

CORPORATE STRATEGY ANNUAL REPORT 2023



COMHAIRLE NAN EILEAN SIAR

INTRODUCTION

The overarching aim and ambition of the Corporate Strategy is to retain and increase the population of the Outer Hebrides. The Strategy has four strategic priorities:

- (1) Strengthen the local economy
- (2) Support children, families and young people
- (3) Support resilient communities and quality of life
- (4) Be a sustainable and inclusive Council

There are five strategic outcomes under each of the priorities. Business plan actions are aligned to the outcomes and are supported by a range of measures that affect important life outcomes (KPIs). The data for the KPIs is extracted from Official and National Statistics publications, as well as Management Information publications and include measures that council services contribute to through service delivery and in partnership. The KPI results are for the three years 2019/20 – 2021/22 and reflects a period when communities and council services were still managing the significant ongoing impact of the Coronavirus (COVID-19) pandemic, therefore, some data may not be comparable to previous years.

The Comhairle's Capital Programme operates on a five-year cycle, enabling Members to set a programme covering their term in office, and which meets their priorities. Details of the final outturn of the 2018-23 Capital Programme [report](#) was presented to the Policy and Resources Committee on 14 June 2023. Following the Members Seminar in November 2022, proposals for the Comhairle's Capital Programme for the period [2023-2028](#) were presented to the Policy and Resources Committee on 8 February 2023. To avoid duplication, the Corporate Strategy Capital Programme KPIs are not included in this report as progress will continue to be presented to Committee in the Capital Monitoring Reports.

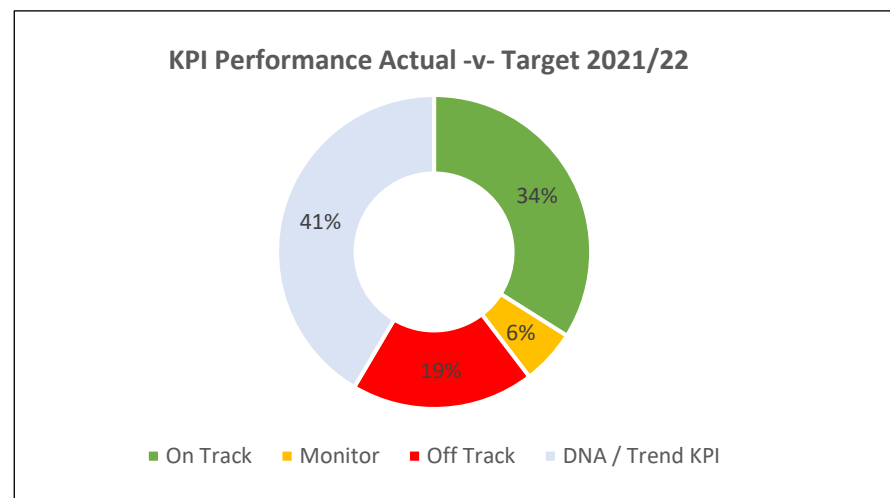
It is anticipated that the Suite of KPIs will provide a consistent basis for the Comhairle to assess if the outcomes of people in the Western Isles are improving over time and support data-driven decision making. The published 2022/23 data for the majority of the statistics is not yet available due to a lag in the publication of data. For reference, the [Official statistics: forthcoming publications](#) provides a 12-month calendar of statistical releases.

OHCPP Local Outcome: 1 Local Economy and Employment

Strategic Priority: 1.1 Strengthen the Economy.













Strategic Outcomes:















- 1.1.1 Deliver our Islands Deal projects.
- 1.1.2 Digital investment delivers outcomes for the community.
- 1.1.3 Investment in our buildings and infrastructure.
- 1.1.4 Increased level of skills across our communities and workforce.
- 1.1.5 Growth in small and medium sized businesses demonstrated.



C: Calculated KPI, T: Trend KPI

Strategic Priority: 1.1 Strengthen the Economy.	Unit	Actual 2019/20	Actual 2020/21	Actual 2021/22	Trend
1.1.1 (SO): Deliver our Islands Deal projects.					
1.1.1.CS01-2 - CD100 (SLAED:I1): Economic Development and Tourism - Gross expenditure £000. C	£	10,984.00	7,871.00	10,220.00	↑
1.1.1.CS03 - CD136 (SLAED:OC11): Additional Funding (External funds bid for and successfully awarded).	£	N/A	N/A	3,900,905.00	N/A
1.1.1.CS04 - CE119: Percentage of emissions of all greenhouse gases reduced (na h-Eileanan Siar).	%	6.20	6.70	4.20	↓
1.1.1.CS05 - CE159: Match funding (£) received for Islands Growth Deal projects specific to the Outer Hebrides (3-island's Target £235 million).	£	N/A	N/A	N/A	N/A
1.1.1.CS06 - CE160: Number of sustainable jobs created in the Outer Hebrides from Islands Growth Deal projects (3-Island's Target 1300 12).	#	N/A	N/A	N/A	N/A
1.1.1.CS07 - CE161: Percentage of Islands Growth Deal projects completed.	%	N/A	N/A	N/A	N/A

Strategic Priority: 1.1 Strengthen the Economy.	Unit	Actual 2019/20	Actual 2020/21	Actual 2021/22	Trend
1.1.1.CS08 - CE174 Percentage increase in economy from Outer Hebrides Islands Growth Deal sectoral projects. C	%	0.00	0.00	0.00	
1.1.2 (SO): Digital investment delivers outcomes for the community.					
1.1.2.CS01 - CD131 (DD075) (SPI: ECON8 / SLAED:IG8): Proportion of properties able to access Superfast Broadband.	%	83.10	85.70	76.90	
1.1.2.CS02 - CD130 (SLAED:IG7): Percentage of Premises unable to access 10Mbits/s broadband.	%	6.40	5.30	5.20	
1.1.2.CS03 - CD137 (SHS7.1): Percentage of Households with home internet access.	%	81.00	0.00	0.00	
1.1.2.CS04 - CE127: Percentage of Adults that are confident to use the internet to access public services online.	%	65.00	0.00	0.00	
1.1.2.CS05 - ECS210: National Progression Award (NPA) Digital Literacy SCQF level 3.	#	N/A	N/A	0.00	
1.1.2.CS06 - CD138: Business Gateway: Number of Digital Health Checks undertaken. T	#	N/A	28.00	20.00	
1.1.2.CS07 - CD139: Business Gateway: Number of businesses benefitting from intensive 1-2-1 digital support. T	#	N/A	15.00	12.00	
1.1.2.CS08 - CD140: Business Gateway: Number of Digital Skills webinars delivered. T	#	N/A	21.00	36.00	
1.1.2.CS09 - CE125: Accredited Training: Number of businesses supported to upskill their current workforce with the skills to manage technology and data.	#	N/A	N/A	25.00	
1.1.2.CS10 - CE112: Accredited Training: Number of individuals supported to acquire basic digital skills.	#	N/A	N/A	50.00	
1.1.2.CS11 - CE126: Accredited Training: Number of individuals provided with digital equipment to help improve their employment prospects.	#	N/A	N/A	10.00	
1.1.3 (SO): Investment in our buildings and infrastructure.					

Strategic Priority: 1.1 Strengthen the Economy.	Unit	Actual 2019/20	Actual 2020/21	Actual 2021/22	Trend
1.1.3.CS01 - CD076 (DD076) (SPI: ECON9, SLAED:OC8): Town Vacancy Rates.	%	5.51	5.68	5.84	
1.1.3.CS02 - TS001 (SPI: CORPAM1): Proportion of operational buildings that are suitable for their current use. C	%	76.34	75.79	75.82	
1.1.3.CS03a - TS009ii (SPI: ENV4a): Cost of maintenance per kilometre of roads (both capital and revenue costs).C	£	4,353.90	3,027.49	3,065.96	
1.1.3.CS03b - TS010 (SPI: ENV4b): Percentage of A class roads that should be considered for maintenance treatment.	%	34.31	34.20	32.85	
1.1.3.CS03c - TS011 (SPI: ENV4c): Percentage of B class roads that should be considered for maintenance treatment.	%	36.83	36.00	36.47	
1.1.3.CS03d - TS012 (SPI: ENV4d): Percentage of C class roads that should be considered for maintenance treatment.	%	47.98	43.50	46.16	
1.1.3.CS03e - TS013 (SPI2: ENV4e): Percentage of Unclassified class roads that should be considered for maintenance treatment.	%	43.58	46.50	45.57	
1.1.3.CS08 – CD141: Marine sector – GVA (£M) Na H-Eileanan Siar. T	£	48.00	29.00	N/A	
1.1.3.CS09 – CD142: Marine sector – Turnover (£M) Na H-Eileanan Siar. T	£	144.00	116.00	N/A	
1.1.3.CS10 - CD143: Marine sector - Employment (000's) Na H-Eileanan Siar. T	#	1.80	1.50	N/A	
1.1.3.CS11 - CD144: Fishing – (£M) GVA by Local Authority of vessel registration: Na H-Eileanan Siar. T	£	8.60	0.00	N/A	
1.1.3.CS12 - CD145: Fishing – (£M) value of landings by Local Authority of vessel registration: T	£	17.10	10.80	N/A	
1.1.3.CS13 - CD146: Fishing – Employment headcount by Local Authority of vessel registration: Na H-Eileanan Siar. T	#	376.00	299.00	N/A	
1.1.3.CS14 - CD147: Freight water transport - All freight traffic (000's) through Scottish ports by Scottish Marine Region: Outer Hebrides. T	T	218.00	199.00	N/A	

Strategic Priority: 1.1 Strengthen the Economy.	Unit	Actual 2019/20	Actual 2020/21	Actual 2021/22	Trend
1.1.4 (SO): Increased level of skills across our communities and workforce.					
1.1.4.CS01 - CE172 (SLAED:OC2): Gross Weekly Earnings – Residence Based. T	£	518.00	670.10	560.90	↓
1.1.4.CS02 - CE173 (SLAED:OC2): Gross Weekly Earnings – Workforce Based. T	£	524.70	669.90	562.60	↓
1.1.4.CS03 - CE128: Employment Rate - Percentage of people aged 16-64 that are in employment.	%	81.60	81.20	79.70	↓
1.1.4.CS04 - CD034 (SPI: ECON12a): Percentage of people (Claimants) that were in Receipt of Out of Work Benefits. C	#	3.00	5.00	2.90	↓
1.1.4.CS10 - CE065 (LGBF: ECON1, SLAED: OC13): Percentage of Unemployed People Assisted into work from Council Funded/Operated Employability Programmes. C	%	25.67	25.80	36.25	↑
1.1.4.CS11 – CE129: Percentage of 16–19-year-olds entering Comhairle employability programmes achieving positive destination.	%	90.62	86.70	87.60	↑
1.1.4.CS12 - CE081: Percentage of apprentices achieving target qualifications. C	%	77.78	51.06	63.79	↑
1.1.4.CS13 - CE079: Percentage of customers satisfied with apprenticeship training programmes.	%	80.00	66.66	100.00	↑
1.1.4.CS14 – CE130: Number of sectors seeking upskilling/qualifications for employees.	#	9.00	20.00	16.00	↓
1.1.4.CS15 - CE131 Employability Fund Outcome Achievement Rate.	%	39.50	74.00	84.00	↑
1.1.4.CS17 - CE132: Percentage of the population that is of working age (MYE Population aged 16-64).C	%	58.01	58.49	58.25	↓
1.1.5 (SO): Growth in small and medium sized businesses demonstrated.					
1.1.5.CS01 - CD159 (SLAED: I2): Economic Development Staffing - estimated.	#	36.56	23.71	25.81	↑

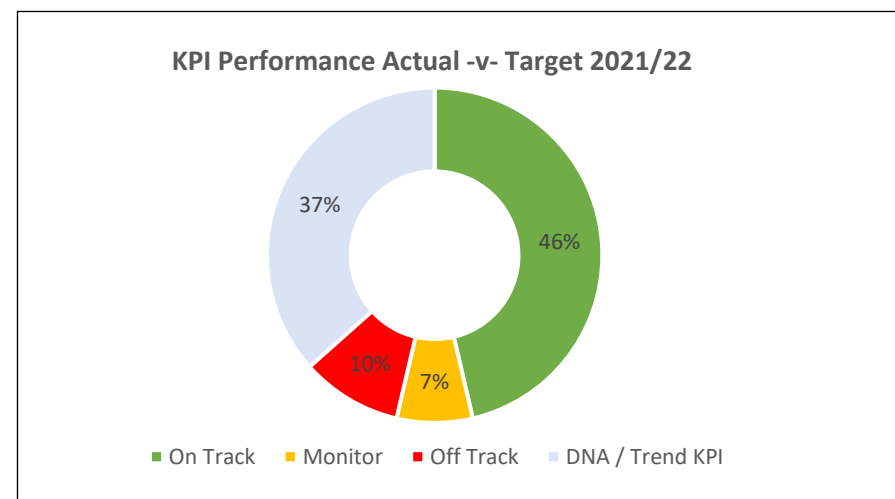
Strategic Priority: 1.1 Strengthen the Economy.	Unit	Actual 2019/20	Actual 2020/21	Actual 2021/22	Trend
1.1.5.CS02 – CD158 (SLAED OC4): Number of business gateway start-ups per 10,000 working age population (aged 16-64 years).T	#	48.00	45.00	32.00	↓
1.1.5.CS03 - CD160: Business Survival Rate (min 3 Years).	%	63.00	61.10	61.30	↑
1.1.5.CS04 - CD161 (SLAED: A1): Number of Attendees at Business Gateway Events. T	#	459.00	393.00	0.00	↓
1.1.5.CS05 - CD162 (SLAED: OP1): Number of Businesses Supported by Council Economic Development Activity. T	#	340.00	310.00	183.00	↓
1.1.5.CS06a - CD163a (SLAED: IG4b): Gross Value Added (GVA) by Growth Sector per head (Employment): Financial & Business Services.	£	41,996.00	0.00	53,843.00	↑
1.1.5.CS06b - CD163b (SLAED: IG4d): Gross Value Added (GVA) by Growth Sector per head (Employment): Energy. T	£	111,560.00	0.00	115,779.00	↑
1.1.5.CS06c - CD163c (SLAED: IG4e): Gross Value Added (GVA) by Growth Sector per head (Employment): Sustainable Tourism.	£	15,853.00	0.00	8,697.00	↓
1.1.5.CS06d - CD163d (SLAED: IG4f): Gross Value Added (GVA) by Growth Sector per head (Employment): Creative Industries (incl. Digital).	£	47,643.00	0.00	-12,589.00	↓
1.1.5.CS07 - CD119 (DD063a) (SPI: ECON5a, SLAED:OC9): - Number of Business Gateway start-ups that are Trading.	#	57.00	64.00	57.00	↓

OHCPP Local Outcome: 2 Population and Connectivity

Strategic Priority: 2.1 Support children, families, and young people.

Strategic Outcomes:











- 2.1.1 Attainment rates continuously improve.
- 2.1.2 Early intervention in place to keep our most vulnerable children safe.
- 2.1.3 Schools are centres for lifelong learning and key assets for the community.
- 2.1.4 People are healthy and active.
- 2.1.5 Childcare facilities in place to meet the needs of working parents.



C: Calculated KPI, T: Trend KPI

Strategic Priority: 2.1 Support children, families, and young people.	Unit	Actual 2019/20	Actual 2020/21	Actual 2021/22	Trend
SO 2.1.1: Attainment rates continuously improve.					
2.1.1.CS01 - ECS105 (LGBF: CHN13a): Percentage of P1, P4 and P7 pupils combined achieving expected CFE Level in Literacy.	%	0.00	64.47	74.00	↑
2.1.1.CS02 - ECS106 (LGBF: CHN13b): Percentage of P1, P4 and P7 pupils combined achieving expected CFE Level in Numeracy.	%	0.00	71.22	79.00	↑
2.1.1.CS03 - ECS181: Percentage of secondary pupils achieving third level or better in all three literacy organisers (S3, 3rd level or better).	%	92.00	0.00	0.00	N/A
2.1.1.CS04 - ECS148: Percentage of secondary pupils achieving third level or better in numeracy (S3, 3rd level or better).	%	84.13	0.00	0.00	N/A
2.1.1.CS04 - ECS131 (LGBF: CHN19b): School Attendance Rates (Looked After Children).	%	90.94	86.72	86.72	↓
2.1.1.CS05 - ECS182: Percentage of school leavers attaining 1 or more award at SCQF Level 5 or above.	%	91.27	94.98	93.17	↓

Strategic Priority: 2.1 Support children, families, and young people.	Unit	Actual 2019/20	Actual 2020/21	Actual 2021/22	Trend
2.1.1.CS06 - ECS183: Percentage of school leavers attaining 1 or more award at SCQF Level 6 or above.	%	63.49	74.06	71.58	↓
2.1.1.CS07 - ECS005 (LGBF: CHN4): Percentage of secondary school pupils gaining 5+ awards at SCQF level 5.	%	67.00	72.00	70.00	↓
2.1.1.CS08 - ECS006 (LGBF: CHN5): Percentage of secondary school pupils gaining 5+ awards at SCQF level 6.	%	36.00	39.00	27.00	↓
2.1.1.CS09 - ECS004 (SPI: CHN11): Proportion of Pupils Entering Positive Destinations.	%	97.38	97.13	97.64	↑
2.1.1.CS10 - ECS130 (SPI: CHN19a): School Attendance Rates.	%	94.03	93.70	93.70	↓
2.1.1.CS11 - ECS132 (SPI: CHN20a): School Exclusion Rates (number) per 1,000 pupils.	#	11.93	23.74	23.74	↑
2.1.1.CS12 - ECS127 (LGBF-CHN21 SLAED-IG6): Percentage of 16–19-year-olds participating in education, training, employment, or volunteering work.	%	95.51	95.63	96.22	↑
SO 2.1.2: Early intervention in place to keep our most vulnerable children safe.					
2.1.2.CS01 - ECS184: Pupil teacher ratio, all sectors excluding Early Learning Centres.	#	10.60	10.70	10.40	↓
2.1.2.CS02 - ECS185: Percentage of evaluations from Local Authority School Inspection Reports published in the year (Jan-Dec) reporting good or above, excluding nurseries.	%	70.00	N/A	N/A	N/A
2.1.2.CS03 - ECS125 (LGBF-CHN17): Percentage of Children Meeting Developmental Milestones at their 27-30 month review.	%	81.78	86.57	0.00	↑
2.1.2.CS05 - ECS191: Percentage of children (0-17) with LAC status per 1,000 population. .	%	8.10	10.60	8.40	↓
2.1.2.CS06 - ECS192: Number of children referred to the Scottish Children’s Reporter Administration (SCRA), per 1,000 population aged under 16 years.	#	N/A	N/A	15.80	N/A

Strategic Priority: 2.1 Support children, families, and young people.	Unit	Actual 2019/20	Actual 2020/21	Actual 2021/22	Trend
2.1.2.CS07a - ECS193: Number of children referred to the Scottish Children's Reporter Administration (SCRA) on care and protection grounds (non-offence), per 1,000 population aged under 16 years. .	#	N/A	N/A	10.80	
2.1.2.CS07b - ECS194: Number of children referred to the Scottish Children's Reporter Administration (SCRA) on offence grounds, per 1,000 population aged under 16 years.	#	N/A	N/A	10.90	
2.1.2.CS08 - ECS195: Number of Children's Hearings held, per 1,000 population aged under 16 years.	#	N/A	N/A	25.90	
2.1.2.CS09 - ECS196: Number of children with a Compulsory Supervision Order (CSO) in force at 31 March, per 1,000 population aged under 16 years. (Trend KPI). T	#	7.10	9.40	7.90	
2.1.2.CS13 - ECS128 (SPI: CHN22): Percentage of child protection re-registrations within 18 months.	%	22.22	0.00	N/A	
2.1.2.CS14 - ECS129 (LGBF: CHN23): Percentage of looked after children with more than 1 placement in the last year (Aug-July).	%	20.00	15.00	N/A	
SO 2.1.3: Schools are centres for lifelong learning and key assets for the community.					
2.1.3.CS01 - ECS011b: (SPI: CHN10): Percentage of Adults satisfied with local schools - Scottish Household Survey (3-year rolling avg.).	%	61.67	67.33	N/A	
2.1.3.CS02 - ECS201: The proportion of Primary schools reported as being in a good or satisfactory condition (measures the current state of the fabric of the school and with safety and security).	%	100.00	100.00	100.00	
2.1.3.CS03 - ECS202: The proportion of Secondary schools reported as being in a good or satisfactory condition (measures the current state of the fabric of the school and with safety and security).	%	75.00	75.00	75.00	
2.1.3.CS04 - ECS203: The proportion of Primary schools receiving a good or satisfactory suitability rating (measures if a school is fit for the purpose of delivering the education curriculum).	%	85.71	81.82	85.00	
2.1.3.CS05 - ECS204: The proportion of Secondary schools receiving a good or satisfactory suitability rating (measures if a school is fit for the purpose of delivering the education curriculum).	%	75.00	75.00	75.00	

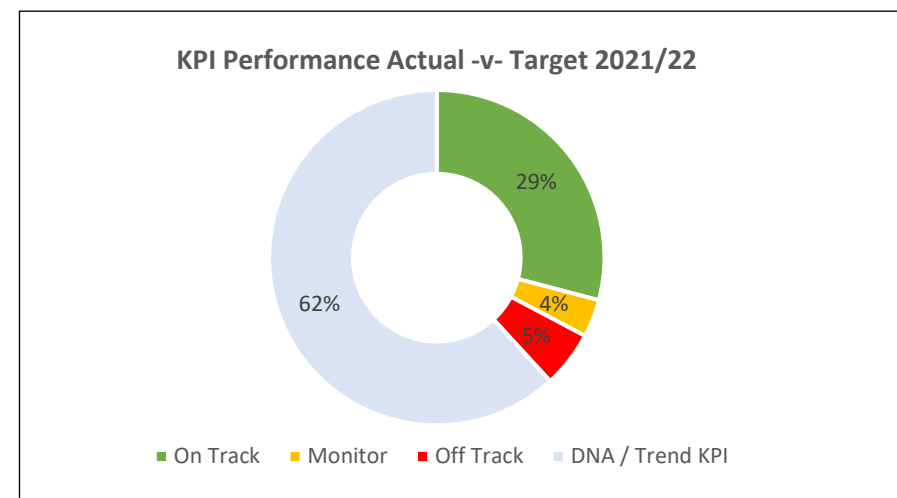
Strategic Priority: 2.1 Support children, families, and young people.	Unit	Actual 2019/20	Actual 2020/21	Actual 2021/22	Trend
SO 2.1.4: People are healthy and active.					
2.1.4.CS01 - ECS200 (SPI: C&L5d): Percentage of adults satisfied with leisure facilities - Scottish Household Survey (3-year rolling avg.).	%	57.73	63.40	0.00	↑
2.1.4.CS02 - ECS205: Percentage Adults satisfied with Local Authority sport and leisure facilities (Service users within the past 12 months only).	%	97.00	0.00	0.00	N/A
2.1.4.CS03 - ECS206: Percentage increase in participation in physical activity and sport in the last 4 weeks (any sport incl. walking).	%	54.00	0.00	0.00	N/A
2.1.4.CS04 - ECS096 (LGBF-C&L5b): Percentage of adults satisfied with parks and open spaces - Scottish Household Survey (3-year rolling avg.).	%	37.80	51.13	0.00	↑
2.1.4.CS05 - ECS207: Percentage of P4-P7/S1-S6/SP pupils registered for free school meals.	%	8.60	0.00	19.80	↑
2.1.4.CS06 - ECS208: Percentage of primary schools that met the 120 minutes per week target level of PE provision.	%	100.00	100.00	100.00	↔
2.1.4.CS07 - ECS209: Percentage of secondary schools that met the 100 minutes per week target level of PE provision.	%	100.00	100.00	100.00	↔
SO 2.1.5: Childcare facilities in place to meet the needs of working parents.					
2.1.5.CS01 - ECS186: Percentage of evaluations from Local Authority Nursery Inspection Reports published in the year (Jan-Dec) reporting good or above.	%	45.45	0.00	0.00	N/A
2.1.5.CS02 - ECS187: Percentage of Local Authority Early Learning and Childcare (ELC) centres in the Outer Hebrides.	%	78.00	78.00	78.00	↔
2.1.5.CS03 - ECS188: Percentage of pre-school children registered with a Local Authority Early Learning and Childcare facility (ELC) in the Outer Hebrides.	%	103.00	95.00	96.00	↑
2.1.5.CS04 - ECS189: The percentage of pre-school children registered with Early Learning and Childcare (ELC) centres whose home language is not English.	%	2.00	5.00	5.00	↑
2.1.5.CS05 - ECS190: The percentage of pre-school children registered with Early Learning and Childcare (ELC) centres with Additional Support Needs.	%	9.00	10.00	19.00	↑

OHCPP Local Outcome: 3 Housing and Community

Strategic Priority: 3.1 Support resilient communities and quality of life.














Strategic Outcomes:













- 3.1.1 The Gaelic language, natural heritage and culture of our communities is supported and promoted.
- 3.1.2 People receive the care and support they need to live healthy and independent lives.
- 3.1.3 Planning and infrastructure meet the needs of our communities.
- 3.1.4 Our communities are safe, inclusive, and resilient.
- 3.1.5 Reduce inequality and poverty and promote social mobility.



























C: Calculated KPI, T: Trend KPI

Strategic Priority: 3.1 Support resilient communities and quality of life.	Unit	Actual 2019/20	Actual 2020/21	Actual 2021/22	Trend
SO 3.1.1: Gaelic language, natural heritage and culture of our communities is supported & promoted.					
3.1.1.CS01 – CE175: Number of assets in community ownership. T	#	59.00	62.00	68.00	↑
3.1.1.CS02 - CE155: The percentage of adults who have attended or visited a cultural event or place in the last 12 months.	%	63.10	0.00	0.00	N/A
3.1.1.CS03 - CE156: The percentage of adults who participated in a cultural activity in the last 12 months.	%	78.60	0.00	N/A	N/A
3.1.1.CS04 - CE157 (SPI: C&L5c): Percentage of adults satisfied with museums and galleries - Scottish Household Survey (3-year rolling avg.).	%	42.93	56.93	0.00	↑
3.1.1.CS05 - ECS199 (SPI2: C&L5a): Percentage of adults satisfied with libraries - Scottish Household Survey (3-year rolling avg.).	%	49.20	57.87	0.00	↑
3.1.1.CS06 – CE176: Number of Community Asset Transfer (CAT) applications (received in any year) still to be determined as at 31 March. T	#	0.00	1.00	0.00	N/A

Strategic Priority: 3.1 Support resilient communities and quality of life.	Unit	Actual 2019/20	Actual 2020/21	Actual 2021/22	Trend
3.1.1.CS07 - ECS025: Percentage of children enrolling in Gaelic Medium Education (GME) at P1.	%	47.00	57.00	46.41	
3.1.1.CS08 - ECS030: Percentage of children in Gaelic Medium Education (GME).	%	40.00	43.00	43.27	
3.1.1.CS09 - CD046iib (SPI: C&L3): Number of Museum and Gallery Visits.	#	83,787.00	17,412.00	24,131.00	
3.1.1.CS10 - ECS198 (SPI: C&L2): Number of Library Visits.	#	280,380.00	1,012,094.00	307,394.00	
3.1.1.CS11 - CE158: Percentage of the Eilean Siar population with no skills in Gaelic.	%	39.00	39.00	39.00	
SO 3.1.2: People receive the care and support they need to live healthy and independent lives.					
3.1.2.CS03 - IJB032 (SPI: SW3a): Percentage of people aged 65 or over with long term care needs receiving personal care at home.	%	59.36	53.48	48.99	
3.1.2.CS04 - IJB036 (SPI: SW6): Rate of readmission to hospital within 28 days per 1,000 discharges. C	%	109.98	100.73	105.96	
3.1.2.CS05 - IJB019 (SPI: SW8): Number of days people spend in hospital when they are ready to be discharged, per 1,000 population (75+). C	#	1,510.37	766.31	1,273.67	
3.1.2.CS06 - IJB037 (SPI: SW7): Proportion of care services graded 'good' (4) or better in Care Inspectorate inspections.	%	83.05	81.50	78.72	
3.1.2.CS07 - IJB031b (SPI: SW4b): Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life.	%	85.85	85.85	84.16	
3.1.2.CS08 - IJB033 (LGBF-SW4c): Percentage of adults supported at home who agree that they are supported to live as independently as possible.	%	80.58	80.58	82.52	
3.1.2.CS09 - IJB035 (LGBF-SW4e): Percentage of carers who feel supported to continue in their caring role.	%	39.37	39.37	41.16	
3.1.2.CS10 - IJB044: Percentage of the population that is of pensionable age . T	%	0.00	25.00	27.00	

Strategic Priority: 3.1 Support resilient communities and quality of life.	Unit	Actual 2019/20	Actual 2020/21	Actual 2021/22	Trend
SO 3.1.3: Planning and infrastructure meet the needs of our communities.					
3.1.3.CS02 - CE121: Proportion of adults who live within a 5-minute walk of their local green or blue space.	%	83.00	0.00	0.00	
3.1.3.CS03 - CE122: Percentage of respondents who agree or strongly agree that there are places where people can meet up and socialise	%	49.10	0.00	0.00	
3.1.3.CS04 - DD061 (SPI: ECON3): Average time (weeks) taken to deliver a commercial planning application decision.	Weeks	9.53	11.43	12.47	
3.1.3.CS05 - CD033 (TS020/TS021): Number of bus passengers recorded on all Outer Hebrides routes. C	#	326,488.00	104,175.00	232,029.00	
3.1.3.CS06 - CE162: Total number of Affordable Housing Supply Programme (AHSP) approvals. T	#	20.00	40.00	78.00	
3.1.3.CS07 - CE163: Total number of Affordable Housing Supply Programme (AHSP) site starts (point of contractor commencing on site). T	£	165.00	31.00	12.00	
3.1.3.CS08 - CE164: Total number of Affordable Housing Supply Programme (AHSP) completions. T	#	79.00	30.00	25.00	
3.1.3.CS09 - CE165: Total number of Affordable Housing Supply Programme (AHSP) actual spend (£m). T	#	8.39	11.02	5.37	
SO 3.1.4: Our communities are safe, inclusive, and resilient.					
3.1.4.CS01 - IJB045: The percentage of adults who rate their neighbourhood as a very good place to live. T	%	90.40	N/A	0.00	
3.1.4.CS02 - IJB040 (CJSW): Proportion of community payback orders imposed per 10,000 population aged 16 to 70. C	#	22.40	20.92	20.24	
3.1.4.CS03 - IJB041 - (SPI: CJSW): Proportion of Criminal Justice Social Work reports submitted per 10,000 population aged 16 to 70.C	#	40.87	26.57	53.98	
3.1.4.CS04 – IJB046: Number of crimes recorded by the police per 10,000 population. T	#	209.00	266.00	232.00	

Strategic Priority: 3.1 Support resilient communities and quality of life.	Unit	Actual 2019/20	Actual 2020/21	Actual 2021/22	Trend
3.1.4.CS05 - IJB047: Number of offences recorded by the police per 10,000 population. T	#	235.00	234.00	248.00	
3.1.4.CS06a - IJB048: Percentage of crimes cleared up by the police. T	%	71.00	72.20	74.50	
3.1.4.CS06b - IJB048: Percentage of Antisocial offences cleared up by the police. T	%	95.00	99.10	94.70	
3.1.4.CS06c - IJB048: Percentage of Miscellaneous offences cleared up by the police. T	%	70.00	102.80	72.70	
3.1.4.CS07 - IJB049: Rate of incidents of domestic abuse recorded by the police per 10,000 population. T	#	50.00	48.00	66.00	
3.1.4.CS08 - IJB050: Percentage of domestic abuse incidents recorded by the police including a crime or offence. T	%	29.00	26.00	29.00	
3.1.4.CS09 - ECS211: Number of children referred to the Scottish Children's Reporter Administration (SCRA) on offence grounds, per 1,000 population aged between eight and 16 years. T	#	5.60	6.10	10.90	
SO 3.1.5 Reduce inequality and poverty and promote social mobility.					
3.1.5.CS01 – CE166: Application assessed as homeless or threatened with homelessness . T	#	122.00	124.00	128.00	
3.1.5.CS02 – CE167: Households reassessed as homeless within one year, as a proportion of all households assessed as homeless.	%	4.00	4.00	4.00	
3.1.5.CS03 - CE168: Number of households in temporary accommodation, as at 31 March.	#	59.00	60.00	56.00	
3.1.5.CS04 - CE169: Percentage of households in B&B temporary accommodation, as a proportion of all households in temporary accommodation, as at 31 March.	%	8.00	0.00	0.00	
3.1.5.CS05 - CE170: Number of households with children or pregnant women in temporary accommodation, as at 31 March . T	#	15.00	10.00	10.00	

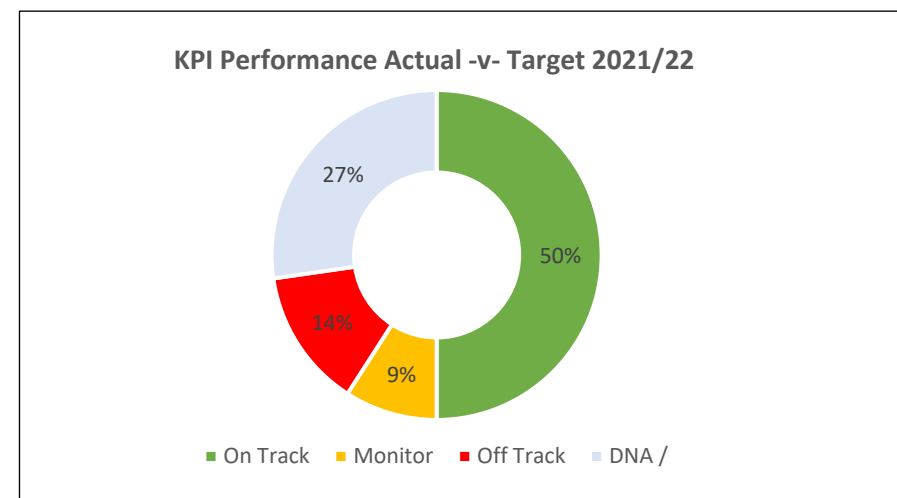
Strategic Priority: 3.1 Support resilient communities and quality of life.	Unit	Actual 2019/20	Actual 2020/21	Actual 2021/22	Trend
3.1.5.CS06 - CE171: Number of children in temporary accommodation, as at 31 March . T	#	25.00	20.00	20.00	
3.1.5.CS07 - CE177: Average total time (days) spent in temporary accommodation, by household type - All.	Days	291.00	327.00	297.00	
3.1.5.CS08 - CE178: Average total time (days) spent in temporary accommodation, by household type - Single Person. T	Days	296.00	349.00	305.00	
3.1.5.CS09 - CE179: Average total time (days) spent in temporary accommodation, by household type - Single Parent. T	Days	243.00	294.00	327.00	
3.1.5.CS10 - CE180: Average total time (days) spent in temporary accommodation, by household type - Couplet	Days	408.00	105.00	250.00	
3.1.5.CS11 - CE181: Average total time (days) spent in temporary accommodation, by household type - Couple with Children. T	Days	266.00	285.00	126.00	
3.1.5.CS12 - CE182: Proportion of households assessed as unintentionally homeless or threatened with homelessness securing settled accommodation - RSL (Housing Association).	%	74.00	68.00	70.00	
3.1.5.CS13 - CE106: Percentage of households fuel poor (fuel poverty).T	%	40.00	N/A	N/A	
3.1.5.CS14 - CE183: Percentage of households extreme fuel poor (fuel poverty).T	%	24.00	N/A	N/A	
3.1.5.CS15 - CE184: The median fuel poverty gap for fuel poor households adjusted to 2015 fuel prices (annual amount that would be required to move the household out of fuel poverty. T	£	1,350.00	N/A	N/A	
3.1.5.CS16 - CE185: The proportion of households under-occupied with two or more bedrooms over the minimum Bedroom Standard requirement. T	%	52.00	N/A	N/A	
3.1.5.CS17 - ECS164: (SPI: CHN24): Percentage of children living in poverty (After Housing Costs).	%	20.75	16.68	N/A	

OHCPP Local Outcome: 4 Governance Framework

Strategic Priority: 4.1 Be a sustainable and inclusive Council.














Strategic Outcomes:














- 4.1.1 Communities are empowered and continue to be at the heart of our decision making.
- 4.1.2 Reduction in our carbon footprint and development of an island route map to net zero.
- 4.1.3 Equality of opportunity is increased.
- 4.1.4 Efficient and sustainable services are provided to the community.
- 4.1.5 Effective governance of the Comhairle is in place.



C: Calculated KPI, T: Trend KPI

Strategic Priority: 4.1 Be a sustainable and inclusive Council.	Unit	Actual 2019/20	Actual 2020/21	Actual 2021/22	Trend
SO 4.1.1: Communities are empowered and continue to be at the heart of our decision making.					
4.1.1.CS01 - CE123: Number of 'Have Your Say' Consultations completed.	#	11.00	12.00	7.00	↓
4.1.1.CS02 - CE124: 'Have Your Say' Community Participation Requests received.	#	0.00	0.00	0.00	N/A
4.1.1.CS04 - CE151: Percentage of active Community Councils submitting Challenge fund applications. T	%	N/A	N/A	N/A	N/A
SO 4.1.2: Reduction in our carbon footprint and development of an island route map to net zero.					
4.1.2.CS01 – CE102 (LGBF: ECON4): Percentage of procurement spend spent on local enterprises.	%	37.37	30.24	26.86	↓
4.1.2.CS02 - CE152: Procurement and Commercial Improvement Programme (PCIP) score.	%	64.00	0.00	0.00	N/A

Strategic Priority: 4.1 Be a sustainable and inclusive Council.	Unit	Actual 2019/20	Actual 2020/21	Actual 2021/22	Trend
4.1.2.CS03 - CD164: The amount (Tonnes) of household waste generated.	T	13,709.00	13,147.00	14,125.00	
4.1.2.CS04 - TS014 (LGBF-ENV6): The Percentage of total waste arising that is recycled (Jan-Dec).	%	20.55	34.60	33.50	
4.1.2.CS05 - CD165: The amount (kilograms) of household waste generated and managed per person.	kg	513.00	500.00	530.00	
4.1.2.CS06 – CE133: Percentage of vehicles registered in the Western Isles which are Ultra Low Emission Vehicles (ULEVs).C	%	0.00	0.35	0.54	
4.1.2.CS07 – CE134: Percentage completion of Island Route Map to Net Zero (Climate Change Strategy).	%	N/A	N/A	0.00	
4.1.2.CS08 – CE135: £-investment secured for the development of low carbon solutions.	£	N/A	N/A	1,149.00	
4.1.2.CS09 – CE136: Reduction in Carbon footprint emissions (tCO2e)	#	12,751.00	10,253.00	10,935.00	
4.1.2.CS10 – CE137: Total estimated annual carbon savings from all projects implemented in the report year (tCO2e).	#	14.00	7.00	65.00	
4.1.2.CS11 – CE138: Number of electric vehicle charge points.	#	22.00	23.00	24.00	
SO 4.1.3: Equality of opportunity is increased.					
4.1.3.CS01 - CE024 (LGBF: CORP3b): Percentage of the highest paid 5% of earners among Comhairle employees, that are women (exc. Teachers). C	%	46.25	51.45	48.92	
4.1.3.CS02 - CE066 (LGBF: CORP3c): The gender pay gap between average hourly rate of pay for male and female council employees. C	%	14.40	13.50	14.07	
4.1.3.CS03 - CE153: Accessible transport: Number of wheelchair accessible Taxi vehicles and Private hire cars across the Western Isles.	#	N/A	4.00	4.00	
4.1.3.CS04 - CE118: Accessible transport: Percentage of Taxi vehicles and Private hire cars across the Western Isles that are wheelchair accessible. C	%	0.00	3.64	3.64	

Strategic Priority: 4.1 Be a sustainable and inclusive Council.	Unit	Actual 2019/20	Actual 2020/21	Actual 2021/22	Trend
4.1.3.CS05 – CE166: Accessible transport: Number of concessionary fare passes issued to older people (60+).T	#	N/A	8,154.00	8,364.00	
4.1.3.CS06 – CE168: Accessible transport: Number of concessionary fare passes issued to disabled and visually impaired people, including companion. T	#	N/A	329.00	304.00	
SO 4.1.4: Efficient and sustainable services are provided to the community.					
4.1.4.CS01 - IJB051: NHS Scotland (Western Isles) - Total number of complaints received. T	#	76.00	83.00	147.00	
4.1.4.CS02 - IJB052: NHS Scotland (Western Isles) – Percentage of complaints closed at Stage One within 5 working days. T	%	88.00	100.00	92.00	
4.1.4.CS03 - IJB053: NHS Scotland (Western Isles) – Percentage of Non-escalated complaints closed at Stage Two within 20 working days. T	%	54.00	51.00	49.00	
4.1.4.CS04 - IJB054: NHS Scotland (Western Isles) – Percentage of escalated complaints closed within 20 working days. T	%	0.00	0.00	100.00	
4.1.4.CS05 – CE116: Comhairle: Number of Corporate complaints received. T	#	75.00	69.00	68.00	
4.1.4.CS06 – CE045 (SPSO5a): (LO7) Percentage of complaints closed (Apr-Mar) at stage 1 within five working days. C	%	74.36	72.73	85.29	
4.1.4.CS07 - CE043 (SPSO 5b): Percentage of complaints closed (Apr-Mar) at stage 2 within 20 working days, excluding escalated stage 1 complaints. C	%	41.94	41.67	55.88	
4.1.4.CS08 – CE139: Comhairle: Percentage of escalated corporate complaints closed within 20 working days. C	%	25.00	100.00	N/A	
4.1.4.CS09 - AFR036(A): Housing Benefit and Council Tax Reduction: number of days taken to process new applications. C	Days	30.49	21.79	24.43	
4.1.4.CS10 - AFR037(A): Housing Benefit and Council Tax Reduction accuracy checks (determinations).	%	100.00	100.00	0.00	
4.1.4.CS11 - AFR022(A): Time taken to process a Crisis Grant (Days). C	Days	1.04	1.26	1.27	

Strategic Priority: 4.1 Be a sustainable and inclusive Council.	Unit	Actual 2019/20	Actual 2020/21	Actual 2021/22	Trend
4.1.4.CS12 - AFR021 (LGBF: CORP10): Percentage of Community Care Grants (CCG) Grant Decisions within 15 Days.	%	94.50	97.00	98.75	↑
4.1.4.CS Population - Total mid-year population estimates (MYE).	#	26,720.00	26,500.00	26,640.00	↑
4.1.4.CS Population - aged 16-24: CD035b (SPI: ECON12bii) (MYE).	#	2,083.00	2,087.00	2,087.00	↑
4.1.4.CS Population - aged 16-64: CD034b: Number of the population that is of working age (MYE).	#	15,500.00	15,500.00	15,517.00	↑
SO 4.1.5: Effective governance of the Comhairle is in place.					
4.1.5.CS01 - AFR032 (LGBF-CORP7): Percentage of income due from Council Tax received by the end of the year. C	%	96.19	95.37	96.15	↑
4.1.5.CS02 - AFR006 (LGBF-CORP1): Central Support Services (External to Services) as a Proportion of Council Running Costs. C	%	5.79	5.61	5.01	↓
4.1.5.CS03 - AFR104: Irrecoverable debts written off in financial year. T	£	N/A	109,035.00	260,614.00	↑
4.1.5.CS04 - CE140: Percentage of Internal Audit recommendations found to be outstanding at the Follow-up Review. C	%	41.76	41.61	37.24	↓
4.1.5.CS06 - CE154: Uptake rate of training by Elected Members.	%	N/A	N/A	N/A	N/A
4.1.5.CS07 - AFR097 (LGBF-FINSUS1): Total useable reserves as a % of council annual budgeted revenue.	%	22.30	29.00	32.50	↑
4.1.5.CS08 - AFR098 (LGBF-FINSUS2): Uncommitted General Fund Balance as a % of council annual budgeted net revenue.	%	3.20	3.20	3.40	↑
4.1.5.CS09 - AFR099 (LGBF-FINSUS3): Ratio of Financing Costs to Net Revenue Stream - General Fund.	%	8.43	7.57	7.51	↓
4.1.5.CS10 - AFR101 (LGBF-FINSUS5): Actual outturn as a percentage of budgeted expenditure. C	%	97.81	93.55	93.63	↑