷ SLAED OC11 2019/20 – £1:£8.15 4. TBC – suggested interim targets for reductions lower than the baseline of at least 56% by 2020, 75% by 2030, 90% by 2040 ¹³ 5 - 8. TBC after the completion of the Full Business Cases.
Digital investment delivers outcomes for the community	<ol style="list-style-type: none"> 1. The percentage of residential and non-residential addresses where superfast broadband is available. 2. Percentage of residential and non-residential premises unable to access 10Mbits/s Broadband. 3. Percentage of Households with home internet access. 4. Percentage of Adults that are confident to use the internet to access public services online. 5. NPA Digital Literacy SCQF level 3. 6. Business Gateway: Number of Digital Health Checks undertaken 7. Business Gateway: Number of businesses benefitting from intensive 1-2-1 digital support. 8. Business Gateway: Number of Digital Skills webinars delivered. 9. Accredited Training: Number of businesses supported to upskill their current workforce with the skills to manage technology and data. 	<ol style="list-style-type: none"> 1. ⁴ Ofcom Data 2019 – 69.3% 2. ⁷ SLAED IG7 2019 – 6.4% 3. ² SHS Data 2019 – 81% 4. ² SHS Data 2019 – 65% 5. Baseline Year 2021/22 - Data TBC 6. ¹⁴ BGS Data 2020/21 - 28 7. ¹⁴ BGS Data 2020/21 - 15 8. ¹⁴ BGS Data 2020/21 - 21 9. Baseline Year 2021/22 - Data TBC 10. Baseline Year 2021/22 - Data TBC 11. Baseline Year 2021/22 - Data TBC

STRATEGIC OUTCOME	MEASURES OF SUCCESS	BASELINE DATA
	<p>10. Accredited Training: Number of individuals supported to acquire basic digital skills.</p> <p>11. Accredited Training: Number of individuals provided with digital equipment to help improve their employment prospects.</p>	
Investment in our buildings and infrastructure	<ol style="list-style-type: none"> 1. Town Vacancy Rates. 2. Proportion of operational buildings that are suitable for their current use. 3. Condition of the roads network: <ol style="list-style-type: none"> a. Cost of maintenance per kilometre of roads (both capital and revenue costs). b. Percentage of A class roads that should be considered for maintenance treatment. c. Condition of the roads network: Percentage of B class roads that should be considered for maintenance treatment. d. Condition of the roads network: Percentage of C class roads that should be considered for maintenance treatment. e. Condition of the roads network: Percentage of Unclassified class roads that should be considered for maintenance treatment. <p>The 2013-18 Capital Programme is used as the baseline for nos. 4-7 and performance will be compared against future Capital Programmes when complete.</p> <ol style="list-style-type: none"> 4. Capital projects expenditure (excluding community projects funded through capital grants). 5. Number of capital projects underway / started. 6. Percentage completion of capital projects budget spent. 7. Percentage of capital projects completed that are within budget. 8. Marine sector – GVA (£M): Na H-Eileanan Siar. 9. Marine sector - Turnover (£M): Na H-Eileanan Siar. 10. Marine sector - Employment (000's): Na H-Eileanan Siar. 11. Fishing – (£M) GVA by Local Authority of vessel registration: Na H-Eileanan Siar. 	<ol style="list-style-type: none"> 1. ⁷ SLAED OC8 2019/20 – 5.5% 2. ³ LGBF CORP-ASSET1 2019/20 – 76% 3. Condition of the roads network: <ol style="list-style-type: none"> a. ³ LGBF ENV4a 2019/20 – £4,354 b. ³ LGBF ENV4b 2018-20 – 34% c. ³ LGBF ENV4c 2018-20 – 37% d. ³ LGBF ENV4d 2018-19 – 48% e. ³ LGBF ENV4e 2016-20 – 44% <p>2013-18 Capital Programme:</p> <ol style="list-style-type: none"> 4. £75.5m 5. 97 6. 83% 7. 93% 8. ⁴² SG Data 2018 – £49 9. ⁴² SG Data 2018 – £123 10. ⁴² SG Data 2018 – 1.4 11. ⁴² SG Data 2018 – £6.9 12. ⁴² SG Data 2018 – £13.9 13. ⁴² SG Data 2018 – 303 14. ⁴² SG Data 2018 – 189,000T

STRATEGIC OUTCOME	MEASURES OF SUCCESS	BASELINE DATA
	12. Fishing – (£M) value of landings by Local Authority of vessel registration: Na H-Eileanan Siar. 13. Fishing – Employment headcount by Local Authority of vessel registration: Na H-Eileanan Siar. 14. Freight water transport - All freight traffic through Scottish ports by Scottish Marine Region: Outer Hebrides.	
Increased level of skills across our communities and workforce	1. Gross Weekly Earnings – Residence Based 2. Gross Weekly Earnings – Workforce Based 3. Employment Rate 4. Claimants in Receipt of Out of Work Benefits 5. Number of People that have Progressed to Employment as a Result of Participation in Council Funded or operated Employability Activities 6. Gross Value Added (GVA) per hour worked 7. Gross Value Added (GVA) per job filled. 8. Under-employment. 9. Percentage of 16-19 year olds participating in education, employment or training. 10. Percentage of unemployed people assisted into work from council operated / funded employability programmes. 11. Percentage of 16-19 year olds entering CnES employability programmes achieving positive destination (those entering employment, further / higher education, and apprenticeships). 12. Percentage of apprentices achieving target qualifications. 13. Percentage of customers satisfied with apprenticeship training programmes. 14. Number of sectors seeking upskilling/qualifications for employees. 15. Employability Fund Outcome Achievement Rate. 16. Mean household income. 17. Percentage of the population that is of working age.	1. ⁷ SLAED OC2a 2019 – £518.00 2. ⁷ SLAED OC2b 2019 – £524.70 3. ⁷ SLAED OC3 2019/20 – 81.6% 4. ⁷ SLAED OC6 2020 – 3.0% 5. ⁷ SLAED OC13 2019/20 – 77 6. ⁷ SLAED IG1a 2018 – £29.50 7. ⁷ SLAED IG1b 2019/20 – £45,166 8. ⁷ SLAED IG2 2019 – 11.3% 9. ⁷ SLAED IG6 2020 – 95.5% 10. ³ LGBF ECON1 2019/20 – 25.7% 11. CnES 2018/19 – 98.41% 12. CnES 2019/20 – 75% 13. CnES Baseline Year 2021/22 - TBC 14. CnES 2019/20 – 9 15. CnES 2019/20 – 39.5% 16. ³⁸ SG Data 2017-2019 – £25100 17. ⁴¹ NRS Data 2020 – 59%

STRATEGIC OUTCOME	MEASURES OF SUCCESS	BASELINE DATA
Growth in small and medium sized businesses demonstrated	<ol style="list-style-type: none"> 1. Economic Development Staffing - estimated 2. New Business Starts per 10,000 Working Age Population 3. Business Survival Rate (3 Year) 4. Number of Attendees at Business Gateway Events 5. Number of Businesses Supported by Council Economic Development Activity 6. Gross Value Added (GVA) by Growth Sector per head (Employment): <ol style="list-style-type: none"> a. Financial & Business Services b. Energy c. Sustainable Tourism d. Creative Industries (incl. Digital) 7. Number of Business Gateway Start-ups that are Trading 	<ol style="list-style-type: none"> 1. ⁷ SLAED I2 2019/20 – 36.56 2. ⁷ SLAED OC4 2019 – 48 3. ⁷ SLAED OC5 2015-18 – 63% 4. ⁷ SLAED A1 2019/20 – 459 5. ⁷ SLAED OP1 2019/20 – 340 6a. ⁷ SLAED IG4b 2018 – 41,996 6b. ⁷ SLAED IG4d 2018 – 111,560 6c. ⁷ SLAED IG4e 2018 – 15,853 6d. ⁷ SLAED IG4f 2018 – 47,643 7. ⁷ SLAED OC9 2019/20 – 57
STRATEGIC PRIORITY - SUPPORT CHILDREN, FAMILIES, AND YOUNG PEOPLE		
Attainment rates continuously improve	<ol style="list-style-type: none"> 1. Percentage of primary pupils achieving expected CfE levels in literacy (P1, P4 and P7 pupils combined). 2. Percentage of primary pupils achieving expected CfE levels in numeracy (P1, P4 and P7 pupils combined). 3. Percentage of secondary pupils achieving third level or better in all three literacy organisers (S3, 3rd level or better). 4. Percentage of secondary pupils achieving third level or better in numeracy (S3, 3rd level or better). 5. Percentage of school leavers attaining 1 or more award at SCQF Level 5 or above. 6. Percentage of school leavers attaining 1 or more award at SCQF Level 6 or above. 7. Percentage of secondary school pupils gaining 5+ awards at SCQF level 5. 8. Percentage of secondary school pupils gaining 5+ awards at SCQF level 6. 9. Percentage of pupils entering positive destinations upon leaving school. 10. School Attendance Rate. 11. School Exclusion Rate. 	<ol style="list-style-type: none"> 1. ¹ NPF Data 2018/19 – 67.4% 2. ¹ NPF Data 2018/19 – 70.6% 3. ¹ NPF Data 2018/19 – 92.4% 4. ¹ NPF Data 2018/19 – 84.1% 5. ¹ NPF Data 2019/20 – 93.8% 6. ¹ NPF Data 2019/20 – 70.1% 7. ³ LGBF CHN4 2018/19 – 61% 8. ³ LGBF CHN5 2018/19 – 33% 9. ³ LGBF CHN11 2018/19 – 98.4% 10. ³ LGBF CHN19a 2018/19 – 94% 11. ³ LGBF CHN20a 2018/19 – 11.9% 12. ³ LGBF CHN21 2019/20 – 96%

STRATEGIC OUTCOME	MEASURES OF SUCCESS	BASELINE DATA
	12. Percentage of 16–19-year-olds participating in education, training, employment or volunteering work.	
Early intervention in place to keep our most vulnerable children safe	<ol style="list-style-type: none"> 1. Pupil teacher ratio, all sectors excluding Early Learning Centres. 2. Percentage of evaluations from Local Authority School Inspection Reports published in the year (Jan-Dec) reporting good or above, excluding nurseries. 3. Percentage of children meeting developmental milestones at their 27–30-month review. 4. Looked After Children (LAC) School Attendance Rate. 5. Percentage of children (0-17) with LAC status per 1,000 population. 6. Number of children referred to the Scottish Children’s Reporter Administration (SCRA), per 1,000 population aged under 16 years. 7. Number of children referred to the Scottish Children’s Reporter Administration (SCRA) on care and protection grounds (non-offence), per 1,000 population aged under 16 years. 8. Number of Children's Hearings held, per 1,000 population aged under 16 years. 9. Number of children with a Compulsory Supervision Order (CSO) in force at 31 March, per 1,000 population aged under 16 years. 10. Number of children with Compulsory Supervision Orders (CSOs) terminated, per 1,000 population aged under 16 years. 11. Number of males referred to the Children's Reporter, per 1,000 population aged under 16 years. 12. Number of females referred to the Children's Reporter, per 1,000 population aged under 16 years. 13. Percentage of child protection re-registrations within 18 months. 14. Percentage Looked After Children (LAC) with more than 1 placement in the last year (Aug-July). 15. Percentage of the population aged under 16. 	<ol style="list-style-type: none"> 1. ¹⁷ SG Data 2020 – 10.7 2. ²¹ ES Data 2019: 70% 3. ³ LGBF CHN17 2019/20 - 82% 4. ³ LGBF CHN19b 2018/19 – 91% 5. ¹⁸ SG Data 2020 – 10.4% 6. ²⁸ SCRA Data 2019/20 – 22.1 7. ²⁸ SCRA Data 2019/20 – 20.2 8. ²⁸ SCRA Data 2019/20 – 30.6 9. ²⁸ SCRA Data 2019/20 – 7.1 10. ²⁸ SCRA Data 2019/20 – 4.7 11. ²⁸ SCRA Data 2019/20 – 23.3 12. ²⁸ SCRA Data 2019/20 – 20.7 13. ³ LGBF CHN22 2019/20 – 22.2% 14. ³ LGBF CHN23 2019/20 – 20% 15. ⁴¹ NRS Data 2020 – 16%

STRATEGIC OUTCOME	MEASURES OF SUCCESS	BASELINE DATA
<p>Schools are centres for lifelong learning and key assets for the community</p>	<ol style="list-style-type: none"> 1. Percentage of adults satisfied with local schools. 2. The proportion of Primary schools reported as being in a good or satisfactory condition (measures the current state of the fabric of the school and with safety and security). 3. The proportion of Secondary schools reported as being in a good or satisfactory condition (measures the current state of the fabric of the school and with safety and security). 4. The proportion of Primary schools receiving a good or satisfactory suitability rating (measures if a school is fit for the purpose of delivering the education curriculum). 5. The proportion of Secondary schools receiving a good or satisfactory suitability rating (measures if a school is fit for the purpose of delivering the education curriculum). <p>The 2013-18 Capital Programme is used as the baseline for nos. 6-8 and performance will be compared against future Capital Programmes when complete.</p> <ol style="list-style-type: none"> 6. Number of school capital projects underway / started. 7. Percentage completion of school capital projects budget spent. 8. Percentage of school capital projects completed that are within budget. 	<ol style="list-style-type: none"> 1. ³ LGBF CHN10 2017-20 - 62% 2. ²⁹ SG DATA 2020 – 100% 3. ²⁹ SG DATA 2020 – 75% 4. ²⁹ SG DATA 2020 – 85.7% 5. ²⁹ SG DATA 2020 – 75% <p>2013-18 Capital Programme:</p> <ol style="list-style-type: none"> 6. 26 7. 85% 8. 90%
<p>People are healthy and active</p>	<ol style="list-style-type: none"> 1. Percentage Adults satisfied with adults satisfied with leisure facilities. 2. Percentage Adults satisfied with Local Authority sport and leisure facilities (Service users within the past 12 months only). 3. Percentage increase in participation in physical activity and sport in the last 4 weeks (any sport incl. walking) 4. Percentage of adults satisfied with parks and open spaces. 5. Percentage of P4-P7/S1-S6/SP pupils registered for free school meals. 6. Percentage of primary schools that met the 120 minutes per week target level of PE provision. 7. Percentage of secondary schools that met the 100 minutes per week target level of PE provision. 	<ol style="list-style-type: none"> 1. ³ LGBF C&L5d 2017-20 - 58% 2. ² SHS Data 2019 – 97% 3. ² SHS Data 2019 – 54% 4. ³ LGBF C&L5b 2017-20 – 38% 5. ¹⁷ SG Data 2020 – 8.0% 6. ³⁰ SG Data 2019 – 100% 7. ³⁰ SG Data 2019 – 100% 8. ⁴¹ NRS Data 2020 – -220 (-0.08%) 9. ⁴¹ NRS Data 2020 – 26,500

STRATEGIC OUTCOME	MEASURES OF SUCCESS	BASELINE DATA
	<ol style="list-style-type: none"> 8. Population change in comparison to previous year. 9. Na h-Eileanan Siar Mid-year Population Estimates. 	
Childcare facilities in place to meet the needs of working parents	<ol style="list-style-type: none"> 1. Percentage of evaluations from Local Authority Nursery Inspection Reports published in the year (Jan-Dec) reporting good or above. 2. Percentage of Local Authority Early Learning and Childcare (ELC) centres in the Outer Hebrides. 3. Percentage of pre-school children registered with a Local Authority Early Learning and Childcare facility (ELC) in the Outer Hebrides. 4. The percentage of pre-school children registered with Early Learning and Childcare (ELC) centres whose home language is not English. 5. The percentage of pre-school children registered with Early Learning and Childcare (ELC) centres with Additional Support Needs. 	<ol style="list-style-type: none"> 1. ²¹ ES Data 2019 – 20% 2. ¹⁶ SG Data 2020 – 78% 3. ¹⁶ SG Data 2020 – 84% 4. ¹⁶ SG Data 2020 – 5% 5. ¹⁶ SG Data 2020 – 10%
STRATEGIC PRIORITY – SUPPORT RESILIENT COMMUNITIES AND QUALITY OF LIFE		
The Gaelic language, natural heritage and culture of our communities is supported and promoted.	<ol style="list-style-type: none"> 1. Number of assets in community ownership. 2. The percentage of adults who have attended or visited a cultural event or place in the last 12 months. 3. The percentage of adults who participated in a cultural activity in the last 12 months. 4. Percentage of adults satisfied with museums and galleries. 5. Percentage of adults satisfied with libraries. 6. Number of Community Asset Transfer (CAT) applications (received in any year) still to be determined as at 31 March. 7. Percentage of children enrolling in Gaelic Medium Education (GME) at P1 8. Percentage of children in Gaelic Medium Education (GME) 9. Number of museum visits 10. Number of library visits. 11. Percentage of the Eilean Siar population with no skills in Gaelic. 	<ol style="list-style-type: none"> 1. ¹ NPF Data 2019 – 59 2. ² SHS Data 2019 – 63.1% 3. ² SHS Data 2019 – 78.6% 4. ³ LGBF C&L5c 2017-20 - 43% 5. ³ LGBF C&L5a 2017-20 - 49% 6. ²⁷ CAT Data 2020/21 – 1 7. ³² CnES Data – 47% 8. ³² CnES Data – 40% 9. ³ LGBF C&L3 2019/20 – 83,787 10. ³ LGBF C&L2 2019/20 – 280,380 11. ³⁹ SC Data 2011 – 39%
People receive the care and support they need to	<ol style="list-style-type: none"> 1. Healthy Life Expectancy Rate: Females. 2. Healthy Life Expectancy Rate: Males. 	<ol style="list-style-type: none"> 1. ⁵ NRS Data 2017-19 – 69.6 2. ⁵ NRS Data 2017-19 – 67 3. ³ LGBF SW3a 2019/20 – 62%

STRATEGIC OUTCOME	MEASURES OF SUCCESS	BASELINE DATA
live healthy and independent lives	<ol style="list-style-type: none"> 3. Percentage of people aged 65 or over with long-term care needs receiving personal care at home. 4. Rate of readmission to hospital within 28 days per 1,000 discharges. 5. Number of days people spend in hospital when they are ready to be discharged, per 1,000 population (75+). 6. Proportion of care services graded 'good' (4) or better in Care Inspectorate inspections. 7. Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life. 8. Percentage of adults supported at home who agree that they are supported to live as independently as possible. 9. Percentage of carers who feel supported to continue in their caring role. 10. Percentage of the population that is of pensionable age. 	<ol style="list-style-type: none"> 4. ³ LGBF SW6 2019/20 – 110 5. ³ LGBF SW8 2019/20 – 1,510 6. ³ LGBF SW7 2019/20 – 75% 7. ³ LGBF SW4b 2019/20 – 85.8% 8. ³ LGBF SW4c 2019/20 – 80.6% 9. ³ LGBF SW4e 2019/20 – 39.4% 10. ⁴¹ NRS Data 2020 – 25%
Planning and infrastructure meet the needs of our communities	<ol style="list-style-type: none"> 1. Percentage of respondents who felt lonely some, most or all of the time during the last week. 2. Proportion of adults who live within a 5-minute walk of their local green or blue space. 3. Percentage of respondents who agree or strongly agree that there are places where people can meet up and socialise 4. Average time per business and industry planning application (weeks) 5. Number of bus passengers recorded on all Outer Hebrides routes. 6. Total number of Affordable Housing Supply Programme (AHSP) approvals. 7. Total number of Affordable Housing Supply Programme (AHSP) site starts (point of contractor commencing on site). 8. Total number of Affordable Housing Supply Programme (AHSP) completions. 9. Total number of Affordable Housing Supply Programme (AHSP) actual spend (£m). 	<ol style="list-style-type: none"> 1. ¹ SHS Data 2018 – 17.2% 2. ² SHS Data 2019 – 82.6% 3. ² SHS Data 2019 – 49.1% 4. ³ LGBF ECON3 2019/20 – 9.5% 5. ³³ CnES Data 2019/20 – 326,488 6. ³⁷ SG Data 2019/20 – 20 7. ³⁷ SG Data 2019/20 – 165 8. ³⁷ SG Data 2019/20 – 79 9. ³⁷ SG Data 2019/20 – £8,393m
Our communities are safe, inclusive, and resilient	<ol style="list-style-type: none"> 1. The percentage of adults who rate their neighbourhood as a very good place to live. 2. Number of community payback orders imposed per 10,000 population. 3. Criminal justice social work reports submitted per 10,000 population 	<ol style="list-style-type: none"> 1. ² SHS Data 2019 – 90.4% 2. ⁸ CJSW Data 2019/20 – 22.4 3. ⁸ CJSW Data 2019/20 – 40.9 4. ⁸ SCRB Data 2019/20 – 155

STRATEGIC OUTCOME	MEASURES OF SUCCESS	BASELINE DATA
	<ol style="list-style-type: none"> 4. Number of crimes recorded by the police per 10,000 population 5. Number of offences recorded by the police per 10,000 population 6. Percentage of crimes and offences cleared up by the police 7. Rate of incidents of domestic abuse recorded by the police per 10,000 population. 8. Percentage of domestic abuse incidents recorded by the police including a crime or offence. 9. Number of children referred to the Scottish Children’s Reporter Administration (SCRA) on offence grounds, per 1,000 population aged between eight and 16 years. 	<ol style="list-style-type: none"> 5. ⁹ SCRB Data 2019/20 – 289 6. ⁹ SCRB Data 2019/20 – 65.2% 7. ¹⁰ PS Data 2019/20 – 50 8. ¹⁰ PS Data 2019/20 – 29% 9. ²⁸ SCRA Data 2019/20 – 5.6
Reduce inequality and poverty and promote social mobility	<ol style="list-style-type: none"> 1. Applications assessed as homeless or threatened with homelessness 2. Households re-assessed as homeless within one year, as a proportion of all households assessed as homeless 3. Number of households in temporary accommodation, as at 31 March. 4. Percentage of households in B&B temporary accommodation, as a proportion of all households in temporary accommodation, as at 31 March. 5. Number of households with children or pregnant women in temporary accommodation, as at 31 March. 6. Number of children in temporary accommodation, as at 31 March. 7. Average total time (days) spent in temporary accommodation, by household type - All 8. Average total time (days) spent in temporary accommodation, by household type - Single Person 9. Average total time (days) spent in temporary accommodation, by household type - Single Parent 10. Average total time (days) spent in temporary accommodation, by household type - Couple 11. Average total time (days) spent in temporary accommodation, by household type - Couple with Children 	<ol style="list-style-type: none"> 1. ³¹ SG Data 2019/20 – 122 2. ³¹ SG Data 2019/20 – 4% 3. ³¹ SG Data 2019/20 – 60 4. ³¹ SG Data 2019/20 – 8% 5. ³¹ SG Data 2019/20 – 15 6. ³¹ SG Data 2019/20 – 25 7. ³¹ SG Data 2019/20 – 291 Days 8. ³¹ SG Data 2019/20 – 296 Days 9. ³¹ SG Data 2019/20 – 8 Days 10. ³¹ SG Data 2019/20 – 408 Days 11. ³¹ SG Data 2019/20 – 266 Days 12. ³¹ SG Data 2019/20 – 74% 13. ³⁸ SG Data 2017-2019 – 40% 14. ³⁸ SG Data 2017-2019 – 24% 15. ³⁸ SG Data 2017-2019 – £1,350 16. ³⁸ SG Data 2017-2019 – 52% 17. ⁴⁰ NHS Data 2019 – 14%

STRATEGIC OUTCOME	MEASURES OF SUCCESS	BASELINE DATA
	<ul style="list-style-type: none"> 12. Proportion of households assessed as unintentionally homeless or threatened with homelessness securing settled accommodation - RSL (Housing Association). 13. Percentage of households fuel poor. 14. Percentage of households extreme fuel poor. 15. The median fuel poverty gap for fuel poor households adjusted to 2015 fuel prices (annual amount that would be required to move the household out of fuel poverty). 16. The proportion of households under-occupied with two or more bedrooms over the minimum Bedroom Standard requirement. 17. Percentage of children living in relative poverty, after housing costs. 	
STRATEGIC PRIORITY - BE A SUSTAINABLE AND INCLUSIVE COUNCIL		
Communities are empowered and continue to be at the heart of our decision making	<ul style="list-style-type: none"> 1. 'Have Your Say' Consultations completed 2. 'Have Your Say' Community Participation Requests received 3. Public engagement with community planning engagement events (number of people) 4. Percentage of active Community Councils submitting Challenge fund applications. 	<ul style="list-style-type: none"> 1. ⁴³ CnES Data 2019: 9 2. ⁴³ CnES Data 2017/18: 1 3. ⁴⁴ CnES Data 2018/19: 122 4. ⁴⁴ CnES Data 2018/19: 44%
Reduction in our carbon footprint and development of an island route map to Net Zero.	<ul style="list-style-type: none"> 1. Percentage of procurement spent on local enterprises 2. Procurement and Commercial Improvement Programme (PCIP) score. 3. The amount (Tonnes) of household waste generated. 4. Percentage of total household waste arising that is recycled. 5. The amount (kilograms) of household waste generated and managed per person. 6. Percentage of vehicles registered in the Islands which are Ultra Low Emission Vehicles (ULEVs). 7. Percentage completion of Island Route Map to Net Zero. 8. £-investment secured for the development of low carbon solutions. 9. Carbon footprint emissions (tCO₂e). 	<ul style="list-style-type: none"> 1. ³ LGBF ECON4 2019/20 – 37% 2. ¹⁹ PCIP Data 2019 – 64% 3. ⁶ SEPA Data 2019/20 – 13710t 4. ⁶ SEPA Data 2019/20 – 21% 5. ⁶ SEPA Data 2019/20 – 0.513kg 6. ¹¹ BEIS Vehicle Stats 0% (70 ULEVs out of 19040 licensed vehicles) 7. 2021/22 Baseline 0% 8. 2021/22 Baseline 0% 9. ²⁰ SSN Data 2019/20 - 12751 tCO₂e

STRATEGIC OUTCOME	MEASURES OF SUCCESS	BASELINE DATA
	<p>10. Total estimated annual carbon savings from all projects implemented in the report year (tCO₂e).</p> <p>11. Number of electric vehicle charge points.</p> <p>More specific PIs to be developed once a local Climate Change Strategy is approved.</p>	<p>10. ²⁰ SSN Data 2020 – 14 tCO₂e</p> <p>11. ²² TS Data 2020 – 23</p>
<p>Equality of opportunity is increased</p>	<ol style="list-style-type: none"> 1. Gender equality: Percentage of the highest paid 5% employees who are women. 2. Gender equality: The gender pay gap (%) 3. Accessible transport: Number of wheelchair accessible Taxi vehicles and Private hire cars across the Western Isles. 4. Accessible transport: Percentage of Taxi vehicles and Private hire cars across the Western Isles that are wheelchair accessible. 5. Accessible transport: Number of concessionary fare passes issued to older people (60+). 6. Accessible transport: Number of concessionary fare passes issued to disabled and visually impaired people, including companion. 	<ol style="list-style-type: none"> 1. ³ LGBF CORP3b 2019/20 – 46.3% 2. ³ LGBF CORP3c 2019/20 – 14.4% 3. ²² TS Data 2020 – 4 4. ²² TS Data 2020 – 3.6% 5. ²² TS Data 2020 – 8154 6. ²² TS Data 2020 – 329
<p>Efficient and sustainable services are provided to the community</p>	<ol style="list-style-type: none"> 1. NHS Scotland - Total number of complaints received in the NHS Board area. 2. NHS Scotland – Percentage of complaints closed at Stage One within 5 working days. 3. NHS Scotland – Percentage of Non-escalated complaints closed at Stage Two within 20 working days. 4. NHS Scotland – Percentage of escalated complaints closed within 20 working days. 5. Comhairle - Number of complaints received 6. Comhairle – Percentage of complaints closed at Stage One within 5 working days. 7. Comhairle – Percentage of Non-escalated complaints closed at Stage Two within 20 working days. 	<ol style="list-style-type: none"> 1. ³⁴ NHS Data 2018/19 - 131 2. ³⁴ NHS Data 2018/19 – 87% 3. ³⁴ NHS Data 2018/19 – 67.7% 4. ³⁴ NHS Data 2018/19 – 0% 5. ³⁵ SPSO Data 2019/20 - 75 6. ³⁵ SPSO Data 2019/20 – 74% 7. ³⁵ SPSO Data 2019/20 – 42% 8. ³⁵ SPSO Data 2019/20 – 25% 9. CnES AFR036 2019/20 – 30.49 Days 10. CnES AFR037 2019/20 – 100% 11. ³⁶ SWF Data 2019/20 – 100% 12. ³⁶ SWF Data 2019/20 – 82%

STRATEGIC OUTCOME	MEASURES OF SUCCESS	BASELINE DATA
	<ul style="list-style-type: none"> 8. Comhairle – Percentage of escalated complaints closed within 20 working days. 9. Benefits administration – average processing times for new Housing Benefit and Council Tax Reduction claims. 10. Housing Benefit and Council Tax Reduction – accuracy of processing. 11. Scottish Welfare Fund – Initial Processing Times (Working Days) for Crisis Grants Same working day. 12. Scottish Welfare Fund – Initial Processing Times (Working Days) for Community Care Grants, within 15 working days. 	
Effective governance of the Comhairle is in place.	<p><i>We [Accounts Commission] expect councils to achieve the highest standards of governance and financial stewardship, and value for money in how they use their resources and provide their services.²³</i></p>	
	<ul style="list-style-type: none"> 1. Percentage of income due from council tax received by the end of the year 2. Support services as a % of total gross expenditure 3. Irrecoverable debts written off in financial year (£,000). 4. Percentage of Internal Audit recommendations found to be outstanding at the Follow-up Review. 5. Corporate completion rate for Performance Appraisals (exc. Teachers). 6. Uptake rate of training by Elected Members. <p>Financial Sustainability</p> <ul style="list-style-type: none"> 7. Total useable reserves as a % of council annual budgeted revenue 8. Uncommitted General Fund Balance as a % of council annual budgeted net revenue 9. Ratio of financing costs to net revenue stream - General Fund 10. Actual outturn as a % of budgeted expenditure 	<ul style="list-style-type: none"> 1. ³ LGBF CORP7 2019/20 – 96.2% 2. ³ LGBF CORP1 2019/20 – 5.8% 3. ²⁴ CnES Data 2020/21 – £109k 4. ²⁵ CnES Data 2019/20 – 42% 5. ²⁶ HR Data 2019/20 – 58% 6. Baseline year 2022/23 7. ³ LGBF FINSUS1 2019/20 – 22.3% 8. ³ LGBF FINSUS2 2019/20 – 3.2% 9. ³ LGBF FINSUS3 2019/20 – 8.43% 10. ³ LGBF FINSUS5 2019/20 – 97.81%

- ¹ [NPF](#): National Planning Framework
- ² [SHS](#): Scottish Household Survey
- ³ [LGBF](#): Local Government Benchmarking Framework
- ⁴ [Ofcom](#): The Office of Communications
- ⁵ [NRS](#): National Records of Scotland
- ⁶ [SEPA](#): Scottish Environment Protection Agency
- ⁷ [SLAED](#): Scottish Local Authority Economic Development
- ⁸ [CJSW](#): Criminal Justice Social Work Statistics in Scotland
- ⁹ [SCRB](#): Scottish Crime Recording Board
- ¹⁰ [PS](#): Police Scotland
- ¹¹ [BEIS](#): Department for Business, Energy & Industrial Strategy Vehicle Statistics
- ¹² [Islands Growth Deal Heads of Terms Agreement](#)
- ¹³ [Climate Change \(Emissions Reduction Targets\) \(Scotland\) Act 2019](#)
- ¹⁴ [BGS](#): Business Gateway Services
- ¹⁵ [CnES](#): Annual Accounts 2019/20 Report
- ¹⁶ [SG](#): Schools in Scotland – Additional ELC tables 2020 (updated)
- ¹⁷ [SG](#): Schools in Scotland – 2020 Summary Statistics for Schools
- ¹⁸ [SG](#): Looked after children statistics 2020
- ¹⁹ [PCIP](#): Procurement Strategy 2019-2021
- ²⁰ [SSN](#): Sustainable Scotland Network CnES Climate Change Report
- ²¹ [ES](#): Education Scotland
- ²² [TS](#): Scottish Transport Statistics No. 39 2020 edition
- ²³ [AC](#): Accounts Commission’s Local government in Scotland Overview 2021
- ²⁴ [CnES](#): Policy and Resources Committee 23 June 2021 Write Off of Debts Report
- ²⁵ [CnES](#): Internal records – CIAP Index of Plans
- ²⁶ [CnES](#): Human Resources Performance Outcome Report 2019/20
- ²⁷ [CAT](#): Community Asset Transfer Annual Report 2020/21
- ²⁸ [SCRA](#): Scottish Children’s Reporter Administration
- ²⁹ [SG](#): School estates supplementary statistics 2020
- ³⁰ [SG](#): Summary Statistics for Attainment, Leaver Destinations and Healthy Living Corrected 9 September 2019
- ³¹ [SG](#): Homelessness in Scotland: 2019 to 2020
- ³² [CnES](#): Internal records – Education, Skills and Children’s Services
- ³³ [CnES](#): Internal records – Municipal Services
- ³⁴ [NHS](#): NHS Complaints Statistics
- ³⁵ [SPSO](#): Scottish Public Services Ombudsman (SPSO) Local authority complaints reporting
- ³⁶ [SWF](#): Scottish Welfare Fund statistics: annual update 2019-2020
- ³⁷ [SG](#): Affordable-Housing-Supply Programme: out-turn report 2019-2020
- ³⁸ [SG](#): Scottish House Condition Survey: Local Authority Analysis 2017-2019
- ³⁹ [SC](#): Scotland’s Census - 2011 census Gaelic language report
- ⁴⁰ [NHS](#) Health Scotland Child Poverty Trend Report June 2019
- ⁴¹ [NRS](#): National Records of Scotland Mid-2020 Population Estimates
- ⁴² [SG](#): Scotland's marine economic statistics 2018
- ⁴³ [CnES](#): Have Your Say Consultations
- ⁴⁴ [CnES](#): Electronic Performance Management System, Interplan
- ⁴⁵ [SG](#): The Scottish Government’s Gaelic Language Plan (Jul’10)