

Comhairle nan Eilean Siar



Action and KPI Progress Report

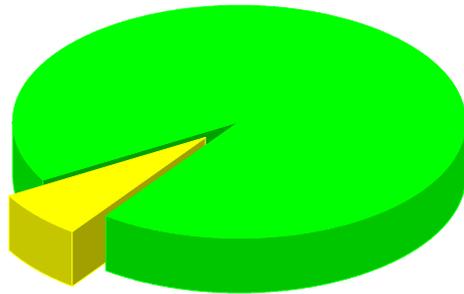
April 2024 - September 2024

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

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

Actions

■ On Track	93.3%
■ Monitoring Required	6.7%
■ Off Track	0.0%
■ No Targets Set/ Ongoing	0.0%
Total:	100.0%

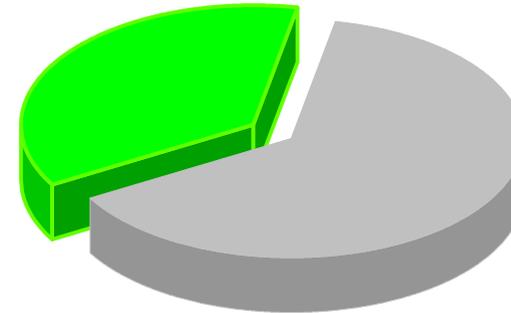


30 Actions reported on

- 28** Actions with at least 100% of target
- 2** 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	36.4%
■ Monitoring Required	0.0%
■ Off Track	0.0%
■ Annual	63.6%
Total:	100.0%



22 KPIs reported on

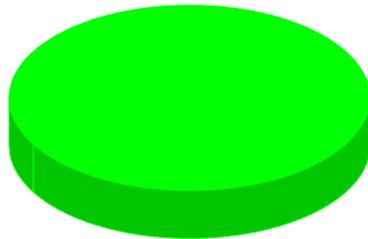
- 8** KPIs on track
- 0** KPIs monitoring required
- 0** KPIs off track
- 14** KPIs NA

Chief Executive's Directorate

Business Unit Overall Performance - Chief Executive's Directorate

Actions

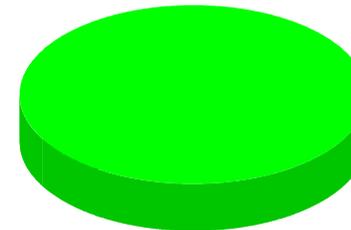
■ On Track	100.0%
■ Monitoring Required	0.0%
■ Off Track	0.0%
■ No Targets Set / Ongoing	0.0%
Total:	100.0%



8	Actions reported on
<hr/>	
8	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	100.0%
■ Monitoring Required	0.0%
■ Off Track	0.0%
■ Annual	0.0%
Total:	100.0%



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

Comments - Chief Executive's Directorate

2024/25 Quarter 2 Progress Comment:

Community Engagement Unit

Support is ongoing to community groups in receipt of previous capital grant funding for the Islands Infrastructure Fund, Islands Programme Fund and the Regeneration Capital Grant Fund. Reporting to Scottish Government is ongoing. Bids were also made to this year's Islands Programme for Uist projects.

The Islands Growth Deal projects continue to show high Tender returns, making their match funding a considerable task and delays across community projects are being experienced. Officers continue to support these groups meantime.

A new Communications Strategy 2024-27 was approved in the Quarter by the Comhairle.

A new CLD Strategy document produced and endorsed at Committee setting out the priorities for 2024-2027.

A National review of CLD was published in July 2024 with a series of recommendations which are being considered by CLD Managers Scotland group.

The Crown Estate Year 5 Ward and Pan Island applications were dealt with and agreed during the quarter.

New CLD Strategy document produced and endorsed at Committee setting out the priorities for 2024-2027.

National review of CLD published in July 2024 with a series of recommendations which are being considered by CLD Managers Scotland group.

Local CLD Steering Group with nine partners continue to meet to respond to local and national agenda's linked to CLD

Crown Estate Revenue Funding- Meetings convened with local area forums to discuss and process Crown Estate funding bids. Payments processed for all ward areas thereafter. A new pan island application processed was trialled with seven successful bids agreed upon.

In Youth Work, Bronze Duke of Edinburgh expeditions have been undertaken successfully with weekly DOE inputs in some schools promoting the award. Delivery of Transition providing ongoing support in schools to help build skills to manage the change from primary to secondary.

David Macleay, Team Leader, Community Engagement Unit, 30 October 2024

Action Progress - Chief Executive's Directorate

Strategic Objective: 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	50%	50%	 GREEN

ACTION PROGRESS COMMENTS

During the last Quarter, Regeneration team staff continued to work with successful recipients of RCGF assistance in Rounds 5-10. Additional reporting to the Scottish Government was



made concerning projects that were reprofiled into this financial year. A claim for the £2m for Calanais was received for the redevelopment of the Visitor Centre Cnoc Soilleir has started their Phase 2 construction in Dalburgh. Regular meetings are held with groups to update on progress. It is clear that remaining projects at risk will not be reprofiled into the next financial year. Scottish Government announced a pause in this year's RCGF with no clarity on when it might be reinstated.

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	50%	50%	 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 designs to capital readiness. The team also support the Comhairle's strategic projects under the Island's Growth Deal - Destination Development. SG also announced a new Funding bid of £3m for the Islands Programme Fund for 2024/25 and applications were submitted for three groups in Uist that are anticipated to spend within the deadline set for the end of the financial year.

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 - Senior Projects Manager	In Progress	01/04/2022	31/03/2027	50%	50%	 GREEN

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%	50%	 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.

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

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	50%	50%	 GREEN

ACTION PROGRESS COMMENTS

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%	50%	 GREEN

ACTION PROGRESS COMMENTS

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.	David Macleay - Team Leader - Community Engagement	In Progress	01/04/2024	31/03/2027	50%	50%	 GREEN

ACTION PROGRESS COMMENTS

Crown Estate Funding – Year Five of Crown Estate funding was processed with staff engaging with area fora. Applications closed on 7th June. Considerable difficulties were experienced in making payments and with access to email and applications only being available within Comhairle buildings. Pan Island application were recommended at the Budget and Strategy Board and Policy and Resources during the Quarter. A new Communications Strategy (2024-27) was recommended to the Comhairle during the Quarter.

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

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

ACTION PROGRESS COMMENTS

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.

Recommendations:

1. The Comhairle should identify clear and specific overall priorities and actions for taking forward its vision.
2. Elected members should ensure they provide strategic oversight and challenge to progress the Comhairle's vision and priorities.
3. The Comhairle should develop medium- to long-term financial planning and strategic workforce and asset management planning.
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.
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.
6. The Comhairle and partners should develop the LOIP alongside a clear performance management framework to deliver achievable shared outcomes.
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.
8. The Comhairle should develop and communicate its area working arrangements more clearly, building on the good practice already in place.
9. The Comhairle should improve communications throughout the council, including communicating the Comhairle's priorities.

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.

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).

Scorecard - Chief Executive's Directorate

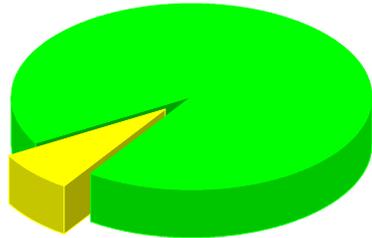
2024/25 SBP PIs - Chief Executive's Directorate	Unit	Target	Actual	Indicator	Comments
1.1.3. IDU001: Safety Management – Number of RIDDOR incidents. Responsible Officer: Dan MacPhail	#	0.00	0.00	 GREEN	
4.1.1. CE001b: Number of Local Media press releases (Trend KPI). Responsible Officer: James Mackinnon	#	0.00	146.00	 GREEN	Trend analysis KPI, therefore, no target set.

HR, Strategy and Performance

Business Unit Overall Performance - HR, Strategy and Performance

Actions

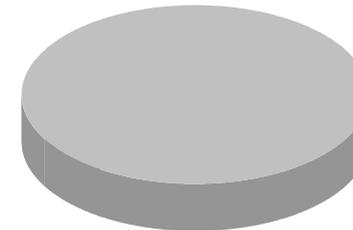
On Track	92.9%
Monitoring Required	7.1%
Off Track	0.0%
No Targets Set / Ongoing	0.0%
Total:	100.0%



14	Actions reported on
13	Actions with at least 100% of target
1	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	0.0%
Monitoring Required	0.0%
Off Track	0.0%
Annual	100.0%
Total:	100.0%



6	KPIs reported on
	KPIs on track
0	KPIs monitoring required
0	KPIs off track
6	KPIs NA

Comments - HR, Strategy and Performance

2024/25 Quarter 2 Progress Comment:

The Human Resources and Performance 2024/25 business plan work is at the halfway mark with Q2 (1 July – 30 September 2024) reporting complete.

Supporting continuous improvement remains a key area of work and the Best Value Assurance Report action plan progress update was presented to Audit and Scrutiny Committee in September 2024 alongside the Digitalisation Strategy Annual Report. The Strategic Risk Register was also updated and approved by the Comhairle in September 2024.

The Training Team has continued to deliver a wide programme of face to face/Teams training and to ensure that LearnPro provides diverse online training. Following on from services presenting their training plans to the Comhairle, work is underway to increase the number of training courses available, and mandatory training criteria has now been set out on LearnPro.

Health & Safety remains integral to ongoing provision and recovery of services and Health & Safety Advisors are supporting services with the completion and review of risk assessments. 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 Accredited Training Team is continuing to deliver a wide range of employability programmes and Modern Apprenticeships, and work is underway on delivering the 2024/25 school-based Foundation Apprenticeships. The interest in Foundation Apprenticeships continues to increase amongst pupils and the service is focused on ensuring that provision is available to meet demand.

The cyber-attack on 7 November 2023 had a significant impact on HR and Performance services, however interim measures have been concluded, and the service aims to have cloud-based access in place by the end of October 2024. The team has continued to support the full range of HR services and to support employee wellbeing with innovative support available through the Employee Assistance Programme, the Occupational Health Service and HR advice.

A number of policies were updated or developed by the team during Q2 including Business Travel and Expenses, Post Entry Training and Education and a Hybrid Working Policy. These policies were approved by the Comhairle in September 2024 following consultation with Corporate Management Team and the Recognised Trade Unions.

The team continues to support key areas of strategy and policy work including the Island's Deal, Anti-Poverty and Child Poverty, Transportation, Climate Change, structural funds, and Resilience Planning.

The Resilience Officer continues to work with key partners on a range of exercises to test and assess resilience across the Islands. During Q2 there continued to be local exercises to support the Resilience Partnership Multi-agency work. Preparation work is now well underway for winter planning arrangements. There continues to be a rolling programme of work to ensure policies remain up to date.

Norma Skinner, Chief Officer, Human Resources and Strategy, 22 October 2024

Action Progress - HR, Strategy and Performance

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

Objective:

Service Profile

Strategy and Policy

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	50%	50%	 GREEN
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 Q3 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	50%	50%	 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
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	50%	50%	 GREEN

ACTION PROGRESS COMMENTS

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%	 GREEN

ACTION PROGRESS COMMENTS

The Comhairle was allocated £20m of Levelling-Up Partnership (LUP) funding at the November 2023 Autumn Statement. The first stage of the partnership involves a four month 'deep dive' where Department for Levelling-Up, Housing and Communities (DLUHC) officials understand the local economy and local development opportunities. Officials visited in May 2024, to be followed by a further visit to facilitate development of the LUP Investment Plan.

The UK Shared Prosperity Fund Six Monthly Monitoring Report (1 October to 31 March 2024) was digitally submitted by 1 May 2024. UK Government assessment of the report has confirmed release of the initial payment for the year 3 stage of the funding programme, as per the approval process.

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 Comhairle's consultation response was considered and approved at the April 2024 Series. The Consultation Report is to be published by end July 2024. Further Key Stakeholder meetings with Transport Scotland are to follow.

A Comhairle Seminar on Fixed Links was held on June 20 and was attended by Transport Scotland officials.

A Public Pre-Consultation response to the SFRS 'Shaping our Future Service: Your Say' Survey was approved at the June Series. The Scottish Police Authority is providing support for local scrutiny and engagement with the SPA took place at the end of May, and is to be continued going forward.

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	Murdo A. Mackay - CE - Resilience and Training Manager	In Progress	01/04/2024	31/03/2028	50%	50%	 GREEN



policies.

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	50%	50%	 GREEN

ACTION PROGRESS COMMENTS

In partnership with NHS Western Isles a draft update of the Outer Hebrides Local Child Poverty Action Report (LCPAR) for 23/24, is to be submitted for consideration to the November 2024 Committee Series Policy and Resources Committee. The LCPAR development work has duly progressed in this regard.

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%	50%	 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 support with interview and CV skills and 18 who all have multiple barriers are still been 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 been 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
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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	50%	50%	
<p>ACTION PROGRESS COMMENTS</p> <p>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:</p> <p>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.</p> <p>and A Learning and Development Plan is in draft.</p>							

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	50%	50%	
<p>ACTION PROGRESS COMMENTS</p> <p>Performance monitoring on the Comhairle's Climate Change Strategy is ongoing and will be reported on at Committees in 2024. A report on progress will also be published on the Climate Change webpage of the CnES website.</p>							

Strategic 4.1.3. Equality of opportunity is increased.

Objective:

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	75%	50%	

ACTION PROGRESS COMMENTS

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.

Implementation work is now underway and services are developing their operational workforce plans.

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.

A new Hybrid Working Policy was approved by the Comhairle in September 2024.

The Employee Survey has been approved by the Comhairle and the Trade Unions for circulation to employees in October 2024.

The Employee Forum has been re-established with the first meeting held in August 2024. A new Youth Employee Forum will be explored.

A progress update on the 2024/25 action plan is scheduled to be presented at the next series of Comhairle meetings. A new action plan for 25/26 will also be presented for approval.

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

Objective:

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%	50%	 GREEN

ACTION PROGRESS COMMENTS

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.

- 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.
 - Action By: Head of HR, Strategy and Performance
 - 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.
 - Action outstanding: Ongoing process
- Progress update: This is an ongoing process as the short-term nature of funding continues to be a challenge. This action is therefore completed.

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	In Progress	01/04/2022	31/03/2025	95%	100%	 YELLOW

ACTION PROGRESS COMMENTS



The Organisational Development Strategy 2018-2022 was approved by the Comhairle in December 2018 and an action plan developed thereafter. The action plan covers five key themes: 1. communication; 2. future skills; 3. apprenticeships; 4. performance management and quality assurance; and 5. equality and diversity. The impact of the pandemic on the public sector has seen significant changes being introduced and offered opportunities for the Comhairle to think how we deliver services now and in the future. It is important, therefore, that the Comhairle has a new strategy and workforce plan in place which will drive and deliver change across services while ensuring our employees continue to be sufficiently trained, qualified, and experienced to deliver quality services which meet current and anticipated service needs. Progress with delivery of the action plan was presented to the Corporate Management Team on 23 September 2024 and outstanding actions will be carried forward to the new Organisational Development Strategy.

The draft Organisational Development Strategy 2024-2030 was also presented to the Corporate Management Team in September. 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 a draft Action Plan for each framework included in the Strategy. The draft Strategy will be submitted to the Local negotiating Committee LNC, Joint Consultative Committee JCC, and the Employee Forum for review and comment prior to being submitted to the Policy and Resources Committee meeting of 27 November 2024 and, thereafter, to the Comhairle for approval.

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	In Progress	24/04/2023	31/12/2024	75%	75%	

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: This requires the HR system to be fully operational. In the interim, Trainers are cross checking against new starts list.

- 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: Education IT have been reminded that this remains an outstanding priority. 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: Service continuing to explore other options.

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	25%	20%	 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: This continues to be delayed due to staffing resources.

- 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 due out w/c 28 October and 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 will be considered within the employee engagement survey.

- 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 has been testing the move to the cloud which is scheduled for end of October 2024.

- 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: HR Manager has been holding meetings with Chief Officers and Managers to review sickness absence data and proactive management of sickness absence.



- 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: The FIN forms will be included as part of the HR Resourcelink Project with the aim of having a fully integrated HR/Payroll system.

- 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: The EAP programme, helpline information and new Wisdom APP was communicated to employees on 11 September 2024.

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>

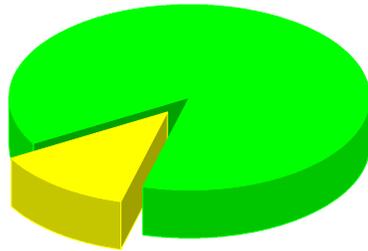
2024/25 SBP PIs - HR, Strategy and Performance	Unit	Target	Actual	Indicator	Comments
4.1.5. CE054 (LGBF: CORP06a): Sickness Absence Days per FTE Employee (Teachers). Responsible Officer: Carmen MacDonald	Days	6.00	Annual		<p>A service prioritisation for improvement Target of 6 Days was set in 2021/22 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

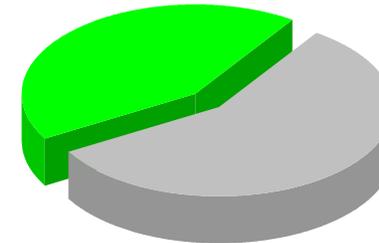
On Track	87.5%
Monitoring Required	12.5%
Off Track	0.0%
No Targets Set / Ongoing	0.0%
Total:	100.0%



8	Actions reported on
7	Actions with at least 100% of target
1	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	42.9%
Monitoring Required	0.0%
Off Track	0.0%
Annual	57.1%
Total:	100.0%



14	KPIs reported on
6	KPIs on track
0	KPIs monitoring required
0	KPIs off track
8	KPIs NA

Comments - Law and Governance

2024/25 Quarter 1 Progress Comment:

In Q2, the attempt to fill the vacant Solicitor post was unsuccessful, but it is intended that another recruitment process will be undertaken shortly.

Tim Langley, Chief Officer, Law and Governance, 11 November 2024

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 through encouragement of economic, social and environmental sustainability.	Tim Langley - Chief Officer, Law and Governance	In Progress	01/04/2022	31/03/2027	50%	50%	 GREEN
ACTION PROGRESS COMMENTS							
<p>During 2022/23, The Senior Procurement Officer worked on reviewing and improving documentation and processes to promote community wealth building (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 website and through the Social Media activities of both the Comhairle and Business Gateway. Early indications had show 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 2024.</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
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	50%	50%	 GREEN
ACTION PROGRESS COMMENTS							
<p>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</p>							



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.

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	50%	50%	 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	50%	50%	 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 CPP, 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 continues to support Community Councils, including arranging training/seminars on planning and housing. Further seminars are proposed for later in the year. Uist and Barra Community Councils are being supported to establish an Association. 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
4.1.5.10.Provide a corporate travel facility	Tim Langley - Chief Officer, Law and Governance	In Progress	01/04/2022	31/03/2027	50%	50%	 GREEN

ACTION PROGRESS COMMENTS

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
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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	50%	50%	 GREEN
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ACTION PROGRESS COMMENTS
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	50%	50%	 GREEN

ACTION PROGRESS COMMENTS
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%	 YELLOW

ACTION PROGRESS COMMENTS
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.

b/f Recommendation 5 - IT business continuity plans Malcolm Nicol - IT Manager:

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.

b/f Recommendation 7 - Procurement training Tim Langley - Chief Officer, Law and Governance:

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 - 30.09.24, ___ taxi/ private hire licences were issued, ___% within the statutory timescale. (Q1: 14, Q2: ___)
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 – 30.09.24, __ public entertainment licences were issued, ___% within the statutory timescale (Q1: 4, Q2:)
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: Belle A Scott	£	57,854.03	Annual		<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: https://cne-siar.gov.uk/home/your-council/council-members/ 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		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: Belle A Scott	£	221,428.90	Annual		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: Belle A Scott	#	1,320.00	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		

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		