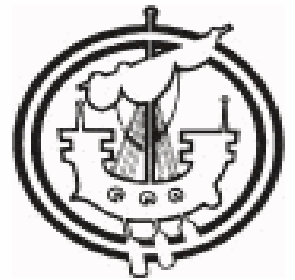


***Comhairle nan Eilean Siar***



***Action and KPI Progress Report***

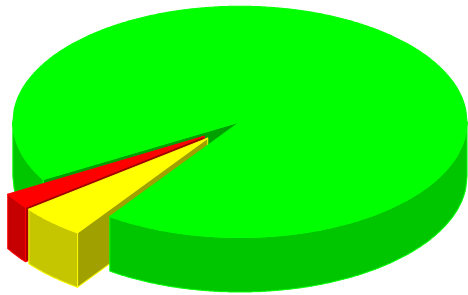
*April 2024 - June 2024*

*CHIEF EXECUTIVE'S DEPARTMENT: Depute Chief Executive*

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

**Actions**

<span style="color: green;">■</span> On Track	93.0%
<span style="color: yellow;">■</span> Monitoring Required	4.7%
<span style="color: red;">■</span> Off Track	2.3%
<span style="color: blue;">■</span> No Targets Set/ Ongoing	0.0%
<b>Total:</b>	<b>100.0%</b>



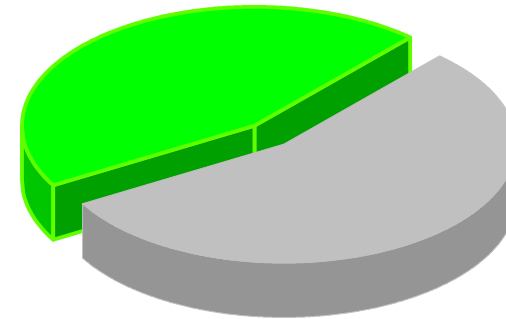
**43** Actions reported on

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- 40 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**

<span style="color: green;">■</span> On Track	45.0%
<span style="color: yellow;">■</span> Monitoring Required	0.0%
<span style="color: red;">■</span> Off Track	0.0%
<span style="color: gray;">■</span> Annual	55.0%
<b>Total:</b>	<b>100.0%</b>



**20** KPIs reported on

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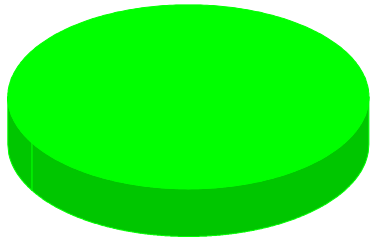
- 9 KPIs on track
- 0 KPIs monitoring required
- 0 KPIs off track
- 11 KPIs NA

## Assets and Infrastructure

### Business Unit Overall Performance - Assets and Infrastructure

#### Actions

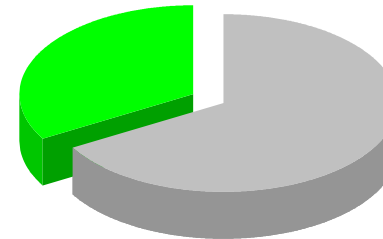
On Track	100.0%
Monitoring Required	0.0%
Off Track	0.0%
No Targets Set / Ongoing	0.0%
<b>Total:</b>	<b>100.0%</b>



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

#### KPIs

On Track	33.3%
Monitoring Required	0.0%
Off Track	0.0%
Annual	66.7%
<b>Total:</b>	<b>100.0%</b>



<b>3</b>	<b>KPIs reported on</b>
1	KPIs on track
0	KPIs monitoring required
0	KPIs off track
2	KPIs NA

## Comments - Assets and Infrastructure

### 2024/25 Quarter 1 Progress Comment:

The Assets and Infrastructure Business Unit now 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.

With the recent change in UK Government, details are awaited on the Levelling Up commitment of £20M made by the former government. From early news reports, the term Levelling Up is to be discontinued.

Other funding streams have been announced and 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. 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. It is currently evident that public monies alone will not meet net zero aspirations within the desired timescales.

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 is being developed through CMT.

The IT Section has had to focus attention on recovery from a cyber attack incident in November 2023. Consistent progress is being made in the rebuilding of corporate systems through an Incident Management Team. An interim management structure has been implemented and recruitment to vacant posts is approaching completion.

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.

Decisions have been reached on revenue savings in 2024/25 and some actions are being progressed in this respect. It is appreciated that the financial outlook may be more challenging and that further work on budgets and service review may be required.

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.

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 September 2024.

Works to replace the culvert at Loch na Obe, Barra, is scheduled for completion in September 2024, and a refurbishment of Acarsaid Pier has been completed.

Calum Mackenzie, Chief Officer, Assets and Infrastructure, 29 July 2024.


### Action Progress - Assets and Infrastructure

**Strategic** 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	25%	25%	 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.

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 Services

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	25%	25%	 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.

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

**Service Profile**

Roads and 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	25%	25%	 GREEN




**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	25%	25%	 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	25%	25%	 GREEN

**ACTION PROGRESS COMMENTS**

**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	25%	25%	 GREEN

**ACTION PROGRESS COMMENTS**

Aug 23  
Phased implementation of Office reallocation based on service needs in progress.

Jul 24  
Relocation of services from 1st floor almost complete, allowing public sector shared space to be created.

Options for shared space in Balivanich being considered.

**Service Profile**

Property Maintenance

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
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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%	25%	
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**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

**Service Profile**

Property Maintenance

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
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1.1.3.12. Manage operational handover process of new assets	Chris Martin - Operations Manager	Completed	01/04/2022	31/03/2026	100%	25%	
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**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
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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%	25%	
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**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 Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
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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	50%	25%	
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**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 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.

**Service Profile**

Municipal Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
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3.1.3.8. Implement and monitor the Hebrides Local Transport Strategy 2020-30.	David A Macleod - Head of Municipal Services	In Progress	01/04/2020	31/03/2030	25%	25%	
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**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.

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

**Objective:**

**Service Profile**

Roads and 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	25%	25%	 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.

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

**Objective:**

**Service Profile**

Municipal Services

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.	David A Macleod - Head of Municipal Services	In Progress	01/04/2019	31/12/2025	25%	25%	 GREEN

**ACTION PROGRESS COMMENTS**

The new regulations have been pushed to the end of 2025, so unlikely to get clarity from the Scottish Government on access to Energy from Waste or provision of a derogation to allow landfill to continue.





The proposed start date for the Deposit Return Scheme has been delayed from August 2023 to 2027. This adds uncertainty to the future design of collection services as DRS will take a significant percentage of container waste out of recycling and waste bins. The launch of Scotland's Deposit Return Scheme is therefore delayed.


Trials of residual waste shipment for energy from waste treatment will be carried out in Spring 2024 to determine haulage payloads, gate fees and ferry capacity requirements using bulker transfer.

Extended Producer Responsibility was delayed by one year with payments due to commence in 2025, however, this has been deferred by a further year, with payments from producers now starting in October 2025. Funding to Scottish local authorities is expected to start in 2026 but it has not yet been confirmed if this will be additional funding.

Deposit Return Scheme is not expected to include glass.

**Service Profile**

Municipal Services

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	30/06/2025	100%	25%	 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	In Progress	01/04/2022	31/03/2026	25%	25%	 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. Work is underway on recovering data. More sophisticated security measures are currently being evaluated and new backup strategy is being developed.

**Service Profile**

Information Technology

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
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4.1.5.25.(4.1.1.120) CIAP: Information Management self-assessment recommendations	Implement the self-assessment Assets and Infrastructure	Calum Mackenzie - Chief Officer,	In Progress	22/06/2021	31/12/2024	70%	70%	 GREEN
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**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).

**Service Profile**

Municipal Services

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	In Progress	24/01/2023	31/12/2024	95%	95%	 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.



The remaining two driver checks are currently being processed.

**Scorecard - Assets and Infrastructure**

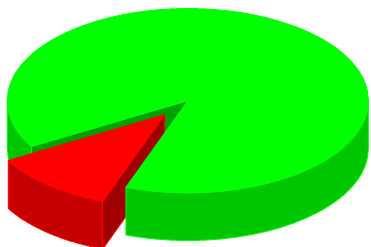
2024/25 SBP PIs - Assets and Infrastructure	Unit	Target	Actual	Indicator	Comments
4.1.5. - AFR004: Percentage of system availability Mon-Fri 8am - 6pm (A). Responsible Officer: Murdo Morrison	%	95.00	Annual		
4.1.5. - AFR005: Percentage (avg.) of Helpdesk calls responded to within agreed time. Responsible Officer: Murdo Morrison	%	0.00	0.00	 GREEN	IT are unable to provide data regarding their LPI indicators due to the recent cyber attack all data that supports this return was lost and since the cyber attack all the IT sections focus and time has been spent recovering from the cyber attack, therefore, target reset to Zero.
4.1.5. - AFR066: Percentage of Customers satisfied with IT Services. Responsible Officer: Murdo Morrison	%	85.00	Annual		

Depute Chief Executive's Directorate

Business Unit Overall Performance - Depute Chief Executive's Directorate

**Actions**

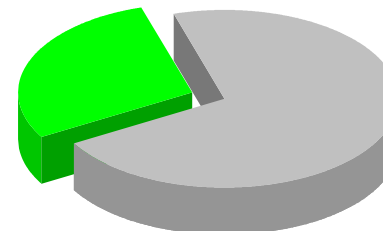
■ On Track	88.9%
■ Monitoring Required	0.0%
■ Off Track	11.1%
■ No Targets Set / Ongoing	0.0%
Total:	100.0%



<b>9</b>	Actions reported on
<hr/>	
8	Actions with at least 100% of target
0	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	28.6%
■ Monitoring Required	0.0%
■ Off Track	0.0%
■ Annual	71.4%
Total:	100.0%



<b>7</b>	KPIs reported on
<hr/>	
2	KPIs on track
0	KPIs monitoring required
0	KPIs off track
5	KPIs NA

### Comments - Depute Chief Executive's Directorate

**2024/25 Quarter 1 Progress Comment:**

**Heritage & Culture:**

During Qtr. 1, the Hebridean Life and Archaeology exhibition opened in Museum nan Eilean (MnE) Lionacleit, and workshops for children, young people and adults included model making for the Emigration Exhibition. Heritage Service staff continue to research and plan the 2025 Emigration Exhibition 'Cianalas 's Dochas' which will be on display in both our museum venues until the end of October 2025. Tasglann nan Eilean (Hebridean Archives) continues to respond to a wide range of archive enquiries and requests for archive consultation visits from the community, as well as rebuilding archive collections data in the wake of the criminal cyber incident experienced by the Comhairle in November 2023.

Discussions between Axiell and CnES IT Dept have taken place throughout the quarter regarding the collections data and new collections management system. A meeting is planned with the Heritage Team in early Qtr. 2 and it is hoped to make progress on getting a new system commissioned for both museum and archive collections.

A meeting between Heritage Team representatives and two representatives from National Lottery Heritage Fund (NLHF) took place in early Qtr. 1 to investigate and pursue funding options for new Collection Resource Centres project and, as advised, a small grant project enquiry form for scoping works was submitted in June. A small grant application will be submitted in Qtr. 2, following the response. Head of Assets & Infrastructure and Senior Projects Manager (Investment Delivery) consulted. The Heritage Trails post (funded by Scottish Government / hosted by CnES within Heritage Team) submitted an application to Museums Galleries Scotland (MGS) in partnership with the Outer Hebrides Heritage Forum which will pilot a mini trail between Heritage Forum venues and look to raise their profile through publicity at ferry terminal unmanned buildings. The results will be known in Qtr. 2.

The Heritage Service staff worked in partnership with colleagues from the National Library of Scotland and National Library of Wales to preserve and digitise the historically significant Gibbs Chapman map of Lewis. An updated online Historic Environment Record (HER) was launched by the Archaeology Service to enhance public access. To ensure we are meeting the conditions of our loan agreements, National Museums Scotland (NMS) staff undertook condition checking of the archaeology loans (Apr'24) and the Morgan car (May'24). Discussions also took place with NMS regarding renewing the loans partnerships and agreements in 2026/27 and planned changes to loans as part of a revamp of the permanent galleries when the museum will mark its 10th anniversary.


Colin G. Morrison, Team Leader, Heritage and Culture, 10 July 2024.

### Action Progress - Depute Chief Executive's Directorate

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

**Service Profile**

Strategic Projects

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
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	25%	25%	 GREEN
<b>ACTION PROGRESS COMMENTS</b>							
<ul style="list-style-type: none"> <li>- Construction works on the UHI Stornoway Campus is now underway, and will deliver an updated and modern campus facility that supports delivery of a more sustainable curriculum that is aligned to the needs of our local economy. Commenced in August 2023, and is due to conclude in October 2024.</li> <li>- The ICNZ OH Project is now full resourced and has developed a delivery plan for its early years implementation.</li> <li>- Outer Hebrides Food and Drink Programme FBC has been approved and remedial works at Acarsaid pier is now concluding (jun24).</li> <li>- The Creative Islands and Wellbeing FBC is currently undergoing its final review and approval is anticipated in Q2 24/25.</li> </ul>							



- The construction contract for Calanais redevelopment Project has now been approved, with works due to commence in July 2024.


-Work with project leads and partners continues to help progress other Projects within the Outer Hebrides portfolio.

**Strategic** 3.1.1. The Gaelic language, natural heritage and culture of our communities is supported and promoted.

**Objective:**

**Service Profile**

Heritage and Culture Unit

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.1.8. Review Archive Accreditation Scheme guidance and ensure policies, procedures and plans are in place in preparation for application submission.	Colin George Morrison - Team Leader - Heritage and Culture	Not Started	01/04/2022	31/03/2025	0%	25%	 RED

**ACTION PROGRESS COMMENTS**


Work has not yet started on this Action due to other competing demands which have created an increase in workload, but no corresponding increase in staff resources. Delivering the archive service is very labour intensive and includes:

- Taking in archives offered by members of the public or which are part of CnES archive, processing and accessioning these, listing, cataloguing and adding records to the database;
- Responding to archive enquiries from the public;
- Responding to requests for archive research visits from the public;
- Undertaking preservation and conservation measures on the collections;
- Assisting with museum exhibitions;
- Delivering externally-funded projects which have deadlines and therefore need to take precedence (e.g. Cinema Sgìre project).

It is anticipated, subject to time and resources, that this action may progress during the 2024/25 period.

**Service Profile**

Heritage and Culture Unit

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.1.9. Retain and renew formal partnerships with British Museum and National Museums Scotland, including loan agreements, and seek opportunities for partnerships with other museums and archives (local and national).	Colin George Morrison - Team Leader - Heritage and Culture	In Progress	01/04/2022	31/03/2027	25%	25%	 GREEN

**ACTION PROGRESS COMMENTS**

National Museum of Scotland staff undertook condition checking of the archaeology loans in mid-April 2024. In mid-May NMS staff undertook condition checking of the Morgan car which is on loan. These visits are to ensure we are meeting the conditions of our loan agreements. Discussions also took place with NMS regarding renewing the loans partnerships and agreements in 2026/27 and planned changes to loans as part of a revamp of the permanent galleries when the museum will mark its 10th anniversary.


Since the criminal cyber-attack in mid Q3 regular updates have been sent to our lenders to keep them informed and to reassure them that it has not affected our ability to meet the loan conditions around building security and environmental monitoring.

The Heritage Service worked in partnership with the National Library of Scotland and the National Library of Wales to preserve and digitise the historically important Chapman Gibbs 1817 'Plan of the Island of Lewis', which is part of the collections of Western Isles Libraries.

**Service Profile**



Heritage and Culture Unit

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.1.10. Review Museums Accreditation Scheme guidance and ensure policies, procedures and plans are in place in preparation for re-accreditation application submission for Museum nan Eilean Lews Castle and Lionacleit.	Colin George Morrison - Team Leader - Heritage and Culture	In Progress	01/04/2022	31/03/2025	25%	25%	 GREEN
<b>ACTION PROGRESS COMMENTS</b>							
<p>Due to the impact of the criminal cyber incident experienced by the Comhairle in November 2023, we were required to alert our Accreditation body due to our collections data being inaccessible. The Accreditation Panel's decision was to reduce our accreditation level from Full Accreditation to Provisional Accreditation (for 12 months). As detailed below, seven Required Actions and two Areas of Development were identified by Museums Galleries Scotland (MGS) that require us to report back on within the 12 months in order to regain full accreditation. The completion date of this action is, therefore, extended from 31/03/2024 to 31/03/2025.</p>							
<p>Required Actions</p>							
<p>1.3 Workforce: Provide an update on progress towards recruiting for the Heritage Manager and the two Heritage Officer roles. - Progress update: This will be looked at in Q4.</p>							
<p>2.1 Forward Planning: Provide an updated Forward Plan which includes the museum's approach to the recent data breach, with accompanying signed and dated approval evidence. In addition, confirm all policies for workforce, Collections Development, Documentation, Care and Conservation, and Access are up to date. - Progress update: The Forward Plan will be updated at end Q3 to ensure that the latest update is included before re-submission to MGS for Accreditation return update</p>							
<p>3.2 Security: Confirm an updated security review and risk assessment has taken place in light of the data breach. Provide the date of the assessment and confirm that a plan is in place to implement the recommendations made. - Progress update: This is planned for Q2 and to be complete in Q3</p>							
<p>3.3 Emergency Planning: Provide an updated Emergency Plan with signed and dated approval evidence. - Progress update: This is progressing well and is due to be complete in Q2</p>							
<p>5.2 Documentation Plan: 5.2a Provide a revised Documentation Plan in response to the data breach, with accompanying signed and dated approval evidence. - Progress update: Planned for Q3 so it reflects the most up to date information before resubmission</p>							
<p>5.2b Confirm the museum has access to its collections management systems, and provide an update on how much collection information has been affected from the data breach. - Progress update: Discussions between Axiell and CnES IT Dept have taken place throughout Q1 regarding the collections data and a meeting is planned with the Heritage Team in early Q2. It is hoped to make progress in Q2 on getting a new system commissioned.</p>							
<p>5.2c Provide an update on completing a full inventory of the collection and any documentation backlogs which have been identified. - Progress update: Location inventory started in Q1 for 2020-24 accessions to be complete by Q3</p>							
<p>8.1: Confirm opening hours for the museum - Progress update: Museum nan Eilean Stornoway moved to high season hours in early Q1. Museum nan Eilean Lionacleit hours remain the same all year round.</p>							
<p>9.1: Provide an update on the museum's learning and engagement activities, including exhibitions, evidencing both formal and informal programmes. - Progress update: Hebridean Life and Archaeology exhibition opened at the end Q1 in Museum nan Eilean Lionacleit. Cry of the Curlew planned for mid Q2 – mid Q3 and Seinn Spioradail planned for mid Q3 – Q4 . Work continuing for in -house curated Emigration exhibition that will be in both venues in 2025. Workshops for children, young people and adults in MnE</p>							

Lionacleit in Q1 & Q2 – model making for immigration exhibition.

Areas of Development

6.2 Care and conservation plan: At next return, provide an update on plans to improve the museum stores.


- Progress update: See 3.1.1.6 for progress report.

7.1 Access: Confirm the date of your last access assessment (within the last five years). At next review, include within your access policy information about the range of interpretative methods you use to exhibit the collections.

- Progress update: To be progressed in Q3.

**Service Profile**

Heritage and Culture Unit

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.1.11.Support the delivery of the Hebridean Homecoming 2023/24 Project in partnership with key heritage stakeholders.	Colin George Morrison - Team Leader - Heritage and Culture	In Progress	01/04/2022	31/03/2025	25%	25%	 GREEN


**ACTION PROGRESS COMMENTS**

Heritage Service staff continue to research and plan the 2025 Emigration Exhibition 'Cianalas 's Dochas' which will be on display in both our museum venues from end may – end Oct 2025. They are also planning the Emigration Conference in early Oct 2025.

Loan requests form other museums were submitted in Q1.

**Service Profile**

Heritage and Culture Unit

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.1.12.Support the implementation of relevant actions from the Great Place Strategy Action Plan in partnership with the Great Place Steering Group and the Heritage Forum.	Colin George Morrison - Team Leader - Heritage and Culture	In Progress	01/04/2022	31/03/2025	25%	25%	 GREEN

**ACTION PROGRESS COMMENTS**

The Heritage Service continue to support the Heritage Forum and have been feeding into meetings/ applications. The Heritage Forum have proposed that the Great Place Steering Group becomes the GP Forum, to reduce commitments for partners to have to sit on a formal steering group. This new structure should also increase the Heritage Forum's ability to drive forward with strategy priorities. This was agreed with lead partners CnES, NLHF and HIE in Q1 and all other partners were consulted.

Under Action 4.3 Resourcing the Heritage Network: the Heritage Forum Coordinator has submitted a bid to NHLF in Q1. Heritage Forum have identified priorities from the GPS strategy to take forward including retaining the Heritage Forum Coordinator and two new posts to support them.

Action 4.2: Partnership Project1 – Hebridean Homecoming. Working is continuing in planning events/ exhibition for 2024/25.

A medium-term Action under Networked Community Heritage are Themed Heritage Trails. The Heritage Trails post (funded by Scottish Government / hosted by CnES within Heritage Team) submitted an application to MGS in partnership with the Outer Hebrides Heritage Forum in Q2 which will pilot a mini trail between Heritage Forum venues and look to raise their profile through publicity at ferry terminal unmanned buildings. Results of submission will be known in Q2.

**Service Profile**

Heritage and Culture Unit

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
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3.1.1.13.Review and deliver the Comhairle's Gaelic Language Plan	Dr Donald Weir - Gaelic Support Officer	In Progress	01/04/2022	31/03/2027	25%	25%	
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**ACTION PROGRESS COMMENTS**

In May 2024, the Comhairle applied to Bòrd na Gàidhlig's new Strategic Stream fund for local authorities. This fund provides funding as a three-year package in order to allow for the development of strategically significant projects which will help implement organisational Gaelic Plans. This funding replaces Bòrd na Gàidhlig's annual Gaelic Plans Fund. The Comhairle was told by Bòrd na Gàidhlig that it could apply for £80,000 for each of the next three years: 2024/25, 2025/26 and 2026/27, (meaning that £240,000 in total is available over the next three years) and invited the Comhairle to submit an application for £80,000 for each of the next three years which would include a small number of strategic projects/initiatives. Therefore, the Comhairle submitted an application which sought support for the following: 1) a new Gaelic Communications Officer post, which would support the increased use of Gaelic in all Comhairle communications, internally, and in press releases and on all social media platforms; 2) a new Gaelic Policy Implementation Officer post (0.4 fte), to assist in the implementation of the Gaelic Language Plan and Gaelic First Policy, liaising with section heads, setting targets, and reporting on progress, and; 3) the Gaelic Student Placement Scheme, which offers an opportunity to students with Gaelic skills to be employed for ten weeks during summer in the Western Isles with organisations which use Gaelic in the workplace every day. This Scheme has been running for many years and has been very successful in developing the Gaelic skills of students and giving them valuable experience of a professional work environment. The results of the application will be known in October 2024.

At a face-to-face meeting of Bòrd na Gàidhlig's Gaelic Officers Network of Gaelic development officers in Lewis, it was decided that Gaelic development officers based in Lewis and Harris should establish a more formal grouping. This would include Sgioba na Gàidhlig officers. This group would share best practice and develop practical, cross-organisation strategies in terms of dealing with the difficulties organisations faced in the delivery of Gaelic language plans. It was also stressed that for the purposes of Bòrd na Gàidhlig's "Areas of Linguistic Significance" designation, (which would entail such areas would receive additional support for Gaelic development), it would be important that this group make the case for Lewis and Harris as a whole to be designated as such an area. These matters will be discussed in greater detail at the next meeting of the group in the coming weeks.

At a meeting of the cross-organisation Gaelic Community Learning and Development group (GLAD), which is chaired by Sgioba na Gàidhlig, concerns were raised that in the Government's independent CLD review the impact of Gaelic CLD work was completely overlooked, and Gaelic language learning was not given any due consideration. This process highlighted the lack of recognition of Gaelic CLD in the work of the Standards Council. These concerns were supported by the attending Bòrd na Gàidhlig officer. GLAD will therefore put together a draft response and send it to Bòrd na Gàidhlig for additional comment, before sending it to the review group. Concerns were also raised about the difficulties in recruiting tutors for community Gaelic classes. It was agreed that it could be worth considering whether organisations could collectively apply for funding from Bòrd na Gàidhlig to create a central pool of online tutors that could be used across local authority areas, and that they could also apply for funding to train tutors through UHI's Gaelic tutor training course.

In May and June, the annual Dileab an t-Siorraidh competition was held for primary 7-age pupils in schools across Lewis and Harris. Eight schools were represented, and a record number of 55 pupils entered the competition. After preparing a piece in Gaelic on a selected topic through Microsoft Teams, the pupils were then asked questions for a few minutes by Sgioba na Gàidhlig, who then decided on placings and prizes. In addition to testing and developing the Gaelic skills of participants in the competition, it also represented an excellent opportunity for pupils to develop a range of transferable skills such as: research, planning, use of technology, presentation, public speaking, and so on.

2024's Dileab: Leverhulme production saw over 40 Gaelic medium pupils take to the stage, many of whom had been involved last year in the rural primary schools as part of Dileab: Metagama. The four productions took place as follows: Stornoway Primary School, An Lanntair, 14th March 2024; Sir E Scott/Leverhulme Memorial, SES School, 27th March 2024; The Nicolson Institute, An Lanntair, 15th May 2024, and; Sgoil an Rubha, An Lanntair, 23rd May 2024. The aims of the annual Dileab project are to:

- bring local history to life amongst school pupils and the wider community, particularly as it relates to Gaelic language and culture.
- generate exciting learning materials to aid Gaelic teaching through Curriculum for Excellence, both within the timeframe of the project and beyond.
- create opportunities for intergenerational learning.
- provide a context for the creation of new works of music and drama inspired by the project themes, as well as opportunities for performance of these.
- generate economic benefit for Comuinn Eachdraidh and the community.
- showcase the cultural history and current talents of the Outer Hebrides to a wider audience, celebrating the resilience of our communities and other positive aspects of the historical legacy which have contributed to the vibrancy of life on the islands today.

By delivering a progressive, ongoing programme of thematic activities over a number of years, in conjunction with all CnES schools, the Dileab programme is ensuring that young people engage with aspects of language, culture, music and drama. It is an excellent example of intergenerational collaboration with all participants benefitting. Partnership from Fèisean nan Gàidheal and local Comunn Eachdraidh societies has been crucial in bringing this to fruition.

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


**Objective:**

**Service Profile**

Housing Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
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3.1.3.3. Develop, monitor and review the Comhairle's Local Housing Strategy (LHS) 2024-29	Iain Watson - Housing Services Manager	In Progress	01/04/2022	31/03/2029	25%	25%	 GREEN
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**ACTION PROGRESS COMMENTS**

The Local Housing Strategy 2024-2029 (LHS) is underway. The Housing Need and Demand Assessment which underpins the LHS was assessed as “robust and credible” by Scottish Government in October 2023. An Early Engagement Survey took place between December 2023 and January 2024 and the results were presented to Committee in April 2024. A Housing Supply Target was prepared and approved by Sustainable Development Committee in April 2024. In-person engagement commenced in Uist and Barra in May 2024, and a further engagement event was held with students and staff in UHI in May 2024. Two online engagement events were held with Uist/Barra and Lewis/Harris Community Councils in June 2024. Work is underway with Public Health Scotland in respect of preparing a Health Inequalities Impact Assessment, and with Health & Social Care colleagues in respect of preparing a Housing Contribution Statement. The Local Housing Strategy Steering Group meets roughly every six weeks to discuss and direct LHS work.


As of July 2024, LHS work has slowed owing to long-term absences within the Housing Services Team, though we anticipate that once the Team is back to full strength, pace will pick up again. Two months' slippage has been programmed into the LHS Project Plan, though this may need to be revised depending on circumstance.

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

**Objective:**

**Service Profile**

Consumer and Environmental Services

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 - Consumer and Environmental Services Manager	In Progress	01/04/2022	31/03/2027	25%	25%	 GREEN

**ACTION PROGRESS COMMENTS**

The Service continues to work towards its Annual Service Plan, including carrying out 50 Food Visits, issuing over 190 licences and Registrations. The Services also dealt with over 100 recorded service requests.

## Scorecard - Depute Chief Executive's Directorate

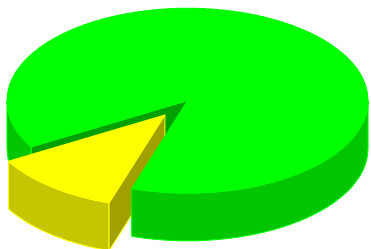
2024/25 SBP PIs - Depute Chief Executive's Directorate	Unit	Target	Actual	Indicator	Comments
1.1.1. - CD028 Proportion of Island's Deal projects delivered. Responsible Officer: Anne M Murray.	%	10.00	Annual		The service have set milestone targets increasing year on year towards a target of 18 by 2030.
3.1.1. CD046ii (LGBF: C&L3): Net cost per museum visit. Responsibility: Colin George Morrison	£	6.50	Annual		C&L3 - The Comhairle set a service prioritisation for improvement 2022/23 Target of £7.50, decreasing by £0.50 each year towards a target cost of £4.00 by 2030, thereby exceeding the baseline data.
3.1.1. - CE028: Number of Organisations receiving financial assistance from the Sgioba na Gàidhlig Small Grants Budget (Trend KPI). Responsible Officer: Dr. Donald Weir.	#	5.00	6.00	 GREEN	
3.1.1 - CE032b: Level of funding secured from Bòrd na Gàidhlig, excluding the "Clasaichean Coimhearsnachd" project. Responsible Officer: Donald Weir	£	0.00	0.00	 GREEN	The Comhairle has applied to Bord na Gaidhlig for £80,000 to support three Gaelic projects in 2024/25. The results of the application process will not be known until October 2024.
4.1.4. CD132 (DD003) (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 (DD001) (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 (DD002) (LGBF: ENV5b): Cost of Environmental Health per 1,000 population. Responsibility: Colm Fraser	£	0.00	Annual		Target is last year's actual result for year on year benchmarking. For comparison 2024/25: - Scottish Average: £ LGBF Family Group Average: £

### Economic Development and Planning

#### Business Unit Overall Performance - Economic Development and Planning

#### Actions

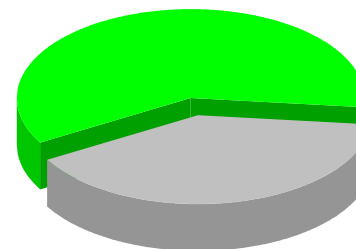
■ On Track	88.2%
■ Monitoring Required	11.8%
■ Off Track	0.0%
■ No Targets Set / Ongoing	0.0%
Total:	100.0%



<b>17</b>	Actions reported on
<hr/>	
<b>15</b>	Actions with at least 100% of target
<b>2</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	60.0%
■ Monitoring Required	0.0%
■ Off Track	0.0%
■ Annual	40.0%
Total:	100.0%



<b>10</b>	KPIs reported on
<hr/>	
<b>6</b>	KPIs on track
<b>0</b>	KPIs monitoring required
<b>0</b>	KPIs off track
<b>4</b>	KPIs NA


**Action Progress - Economic Development and Planning**

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

**Objective:**

**Service Profile**

Renewable Energy

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.1.2. Identify and support new energy sector opportunities for the Outer Hebrides.	John Cunningham - Strategy Manager	In Progress	01/04/2022	31/03/2030	25%	25%	 GREEN

**ACTION PROGRESS COMMENTS**

The Comhairle continues to pursue future energy solutions, principally the production of Green Hydrogen for local demand and export. Funding has been secured from a Scottish Government Green Growth Accelerator (£10m) and from the Islands Growth Deal (£11m) for the development of a Net Zero Hub in three phases: 2024-26 – 10MW of electrolysis to supply local demand; 2027-29 – scale up to 40MW to supply SGN's conversion of Stornoway Town Centre Gas Network; and, 2030 onwards – bulk export of Green Hydrogen or its derivatives, powered by ScotWind Offshore Wind. A third party study is underway into the extent of Hydrogen demand across island industries. This will inform scaling of the proposed Net Zero Hub. Initial discussions have taken place with The Stornoway Trust around land availability for the project.

**Service Profile**

Business and Regeneration Support

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.1.3. Deliver Primary Industries strand of Islands Deal Programme.	Domhnall MacDonald - Economic Development Manager	In Progress	01/04/2022	31/03/2027	25%	25%	 GREEN

**ACTION PROGRESS COMMENTS**

A contract for delivery of the Acarsaid Harbour project was awarded to Breedon Hebrides - to the value of £483k - with the contractor on-site early in Q1. Completion of the contract was achieved by the end of June.

Vatersay Gear Storage - plans have been prepared and the project is expected to commence during Q2. This project will facilitate diversification of fishing activities in the area and help bolster a remote fishing fleet.


Work to identify where Food & Drink Programme projects can be accelerated - and to secure match-funding from a range of sources to enable these projects to proceed as planned - continues. The Project Board held a further meeting late in Q1.

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

**Objective:**

**Service Profile**

Sectoral and Project Support

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.	Murdo MacKay - Dev - Development Manager	In Progress	01/04/2022	31/03/2027	25%	25%	 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** 1.1.5.Growth in small and medium sized businesses demonstrated.

**Objective:**

**Service Profile**

Business and Regeneration Support


ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.5.1.Deliver Business Gateway services to support business start-up and growth.	Domhnall MacDonald - Economic Development Manager	In Progress	01/04/2022	31/03/2027	25%	25%	 GREEN

**ACTION PROGRESS COMMENTS**

Business enquiries were up on the same period last year - much of which was due to increased promotion via social media/ Facebook. The number of start-ups supported was however lower than in Q1 last year. A new funding vehicle - Outer Hebrides Business Development Scheme - was launched in Q1. 'OHBDS' replaced the previously successful 'CERGS' funding, which was launched initially during the pandemic. In Q1 Business Gateway received additional funding from HIE, enabling the continuation of 'OHYESS' for a further two years. In addition, details of all Business Gateway services and funding schemes were uploaded to the Comhairle website during Q1, following the Cyber-attack of 2023 - with the online application system also up-and-running again.

**Service Profile**

Business and Regeneration Support

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.5.2.Deliver internal and external business support funding programmes.	Domhnall MacDonald - Economic Development Manager	In Progress	01/04/2022	31/03/2027	25%	25%	 GREEN


**ACTION PROGRESS COMMENTS**

Six Business Gateway funding schemes are fully up and running: Micro Business Loan; Business Loan; Fisheries Investment Scheme; OHBDS; OHYESS; and OHYEP. However, applications were fairly slow in coming through during Q1 - though a recent press (and ongoing Facebook) campaign appeared to be generating more interest by the end of the quarter. Four applications for funding were made in Q1, which is lower than would normally be expected in this period.

**Service Profile**

Business and Regeneration Support




ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.5.3.Support growth and resilience within the fisheries and aquaculture sectors.	Domhnall MacDonald - Economic Development Manager	In Progress	01/04/2022	31/03/2027	25%	25%	 GREEN
<b>ACTION PROGRESS COMMENTS</b>							
Acarsaid Harbour Development - the contract was awarded to Breedon Hebrides. Work started early in Q1 and completion was achieved by the end of June.							
Vatersay Gear Storage - plans have been prepared and the project is expected to commence during Q2. This project will facilitate diversification of fishing activities in the area and help bolster a remote fishing fleet.							
The Comhairle is currently in contact with Marine Scotland in order to ensure that a share of this additional quota is allocated to the Outer Hebrides through a locally-managed Community Quota Scheme.							
Kallin Harbour Development: plans have been prepared for a new building - sited on an area which was cleared in 2023 - which will greatly improve facilities at that Harbour.							
Consultation with Marine Scotland around local fisheries management measures and related socio-economic impacts of Protected Marine Features (PMFs), in addition to PMAs, continued both online and in-person during Q1.							

**Strategic** 3.1.1.The Gaelic language, natural heritage and culture of our communities is supported and promoted.

**Objective:**


**Service Profile**

Sectoral and Project Support

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.1.1.Implement the Comhairle's Local Biodiversity Action Plan	Murdo MacKay - Dev - Development Manager	In Progress	31/03/2021	31/03/2027	25%	25%	 GREEN
<b>ACTION PROGRESS COMMENTS</b>							
Officers working with Nature Scot to deliver projects through the Nature Restoration Fund, projects have been approved that will spend most of this financial year's allocation of Nature Restoration funding from Scottish Government.							

**Service Profile**


Sectoral and Project Support

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.1.3.Support the local tourism industry develop a new visitor strategy up to 2030	Murdo MacKay - Dev - Development Manager	In Progress	01/04/2022	31/03/2027	25%	25%	 GREEN
<b>ACTION PROGRESS COMMENTS</b>							
Officers working with OHT, HIE and SPA through the cruise forum readying for first ships to berth at the deep water port in April 2024.							
Work ongoing with the sector through its representative body Outer Hebrides Tourism to support development and implementation of strategy. Also work ongoing with regard to the introduction of the Short Term Lets licensing and plans for a visitor levy.							

**Service Profile**

Sectoral and Project Support

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
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3.1.1.4.Support the local Crofting and Agricultural sector through expected transition to new subsidy and net zero future schemes.	Domhnall MacDonald - Economic Development Manager	In Progress	01/04/2022	31/03/2027	25%	25%	
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**ACTION PROGRESS COMMENTS**

Utilising Scottish Government Community Led Local Development (CLLD) Programme 2023-24 funding, the Comhairle jointly commissioned a study into Rural and Agricultural Development as a collaboration project - along with Orkney Islands Council, Shetland Islands Council, HIE and the three island areas' CLLD LAGs. The study focused on how the new Agricultural Bill will affect Orkney, Shetland and the Outer Hebrides uniquely, in order to maximise its potential across the three islands areas. That report is due to be published imminently.

Comhairle representatives attend meetings of the Scottish Government Cross-Party Group on Crofting - which includes MSPs, Crofters Commission representatives and other relevant stakeholders/ agencies - in order to represent the views of the Outer Hebrides crofting sector at these meetings.

The Comhairle continues to work with partners - including SCF and HIASG (Highlands & Islands Agriculture Support Group) in order to ensure any emerging replacement schemes deliver benefits for the Outer Hebrides Crofting sector. A consultation on a new Crofting Bill is currently due to be released and no date has been announced for this yet.


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

**Objective:**

Service Profile

Planning Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
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3.1.3.1.Prepare new and updated Supplementary Guidance to support the Development Plan.	Mairi MacIver - DS - Development Plan Manager	In Progress	01/04/2022	31/03/2027	45%	45%	
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**ACTION PROGRESS COMMENTS**

Marine Fish Farming - largely complete - awaiting policy update form Marine Scotland, who advise to draft policy is held currently.  
Conservation Areas - brief for CACA drafted.

Service Profile

Planning Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
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3.1.3.7.Undertake preparatory work for new Local Development Plan.	Mairi MacIver - DS - Development Plan Manager	In Progress	01/04/2023	31/03/2027	45%	45%	
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**ACTION PROGRESS COMMENTS**

Second area based workshop held covering Barra and South Uist, Surveys issued to DM staff and Members.  
LDP Monitoring progressed and data collation progressing.  
Place workshop held with senior managers and key agency stakeholders.

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

**Objective:**

Service Profile

Building Standards

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
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3.1.4.17.Support safe, inclusive, and resilient local communities by the maintenance of an effective building standards service as set out in the Scottish Government Verification Performance Framework and the Verification Operating Framework.	John A Gillies - Building Standards Manager	In Progress	01/04/2023	31/03/2027	25%	25%	 GREEN
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**ACTION PROGRESS COMMENTS**


The November 2023 cyber incident has severely disrupted monitoring and reporting due to the loss of the Uniform system. The loss of the building standards webpages has also impacted on our ability to provide the level of e-building standards and KPI reporting and publishing required by the Scottish Government. However, despite this, we are continuing to deliver an effective Building Standards Service in accordance with the Scottish Government Framework documents.  
The Scottish Government Building Standards Division has been made aware of the situation and are we are holding regular meetings to keep them updated.

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

**Objective:**

**Service Profile**

Renewable Energy

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.5.2.Support the delivery of the Outer Hebrides Fuel Poverty Strategy and explore the concept of a Local Energy Economy for the Outer Hebrides.	John Cunningham - Strategy Manager	In Progress	01/04/2022	31/03/2030	25%	25%	 GREEN

**ACTION PROGRESS COMMENTS**


Funding has been secured from the RIPEET Horizon 2020 programme to carry out some feasibility work around a Local Energy Economy where on-island renewable generation supplies on-island households and businesses with discounted electricity. Delivery of this concept will not be possible until sufficient volumes of renewable generation are built-out in the islands. Meanwhile, lobbying continues to address the energy injustice faced by the islands in terms of electricity pricing. Work continues in delivering energy efficiency interventions to the island housing stock through Government programmes. Through the RIPEET project, an innovative solution is being explored whereby the Outer Hebrides Local Authority area could benefit from an electricity tariff derogation based on the volume of community owned renewable electricity inputted into the national network through Shared Ownership of commercial Wind Farms. This approach obviates expensive and technically challenging battery back-up measures

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

**Objective:**

**Service Profile**

Planning Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.1.5.Undertake phased preparation of a Regional Marine Plan for the Outer Hebrides marine region.	Mairi MacIver - DS - Development Plan Manager	In Progress	01/04/2022	31/03/2027	36%	45%	 YELLOW


**ACTION PROGRESS COMMENTS**

Liaison with other Marine Planning teams undertaken to inform Comhairle's approach.  
Assess crossover with CE Seabed Pilot.  
Preparatory work on recruitment initiated - this is primary action to progress RMP.  
Initial assessment of data deficit

**Service Profile**



Business and Regeneration Support


ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.1.6.Oversee the delivery of the Community-Led Local Development (CLLD) Programme in accordance with grant obligations with the Scottish Government and the Memorandum of Understanding with the Local Action Group.	Domhnall MacDonald - Economic Development Manager	In Progress	01/06/2022	31/03/2025	25%	25%	 GREEN
<b>ACTION PROGRESS COMMENTS</b>							
<p>The Outer Hebrides LAG received confirmation in May 2024 of an initial £219,078 allocation for 2024-25, of which £120,545 is revenue funding and £98,523 capital. Additional funding through further tranches may also be made available in future.</p> <p>Based on their experience and guidance provided by the Scottish Government (SG), the LAG prepared a Community Led Vision (CLV; i.e. proposed programme) for the year which was approved subsequently by SG during Q1. This identified the LAGs main local priorities for 2024-25 as being:</p> <ul style="list-style-type: none"> <li>• Community Wealth Building;</li> <li>• Supporting children and young people (primarily via the Youth LAG); and</li> <li>• Dùthchas and Dualchas</li> </ul> <p>With secondary, though important, priorities of:</p> <ul style="list-style-type: none"> <li>• Working towards Net Zero;</li> <li>• Transport; and</li> <li>• Fair work and Employability.</li> </ul> <p>These priorities will be supported through focusing on five project strands across which the budget has been sub-divided as follows:</p> <ol style="list-style-type: none"> <li>1. Admin &amp; Animation – £89,077.43;</li> <li>2. Community Engagement – £10,000;</li> <li>3. Grant Scheme(s) – £90,000;</li> <li>4. Strategy Development – £5,000; and</li> <li>5. YLAG – £25,000.</li> </ol> <p>The LAG expect to meet early in Q2 to decide how best to take these project strands forward. Budgets may be reallocated between projects strands in the course of the current financial year as required.</p>							

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

**Objective:**

**Service Profile**

Renewable Energy

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.2.3.Support renewable energy development, maximising local socio-economic benefit.	John Cunningham - Strategy Manager	In Progress	01/04/2022	31/03/2030	25%	25%	 GREEN
<b>ACTION PROGRESS COMMENTS</b>							
<p>Work is now underway towards delivery of the proposed 1.8GW HVDC Transmission Link by 2030 and the three Onshore and two Offshore Wind Farms which will connect to the Link. While SSEN Transmission go through early procurement for a cable supplier and the various Wind Farms develop their delivery programmes, the Comhairle and Highlands &amp; Islands Enterprise are planning a 'Major Projects Forum' in Stornoway to enable alignment of construction timelines across all developers. By careful alignment of construction timelines, the best opportunity will be given to the local supply chain to maximise participation in the delivery of these projects.</p>							


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

**Objective:**



**Service Profile**

Planning Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.36.(4.1.1.113) CIAP: Implement the Planning Applications Internal Audit Follow Up Review (FU04-20/21) recommendations	Morag Ferguson - Planning Manager (Development Management)	In Progress	17/08/2020	31/03/2025	95%	100%	 YELLOW

**ACTION PROGRESS COMMENTS**

The Planning Applications internal audit (Aug'20) made five recommendations to be implemented by March 2021. The Follow-up review (Sep'21) found four still outstanding and management confirmed that, subject to the Scottish Government work programme being rescheduled that affect the completion of two of the four recommendations (2.1a and 2.1b), they would be implemented by March 2023. However, two of the five recommendations are still outstanding as at 31 March 2024 as the rescheduling of the Scottish Government (SG) work programme impacted on the completion of these. This CIAP Action is, therefore, carried forward to the 2024/25 business plan for implementation 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.

Recommendation 2.1b remains outstanding. The National Guidance on the role and responsibilities of a Chief Planner initially expected towards the end of 2022, revised to Autumn 2023 has still not been published by the Scottish Government. It remains the case that the Comhairle Organisational Review has acknowledged the requirements to make provision for the role within the structure and the Depute Chief Executive will take forward the action once the National Guidance is available.

Update Q1 24/25 - The National Guidance on Chief Planning Officers was issued in March 2024. It contains statutory guidance. The appointment and role of the Chief Planning Officer became a statutory requirement in April 2024, to advise authorities on planning and other functions relating to development.

The Chief Planning Officer: Duties and Responsibilities

Professional Adviser

The Chief Planning Officer should play a key role in the leadership, vision and strategic direction of the planning authority, carrying out a strategic role that works to raise the profile of planning in authority decisions. The Chief Planning Officer is to be an ambassador for the profession of planning, advising the authority about the carrying out of the functions conferred on them by virtue of the planning Acts, and any function conferred on them by any other enactment related to development.

They will be the professional adviser to the local authority as a whole on the spatial and place-based implications of decisions and investments in the short, medium, and longer term. This entails providing relevant professional planning advice and support to the authority's senior management team and elected members and assisting in developing corporate objectives and translating these into place based strategies.

Delivering National Planning Priorities

The Chief Planning Officer will work to deliver the current national priorities, policies or strategies, ensuring that local and national park authorities are aligned with national-level planning principles. They should contribute to the development and maintenance of plans and strategies which support the achievement of national planning priorities, promoting economic, environmental and social issues and ensuring the delivery of an inclusive and accessible planning system.

Champion of Place

The role will support place making ambitions within the authority. Acting as the authority's placemaking champion would support this and the ability to work collaboratively with other officers and members who share these championing responsibilities, developing and maintaining working relationships.

Head of Profession

The Chief Planning Officer will be the head of profession in the organisation, and the senior responsible officer for the organisation's planning service. This entails being a point of contact for key stakeholders of the organisation on planning and place, representing the planning authority externally as a respected ambassador of the profession, and leading the effective management and development of employees across the planning authority and ensuring they are consulted, empowered, skilled, valued and motivated to deliver a modern and effective planning service.

Performance and Improvement

The Chief Planning Officer will lead on ensuring that the planning authority embeds continuous improvement. In doing so they will ensure that the planning authority undertakes its obligations to publish an annual report on the performance of its functions and that this is submitted to Scottish Ministers and the National Planning Improvement Champion.

They will engage with the National Planning Improvement Champion to agree any areas of improvement and what steps might be taken to tackle them.

The post of Chief Planning Officer was advertised internally on 6 June 2024 with a closing date of 17 June 2024. An appointment has been made, with the post commencing on 1 August 2024.

Additionally, no further update has been issued by Scottish Government since the closing of the consultation on Mandatory Training for elected Members on the 26 October 2023.

Update Q1 24/25 - consultation analysis on mandatory training for elected members was published on 4 April 2024  
<https://www.gov.scot/publications/planning-system-mandatory-training-elected-members-consultation-analysis/pages/2/>










Recommendation 2.1a required the Planning Manager to develop a structured plan as to how required changes introduced through the Planning Scotland Act 2019 will be implemented. The Scottish Government 'Transforming Planning in Practice: updated planning reform implementation programme', available at: <https://www.gov.scot/publications/transforming-planning-practice-updated-planning-reform-implementation-programme/pages/6/>, was refreshed on 29 October 2021 and has not been updated since. Scottish Government are currently publishing implementation of isolated work packages as they are moving them forward. These are advised to Planning Authorities Heads of Planning Scotland (HOPS). The planning managers maintain a close eye on Chief Planner letters, the Transforming Planning: Work Packages website: <https://www.transformingplanning.scot/planning-reform/work-packages/> and social media for updates.

Recent strands of work emanating from the Planning Scotland Act 2019 are primarily focussed upon Development Planning - upon supporting interpretation and delivery of NPF4 (improving Biodiversity) and the early stages of preparation of delivery of new Place Based Local Development Plans.

The Scottish Government Programme for Government 2023 to 2024 (Sep'23), available at: <https://www.gov.scot/publications/programme-government-2023-24/>, makes reference to only one strand flowing from the 2019 Act. Establishing an infrastructure levy per the powers contained in the Planning (Scotland) Act 2019. It proposed establishing a new Planning Infrastructure and Place Advisory Group and the Scottish Government are currently preparing a discussion paper setting out options for the levy. This paper will inform the basis for engagement with stakeholders. The Scottish Government's aspiration is to implement the new infrastructure levy regulations by spring 2026. HoPS has set up a workshop for 28 August 2024 to seek input from planning authorities as to how a Levy could work.

The Scottish Government Digital Planning Programme is to be discontinued and a smaller revised programme and format established on account of the Scottish Government budget resetting.

Scorecard - Economic Development and Planning

2024/25 SBP PIs - Economic Development and Planning	Unit	Target	Actual	Indicator	Comments
1.1.4.CD019 (DD018): Number of Business Enterprise Skills Workshops delivered. Responsible Officer: Domhnall MacDonald	#	0.00	0.00	 GREEN	Workshops will not be delivered until autumn/ winter 2024.
1.1.5 - CD007: Business Gateway: Number of new business enquiries dealt with. Responsible Officer: Domhnall MacDonald	#	70.00	113.00	 GREEN	Enquiry numbers during Q1 were up from the same period in 2023-24. 66 enquiries were pre-start, with 47 being from existing businesses.
1.1.5 - CD014 (DD020): Number of jobs created/safeguarded. Responsible Officer: Domhnall MacDonald	#	11.25	13.00	 GREEN	Half of the jobs created in Q1 were from new starts, with the other half created by existing businesses.
1.1.5 - CD015 (DD019): Number of existing businesses supported to achieve growth. Responsible Officer: Domhnall MacDonald	#	1.25	5.00	 GREEN	Small scale investments with limited growth, other than one which hopes to create 2.5 FTE in due course.
1.1.5 - CD016 (DD021): Number of young people supported in business. Responsible Officer: Domhnall MacDonald	#	10.00	18.00	 GREEN	Three start-ups, 11 pre-start enquiries and four existing business enquires.
1.1.5 - CD017 (DD022): Number of new business start-ups. Responsible Officer: Domhnall MacDonald	#	8.75	10.00	 GREEN	The number of start-ups supported were slightly down on the same period last year, though still a outcome achieved.
3.1.3.CD010A (DD065A): Percentage of building warrants and amendments to building warrant issued (following a first or subsequent report) within 10 working days (Annual). Responsible Officer: John A Gillies	%	90.00	Annual		
3.1.3.CD011A (DD067A): Percentage of first reports issued within 20 working days. (Annual). Responsible Officer: John A Gillies	%	95.00	Annual		
4.1.1.CD008 (DD079): The average time (weeks) to deal with major planning applications determined during the year. Responsible Officer: Morag Ferguson.	Weeks	17.33	Annual		Target set (17.33 avg. weeks) is the statutory timescale.
4.1.1.CD009 (DD080): The average time (weeks) to deal with local planning applications determined during the year, excluding EIAs. Responsible Officer: Morag Ferguson.	Weeks	8.67	Annual		Statutory target 8.67 weeks.