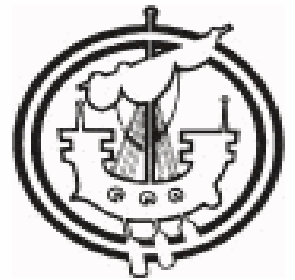


Comhairle nan Eilean Siar



Action and KPI Progress Report

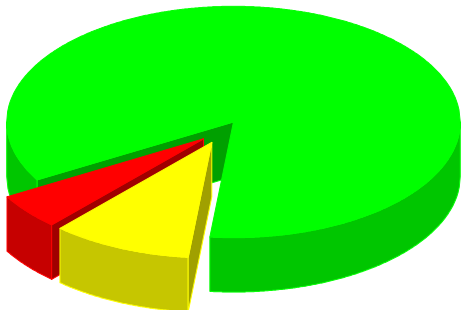
April 2024 - December 2024

*CHIEF EXECUTIVE'S DEPARTMENT: Assets and
Infrastructure*

OVERALL PERFORMANCE - CHIEF EXECUTIVE'S DEPARTMENT: ASSETS AND INFRASTRUCTURE

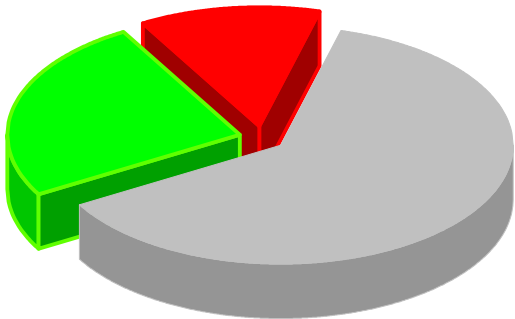
Actions

■ On Track	85.0%
■ Monitoring Required	10.0%
■ Off Track	5.0%
■ No Targets Set/ Ongoing	0.0%
Total:	100.0%



KPIs

■ On Track	25.0%
■ Monitoring Required	0.0%
■ Off Track	12.5%
■ Annual	62.5%
Total:	100.0%



20	Actions reported on
<hr/>	
17	Actions with at least 100% of target
2	Actions greater than 79 and less than 100% of target
1	Actions with less or equal to 79% of target
0	Actions with no target set / ongoing

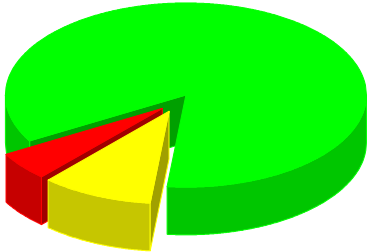
8	KPIs reported on
<hr/>	
2	KPIs on track
0	KPIs monitoring required
1	KPIs off track
5	KPIs NA

Assets and Infrastructure

Business Unit Overall Performance - Assets and Infrastructure

Actions

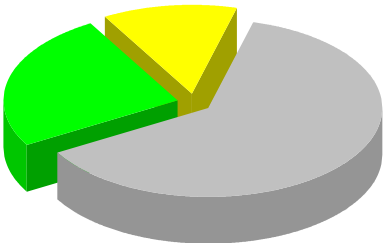
■ On Track	85.0%
■ Monitoring Required	10.0%
■ Off Track	5.0%
■ No Targets Set / Ongoing	0.0%
Total:	100.0%



20	Actions reported on
<hr/>	
17	Actions with at least 100% of target
2	Actions greater than 79 and less than 100% of target
1	Actions with less or equal to 79% of target
0	Actions with no target set / ongoing

KPIs

■ On Track	25.0%
■ Monitoring Required	12.5%
■ Off Track	0.0%
■ Annual	62.5%
Total:	100.0%



8	KPIs reported on
<hr/>	
2	KPIs on track
1	KPIs monitoring required
0	KPIs off track
5	KPIs NA



Comments - Assets and Infrastructure

2024/25 Quarter 3 Progress Comment:

The Assets and Infrastructure Business Unit reports to the Chief Executive through the Chief Officer, Assets and Infrastructure and includes services provided by Municipal Services and Consumer and Environmental Services.

The key challenges for the Assets and Infrastructure Business Unit include the effective maintenance of all Comhairle infrastructure, which supports public service provision and economic stability, and the delivery of key public services such as transportation, waste management and cleansing. This is in the context of increasing utility and construction costs, against a background of decreasing capital and revenue funding.

Comhairle officers are working together to capture as much additional funding for investment as possible. Specific examples relating to Roads Investment are that of Scottish Government's Roads Safety Strategy, which is providing focussed investment based on its Framework to 2030, and SG's commitment to investment in Active Travel interventions. Updates will be provided through relevant Comhairle Committees.

In light of all these challenges and diminishing resources it is more important now than ever to have strategic investment plans to enable effective decision making. The "Place" principle is being promoted and modelled for use in the context that such process will be fundamental to Government Investment Sources.

Climate Change issues, including Net Zero route-mapping, and Climate Adaptation are growing commitments for National and Local Government. Resources required to meet the various commitments are being discussed through COSLA. The Comhairle will also consider resources and structures required during the development of the corporate strategy and the imminent Major Offshore and Onshore developments. A number of workstreams have taken place in collaboration with SFT and other local authorities to share knowledge and experience in these areas and also to identify funding sources for relevant interventions.

A major challenge for the Comhairle is the implementation of regulation in respect of the disposal of non-recyclable municipal waste to landfill. An update Report was presented to the Comhairle in November 2024 and ongoing discussions with SEPA have helped shape the regulatory and infrastructure requirements for Jan 2026. Meantime a pilot project in Benbecula is being established in an attempt to reduce waste volumes and cost of disposal.

A review of the property estate is underway in the context of devolved and flexible working. Priority is being put on identifying accommodation options in Benbecula and Stornoway, whilst work continues on developing the Barra and Vatersay Community Campus. Employees have predominantly opted for hybrid work arrangements and there is a marked increase in occupancy of the Stornoway office in particular. A policy for hybrid working has been agreed through CMT. SEPA has recently taken up residence in the Stornoway Offices.

The IT Section has had to focus attention on recovery from a cyber attack incident in November 2023. Consistent progress has been made in the rebuilding of corporate systems through an Incident Management Team, which has now discharged its duties and management of ongoing actions has reverted to Business as Usual. An interim management structure has been implemented and recruitment to vacant posts is complete.

Restructuring exercises for all sections within the Assets and Infrastructure business unit will be reviewed and aligned with corporate strategy and the revised corporate structure. Meantime proposals are being developed for consultation.

The impact of the cyber attack, combined with diminishing resources, has impacted on the ability to deliver some of the Business Plan Actions. A number of actions have been marked as complete in light of the revised budget strategy approved in February 2023, and emerging service priorities.

Preparatory work has commenced for 2025/26 budget setting, which will again require some difficult decisions to be made at service level.

Investment in existing infrastructure remains challenging in the financial environment. Deterioration in asset condition is to be expected with investment having to be prioritised across various asset types and services.

Marine investment requirements in relation to the Little Minch replacement vessels are progressing through consultation with Transport Scotland, as are developments with the Small Vessel Replacement Programme, which serves the Sound of Barra and Sound of Harris.

The first phase of investment at Lochmaddy Pier to accommodate the new Little Minch vessels is complete. Further works required to accommodate the change in vessel will be confirmed on

conclusion of further investigations.

Work to replace expansion joints on Scalpay bridge are complete. Further works on bearing replacement are being programmed for April 2025.

Works to replace the culvert at Loch na Obe, Barra, and a refurbishment of Acarsaid Pier have been completed.

Capital investment in the education estate is presenting challenging timescales for delivery, which are being prioritised with the Department.

Calum Mackenzie, Chief Officer, Assets and Infrastructure, 20 January 2025.


Action Progress - Assets and Infrastructure

Strategic Objective: 1.1.2. Digitalisation supports the local infrastructure, customer engagement and business development.

Objective:

Service Profile

Information Technology

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.2.1. Continue to lobby government for full fibre rollout to every community.	Calum Mackenzie - Chief Officer, Assets and Infrastructure	In Progress	01/04/2022	31/03/2027	75%	75%	 GREEN

ACTION PROGRESS COMMENTS

The Scottish Government has committed to providing superfast broadband access - speeds of at least 30Mbps - to every home and business in Scotland. Unique in the UK, the Reaching 100% (R100) programme builds on the success of the Digital Scotland Superfast Broadband DSSB programme and will ensure universal superfast broadband access.

Achieving 100% high-speed broadband coverage throughout the Outer Hebrides is a strategic priority for the Comhairle and a key action from the joint Comhairle / HIE Economic Recovery Strategy. Covid-19 has highlighted and accelerated the increasing importance of digital connectivity to our communities providing a number of direct economic and social benefits. While the Scottish Government has always maintained that the initial R100 programme will not reach every premises in Scotland and that additional funding, or alternatively, innovative technological solutions will be required to ensure delivery, it is now imperative that every premise across the Outer Hebrides receives equitable coverage notwithstanding geographical and dispersed population challenges.

The scope of the R100 rollout has now been finalised, and all individual addresses can be checked online on the Digital Scotland website, at: <https://www.scotlandsuperfast.com/how-can-i-get-it/check-my-address>, to see if they will be:

- getting fibre by the end of 2021
- getting it in the next phase (2022-2027)
- they are not going to be included at all

It is also estimated that there are a further c.2000 property in the Western Isles which are not going to be included in the R100 rollout, and so they will be eligible for a voucher worth up to £5000 towards installation. These vouchers can be combined within communities, and this would be done by a community fibre partnership through BT Openreach, with one member of the community acting as the lead. BT Openreach has appointed Community Fibre Partnership Engagement Managers.

The Comhairle will continue to lobby government for full fibre rollout to every community and provide regular updates to the public on the rollout of the R100 accordingly.


Officers have engaged with Colleagues in HIE regarding the provision in Uist through the re-population zone initiative.

Strategic Objective: 1.1.3. Investment in our buildings and infrastructure maximises effectiveness of available internal and external funding sources.

Objective:

Service Profile

Building Projects

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.3.2.Deliver approved investment in the Comhairle's property estate.	Norrie MacDonald - TS - Building Projects Manager	In Progress	01/04/2022	31/03/2026	75%	75%	 GREEN

ACTION PROGRESS COMMENTS

Significantly progress was made in the completion of design and issue to the market of several works projects. A number of projects are developing through detailed stages toward tender issue. Feasibility studies and cost estimates have been provided, or are ongoing, for a number of projects. However, significant delivery risks continue with a volatile market due to construction cost increases and availability of contractor resources and skilled labour.


A number of new projects have arisen in 2024/25 that have strict delivery timelines, linked to external grant funding. These have resulted in reassessment and re-ordering of priorities.

Project list being maintained on monthly basis for management use. Not publicly available due to commercial sensitivity of information.

All projects being managed in context of construction industry challenges relative to national and local economic conditions.

Service Profile

Marine Operations

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.3.6.Compile investment needs for Marine Infrastructure within Marine Assets Masterplan	Kenneth Morrison - TS - Harbour Master	In Progress	01/04/2022	31/03/2025	50%	50%	 GREEN

ACTION PROGRESS COMMENTS

Capital Investment budgets have been agreed for Comhairle services and infrastructure requirements for the period 2023 to 2028.

Audits continue to be undertaken across the marine assets estate which highlight investment needs and priorities.

Investment requirements and desirable interventions will be updated as part of the Corporate Asset Management Process agreed by the Comhairle in March 2023.

Targets have been adjusted to reflect the ongoing nature of asset planning which is required to be adaptable to financial resource and investment opportunities as they arise.

Requirements in relation to Little Minch Infrastructure required for new vessels being progressed through Transport Scotland.

Infrastructure upgrades for the Small Vessels Replacement programme (Sound of Harris and Sound of Barra) being considered.

Masterplanning in progress with data being recovered and re-presented in GIS following data loss through cyber attack.

Minor works projects for 2024/25 being delivered.

Service Profile

Civil Engineering

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.3.7.Compile Roads Asset Status and Options Report Annually	Colin Maciver - Civil Engineering Manager	In Progress	01/04/2022	31/03/2026	50%	75%	 RED


ACTION PROGRESS COMMENTS



2021/22 ASOR presented to committee in February 2023.
 Cyber attack has seriously impacted the ability to access data required to compile ASOR for 2022/23. Efforts being made to ensure relevant data is captured while systems are rebuilt to enable the 2024/25 ASOR to be prepared.

Service Profile

Property Management

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.3.8. Assess Condition and Suitability of Comhairle properties to inform investment requirements.	Murdo Murray - Mo - Property Manager	In Progress	01/04/2022	31/03/2026	75%	75%	 GREEN


ACTION PROGRESS COMMENTS

Investment Needs continue to be collated in relation to Service and Statutory requirements. Historic templates and data are unable to be accessed due to the cyber incident on 7 November 2023. This has led to a delay in concluding surveys for 2023/24, however departmental priorities are being progressed as resources allow.

12/07/2024 - 2023/24 condition and suitability surveys have been completed. Department priorities continue to be progressed as resources allow.

Service Profile

Property Management

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.3.9. Manage WISP operating contract and lifecycle fund delivery	Murdo Murray - Mo - Property Manager	In Progress	01/04/2022	31/03/2026	75%	75%	 GREEN


ACTION PROGRESS COMMENTS

Operating contract being managed through regular meetings with Education Service and Contractor. Monthly contract and finance review being undertaken.

Lifecycle investment plans being delivered.

Service Profile

Property Management

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.3.10. Coordinate transition to Hybrid Office Accommodation	Murdo Murray - Mo - Property Manager	In Progress	01/04/2022	31/03/2025	75%	75%	 GREEN


ACTION PROGRESS COMMENTS

Phased implementation of Office reallocation based on service needs in progress (Aug'23) and relocation of services from 1st floor almost complete, allowing public sector shared space to be created (Jul'24).

Options for shared space in Balivanich being implemented. WIHB to share space Jan 25.

Service Profile

Property Maintenance

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.3.11. Manage service contracts to provide best value to Comhairle	Chris Martin - Operations Manager	Completed	01/04/2022	31/03/2026	100%	75%	 GREEN

ACTION PROGRESS COMMENTS


All service contracts continue to be managed strictly in accordance with the terms and conditions of the Trades Framework Agreement 2021-2025



Grounds Maintenance Contract being managed throughout season.

Service Profile

Property Maintenance


ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.3.12.Manage operational handover process of new assets	Chris Martin - Operations Manager	Completed	01/04/2022	31/03/2026	100%	75%	 GREEN

ACTION PROGRESS COMMENTS

Both the Property and the Maintenance teams were represented throughout the recent handover and commissioning phase of the Lewis Residential Care project.

Service Profile

Information Technology

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.3.13.Develop IT solutions to enable flexible working and digitalisation of systems	Malcolm Nicol - IT Manager	Completed	01/04/2022	31/03/2026	100%	75%	 GREEN

ACTION PROGRESS COMMENTS

IT solutions for flexible working in place.


Digitalisation of systems to follow corporate rebuild following cyber attack.

Strategic 3.1.3.Planning and infrastructure meet the needs of our communities.

Objective:

Service Profile

Marine Operations

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.3.5.Manage Marine Infrastructure within Port Marine Safety Code	Kenneth Morrison - TS - Harbour Master	In Progress	01/04/2022	31/03/2026	75%	75%	 GREEN


ACTION PROGRESS COMMENTS

The Comhairle continues to comply with the requirements of the Port Marine Safety Code (The Code). In recognition of its duties to comply with The Code, Comhairle Harbour's there is an externally appointed external Designated Person (DP) who will provide independent assurance to the Harbour Board (T&I Committee) on compliance. The Designated Person provides 3 reports per year to the Harbour Board.

The DP has confirmed the Comhairle's current compliance with the Code.

Service Profile

Transport

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.3.8.Implement and monitor the Outer Hebrides Local Transport Strategy 2020-2030.	Colm Fraser - Head of Municipal Services	In Progress	01/04/2020	31/03/2030	75%	75%	 GREEN

ACTION PROGRESS COMMENTS

The Outer Hebrides Local Transport Strategy (LTS) 2020-2030 is intended as a succinct tool in terms of prioritisation, and to identify where the Comhairle requires support – to deliver the



best local services and securing investment to strengthen the communities and economy of the Outer Hebrides by supporting a strong and socially inclusive recovery that creates empowered, resilient communities, based on a green economy, and in which digital connectivity and innovation are prioritised.

The Strategy is our vision for enhancing transport and travel throughout the area, and to key destinations beyond the area. Enhancing the transport network is a key driver for: improving the local economy, improving the environment, increasing social inclusion, and delivering health benefits for all residents and visitors of the Outer Hebrides. The Strategy sets out the Comhairle's policy on transport, presents Transport Planning Objectives and coordinates future priorities through a series of actions and interventions to enhance transport and travel.

The Strategy also sets out the evidence base and policy framework that has informed its development. We have developed the LTS in dialogue with input from Comhairle officers and partners, using their experience and evidence of issues and opportunities to inform and devise the long list of LTS options. We have also scrutinised recent community consultations to inform our understanding of relevant issues and opportunities across the area. The Comhairle already undertakes a range of "business as usual" activities sustaining the area's current transport network and connections. This basis and these activities will continue to be undertaken throughout the lifetime of this Strategy and are presented in the Strategy as the starting platform from which our LTS, through the Delivery Plan, will build.

The Delivery Plan comprises actions that will be led by the Comhairle and actions that the Comhairle will need to work with Partners to achieve, as well as those which are within the gift of others to deliver, such as the Scottish Government, but which will bring significant benefit for the Outer Hebrides and Scotland. The Comhairle will work with their partners to achieve the successful delivery of all the actions, which are also anchored through the Comhairle's Corporate Strategy. The Delivery Plan actions will be input to the Assets and Infrastructure business plan for progress to be summarised from quarter Q2 and reported annually to the Transport and Infrastructure Committee.

Policy to be reviewed in line with SG guidelines. Resources and prioritisation for review to be confirmed

Strategic 3.1.4. Our communities are safe, inclusive, and resilient.

Objective:

Service Profile

Environmental Health and Trading Standards


ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.4.3. Deliver the Consumer and Environmental Services Annual Plan.	Colm Fraser - Head of Municipal Services	In Progress	01/04/2022	31/03/2027	75%	75%	 GREEN

ACTION PROGRESS COMMENTS

The Service continues to work towards its Annual Service Plan, including carrying out 180 Food Visits, issuing over 375 licences and Registrations. The Services also dealt with over 310 recorded service requests.

Service Profile

Civil Engineering

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.4.8. Compile a Local Road Safety Strategy and Implementation Plan aligned with Scotland's Road Safety Framework to 2030.	Colin Maciver - Civil Engineering Manager	In Progress	01/04/2022	31/03/2025	50%	60%	 YELLOW

ACTION PROGRESS COMMENTS

Review of existing Road Safety Policy commenced, discussion with partners regarding strategy and future funding opportunities ongoing. This is being progressed in parallel with Scotland's Road Safety Framework to 2030.

Various initiatives being progressed, however Policy yet to be completed. Target dates adjusted to reflect resource availability.


Cyber incident has impacted on preparation of Plan, however initiatives consistent with SG framework being progressed.



Road Safety Improvement Fund for 2024/25 accepted, installation of further High Friction Surfacing undertaken through the summer of 2024. Efforts continue to recover draft documentation of the Local Road Safety Plan following cyber attack.

Service Profile

Civil Engineering

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.4.9.Report on Progress with Local Road Safety Implementation Plan	Colin Maciver - Civil Engineering Manager	In Progress	01/04/2022	31/03/2026	75%	75%	 GREEN

ACTION PROGRESS COMMENTS

Creation of a formal implementation plan has been delayed due to the loss of data following the cyber attack. Delivery of local road safety actions continue. Liaison with national and local external organisations through the Western Isles Operation Road Safety Group and the Road Safety Framework Local Partnership Forum - North continues.

Local actions being progressed alongside active travel initiatives.


Update Report to April 2025 Committee

Strategic 4.1.2.Reduction in our carbon footprint and development of an island route map to net zero.

Objective:

Service Profile

Environmental Management

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.2.1.Implement a waste management plan which meets the environmental considerations of the Outer Hebrides.	Iain N Campbell - TS - Senior Recycling and Community Officer	In Progress	01/04/2019	31/12/2025	75%	75%	 GREEN


ACTION PROGRESS COMMENTS

A Waste Update report was presented at T&I on 27th November to provide information on where we are currently in relation to a revised Waste Strategy document.

Work is currently being undertaken for plant to be installed in Market Stance to allow residual waste from Uist and Barra to be treated before being sent to Energy from Waste, meaning this waste will no longer be sent to Landfill at Bennadrove. It is intended to have this plant operational early in 2025. A report has been commissioned by Zero Waste Scotland to consider options for Energy from Waste for Residual Waste from Lewis and Harris ahead of the proposed ban on Biodegradable Municipal Waste to landfill expected to take effect at the start of 2026.

Service Profile

Environmental Management

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.2.2.Implement a Comhairle Fleet replacement policy which improves efficiencies and moves fleet towards Net Zero emissions.	David A Macleod - Head of Municipal Services	Completed	01/04/2022	25/07/2024	100%	75%	 GREEN

ACTION PROGRESS COMMENTS

A significant number of electric cars and small vans are being used by the Comhairle. In addition to the hydrogen/diesel hybrid refuse collection vehicle (RCV) currently operated, an electric RCV is also now in service and is the first split body electric RCV in Scotland. This will allow assessment of real-world range in local conditions to be carried out and may lead to additional eRCVs being considered.



Four replacement battery electric vehicles (BEV) with improved range performance to replace leased vehicles were purchased in 2023. Additional EV charging points for Comhairle fleet are planned. Options for light commercial vehicles are being monitored but are not considered to have sufficient range when loaded to function as a direct replacement.

A decision on Emerging Energy Technologies Fund (EETF) grant funding to re-establish hydrogen production at Creed Park is due shortly. If successful, this will allow further pilot hydrogen transport projects to be developed in advance of the larger scale hydrogen opportunities that are anticipated to be available by 2030.


Consideration is being given to a consultancy review to look at a Comhairle-wide fleet procurement and replacement plan. Fleet replacement policy for all Comhairle vehicles has still to be developed. This Action will be progressed as part of the Comhairle's Climate Change Strategy 2022-2027 (SBP Action 4.1.2.7).

Strategic 4.1.5. Effective governance of the Comhairle is in place.

Objective:

Service Profile

Information Technology

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.14. Manage corporate IT security and disaster recovery	Malcolm Nicol - IT Manager	Completed	01/04/2022	31/03/2026	100%	75%	 GREEN

ACTION PROGRESS COMMENTS


Following a cyber attack in November 2023 contact has been made with the Scottish Government Digital Office to assist with Investigation, rebuild and data recovery. An Incident Management Team has been established to oversee on site recovery.

On premises and back-up infrastructure re-built.

Revised procedures and contracts for 24/7 Offsite monitoring in place

Service Profile

Information Technology

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.25.(4.1.1.120) CIAP: Information Management recommendations	Calum Mackenzie - Chief Officer, Assets and Infrastructure	In Progress	22/06/2021	31/12/2024	80%	85%	 YELLOW

ACTION PROGRESS COMMENTS

The key findings of the Information Management self-assessment were presented to the Audit and Scrutiny Committee 22 June 2021. The two priority recommendations and the area for future development identified from the self-assessment were found to be partly implemented as at 31 March 2024. As further work is required to meet the objectives, this CIAP Action is carried forward to the 2024/25 business plan for implementation by late 2024 and the End Date in Interplan updated accordingly. The progress will be reported to the Audit and Scrutiny Committee within the Continuous Improvement Action Plan (CIAP) for scrutiny.

The two priority recommendations include (1) a refresh of the IT Strategy and (2) a review of IT security, with consideration to be given to the continued change from office to home working environments and the effects this may have on information security moving forward to ensure the integrity of corporate information in a home working environment. Work on both priorities is underway.

The area for future development requires the continuation of employee training to raise awareness of the importance of, and legal requirements relating to, information security.

The IT Strategy is required to reflect service and operational requirements of the Comhairle, which to date have not been clarified, as services have been adapting to COVID restrictions and return to office working. Various actions have been undertaken to improve information management and security over the period, such as implementing two-factor (2FA) authentication. Work continues on modes of working and targets changed to account for further development in these areas.

The Comhairle experienced a criminal cyber incident on 7 November 2023. The IT strategy is under revision following the cyber incident. Key themes will include cloud based solutions where appropriate. Due to the impact and resource implications of the cyber incident, the IT Strategy will need to be considerate of the ongoing learning outcomes and financial implications of the IT system rebuild. These are currently being reviewed through the Incident Management Team (IMT).


The IMT has discharged its duties and remaining action are incorporated into Business as Usual.

Action 1 Review of strategy remains ongoing. Target times have been revised to allow the strategy to be developed alongside a business digitalisation transformation project.

Action 2 is complete as revised security infrastructure and procedures are in place.

Service Profile

Transport

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.61.CIAP: Implement the Bus Contracts - Public, School & Integrated Internal Audit Follow Up Review (FU09-2022/2023) recommendations.	David A Macleod - Head of Municipal Services	Completed	04/01/2023	31/12/2024	100%	100%	 GREEN

ACTION PROGRESS COMMENTS

As per the Internal Audit Follow Up Review Bus Contracts - Public, School & Integrated Final Report – FU09-2022/2023 24th October 2023, Internal Audit note that out of the 5 follow up recommendations made in the original report 2 appear to have been fully implemented, and management confirmed that the remaining recommendations would be implemented by December 2023. Three recommendations were found to be partly outstanding as at 31 March 2024 and these were carried forward to the 2024/25 business plan for implementation by late 2024 and the End Date in Interplan updated accordingly. Two have since been completed and the partially outstanding recommendation is detailed below.

- Action 2.3 recommended: The Transport Manager to identify and follow up on Contractors who have not submitted PVG information.
- Progress as at 24th October 2023: Over 40 applications have been processed but three operators require a number of drivers to be moved from Disclosure/S.C.R.O checks to PVG checks as some are 20 plus years since last checked.
- Action outstanding: Bus na Comhairle are one of these operators with the Transport Office not previously being involved in the processing of Comhairle Staff. Transport Office will now gather the relevant information to forward to Human Resources for all Bus na Comhairle drivers. External Operator information will continue to be processed by Education Department. This process should be completed by mid-December 2023.
- Progress update 14/05/2024: There are still a number of Bus na Comhairle drivers who need to be updated from Disclosure/SCRO to PVG. All external operators have had drivers checked and only drivers logged with education will be allowed to operate on Comhairle contracts. Going forward new drivers will not be allowed to drive for these companies without an approved disclosure receipt from Education Department. Random checks will be carried out during July and August. Bus na Comhairle still require 7 drivers to be updated due to length of time since their last check. We have recovered the previously held information for them and have started to process applications for all but one driver on long term sickness absence and would look to complete by the end of June 2024. These will be processed by HR not Education.
- Progress update 30/10/2024: The remaining two driver checks are now complete.

Scorecard - Assets and Infrastructure

2024/25 SBP PIs - Assets and Infrastructure	Unit	Target	Actual	Indicator	Comments
4.1.4. CD132 (LGBF: ENV5a): Cost of Trading Standards per 1,000 population. Responsibility: Colm Fraser	£	12,000.00	Annual		Target set by service. The Comhairle have set an aspirational service prioritisation for improvement target of working towards costs less than the 2012/13 baseline year of £11,901 by 2030. Therefore, based on Eilean Siar's average results for the periods 2012/13 to 2020/21, a 2022/23 target of £12,500 was set, decreasing by £250 each year towards an aspirational target of £10,750 by 2030.
4.1.4. CD133 (LGBF: ENV5): Cost of Trading Standards and Environmental Health per 1,000 population. Responsibility: Colm Fraser	£	34,000.00	Annual		Target set by service. The Comhairle have set an aspirational service prioritisation for improvement target of £29,000 by 2030. Therefore, based on Eilean Siar's average results for the periods 2010/11 to 2020/21, a 2022/23 target of £36,000 was set, decreasing by £1,000 each year towards an aspirational target to be less than the 2020/21 LGBF Family Group average.
4.1.4. CD135 (LGBF: ENV05b): Cost of Environmental Health per 1,000 population. Responsibility: Colm Fraser	£	25,000.00	Annual		Target set by service. The Comhairle have set an aspirational service prioritisation for improvement target to reduce the cost of Trading Standards and Environmental Health per 1,000 population to £29,000 by 2030. Therefore, based on Eilean Siar's actual 2023/24 result (Environmental Health), a 2024/25 target of £25,000 was set, decreasing by £1,350 each year towards an aspirational target of £18,250 by 2030. For comparison 2024/25: - Scottish Average: £ LGBF Family Group Average: £
4.1.5. - AFR004: Percentage of system availability Mon-Fri 8am - 6pm (A). Responsible Officer: Murdo Morrison	%	95.00	Annual		Target set by service.
4.1.5. - AFR005: Percentage (avg.) of Helpdesk calls responded to within agreed time. Responsible Officer: Murdo Morrison	%	0.00	0.00	 GREEN	
4.1.5. - AFR066: Percentage of Customers satisfied with IT Services. Responsible Officer: Murdo Morrison	%	85.00	Annual		
3.1.3.CS05 - CD033 (TS020/TS021): Number of bus passengers recorded on all Outer Hebrides routes. Responsibility: Jim Morrison	#	287,000.00	267,369.00	 YELLOW	
4.1.2 - CD027 (TS019): Tonnes of Dry Recyclates Collected. Responsibility: Colm Fraser	T	1,687.50	1,748.03	 GREEN	This KPI should be exactly the same as APR079a and as such should be On Track

