



Our vision is for socially and economically thriving communities with a focus on sustaining our quality of life, natural heritage, and Gaelic language and culture

COMMUNITY ENGAGEMENT UNIT

SERVICE BUSINESS PLAN

For the Period 1 April 2023 to 31 March 2024

CONTENTS

INTRODUCTION.....	3
KEY AREAS OF RISK FOR THE YEAR AHEAD	4
DELIVERING THE SERVICE BUSINESS PLAN AND ACHIEVING BEST VALUE	5
MEASURES AND ACTIONS.....	5
RESOURCING THE PLAN	7

INTRODUCTION

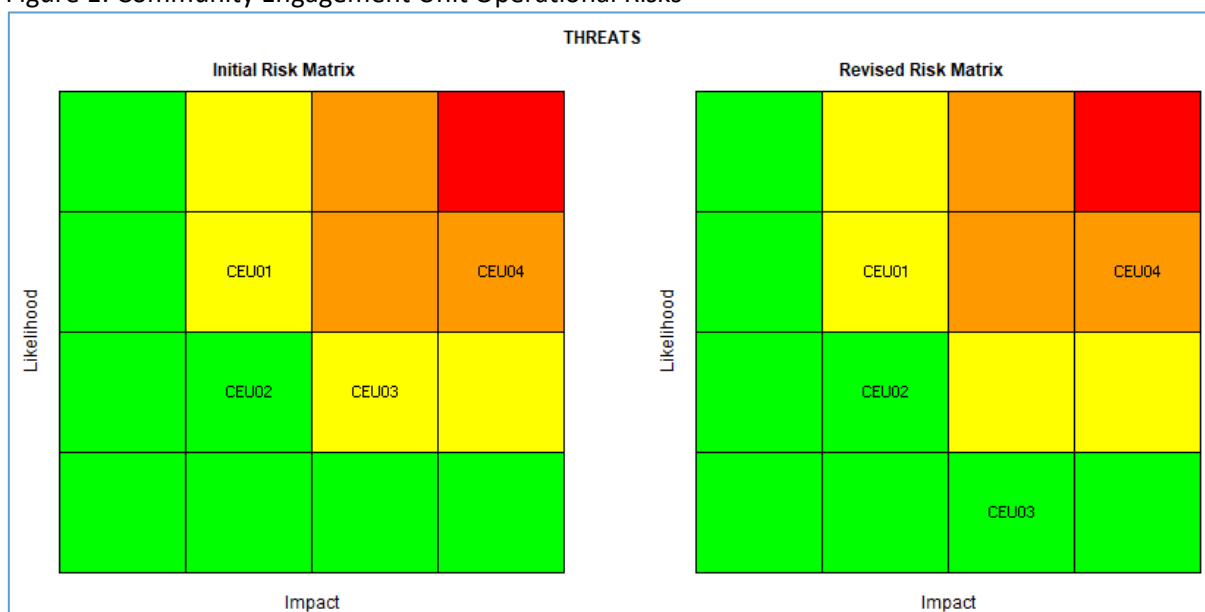
- 1.1. I am pleased to introduce our Service Business Plan for 2023-24 which sets out our outcomes and priorities for the coming year. This is the main annual business planning document for the service. It reflects the council's key priorities as set out in the Corporate Strategy 2022-2027 and provides an overview of the service's main areas of activity.
- 1.2. The Community Engagement Unit provides a range of support both internally to the Comhairle and externally to the community. The Unit will work with community groups providing support and equity across the Western Isles to strengthen the local economy, support resilient communities and quality of life. The Key areas of focus for the year ahead is to engage with community area forums and develop area wide mapping of community engagement services. Four services within the Community Engagement Unit help to ensure that the council operates successfully in an increasingly complex and challenging environment, and although diverse, each service is essential to the running of the council and the delivery of its vision, values and priorities.
- 1.3. The **Communications** Team is responsible for Implementation of the Comhairle's Communications Strategy and media relations for the Comhairle and the Outer Hebrides Community Planning Partnership (OHCPP). The team provides advice at Officer and Member levels on all aspects of communication including drafting speeches for Members as required and identifying opportunities for achieving the Comhairle's objectives through information, campaigning and lobbying.
- 1.4. Two of the national priority areas for **Community Learning and Development (CL&D)** are Youth Work and Capacity Building. Youth Work is one of the national priority areas for CL&D. Work with young people takes place in a range of contexts and is supported by a wide range of organisations in the public, private and third sectors across Scotland. It improves life chances by offering experiences that facilitate development of skills for learning, life and work. This happens in a variety of settings and includes youth awards, information services, volunteering opportunities, community activities, anti-violence initiatives, healthy living programmes and inter-generational initiatives. Capacity Building is supporting stronger, more resilient, supportive, influential and inclusive communities. This is done through community development and by building the capacity of communities to meet their own needs and engage with, and influence, decision makers. Capacity Building helps people to recognise and develop their ability and potential and organise themselves to respond to problems and needs which they share. It supports the establishment of strong communities that control and use assets to promote social justice and help improve the quality of community life. It also enables community and public agencies to work together to improve the quality of government.
- 1.5. **Community Planning** is about public agencies working together with the Community to plan and deliver better services which make a difference to people's lives. The Outer Hebrides Community Planning Partnership (OH CPP) comprises a wide range of public agency partners and community and third sector bodies who work together to deliver our collective ambitions for the future of our islands. In 2015 the Community Empowerment (Scotland) Act 2015 placed a duty on CPPs to prepare and publish a Local Outcomes Improvement Plan (LOIP) which sets out local priorities, aims, objectives and projected outcomes. The Comhairle is represented on the OH CPP Board by Elected Members and the Chief Executive.
- 1.6. The **Community Wealth Building** service supports the delivery of the Regeneration Capital Grant Fund (RCGF) and other Government Funds, economic development community projects and in doing so, supports socially and economically thriving communities of the Outer Hebrides.

David Macleay
Team Leader, Community Engagement Unit

KEY AREAS OF RISK FOR THE YEAR AHEAD

- 2.1 The Comhairle currently recognises three levels of risk: Strategic risk aligned to the Comhairle’s Corporate Strategy; Operational risk aligned to Service Business Plans; and Project risk concerned with specific projects.
- 2.2 Operational risks represent threats that may affect the achievement of service business plan actions, and the Service has identified significant risks for the coming year. These will be reviewed periodically throughout the year.
- 2.3 The Initial Risk Matrix at Figure 1 represents the current risk profile of the Community Engagement Unit, and the Revised Risk Matrix represents the target risk profile once risk actions have been successfully implemented. 2.4 contains a list of identified risks, categorised by risk treatment.

Figure 1: Community Engagement Unit Operational Risks



- 2.4 The Community Engagement Unit has identified 4 significant threats and these are listed below categorised by Risk Treatment:

Risks retained (acceptable level of risk)

3 risks identified are at an acceptable level and will continue to be monitored.

- CEU001 Unable to respond to potential or new opportunities.
- CEU02 Unable to meet funding deadlines.
- CEU04 CLD statutory provision outcomes are weakened.

Risks reduced (action will be taken to reduce the risk to an acceptable level)

1 risk

- CEU03 Incorrect advice given to Community groups.
 - *Risk Action:* Integrate teams within the CEU Service to increase project visibility.

- 2.5 Elected Members can view the full risk register in the Comhairle’s performance management system, Interplan, within the Integrated Risk Management (IRM) module.

DELIVERING THE SERVICE BUSINESS PLAN AND ACHIEVING BEST VALUE

Strategic Outcomes

- 3.1 The Community Engagement Unit contribute to the strategic outcomes: *1.1.3 Investment in our buildings and infrastructure; 3.1.3 Planning and infrastructure meet the needs of our communities; 3.1.4 Our communities are safe, inclusive, and resilient; and 4.1.1 Communities are empowered and continue to be at the heart of our decision making* to support the delivery of the Comhairle's Strategic Priorities.

Best Value

- 3.2 In working towards the four strategic outcomes, the service aims to ensure that there is good governance and effective management of resources, with a focus on improvement, to deliver the best possible outcomes for the public and to make arrangements for the reporting to the public of the outcome of the performance of its functions. Table 1 lists the service outcomes established to support the delivery of the Service Business Plan (SBP) and to achieve Best Value.

Table 1: Service Outcomes

Delivering the SBP and achieving Best Value
<p>Service Outcomes</p> <ul style="list-style-type: none">• The service demonstrates high standards of community engagement and community empowerment.• The workforce has the skills, flexibility, capacity and knowledge to provide infrastructure funding support to our communities.

MEASURES AND ACTIONS

- 4.1 The Comhairle's Best Value Assurance Report (BVAR) advised that the Comhairle together with its partners responded well to the Covid-19 pandemic, but highlighted concern over the financial challenges ahead for the Comhairle and emphasised that service performance and public satisfaction with services has declined overall in the past five years. The performance measures for the Community Engagement Unit are detailed in Tables 2 and 3.
- 4.2 The Comhairle's Corporate Strategy 2022-27 was approved in September 2021 and takes account of national priorities and local needs, but does not include actions to achieve its strategic outcomes as these have been developed by the Corporate Management Team and included in the appropriate SBP for monitoring and reporting to ensure that the Comhairle's mission is achieved. The actions for the Service are detailed in Tables 4 - 6.

How we will measure our performance

- 4.3 The tables below are grouped by Strategic Priority and include the Corporate Strategy 2022-27 'Measures of Success' Strategic Outcome KPIs that the service contributes to, the Local Government Benchmarking Framework (LGBF) SPIs that the service have prioritised for improvement, and the LPIs chosen by the service to strengthen its focus on improvement.
- 4.4 Each performance measure includes the baseline year and data, the target for 2023-24, and the aspirational target for 2030.

Strategic Priority 3.1 Support resilient communities and quality of life

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

Table 2: Performance Measures

Measure (KPI title)	Baseline 2021/22	Target 2023-24	Target 2030	Service
3.1.3.CS1 - Percentage of respondents who felt lonely some, most, or all of the time during the last week.	2018 17.2%	20%	20%	Community Planning
3.1.3.CS2 - Proportion of adults who live within a 5-minute walk of their local green or blue space.	2019 82.6%	85%	90%	Community Planning
3.1.3.CS3 - Percentage of respondents who agree or strongly agree that there are places where people can meet up and socialise	2019 49.1%	50%	60%	Community Planning

Strategic Priority 4.1 Be a sustainable and inclusive Council.

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

Table 3: Performance Measures

Measure (KPI title)	Baseline 2021/22	Target 2023-24	Target 2030	Service
4.1.1.CS1 - 'Have Your Say' Consultations completed (Trend KPI)	2019 9	N/A	N/A	Community Planning
4.1.1.CS2 - 'Have Your Say' Community Participation Requests received (Trend KPI)	2017/18 1	N/A	N/A	Community Planning
4.1.1.CS3 - Public engagement with community planning engagement events (number of people) (Trend KPI)	2018/19 122	N/A	N/A	Community Planning
4.1.1. CE001b: Number of Local Media press releases (Trend KPI).	2019/20 241	N/A	N/A	Communications

What actions we will take

- 4.5 The SBP strengthens the links with the Corporate Strategy and the LOIP. The actions take into consideration the key areas of focus identified at section two whilst focusing on progressing the strategic outcomes.

Strategic Priority: 1.1 – Strengthen The Economy

Strategic Outcome: 1.1.3 Investment in our buildings and infrastructure

Table 4: SBP Actions

Action	Service
1.1.3.1 Support delivery of RCGF (Regeneration Capital Grant Fund) economic development projects.	Community Wealth Building
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.	Community Wealth Building

Strategic Priority: 3.1 Support resilient communities and quality of life

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

Table 5: SBP Actions

Action	Service
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 Plan	Community Learning and Development

Strategic Priority: 4.1 Be a sustainable and inclusive Council.

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

Table 6: SBP Actions

Action	Service
4.1.1.2 Support the Community Planning Partnership (CPP) to deliver the Local Outcome Improvement Plan (LOIP) and Locality Plans.	Community Planning
4.1.1.3 Support delivery of the Comhairle's Community Engagement Strategy	Community Wealth Building
4.1.1.4 Review and deliver the Comhairle's Communication Strategy	Communications

RESOURCING THE PLAN

- 5.1 The funding and staffing resources identified to implement our SBP will be summarised in Tables 7 and 8 after the Comhairle's budget for 2023/24 is approved.

Revenue Budget 2023-24

- 5.2 The Community Engagement Unit has a Net Revenue Budget of £#m, which is allocated across the service within the sections detailed in Table 7.

Table 7: Net Revenue Budget by Service Profile 2023/24

Detail	£ million	%
Communications		
Community Learning and Development		
Community Planning		
Community Wealth Building		
Total		100%

Capital Budget 2023-24

- 5.3 There is no Capital Budget for the Community Engagement Unit.

Service Employees

- 5.4 The Community Engagement Unit have # FTE employees working across the service within the sections listed in Table 8. We support these employees to deliver their duties through a range of policies including personal appraisal and a robust training framework.

Table 8: FTE Employees

Service Profile	Number of FTE employees
Communications	
Community Learning and Development	
Community Planning	
Community Wealth Building	
Total	