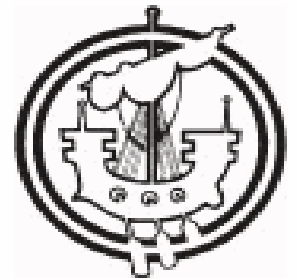


***Comhairle nan Eilean Siar***



***Action and KPI Progress Report***

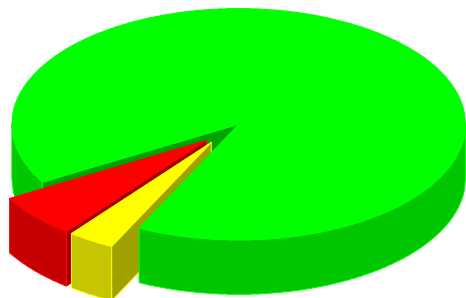
*April 2024 - December 2024*

*CHIEF EXECUTIVE'S DEPARTMENT: Chief  
Executive's Service*

**OVERALL PERFORMANCE - CHIEF EXECUTIVE'S DEPARTMENT: CHIEF EXECUTIVE'S SERVICE**

**Actions**

<span style="color: green;">■</span> On Track	90.6%
<span style="color: yellow;">■</span> Monitoring Required	3.1%
<span style="color: red;">■</span> Off Track	6.3%
<span style="color: blue;">■</span> No Targets Set/ Ongoing	0.0%
<b>Total:</b>	<b>100.0%</b>



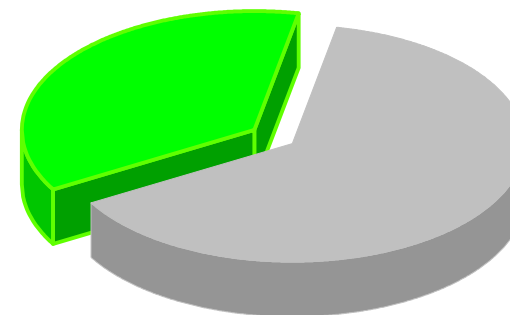
**32** Actions reported on

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- 29 Actions with at least 100% of target
- 1 Actions greater than 79 and less than 100% of target
- 2 Actions with less or equal to 79% of target
- 0 Actions with no target set / ongoing

**KPIs**

<span style="color: green;">■</span> On Track	36.4%
<span style="color: yellow;">■</span> Monitoring Required	0.0%
<span style="color: red;">■</span> Off Track	0.0%
<span style="color: gray;">■</span> Annual	63.6%
<b>Total:</b>	<b>100.0%</b>



**22** KPIs reported on

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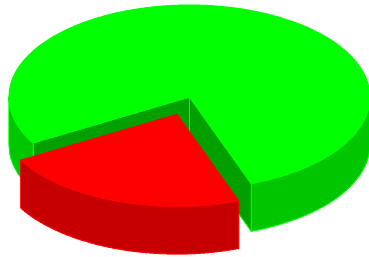
- 8 KPIs on track
- 0 KPIs monitoring required
- 0 KPIs off track
- 14 KPIs NA

## Chief Executive's Directorate

### Business Unit Overall Performance - Chief Executive's Directorate

#### Actions

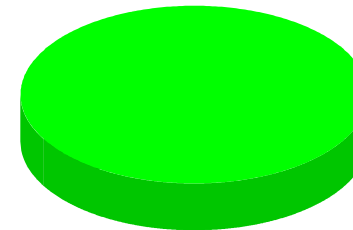
On Track	77.8%
Monitoring Required	0.0%
Off Track	22.2%
No Targets Set / Ongoing	0.0%
Total:	100.0%



<b>9</b>	Actions reported on
7	Actions with at least 100% of target
0	Actions greater than 79 and less than 100% of target
2	Actions with less or equal to 79% of target
0	Actions with no target set / ongoing

#### KPIs

On Track	100.0%
Monitoring Required	0.0%
Off Track	0.0%
Annual	0.0%
Total:	100.0%



<b>2</b>	KPIs reported on
2	KPIs on track
0	KPIs monitoring required
0	KPIs off track
0	KPIs NA

### Comments - Chief Executive's Directorate

**2024/25 Quarter 3 Progress Comment:**

Community Engagement Unit

Community Learning and Development - Youth Work

Activities took place in the first week of November across the island chain, focussing on school inputs and celebration events. In Sir E Scott school, there were drop-in sessions for P4-S4 pupils; Castlebay School had a range of Partner Stalls and in the Town Hall in Stornoway, a celebration of youth work took place which reflected the range of partnership agencies that support young people in the islands. All events were well attended.

CLD undertake a range of consultations with young people and did so recently during Youth Work Week. Part of the consultation was to ascertain how young people's views should be sought by adults. The results of the consultation are being collated and will be shared into the new year.

The annual Duke of Edinburgh Ceremony for Nicolson pupils took place in the school in November 2024 with over 90 Young people receiving recognition. The Awards were presented by Alasdair Allan MSP and the Depute Lord Lieutenant Maggie Doig closed the ceremony.

CLD Steering Group

A schedule of meetings has been agreed for 2025 with an initial focus on reporting progress and demonstrating impact. An invite to new partners will be extended in the new year.

Regeneration

Regular meetings are held with community groups and the Scottish Government to update on progress with applicants and prospective bids. Rounds 5-10 are in various stages of development. During the Quarter the Scottish Government asked for a report on progress for two projects that are pipelined in the system due to pausing the RCGF Programme for 24/25 (Rounds 11 and 12), the outcome of which we expect to hear in the next Quarter.

Staff were actively engaged in support of community groups that were successful in the first, second and third Rounds of the Islands Programme Funding. Reporting on successful projects are ongoing. Support is also provided to projects to take them from design to capital readiness. Awards from the UKSPF were made to two projects to the value of £85,000. The team also support the Comhairle's strategic projects under the Island's Growth Deal - Destination Development. The Regeneration Team were successful in attracting over £700k to two Uist projects in the Quarter from this year's Island's Programme.

Crown Estate Funding

Year Five of Crown Estate funding was processed with staff engaging with area for a during the Quarter. Considerable difficulties were experienced in making payments and with access to email and applications only being available within Comhairle buildings due to the cyber - attack.

David Macleay, Team Leader, Community Engagement Unit, 31 December 2024


### Action Progress - Chief Executive's Directorate

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

**Objective:**

**Service Profile**

Community Engagement

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.3.1. Support delivery of RCGF (Regeneration Capital Grant Fund) economic development projects.	David Macleay - Team Leader - Community Engagement	In Progress	01/04/2022	31/03/2027	75%	75%	 GREEN




**ACTION PROGRESS COMMENTS**

Regular meetings are held with groups and the Scottish Government to update on progress. Rounds 5-10 are in various stages of development. During the Quarter the Scottish Government asked for a report on progress for two projects that are pipelined in the system due to pausing the RCGF Programme for 24/25 (Rounds 11 and 12), the outcome of which we expect to hear in the next Quarter..

**Service Profile**

Community Engagement


ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.3.14.Support delivery of Island's Programme Funding, Island's Growth Deal – Destination Development and eligible Comhairle funding bids on behalf of community bodies.	David Macleay - Team Leader - Community Engagement	In Progress	01/04/2023	31/03/2027	75%	75%	 GREEN

**ACTION PROGRESS COMMENTS**

Staff were actively engaged in support of community groups that were successful in the first, second and third Rounds of the Islands Programme Funding. Reporting on successful projects are ongoing. Support is also provided to projects to take them from design to capital readiness. Awards from the UKSPF were made to two projects to the value of £85,000. The team also support the Comhairle's strategic projects under the Island's Growth Deal - Destination Development. The Regeneration Team were successful in attracting over £700k to two Uist projects in the Quarter from this years Island's Programme.

**Service Profile**

Chief Executive's Office

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.3.15.Development and delivery of major infrastructure projects, meeting targets associated with safety management, programme, cost and quality.	Dan MacPhail - Project Manager	In Progress	01/04/2022	31/03/2027	50%	75%	 RED

**ACTION PROGRESS COMMENTS**


BARRA AND VATERSAY COMMUNITY CAMPUS  
There remain affordability issues on this high value / high risk capital project. The project has been reset with a new delivery vehicle established together with revised governance arrangements. The project is currently at RIBA Stage 0-1 and progressing options appraisal and rescoping.

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

**Objective:**

**Service Profile**

Community Engagement

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.4.1.Ensure delivery, quality assurance and development of Youth and Community Work services to support the outcomes of the Community Learning and Development (CLD) Plan 2021 - 2024.	Fiona MacInnes-Begg - Extended Learning Manager	In Progress	01/04/2022	31/03/2027	85%	75%	 GREEN

**ACTION PROGRESS COMMENTS**

In 2023, NHS Western Isles in partnership with CLD and wider partners are undertaking a trial of the Children & Young Peoples' Place Standard tool to gather information from young people which will shape potential changes in communities. Results will be shared, once collated.



The CLD Annual Report is being worked on at present reflecting the work of the section. It will be reported to Committee once complete. The CLD Steering Group met to discuss the new iteration of the CLD Partnership Plan due to be published in September 2024. A review of the current plan was completed, and any actions identified as continuing will be reflected in the new plan which will be drafted over the summer months,

Pointers Consultation – a consultation on Pointers was undertaken in response to a request from Education Committee, following the suggestion that it would be used to house the Bairns Hoose (Taigh Solus) for the authority. Responses from users presented a very positive picture in terms of support via Pointers groups. Another venue was deemed more appropriate for the project.

Scottish Youth Parliament (SYP) Elections have been held with two candidates being successful and will represent the Western Isles at the Scottish Youth Parliament. Alannah Logue is from Lewis and Ellie Denehy is from Barra. Alannah Logue has also been elected as a Trustee on the Scottish Youth Parliament Board.

Interviews took place to recruit to a CLD post in Uist on a 0.5 basis and the recommended candidate has now started in post.


Crown Estate Funding – Year Five of Crown Estate funding is currently being processed. Applications closed on 7th June with meetings scheduled to review the applications and agree the successful bids in the coming weeks. As expected the amount sought against the ward allocation is significantly oversubscribed. A new Pan Island section had twenty-four applications with the outcome of discussions still to be advised.

Primary 7 pupils from April – June completed their Dynamic Youth Awards by taking part in the Primary 7 Transition Programmes delivered by Community Learning & Development (CNES). These sessions focused on friendship, decision making and answered many of the questions the pupils had about moving to the Nicolson.

Duke of Edinburgh Award Expeditions – Expedition season is upon us with several expeditions taking place across the Western Isles with young people participating at Bronze and Silver level predominantly. These opportunities can help develop transferrable skills such as leadership, resilience and team building skills for island young people.

**Service Profile**

**Community Engagement**

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.4.19.Implement and Deliver the Community Learning Development (CLD) Plan 2024 – 2027	Fiona MacInnes-Begg - Extended Learning Manager	In Progress	02/10/2024	31/08/2027	1%	75%	 RED

**ACTION PROGRESS COMMENTS**

**Youth Work Week**

Activities took place in the first week of November across the island chain, focussing on school inputs and celebration events. In Sir E Scott school, there were drop-in sessions for P4-S4 pupils; Castlebay School had a range of Partner Stalls and in the Town Hall in Stornoway, a celebration of youth work took place which reflected the range of partnership agencies that support young people in the islands. All events were well attended.

**Youth Consultation**

CLD undertake a range of consultations with young people and did so recently during Youth Work Week. Part of the consultation was to ascertain how young people's views should be sought by adults. The results of the consultation are being collated and will be shared in the new year.

**Support to Sea Angling**

CLD Staff were involved in providing support via the Sea Angling Club in the recent search for a young person who had gone missing. They assisted by helping the committee provide meals and refreshments for emergency services personnel during the search response.

Ongoing support for sea angling youth groups continue with large numbers attending.

**Duke of Edinburgh Ceremony**

The annual Duke of Edinburgh Ceremony for Nicolson pupils took place in the school on the 29th November 2024 with over 90 Young people receiving recognition. The Awards were presented by Alasdair Allan MSP and the Depute Lord Lieutenant Maggie Doig closed the ceremony.

**Festive Events – Town Hall**

Working in Partnership with local agencies, a range of festive events were organised for Under 5's; Primary aged pupils; Secondary pupils x 2 (afternoon & evening) Santa visited. Great fun was had by all who attended

CLD Steering Group




A schedule of meetings has been agreed for 2025 with an initial focus on reporting progress and demonstrating impact. An invite to new partners will be extended in the new year.

**Strategic** 4.1.1. Communities are empowered and continue to be at the heart of our decision making.

**Objective:**


**Service Profile**

Community Engagement

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.1.2. Support the Community Planning Partnership (CPP) to deliver the Local Outcome Improvement Plan (LOIP) and Locality Plans.	David Macleay - Team Leader - Community Engagement	In Progress	01/04/2022	31/03/2027	75%	75%	 GREEN
<b>ACTION PROGRESS COMMENTS</b>							
CLD staff are supporting the existing Local Outcome Improvement Plan (LOIP).							


**Service Profile**

Community Engagement

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.1.4. Review and deliver the Comhairle's Communication Strategy	James Mackinnon - Communications Officer	In Progress	01/04/2022	31/03/2027	84%	75%	 GREEN
<b>ACTION PROGRESS COMMENTS</b>							
The Communications Strategy is intended to benefit the Comhairle and its internal and external stakeholders by promoting better understanding of the Comhairle's role in the community and its contribution to the life of those who live in the Outer Hebrides and other stakeholders. The development of a new Communications Strategy has been delayed as a result of the impact of last year's cyber-attack on the Comhairle's website. The strategy will be completed once a decision has been taken on the restoration or replacement of the website.							

**Service Profile**

Community Engagement

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.1.7. Support delivery of the Comhairle's Community Engagement Strategy including Youth Voice and Community Voice opportunities.	Fiona MacInnes-Begg - Extended Learning Manager	In Progress	01/04/2024	31/03/2027	75%	75%	 GREEN
<b>ACTION PROGRESS COMMENTS</b>							
Crown Estate Funding – Year Five of Crown Estate funding was processed with staff engaging with area fora. Considerable difficulties were experienced in making payments and with access to email and applications only being available within Comhairle buildings. Youth Work Week - Activities took place in the first week of November across the island chain, focussing on school inputs and celebration events. In Sir E Scott school, there were drop-in sessions for P4-S4 pupils; Castlebay School had a range of Partner Stalls and in the Town Hall in Stornoway, a celebration of youth work took place which reflected the range of partnership agencies that support young people in the islands. All events were well attended. Youth Consultation - CLD undertake a range of consultations with young people and did so recently during Youth Work Week. Part of the consultation was to ascertain how young people's views should be sought by adults. The results of the consultation are being collated and will be shared in the next Quarter. Duke of Edinburgh Ceremony - The annual Duke of Edinburgh Ceremony for Nicolson pupils took place in the school on the 29th November 2024 with over 90 Young people receiving recognition. The Awards were presented by Alasdair Allan MSP and the Depute Lord Lieutenant Maggie Doig closed the ceremony.							


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

**Objective:**





**Service Profile**

Chief Executive's Office

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.49.CIAP: Implement the Accounts Commission's recommendations for improvement from the Comhairle's Best Value Assurance Report 2022.	Malcolm Burr - Chief Executive	In Progress	29/09/2022	31/03/2025	80%	75%	 GREEN
<p><b>ACTION PROGRESS COMMENTS</b></p> <p>As per the Best Value Assurance Report: Comhairle nan Eilean Siar prepared by Audit Scotland and published by the Accounts Commission (Commission) on 29 September 2022, there are nine recommendations for improvement and the Accounts Commission require the Comhairle to develop and publish a prioritised and timetabled plan to enable it to make progress against the following areas identified.</p> <p>Recommendations:</p> <ol style="list-style-type: none"> <li>1. The Comhairle should identify clear and specific overall priorities and actions for taking forward its vision.</li> <li>2. Elected members should ensure they provide strategic oversight and challenge to progress the Comhairle's vision and priorities.</li> <li>3. The Comhairle should develop medium- to long-term financial planning and strategic workforce and asset management planning.</li> <li>4. In developing capital projects, including its community hub proposals, the Comhairle should ensure projects are supported by robust business cases and that lessons are learned from the Goathill project in areas such as funding and resourcing.</li> <li>5. The Comhairle should improve its process for identifying and realising savings opportunities, including opportunities from cross-council and partnership working. It should ensure that opportunities for digital efficiencies are fully explored.</li> <li>6. The Comhairle and partners should develop the LOIP alongside a clear performance management framework to deliver achievable shared outcomes.</li> <li>7. The Comhairle should develop ongoing training opportunities for members and officers, including making equalities training mandatory for all staff and increasing members' uptake of training.</li> <li>8. The Comhairle should develop and communicate its area working arrangements more clearly, building on the good practice already in place.</li> <li>9. The Comhairle should improve communications throughout the council, including communicating the Comhairle's priorities.</li> </ol> <p>Following the Best Value Assurance Audit undertaken by Audit Scotland in 2022 an action plan has been prepared and it was approved by the Comhairle in December 2022. Work is now underway by services and Corporate Management Team to deliver the actions set out.</p> <p>The BVAR Action Plan Progress Report was presented to the Audit and Scrutiny Committee in February 2024 and, as such, the completion date has been amended from 31.12.2023 to 31.03.2025. While the actions are not yet fully complete, there has been good progress to date. A further update was presented to Audit and Scrutiny Committee in September 2024 detailing that 6 actions are now complete with significant progress on the remaining three - (capital project templates and lessons learned, development of the LOIP and training opportunities).</p> <p>The plan is due to be completed by March 2025 with final reporting scheduled for the April series of committee meetings.</p>							



Scorecard - Chief Executive's Directorate

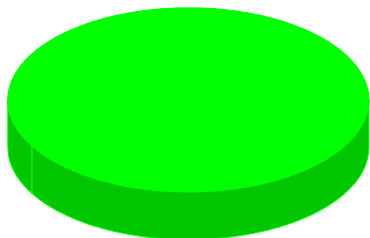
2024/25 SBP PIs - Chief Executive's Directorate	Unit	Target	Actual	Indicator	Comments
1.1.3. IDU001: Safety Management – Number of RIDDOR incidents. Responsible Officer: Dan MacPhail	#	0.00	0.00	 GREEN	This indicator provides the number of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) incidents that occur on projects that come under the remit of the Investment Delivery Unit i.e. Capital projects with a value greater than £1M. The main reason for measuring this aspect of safety management is to provide ongoing assurance that risks are being adequately controlled.
4.1.1. CE001b: Number of Local Media press releases (Trend KPI). Responsible Officer: James Mackinnon	#	0.00	210.00	 GREEN	Trend analysis KPI, therefore, no target set.

## HR, Strategy and Performance

### Business Unit Overall Performance - HR, Strategy and Performance

#### Actions

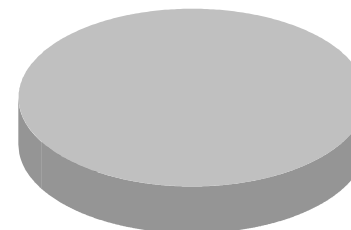
On Track	100.0%
Monitoring Required	0.0%
Off Track	0.0%
No Targets Set / Ongoing	0.0%
Total:	100.0%



<b>15</b>	Actions reported on
<b>15</b>	Actions with at least 100% of target
<b>0</b>	Actions greater than 79 and less than 100% of target
<b>0</b>	Actions with less or equal to 79% of target
<b>0</b>	Actions with no target set / ongoing

#### KPIs

On Track	0.0%
Monitoring Required	0.0%
Off Track	0.0%
Annual	100.0%
Total:	100.0%



<b>6</b>	KPIs reported on
	KPIs on track
<b>0</b>	KPIs monitoring required
<b>0</b>	KPIs off track
<b>6</b>	KPIs NA

## Comments - HR, Strategy and Performance

### 2024/25 Quarter 3 Progress Comment:

Human Resources and Performance teams have been focussed on a number of improvement areas in Q3 with the Workforce Planning Annual Report for 2024/25 approved by the Comhairle. A new action plan for workforce planning was also approved for 2025/26. Audit Scotland also undertook an audit of Workforce Planning as part of their national programme of reviews and this was presented to the Audit and Scrutiny Committee in November 2025.

The team continues to support key areas of strategy and policy work, with a new Organisational Development Strategy 2024-30 and updated Risk Management Policy and Strategy approved by the Comhairle in November 2024. Alongside this there were also annual reports presented to the Comhairle in November 2024, including the Climate Change Annual Report, the Climate Change Duties Compliance Annual Report and the Local Child Poverty Action Annual report.

Organisational Development is currently working with services on the 2025/26 Business Plans and on the Comhairle's public performance reporting for 2023/24. The Public Performance Report will be available on the Comhairle's webpage by the end of March 2025. The Business Plan, Risk and Business Continuity Plan will be considered by the Comhairle at the April 2025 series of meetings.

Work is underway on an updated Equality Mainstreaming Strategy 2025-30 which is currently out for public consultation. It is anticipated that this Report will be concluded and published by 30 April 2025.

Work on IT projects within HR is continuing with work continuing on the development of the HR/Payroll system. It is anticipated that this will improve HR processes and advance records management. The aim of the project is to reduce paper-based processes and gain efficiency within the system.

The Resilience and Training team are managing winter weather arrangements and continue to work with key partner agencies to ensure resilience across the Western Isles. Updated resilience policies for managing severe weather were approved by the Corporate Management Team.

Health & Safety continue to support services with the completion and review of risk assessments and policies continue to be reviewed to ensure they meet the needs of services and employees. Health and Safety service meetings continue and are reported to the JCC for information.

The Training Team continue to deliver mandatory training and to support the use of the LearnPro online training platform. New training courses to meet changing demands have been rolled out to support employees and managers. Training courses and development needs continue to be reviewed to ensure that they meet the Comhairle's requirements going forward. The Employee Forum has been reinstated, and meetings were held in Q2 and Q3 with meetings now also scheduled throughout 2025.

The Accredited Training Team is continuing to deliver a wide range of employability programmes and Modern Apprenticeships. The Employability Hub is working well and supports the training requirements of all those on employability programmes, wherever they are located. The co-location of Skills Development Scotland (SDS) in the hub is working well and enhancing the partnership approach.

Norma Skinner, Chief Officer, Human Resources and Strategy, 20 January 2025

## Action Progress - HR, Strategy and Performance


**Strategic Objective:** 1.1.1. Development projects associated with the Islands Deal are delivered.

**Service Profile**

Strategy and Policy

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
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1.1.1.1. Work with partners on the delivery of the Islands Deal projects.	Charlene Macmillan - Strategy Officer	In Progress	01/04/2022	31/03/2027	75%	75%	 GREEN
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**ACTION PROGRESS COMMENTS**

Following the Annual Conversation with Scottish Government (SG) and UK Government (UKG) in May 2024, the Islands Growth Deal is working with partners, Project leads and local stakeholders to conduct a review of the portfolio of Projects to help mitigate the effects being experienced from the tumultuous economic climate.

This work will be ongoing throughout the 24/25 financial year with a Change Request due to be submitted to UKG Ministers in June 2025.

General Project updates are as follows:


- Construction works on the UHI Stornoway Campus has now concluded with procurement of mobile equipment remaining to be purchased. Project is anticipated to be completed in full by end of 2024 and fully claimed by March 2025.
- Close working with Islands Centre for Net Zero - Outer Hebrides (ICNZ OH) is now underway to commence development of local Full Business Case (FBC) and ongoing working with Programme ICNZ partners to tighten up governance and processes.
- The Creative Islands and Wellbeing FBC is currently undergoing its final review and approval is anticipated in Q4 24/25.
- Capital works at Calanais commenced in July 2024 and are progressing well, with regular monitoring meetings and reporting in place across all partners. Work is expected to be ongoing over a 2 year period.

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

**Objective:**

**Service Profile**

Strategy and Policy

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.2.4. Implement and monitor the Comhairle's Digitalisation Strategy 2022-2027.	Charlene Macmillan - Strategy Officer	In Progress	01/04/2023	31/03/2027	75%	75%	 GREEN

**ACTION PROGRESS COMMENTS**

The Digitalisation Strategy has now been approved by Comhairle committee and is moving to early, implementation phase with departments now required to report against outcomes.

A review of the Strategy and Progress report was provided to Comhairle's Policy and Resources Committee in September, and it was noted that a significant amount of tasks and KPIs are currently in progress and ongoing, with only the more long-term, collaborative ambitions within local communities still to commence. Following the recent cyber-attack, a number of interventions were able to be accelerated in line with the priorities of the Digitalisation Strategy.

The Comhairle has also undertaken a Digital Maturity Assessment and will shortly be undergoing a Data Maturity Assessment with a view to supporting the development of the Scottish Digital Office Data Transformation Framework.

**Strategic** 1.1.4. Increased level of skills across our communities and workforce.


**Objective:**

**Service Profile**

Accredited Training

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
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1.1.4.3.Support delivery of the Comhairle and Skills Development Scotland (SDS) Charter through review and implementation of the Employability Strategy.	Dolina Smith - Employability Services Manager	In Progress	01/04/2023	31/03/2027	77%	75%	
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**ACTION PROGRESS COMMENTS**

08/01/2025 - Plans for the North Beach Street access are in the stages of final formalisation. The partnership approach with SDS continues to grow with the Regional Manager taking up the position of Vice Chair of the Local Employability Partnership.  
 29/10/2024 - A refresh of the Charter is currently taking place within the Local Employability Partnership. An action plan has been approved and improvement plan is in the development stage. This includes a refresh of the Employability Hub. Through an agreement with SDS, The North Beach Street access will become a main access point to allow those with multiple barriers the opportunity to discreetly enter the building for employability support and guidance.

The Accredited Training team continues to work in close partnership with Skills Development Scotland (SDS), ensuring that work priorities closely dovetail and maximise support to young people.

Through the Charter and Local Employability Partnership, the Accredited Training Team and SDS local team continue to work in partnership to support the employability needs of young people. SDS Career Advisers, DYW Co-ordinator collectively offer support to school pupils based in the Nicolson, Sir E Scott, and Castlebay, this model is currently been implemented into Sgoil Lionacleit. All events are collectively planned and delivered in partnership. The last few years have been aimed at supporting the direct needs of young people, currently widening the knowledge requirements to parents who are the young people's primary influencers. Monthly Parent drop-in sessions are in place.


The work of the Chartership has recently been highlighted within The Nicolson's HMI inspection as good practice. The Authority is the second highest achieving authority in ensuring all pupils are supported through a partnership offer and on route to a positive destination. The action plan is currently been refreshed to acknowledge the work that has been undertaken over the past two years and to put in place an action plan that will support all partners to work in collaboration and collectively working to one plan. All actions are been taken forward in partnership with SDS.

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

**Objective:**

**Service Profile**

Strategy and Policy

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.3.6.Work with partners to support strategic planning with our communities.	Linda Cunningham - Strategy Officer	In Progress	01/04/2023	31/03/2027	50%	50%	

**ACTION PROGRESS COMMENTS**

The Comhairle was allocated £20.25M of Levelling-Up Partnership (LUP) funding at the November 2023 Autumn Statement. Following the Autumn Budget 2024, Scottish Secretary Ian Murray has written to all local authorities in Scotland to confirm their funding allocations for local growth projects including the Comhairle as a Former Levelling Up Partnership location, confirming the award of £20,250,000.

UK Government has now confirmed that the Comhairle allocation of UKSPF for 2025/26 will be £736,329, comprising £208,783 of capital and £527,546 of revenue. As anticipated, this represents a reduction of around 40% in UKSPF funding.

The Public Consultation regarding Transport Scotland's Islands Connectivity Plan Draft Strategic Approach Paper and updated Draft of the Plan for Vessels and Ports closed on 3 May 2024.

The Consultation Analysis Report was published on 3 September 2024 and will inform the final versions of these two documents. A further Key Stakeholder meeting with Transport Scotland has taken place and engagement is to continue.

The Scottish Police Authority is providing support towards local scrutiny and engagement.


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

**Objective:**



**Service Profile**

Resilience, Health & Safety, and Training

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.4.18. Implement and monitor the Resilience Strategy 2023-2028, and update associated policies.	Murdo A. Mackay - CE - Resilience and Training Manager	In Progress	01/04/2024	31/03/2028	75%	75%	 GREEN

**ACTION PROGRESS COMMENTS**

The Resilience Strategy 2023-2028 was approved by the Comhairle in April 2023. The Strategy will be reviewed periodically and progress will be reported.

Associated policies are updated on a regular basis and tested via exercises. Exercises in 2024 include the COMAH Exercise at the SGN Gas plant and a Partnership for Water Safety Exercises. Plans such as the Severe Weather Plan and Emergency Support Centre Plan are also being reviewed with the aim of being refreshed and updated going into the winter months.


The Comhairle continues to engage with multi-agency partners and regional partnerships including the Western Isles Emergency Planning Coordinating Group (WIEPCG) and the Highlands and Islands Local Resilience Partnership.

**Strategic** 3.1.5.Reduce inequality and poverty and promote social mobility.

**Objective:**

**Service Profile**

Strategy and Policy


ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.5.5.Support the work of the Community Planning Partnership's Child Poverty Strategy and Action Plan.	Linda Cunningham - Strategy Officer	In Progress	01/04/2023	31/03/2027	75%	75%	 GREEN

**ACTION PROGRESS COMMENTS**

In partnership with NHS Western Isles a draft update of the 23/24 Outer Hebrides Local Child Poverty Action Report (LCPAR) and Action Plan, was submitted for consideration at the November 2024 Committee Series (Policy and Resources), and approved by the Comhairle on 4 December. The LCPAR and Action Plan will now be considered by the NHSWI Board, and thereafter the OHCPP prior to the submission to Scottish Government.

**Service Profile**

Accredited Training

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.5.6.Support young people and parents into work through Employability Programmes.	Dolina Smith - Employability Services Manager	In Progress	01/04/2023	31/03/2027	75%	75%	 GREEN

**ACTION PROGRESS COMMENTS**

Through partnership working the team continue to support parents into employment to support the financial maximisation of households across the island. This was evidenced this quarter with the swift action taken by the Local Employability Partnership as they reacted to the local PACE situation. Out of the 77 affected 29 moved into employment on the first week. 30 were supported with interview and CV skills and 18 who all have multiple barriers are still being supported.

The Accredited Training team continue to support a range of employability programmes. This helps ensure that participants can be supported through the employability programme that is right for them.


Employability programmes have been developed to not only support young people into employment, but, to include those who are underemployed, living in jobless households and those with very young dependants. Information sessions are held in partnership with key agencies and a task force has been formed as a subgroup of the Local Employability Partnership. The team offer a wide range of support all developed around the individuals needs. A joint programme with DWP and Harland and Wolff is seeing 5 parents undergoing an intense 10 week training program that will guarantee employment in qualified posts.



Collaboration with partners to form a single island offer is underway. The team are undergoing a data exercise and working on a partnership website that will host the local offer.

**Service Profile**

Accredited Training

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.5.7. Develop and implement a Learning and Development Strategy.	Dolina Smith - Employability Services Manager	In Progress	01/04/2024	31/03/2027	77%	75%	 GREEN

**ACTION PROGRESS COMMENTS**

08/01/2025 - The Learning and Development Strategy will be presented at the April Committee Series for approval.

The Learning and Development strategy remains in draft with significant progress made to its content with a focus on the following:  
Learning and Development Strategy:

- Vision and Goals
  - CnES Corporate Goals and Strategic Priorities
  - Planning for the future through our workforce
  - Accreditation – Grow your own Workforce
  - Work force planning, Progression, secondments, work tasters – A guide to workforce planning to be included.
  - Volunteering/Coaching/Mentoring
  - Elected Members Development
  - Leadership and Management, Development, Training and Accreditation
  - Registered Services Training and Accreditation
  - Mandatory Training
  - Departmental Training Plans and CPD
  - Pathways through Employability
  - Pathways through Apprenticeships
  - Link internal and external Policies – i.e. Apprenticeship, HR, Training, Employee Handbook, etc
  - School Work Experience Programme
- This will be submitted to the April Committee series.


and A Learning and Development Plan is in draft.

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

**Objective:**

**Service Profile**

Strategy and Policy

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.2.7. Implement and monitor the Comhairle's Climate Change Strategy 2022-2027.	Dr Anna Hulme - Senior Researcher	In Progress	01/04/2023	31/03/2027	75%	75%	 GREEN

**ACTION PROGRESS COMMENTS**


A Report providing an update on progress achieved in delivery of the Comhairle's Climate Change Strategy 2022-2027 was taken to Policy and Resources Committee on the 27th of November 2024. Progress has been made against each of the strategic priorities, with enabling strategies developed and consideration of climate change mitigation and adaption continuing to be embedded into Comhairle processes and service delivery. Significant additional work with partners will be required to fully decarbonise the Comhairle, meet Net Zero Targets, and further improve resilience to a changing climate in the islands.



**Strategic** 4.1.3. Equality of opportunity is increased.

**Service Profile**


Organisational Development

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.3.4. Implement and monitor the Corporate Workforce Plan 2024-2027.	Norma Skinner - CE - Chief Officer, HR, Strategy and Performance	In Progress	01/04/2024	31/03/2027	90%	75%	 GREEN
<b>ACTION PROGRESS COMMENTS</b>							
<p>The Corporate Workforce Plan 2024-2027 has been developed and was approved by the Recognised Trade Unions in August 2023. The plan was approved by the Comhairle's Policy and Resources Committee for approval in September 2023.</p> <p>Implementation work is now underway and services are developing their operational workforce plans. A new template and refined governance is in draft format for 2025/26.</p> <p>To support Comhairle employees a new intranet page was launched in December 2023 with access to HR and related corporate information – such as Health and Safety, Health and Wellbeing, Training and IT. A new Employee Assistance Programme App, (Wisdom App) was also launched. This App provides a free and confidential service to employees and their families, 24 hours a day, 7 days a week. Regular updates on the Wisdom App are circulated to employees.</p> <p>A new Hybrid Working Policy was approved by the Comhairle in September 2024.</p> <p>The Employee Survey has been completed and work will now commence on analysing the results. Reporting will be completed by Spring 2025.</p> <p>The Employee Forum has been re-established with a number of meetings held in 2024 and a schedule of dates set for 2025.</p> <p>A progress update on the 2024/25 action plan was presented at the November series of Comhairle meetings. A new action plan for 25/26 will be approved.</p>							

**Strategic** 4.1.4. Efficient and sustainable services are provided to the community.

**Service Profile**

Accredited Training

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.4.31. CIAP: Implement the Accredited Training Internal Audit Follow Up Review (FU05-23/24) recommendations.	Norma Skinner - CE - Chief Officer, HR, Strategy and Performance	Completed	13/06/2023	31/03/2025	100%	75%	 GREEN
<b>ACTION PROGRESS COMMENTS</b>							
<p>As per the Internal Audit Follow Up Review Accredited Training Final Report – FU05-23/24 05 June 2024, Internal Audit note that out of the 4 follow up recommendations made in the original report 3 appear to have been fully implemented, and management have confirmed that the remaining recommendation listed below will be implemented.</p> <ul style="list-style-type: none"> <li>- Action 2.2 recommended: The Head of HR and Performance to consider informing staff that they will not suffer detriment due to being on a short-term contract.</li> <li>- Action By: Head of HR, Strategy and Performance</li> <li>- Progress as at 5 June 2024: Temporary contracts are unavoidable due to the short-term nature of the funding from Scottish Government. Employees all have the same contractual rights. Options continue to be explored to stabilise the workforce as a whole.</li> <li>- Action outstanding: Ongoing process</li> </ul> <p>Progress update: This is an ongoing process as the short-term nature of funding continues to be a challenge. This action is therefore completed.</p>							

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






**Objective:**

**Service Profile**

Organisational Development


ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.2. Review and implement the Organisational Development Strategy.	Fiona Knape - Team Leader, Organisational Development	Completed	01/04/2022	31/12/2024	100%	100%	 GREEN

**ACTION PROGRESS COMMENTS**

The Comhairle's first Organisational Development Strategy was approved on 12 December 2018 and an action plan developed thereafter. The latest progress report was presented to the Policy and Resources Committee on 27 November 2024 and outstanding actions will be carried forward to the new Organisational Development Strategy 2024-2030 approved by Comhairle on 4 December 2024 and progress will be reported within Action 4.1.5.64.

**Service Profile**

Organisational Development

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.64. Implement the Organisational Development Strategy 2024-2030.	Fiona Knape - Team Leader, Organisational Development	In Progress	01/10/2024	31/03/2030	10%	10%	 GREEN

**ACTION PROGRESS COMMENTS**


The Organisational Development Strategy 2024-2030 was approved by Comhairle on 4 December 2024. The vision of the new Strategy is to create a healthy and sustainable workplace which will promote the achievement of corporate goals and personal development. The Strategy aims to develop a Dynamic Working environment over the next six years to 2030 through three integrated frameworks to Work Well, Work Smart and Work Sustainably. To keep each area of work focussed, there is an Action Plan for each framework included in the Strategy.

Consultation was undertaken with the Corporate Management Team, and the Human Resources, Health & Safety, Employability Services and Organisational Development Teams in the development of the Strategy. Consultation of the draft Strategy was undertaken with the Joint Consultative Committee (JCC), the Employee Forum, and the Local Negotiating Committee (LNC). Feedback received was incorporated into the draft Strategy prior to being submitted to the Policy and Resources Committee on 27 November 2024 with recommendation for approval.

To turn this Strategy into reality, the action plans will be input to the Comhairle's electronic performance management system, Interplan, to enable Responsible Officers to systematically monitor and measure all areas of activity, effectively address areas of underperformance, identify the scope for improvement and put in place remedial actions. Performance reports will be presented to the Corporate Management Team biannually and to the Policy and Resources Committee annually for scrutiny.

**Service Profile**

Resilience, Health & Safety, and Training

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.66. CIAP: Implement the Corporate Training Internal Audit Follow Up Review (FU02-23/24) recommendations.	Norma Skinner - CE - Chief Officer, HR, Strategy and Performance	Completed	24/04/2023	31/12/2024	100%	100%	 GREEN

**ACTION PROGRESS COMMENTS**

As per the Internal Follow Up Review Corporate Training Final Report – FU02-23/24 12 March 2024, Internal Audit note that out of the 11 follow up recommendations made in the original report 5 appear to have been fully implemented, and management have confirmed that the remaining recommendations will be implemented by late 2024. Three further recommendations are now complete (2.4, 2.5, 2.8).

- Action 2.6 recommended: Going forward all new staff will be issued with their Corporate Induction date at job offer stage and reminders will continue until such a time as the corporate induction processes has been completed.


- Action By: Corporate Management Team



- Progress as at 12 March 2024: This is a priority for HR and Performance in 24/25. Work has commenced to co-ordinate this work, between HR, Training and Employability. CMT will require to be involved in supporting this initiative.
- Action outstanding: Ongoing
- Progress update: COMPLETE: Coordination with HR now in place. Training team following up all non-attendance with managers.
  
- Action 2.7 recommended: Arrangements to be made for IT and Schools IT to enable teaching staff to have access to the Training Calendar, LearnPro and the Intranet.
- Action By: Corporate Management Team
- Progress as at 12 March 2024: Teaching staff have access to LearnPro. The intranet and training calendar is unavailable currently to Education employees based in schools. Education have notified the Training team that this is on the list to look at for consideration of the training calendar to be moved onto Glow. However there has to be discussion over clearances for a glow account.
- Action outstanding: Ongoing
- Progress update: COMPLETE: Education IT and Corporate IT have been reminded that this remains an outstanding priority that sits within their remit. Education staff continue to have access to LearnPro.
  
- Action 2.10 recommended: Consideration should be given to having a single corporate database within the training section in order that there will be a singular point of facts that can be relied on as part of day-to-day task management and strategy delivery.
- Action By: Head of HR and Performance
- Progress as at 12 March 2024: A scoping exercise was undertaken with a view to having a combined Learn and TMS System. Some costings have been received which are above the current budget, therefore other options are currently being explored.
- Action outstanding: Decision to be made about the chosen way forward.
- Progress update: COMPLETE: The Comhairle has approached providers, many of which are outwith the budget. While a combined system remains the ideal, the current system using LearnPro and Excel.

**Service Profile**

Human Resources and Occupational Health

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.67.CIAP: Implement the Management of Sickness Absence Internal Audit Follow Up Review (FU03-23/24) recommendations.	Norma Skinner - CE - Chief Officer, HR, Strategy and Performance	In Progress	19/06/2023	31/03/2026	60%	30%	 GREEN

**ACTION PROGRESS COMMENTS**

As per the Internal Audit Follow Up Review Management of Sickness Final Report – FU03-23/24 27 May 2024, Internal Audit note that out of the 9 follow up recommendations made in the original report 1 is fully implemented, and management have confirmed that the remaining recommendations are ongoing. It should be noted that the service was affected by the cyber-attack in November 2023, and understandably the focus has been to resume normal practice as a priority. Internal audit recommendations will continue to be worked on and implemented as required.

- Action 2.1 recommended: HR/OD to work with the Training section to provide an up-to-date Training programme for new and existing Line Managers to provide them with the knowledge and tools to manage sickness absence and identify and control any issues.
- Action By: Head of HR and Performance
- Progress as at 27 May 2024: Delayed due to staffing resources.
- Progress update: COMPLETE: New guidance has been developed for managers and training delivered by HR Officers on sickness absence and return to work interviews. This was well attended and will be delivered again in 2025.
  
- Action 2.2 recommended: The Sickness absence policy approved in 2019 should be reviewed and updated to ensure best practice processes.
- Action By: HR Manager
- Progress as at 27 May 2024: CMT and JCC have been advised that a review of the policy will be undertaken over coming months. Employee engagement will take the form of a suite of questions within the forthcoming survey employees.



- Action outstanding: Employee engagement. Fully informed review of existing policy and procedures.

Progress update: The employee survey is now complete and responses will be analysed. The policy review will be informed by this employee engagement.

- Action 2.3 recommended: A new Employee Health & Wellbeing Strategy should be put in place, and the Stress Prevention Policy should be reviewed and updated as required.

- Action By: HR Manager

- Progress as at 27 May 2024: Delayed due to staffing resources. Stress audit has commenced and CMT has been notified.

- Action outstanding: Review of Employee Health & Wellbeing Strategy and Stress Prevention Policy

Progress update: This has been delayed due to staffing resources. Stress prevention has been considered within the employee engagement survey and results will now be analysed.

- Action 2.4 recommended: Resourcelink and MyView functionality should be developed and extended to allow for a more streamlined process to support HR and Payroll processes at the earliest opportunity.

- Action By: Head of HR and Performance

- Progress as at 27 May 2024: Delayed due to cyber incident and staffing resources. The HR and Payroll project to move Resourcelink to the cloud is now underway. Once complete work will commence to review system functionality with the aim of increasing the use of online processes to current replace paper and manual based processes.

- Action outstanding: Target Implementation date of March 2026

Progress update: The Resourcelink project completed the move to the cloud and work is now underway to develop the system further.

- Action 2.5 recommended: HR to remind Managers of the importance of seeking OH Referrals earlier in the process to allow Return to Work matters to be undertaken prior to an employee's return.

- Action By: HR Manager

- Progress as at 27 May 2024: Report presented to CMT relating to a review of the sickness absence policy and procedures. Meetings to be scheduled with each HoS to review departmental sickness absences data. HR is currently reviewing template documentation to support managers more proactive manage employee absences in line with policy.

- Action outstanding: Ongoing

Progress update: COMPLETE: HR Manager has held meetings with Chief Officers and Managers to review sickness absence data and proactive management of sickness absence. New guidance and training has been developed and rolled out to managers.

- Action 2.6 recommended: Managers should be reminded of the importance of completing the correct FINs and Return to Work Interviews in order to ensure HR and Payroll are advised of the necessary work to be undertaken timeously to avoid unwanted errors occurring.

- Action By: HR Manager

- Progress as at 27 May 2024: Payroll continue to issue notification of payroll deadlines for the processing of FIN forms. HR are reviewing FIN forms to make them more user friendly.

- Action outstanding: Ongoing

Progress update: COMPLETE: HR Manager has held meetings with Chief Officers and Managers. New guidance and training has been developed and rolled out to managers.

- Action 2.7 recommended: A more proactive approach to Wellbeing promotion and support should be implemented in addition to EAP signposting in order to ensure early intervention to wellbeing issues. This approach should align with the longer term approach laid out in the Employee Health & Wellbeing Strategy. This role should then be reviewed after a period of time.

- Action By: HR Manager

- Progress as at 27 May 2024: New EAP resource Wisdom launched and promoted internally. Work on-going with comms to promote EAP. Employee intranet pages contains resources including Health and Wellbeing, cycle to work scheme and trauma Informed information.

- Action outstanding: Ongoing

Progress update: The new intranet site hosts a wide range of information on health and wellbeing.

- Action 2.8 recommended: HR should proactively promote all wellbeing schemes available to employees on a regular basis.

- Action By: HR Manager


- Progress as at 27 May 2024: Work on-going with comms to promote EAP.

- Action outstanding: Ongoing

Progress update: COMPLETE: The EAP programme, helpline information and new Wisdom APP Is regularly communicated to employees.

## Scorecard - HR, Strategy and Performance

2024/25 SBP PIs - HR, Strategy and Performance	Unit	Target	Actual	Indicator	Comments
1.1.4. CE110: Percentage of Comhairle apprentices completing a social care apprenticeship. Responsible Officer: Dolina Smith	%	52.00	Annual		Baseline Year 2022/23: 40%. The service have set milestone targets increasing year on year towards a target of 60% of Comhairle apprentices completing a social care apprenticeship by 2030.
1.1.4. CE115: Percentage of Comhairle apprentices enrolled on a social care apprenticeship. Responsible Officer: Dolina Smith	%	46.00	Annual		Baseline Year 2022/23: 40%. The service have set milestone targets increasing year on year towards a target of 60% of Comhairle apprentices enrolled on a social care apprenticeship by 2030.
4.1.2. - CE111: Percentage of fleet mileage from Zero Direct Emissions vehicles. Responsible Officer: Anna Hulme	%	22.80	Annual		<p>Sustainable Scotland Network: Public Bodies Duties reporting requirements - LPI updated annually by 30 November in accordance with the Climate Change (Duties of Public Bodies Reporting Requirements) (Scotland) Order 2015, as amended by the Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Amendment Order 2020 which took effect for reporting periods commencing on or after 1 April 2021.</p> <p>The service has set milestone targets increasing year on year towards a target of 52.5% of fleet mileage from Zero Direct Emissions vehicles by 2030.</p> <p>Progress towards decarbonising Comhairle's fleet in support of target of Zero Direct Emissions by 2038.</p>
4.1.3. - CE053: Percentage of employees in the highest 10% of earners that are female (exc. Teachers). Responsible Officer: Carmen MacDonald	%	50.00	Annual		Baseline Year 2014/15: 49.4%. The service have set milestone targets increasing 1% year on year towards a target of 55% of employees in the highest 10% of earners that are female (exc. Teachers) by 2030.
4.1.5. CE055 (LGBF: CORP06b): Sickness Absence Days per FTE Employee (exc. Teachers). Responsible Officer: Carmen MacDonald	Days	10.00	Annual		<p>A service prioritisation for improvement Target of 10 Days was set in 2021/22 with a view to reducing the actual result year on year towards the national tolerance level by 2030.</p> <p>For reference:            Scottish average: ___ Days            LGBF Family Group average: ___ Days</p>

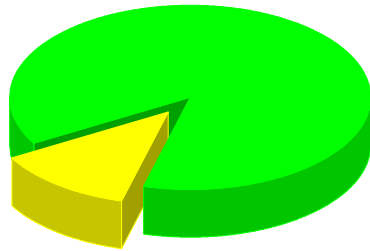
2024/25 SBP PIs - HR, Strategy and Performance	Unit	Target	Actual	Indicator	Comments
4.1.5. CE054 (LGBF: CORP06a): Sickness Absence Days per FTE Employee (Teachers). Responsible Officer: Carmen MacDonald	Days	6.00	Annual		<p>A service prioritisation for improvement Target of 6 Days was set in 2021/22 with a view to reducing the actual result year on year towards the national tolerance level.</p> <p>For reference:                      Scottish average: ___ Days                      LGBF Family Group average: ___ Days</p>

## Law and Governance

### Business Unit Overall Performance - Law and Governance

#### Actions

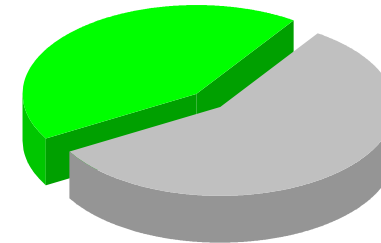
On Track	87.5%
Monitoring Required	12.5%
Off Track	0.0%
No Targets Set / Ongoing	0.0%
Total:	100.0%



<b>8</b>	Actions reported on
<b>7</b>	Actions with at least 100% of target
<b>1</b>	Actions greater than 79 and less than 100% of target
<b>0</b>	Actions with less or equal to 79% of target
<b>0</b>	Actions with no target set / ongoing

#### KPIs

On Track	42.9%
Monitoring Required	0.0%
Off Track	0.0%
Annual	57.1%
Total:	100.0%



<b>14</b>	KPIs reported on
<b>6</b>	KPIs on track
<b>0</b>	KPIs monitoring required
<b>0</b>	KPIs off track
<b>8</b>	KPIs NA

**Comments - Law and Governance**

**2024/25 Quarter 3 Progress Comment:**

The Legal team continues to have a vacant post following the departure of one of the solicitors in summer 2024. A further recruitment process will be undertaken early in 2025.

Licensing was, as usual, busy in Q3 in the lead-up to Christmas, but all applications were dealt with promptly.

The Scottish Information Commissioner has been satisfied with the actions taken to maintain and restore the Comhairle's Freedom of Information administration process following the cyberattack in November 2023.

Tim Langley, Chief Officer, Law and Governance, January 2025


**Action Progress - Law and Governance**

**Strategic** 1.1.5. Growth in small and medium sized businesses demonstrated.

**Objective:**

**Service Profile**

Procurement

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.5.5. Support community wealth building (CWB) through encouragement of economic, social and environmental sustainability.	Martin Maciver - Senior Procurement Officer	In Progress	01/04/2022	31/03/2027	75%	75%	 GREEN
<b>ACTION PROGRESS COMMENTS</b>							
<p>During 2022/23, The Senior Procurement Officer worked on reviewing and improving documentation and processes to promote CWB through procurement. In 2023/24, that process continued in areas such as the supply of fresh fruit and vegetables and the development of the Annual Procurement Report and Procurement Strategy to try to maximise the opportunities for local spend.</p> <p>Since the previous report, a supplier survey has been undertaken in order to discover the barriers to tendering for suppliers and in particular local business. A lack of awareness was flagged up as an issue and this has been addressed by the advertising of contract opportunities on the Comhairle's website and through the Social Media activities of both the Comhairle and Business Gateway. Early indications had shown that this had been very successful in increasing the outreach and informing potential bidders. Links were also placed on the Comhairle website to the various ways bidders could seek help with the bidding process. This has obviously been somewhat curtailed due to the criminal cyber incident experienced by the Comhairle in November 2023.</p> <p>Work is ongoing to promote opportunities with local suppliers and this has included the development of a framework for Butcher meat to replace the previous single supplier process. This maximises the opportunities for Comhairle outlets to use their most local supplier and spread the spend across the sector. This has been very successful and it is hoped to use this route for future local opportunities as appropriate.</p>							

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


**Objective:**

**Service Profile**

Legal Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
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4.1.5.7. Provide a comprehensive and efficient legal service to the Comhairle	Tim Langley - Chief Officer, Law and Governance	In Progress	01/04/2022	31/03/2027	75%	75%	 GREEN
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**ACTION PROGRESS COMMENTS**


A newly-introduced legal case management system became operational in 2022/23 and is providing efficiencies in terms of generating documents and filing. The service was severely affected by the cyberattack which caused all of the service's servers and the IDOX filing system to be inaccessible, thereby limiting the available records to emails and the few paper files still in existence. Despite that, the service continued to provide an effective service in 2023/24 as far as could be possible given the lack of records.

In Q1 2024/25, one of the solicitors resigned. Steps are underway to recruit to fill the gap. The services continues to provide an effective service in the meantime. Filing is now largely by Teams which is working well.

In Q3, an attempt to fill the vacancy was unsuccessful. A further attempt will be made in the new year 2025.

**Service Profile**

Legal Services


ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.8. Support the Western Isles Licensing Board in relation to the Licensing (Scotland) Act 2005.	Tim Langley - Chief Officer, Law and Governance	In Progress	01/04/2022	31/03/2027	75%	75%	 GREEN

**ACTION PROGRESS COMMENTS**

The service continues to support the Western Isles Licensing Board in relation to the Licensing (Scotland) Act 2005.

**Service Profile**

Governance and Elections

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.9. Provide a comprehensive and efficient service to Elected Members to ensure compliance with statutory requirements.	Derek MacKay - Governance and Elections Manager	In Progress	01/04/2022	31/03/2027	75%	75%	 GREEN

**ACTION PROGRESS COMMENTS**

The section continues to support the Comhairle's governance framework. The Team coordinated the April series of service committee meetings in Uist and Barra. The September meetings of Transportation and Infrastructure and Policy and Resources were held in Tall na Mara, Harris again organised by the Team. Governance services continue to provided to a number of bodies including the Islands Growth Deal Joint Committee, Outer Hebrides Community Planning Partnership, IJB and HITRANS.

The UKPGE for Na h-Eileanan an Iar Constituency was successfully delivered, as was the by-election in the Na Hearadh Ward. The Team also undertook the election of directors for Western Isles Development Trust and Sealladh na Beinne Moire.

The Team undertook recruitment of Children Panel Members.

The Team continues to support Community Councils, including arranging training/seminars on planning and housing. Further seminars are proposed for the new year. Uist and Barra Community Councils are being supported to establish an Association with a further meeting on 20 January 2025. An election for Stornoway Community Council was held in May 2024 which means there are now 27/30 established Community Councils.


**Service Profile**

Legal Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
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




4.1.5.10. Provide a corporate travel facility	Tim Langley - Chief Officer, Law and Governance	In Progress	01/04/2022	31/03/2027	75%	75%	
<b>ACTION PROGRESS COMMENTS</b>							
Travel is organised so as to try to minimise increasing costs, particularly of air travel.							
In Q4 2023/24, recruitment to an admin post to cover travel was successful. That continues in Q1 2024/25.							

**Service Profile**


Internal Audit & Performance

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.50. To independently review and report on the adequacy of controls in relation to the council's key risks.	Sandy Gomez - Chief Internal Auditor	In Progress	01/04/2023	31/03/2027	75%	75%	

<b>ACTION PROGRESS COMMENTS</b>							
The service continues to work to complete the approved operational plan for 2024/25.							

**Service Profile**


Internal Audit & Performance

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.51. To prevent, detect and investigate fraud committed against the council.	Sandy Gomez - Chief Internal Auditor	In Progress	01/04/2023	31/03/2027	75%	75%	

<b>ACTION PROGRESS COMMENTS</b>							
There have been no active investigations in 2024/25.							

**Service Profile**

Internal Audit & Performance









ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.55. CIAP: Implement Audit Scotland's recommendations for improvement from the Comhairle's 2021/22 Annual Audit Report	Sandy Gomez - Chief Internal Auditor	In Progress	01/12/2021	31/03/2025	80%	100%	

<b>ACTION PROGRESS COMMENTS</b>							
<p>The Comhairle's Annual Audit Report 2021/22 published by the Commission on 1 December 2022 brought forward seven recommendations from previous audits and five are now complete. The Comhairle experienced a criminal cyber incident on Tuesday, 7 November, which had a significant impact on service ability to complete the two outstanding recommendations listed below as planned and these, therefore, will be progressed in the 2024/25 business plan for completion.</p> <p>b/f Recommendation 5 - IT business continuity plans Malcolm Nicol - IT Manager:</p> <p>The IT Service is working with the Incident Management Team and the Resilience Team to ensure lessons learned from the cyber incident are built into their Business Continuity, Cyber Resilience, and Disaster Recovery Plans.</p> <p>b/f Recommendation 7 - Procurement training Tim Langley - Chief Officer, Law and Governance:</p>							



The Procurement Guide and Tender Evaluation Guide have been reviewed, updated, and finalised. As agreed with Internal Audit, training was to be carried out by the end of the financial year 2023/24. However, the Comhairle experienced a criminal cyber incident on Tuesday 7th November. Consequently, the training has taken a back seat to other priorities. A LearnPro module had been drafted which has now been lost, but attempts are being made to re-create it and once finalised it will be rolled out during 2024/25.

## Scorecard - Law and Governance

2024/25 SBP PIs - Law and Governance	Unit	Target	Actual	Indicator	Comments
4.1.5. - CE004: Percentage of taxi/private hire licences issued (Apr-Mar) within statutory time limits (9 months). Responsible Officer: Iain Smith	%	100.00	100.00	 GREEN	During the period 01.04.24 - 31.12.24, 50 taxi/ private hire licences were issued, 100% within the statutory timescale. (Q1: 14, Q2: 15, Q3: 21)
4.1.5. - CE005: Percentage of public entertainment licences issued within statutory time limits (9 months). Responsible Officer: Iain Smith	%	100.00	100.00	 GREEN	During the period 01.04.24 – 31.12.24, 25 public entertainment licences were issued, 100% within the statutory timescale (Q1: 11, Q2: 8, Q3: 6)
4.1.5. - CE033: Percentage of Minutes delivered within 10 working days of the meeting. Responsible Officer: Derek MacKay	%	90.00	100.00	 GREEN	
4.1.5. - CE095: The total cost of Members expenses, excluding salary (Trend KPI). Responsible Officer: Johan MacInnes	£	57,854.03	Annual	 RED	<p>The target is last year's actual result for year on year benchmarking.</p> <p>A summary of Members' expenses are made available to the public on the Comhairle's website, within the Council Members section, at:  <a href="https://cne-siar.gov.uk/home/your-council/council-members/">https://cne-siar.gov.uk/home/your-council/council-members/</a>            NB: You may need to copy and paste the URL in to your web browser.</p>
4.1.5. - CE099: External legal advice rate (%) to overall legal service cost. Responsible Officer: Tim Langley	%	0.97	Annual	 RED	The aim of this LPI is to show how much the Comhairle has spent on external legal advisors (as a percentage of the overall cost of legal services provided to the Comhairle) where that spend was necessary because Legal Services, which could have carried out that work internally, were not able to do so because of their capacity or capability.
4.1.5. - CE097: Total cost of Comhairle travel for Employees and Elected Members. Responsible Officer: Johan MacInnes	£	221,428.90	Annual	 RED	As there was no data recorded for the 2022/23 due to the criminal cyber incident experienced by the Comhairle on 7 November 2023, the Target is the same as the actual result in 2022/23 for benchmarking performance.
4.1.5. - CE114: Corporate Travel Record: Reduce Comhairle travel bookings by 10% in comparison to previous year. Responsible Officer: Johan MacInnes	#	1,947.00	583.00	 GREEN	Due to the loss of staff resources and the restructuring of the booking service during 2023, the data is not comparable to the previous year. Therefore, the Target 2024/25 is the same as the base year 2022/23 to compare if corporate travel has reduced by 10% in comparison to the current year's Actual result.
4.1.5 CE144: Percentage of Service Audit Reports followed up by individual Services. Responsible Officer: Sandy Gomez	%	90.00	Annual	 RED	

2024/25 SBP PIs - Law and Governance	Unit	Target	Actual	Indicator	Comments
4.1.5 CE145: Percentage of audit recommendations accepted by management. Responsible Officer: Sandy Gomez	%	90.00	100.00	 GREEN	All recommendations accepted by management
4.1.5 CE146: Cost of Internal Audit per day recharged to the user. Responsible Officer: Sandy Gomez	£	650.00	Annual		
4.1.5 CE147: Percentage of Internal Audit client satisfaction surveys that were positive. Responsible Officer: Sandy Gomez	%	90.00	100.00	 GREEN	All surveys returned positively
4.1.5 CE148: Percentage of Internal Audit reports issued to management within 14 days of completion of field work. Responsible Officer: Sandy Gomez	%	85.00	Annual		
4.1.5 CE149: Percentage of Audit Plan completed. Responsible Officer: Sandy Gomez	%	80.00	Annual		
4.1.5 CE150: Cost of Internal Audit per £1m of Net Expenditure. Responsible Officer: Sandy Gomez	£	2,750.00	Annual		