

***Comhairle nan Eilean Siar***



***Action and KPI Progress Report***

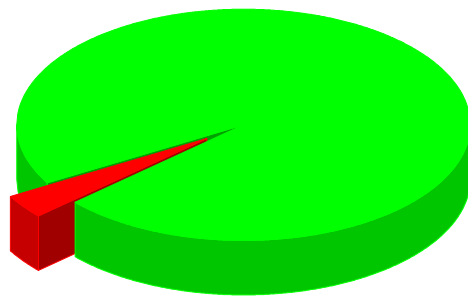
*April 2025 - June 2025*

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

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

### Actions

On Track	96.7%
Monitoring Required	0.0%
Off Track	3.3%
No Targets Set/ Ongoing	0.0%
Total:	100.0%

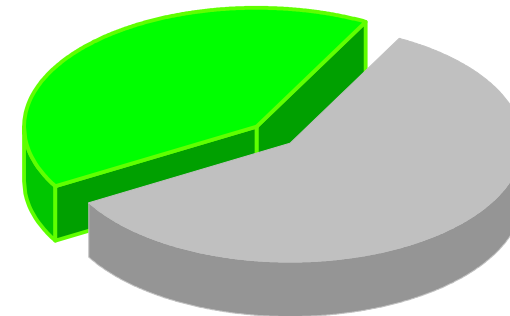


### 30 Actions reported on

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

### KPIs

On Track	41.2%
Monitoring Required	0.0%
Off Track	0.0%
Annual	58.8%
Total:	100.0%



### 17 KPIs reported on

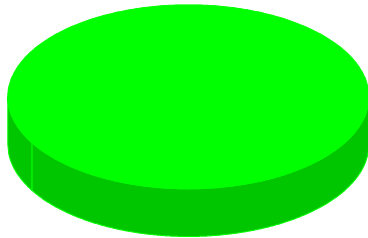
7	KPIs on track
0	KPIs monitoring required
0	KPIs off track
10	KPIs NA

## Chief Executive's Directorate

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

#### Actions

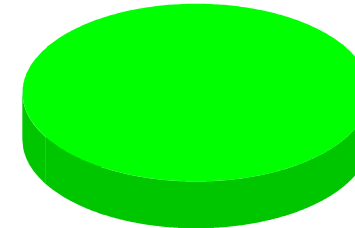
On Track	100.0%
Monitoring Required	0.0%
Off Track	0.0%
No Targets Set / Ongoing	0.0%
Total:	100.0%



8	Actions reported on
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
2	KPIs on track
0	KPIs monitoring required
0	KPIs off track
0	KPIs NA

## Comments - Chief Executive's Directorate

### 2025/26 Quarter 1 Progress Comment:

SG Capital Funding: Regular meetings are held with groups and the Scottish Government to update on progress. Capital Funding has now been announced although the amounts under each funding stream has not yet been determined. Rounds 5 to 8 of RCGF are now fully complete with all outstanding issues resolved. Rounds 9 and 10 are in various stages of development, but all are progressing. Following the pausing of RCGF in the last year, the Scottish Government released a future funding Round. Officers bid for three community project match funding to the RCGF for a total of £3.4m during the Quarter.

CLD: CLD staff are supporting the existing Local Outcome Improvement Plan (LOIP). The Coastal Communities Fund was launched in March with a deadline of May 2025. All ward area fora have met and agreed dissemination of funds to community groups. All funds were fully allocated.

School Support – Leaving School Workshops/P7 Transition Programmes/Resilient Kids/ Duke of Edinburgh inputs were all undertaken this quarter, led by CLD staff.

CLD Steering Group – Renamed CLD Strategic Partnership Group. The annual development day took place in May 2025 and progress was noted against targets. The group continues to meet monthly to deliver on agreed actions from the strategy.

Annual Report – the team have produced an annual report reflecting key elements of service delivery during 2024-2025.

Area Forum developments – areas forums are being set up in North Uist & Berneray and discussions are underway in Stornoway South. All other ward areas have active fora.

Young Carers developments – working with partner organisations to set up new provision in Uist, currently.

Young Scot staff visited schools in Uist to share information on services and continue to strengthen links in the area.

Islands Programme Fund: Staff were actively engaged in support of community groups that were successful in the first, second and third Rounds of the Islands Programme Funding, also reporting on the Islands Infrastructure Fund to date. Support is also provided to projects to take them from design to capital readiness. Officers also support the Comhairle's strategic projects under the Island's Growth Deal - Destination Development. The Scottish Government have announced Capital Funding through the Islands Programme for the 2025/26 year and Officers are engaging with community groups for bids to the Programme

David Macleay, Team Leader, Community Engagement Unit, 30 July 2025


## Action Progress - Chief Executive's Directorate

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

### Objective:

#### Service Profile


#### Community Engagement

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.3.1. Support delivery of RCGF (Regeneration Capital Grant Fund) economic development projects.	David Macleay - Team Leader - Community Engagement	In Progress	01/04/2022	31/03/2027	25%	25%	 GREEN
<b>ACTION PROGRESS COMMENTS</b> Regular meetings are held with groups and the Scottish Government to update on progress. Rounds 5 to 8 are now fully complete with all outstanding issues resolved. Rounds 9 and 10 are in various stages of development, but all are progressing. Following the pausing of RCGF in the last year, the Scottish Government released a future funding Round. Officers bid for three community project match funding to the RCGF for a total of £3.4m during the Quarter.							

#### Service Profile




## Community Engagement

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.3.14.Support delivery of Island's Programme Funding, Island's Growth Deal – Destination Development and eligible Comhairle funding bids on behalf of community bodies.	David Macleay - Team Leader - Community Engagement	In Progress	01/04/2023	31/03/2027	25%	25%	 GREEN
<b>ACTION PROGRESS COMMENTS</b> Staff were actively engaged in support of community groups that were successful in the first, second and third Rounds of the Islands Programme Funding, also reporting on the Islands Infrastructure Fund. Support is also provided to projects to take them from design to capital readiness. The team also support the Comhairle's strategic projects under the Island's Growth Deal - Destination Development. The Scottish Government have announced Capital Funding through the Islands Programme for the 2025/26 year and Officers are engaging with community groups for bids to the Programme.							

## Service Profile

## Chief Executive's Office

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.3.15.Development and delivery of major infrastructure projects, meeting targets associated with safety management, programme, cost and quality.	Dan MacPhail - Project Manager	In Progress	01/04/2022	31/03/2027	10%	10%	 GREEN
<b>ACTION PROGRESS COMMENTS</b> Due to Scottish Government deferring their commitment towards the health element of the project (March 2023), the Comhairle affirmed its commitment to the BVCC model and the delivery of new education and leisure facilities as a corporate priority. Project Governance and Procurement Strategy were revised which culminated in the completion of a Developed Study that considered refurbishment as well as new build options. In addition to providing significant detail around logistics and risk associated with delivering a project of this scale in Barra, the Developed Study confirmed a significant rise in construction costs with options ranging from £70-£84m, and a recommendation to adopt a new build approach delivered via modular construction.  However, the Programme for Government for 2025-2026 published on 6 May 2025 confirmed that 'the innovative Barra and Vatersay Community Campus, including both NHS and Education facilities, will go ahead' and the Scottish Government 'will work with NHS Western Isles, Comhairle nan Eilean Siar and Scottish Futures Trust to develop a sustainable, jointly funded plan.' In the meantime, Scottish Government officials are giving consideration to matters of project governance and project delivery structures recognising that bespoke arrangements will likely be required for the delivery of this project.  In addition to project governance and delivery, the proposed project scope and delivery programme also requires clarity and further definition as outlined in the body of the report.							


## 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 - Extended Learning Manager	In Progress	01/04/2022	31/03/2027	25%	25%	 GREEN

**ACTION PROGRESS COMMENTS**

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

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

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

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


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

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

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

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

**Service Profile****Community Engagement**

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.4.19.Implement and Deliver the Community Learning Development (CLD) Plan 2024 – 2027	Fiona MacInnes - Extended Learning Manager	In Progress	02/10/2024	31/08/2027	25%	25%	 GREEN

**ACTION PROGRESS COMMENTS****Youth Work Week**

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

**Youth Consultation**

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

**Support to Sea Angling**

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

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

**Duke of Edinburgh Ceremony**

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

Festive Events – Town Hall


Working in Partnership with local agencies, a range of festive events were organised for Under 5's; Primary aged pupils; Secondary pupils x 2 (afternoon & evening) Santa visited. Great fun was had by all who attended  
CLD Steering Group  
A schedule of meetings has been agreed for 2025 with an initial focus on reporting progress and demonstrating impact. An invite to new partners will be extended in the new year.

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

**Objective:**


**Service Profile**

Community Engagement

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.1.2.Support the Community Planning Partnership (CPP) to deliver the Local Outcome Improvement Plan (LOIP) and Locality Plans.	David Macleay - Team Leader - Community Engagement	In Progress	01/04/2022	31/03/2027	25%	0%	 GREEN
<b>ACTION PROGRESS COMMENTS</b> CLD staff are supporting the existing Local Outcome Improvement Plan (LOIP).							


**Service Profile**

Community Engagement

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.1.4.Review and deliver the Comhairle's Communication Strategy	James Mackinnon - Communications Officer	In Progress	01/04/2022	31/03/2027	25%	25%	 GREEN
<b>ACTION PROGRESS COMMENTS</b> The Communications Strategy is intended to benefit the Comhairle and its internal and external stakeholders by promoting better understanding of the Comhairle's role in the community and its contribution to the life of those who live in the Outer Hebrides and other stakeholders. The development of a new Communications Strategy has been delayed as a result of the impact of last year's cyber-attack on the Comhairle's website. The strategy will be completed once a decision has been taken on the restoration or replacement of the website.							

**Service Profile**



Community Engagement

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.1.7.Support delivery of the Comhairle's Community Engagement Strategy including Youth Voice and Community Voice opportunities.	Fiona MacInnes - Extended Learning Manager	In Progress	01/04/2024	31/03/2027	75%	25%	 GREEN
<b>ACTION PROGRESS COMMENTS</b> Crown Estate Funding – Year Five of Crown Estate funding was processed with staff engaging with area fora. Considerable difficulties were experienced in making payments and with access to email and applications only being available within Comhairle buildings. Youth Work Week - Activities took place in the first week of November across the island chain, focussing on school inputs and celebration events. In Sir E Scott school, there were drop-in sessions for P4-S4 pupils; Castlebay School had a range of Partner Stalls and in the Town Hall in Stornoway, a celebration of youth work took place which reflected the range of partnership agencies that support young people in the islands. All events were well attended. Youth Consultation - CLD undertake a range of consultations with young people and did so recently during Youth Work Week. Part of the consultation was to ascertain how young people's views should be sought by adults. The results of the consultation are being collated and will be shared in the next Quarter. Duke of Edinburgh Ceremony - The annual Duke of Edinburgh Ceremony for Nicolson pupils took place in the school on the 29th November 2024 with over 90 Young people receiving recognition. The Awards were presented by Alasdair Allan MSP and the Depute Lord Lieutenant Maggie Doig closed the ceremony.							

Area Fora are preparing to review potential projects under the new Coastal Communities Fund.

Youth Voice activities continue with young people and MSYP's involved in consultation and feedback.

### Scorecard - Chief Executive's Directorate

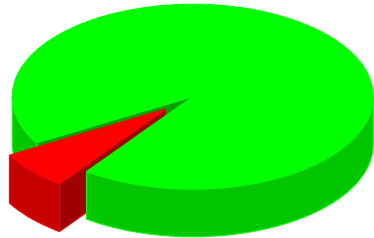
2025/26 SBP PIs - Chief Executive's Directorate	Unit	Target	Actual	Indicator	Comments
1.1.3. IDU001: Safety Management – Number of RIDDOR incidents. Responsible Officer: Dan MacPhail	#	0.00	0.00	 GREEN	Zero RIDDOR incidents as at Quarter 1 2025/26
4.1.1. CE001b: Number of Local Media press releases (Trend KPI). Responsible Officer: James Mackinnon	#	0.00	18.00	 GREEN	Trend analysis KPI, therefore, no target set.

## HR, Strategy and Performance

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

#### Actions

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

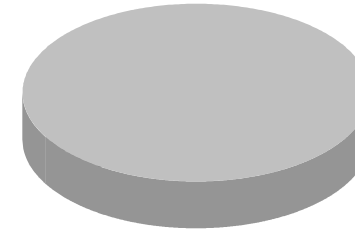


15 Actions reported on

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

#### KPIs

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



4 KPIs reported on

- KPIs on track
- 0 KPIs monitoring required
- 0 KPIs off track
- 4 KPIs NA

## Comments - HR, Strategy and Performance

### 2025/26 Quarter 1 Progress Comment:

The HR and Performance service has supported the preparation of the new business plans for 2025/26. These were approved by the Comhairle in April 2025.

The Human Resources and Performance 2025/26 business plan work is now underway with Q1 (1 April – 30 June 2025) reporting complete. During Q1 a number of policies, including a new British Sign Language Plan, were updated and approved by the Comhairle.

The 2024 Employee Survey report was completed and was approved by the Comhairle before being placed on the intranet for all employees to access. This survey results highlight that employees are resilient and have reported increased levels of satisfaction across a range of work-related factors. Further work is now underway to ensure recommendations are collated to ensure continuous improvement.

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

Supporting continuous improvement remains a key area of work and during Q1 the end of year Report on Public Performance 2023/24 was presented to the Audit and Scrutiny Committee as was the work on Corporate Governance. As we move into Q2, quality assurance on the 2024/25 data continues and reporting should be completed by the time we move into Q3.

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. The Training Annual Report for 2025/26 was presented to Audit and Scrutiny Committee in June 2025. All services are completing their workforce plans, and mandatory training requirements have been set out on LearnPro. Completion rates of training are being monitored and will be reported in due course.

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. The incident reporting system is operating well with managers being able to access health and safety management data with ease. 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 to prepare for the 2025/26 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.

Employee wellbeing remains a focus for the service and the Comhairle. As well as the Employee Assistance Programme, Health Assured, which provides employees with 24/7 access to support, the Comhairle has an Occupational Health provider, PAMS OH and an Occupational Health Nurse. Supporting employees and reducing sickness absence levels remains a priority, with a focus to continue to support employees return to work; this is done through health promotional work, OH referrals, the provision of fit notes and phased returns to work and sickness absence review meetings.

The Resilience and Training team continue to work with key partner agencies to ensure resilience across the Western Isles. Updated policies have been approved by the Corporate Management Team and a number of exercises undertaken to test preparedness and resilience.

Norma Skinner, Chief Officer, Human Resources and Strategy, 7 August 2025

## 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	25%	25%	 GREEN
<b>ACTION PROGRESS COMMENTS</b> <p>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.</p> <p>The review - recently rebranded by Government as a 'Programme Reset' - has been ongoing throughout the 24/25 financial year, culminating in a range of amendments of varying degree being submitted to Policy and Resources for consideration in April 2025 prior to formal submission to SG/ UKG Ministers in June 2025. The changes identified will increase deliverability of the OH project portfolio and reduce match funding and slippage risks.</p> <p>Throughout the year, the OH Islands Deal projects have:</p> <ul style="list-style-type: none"> <li>- Concluded the main construction works of the UHI Outer Hebrides Campus Redevelopment Project, with an official ministerial opening being undertaken by the Deputy First Minister in April 2025.</li> <li>- undertaken close with Islands Centre for Net Zero - Outer Hebrides (ICNZ OH) to commence development of local Full Business Case (FBC) and ongoing working with Programme ICNZ partners to tighten up governance and processes.</li> <li>- The Creative Islands and Wellbeing Programme FBC has been approved, with two revenue funded projects due to commence in Q1 2025.</li> <li>- Capital works at Calanais commenced in July 2024 and are progressing well, though some early issues and delays have been experienced. However, regular monitoring meetings and reporting are in place across all partners. Work is expected to be ongoing over a 2 year period.</li> <li>- Work on Spaceport1 enabling infrastructure has commenced at risk, and is due to complete in April 2025 with FBC due to receive approval within the same timeframe.</li> <li>- TalEntEd Islands Programme FBC was approved in October 2024 with recruitment across partner Islands now underway and a Programme of workshops and workstreams scheduled across 2025/26</li> <li>- Hiort na Hearadh draft FBC is now underway</li> <li>- A total of 3 FBCs have been approved and a further 3 in development</li> <li>- More than £7.3m of match funding has been secured in the past year</li> <li>- 5 FTE positions directly supported</li> <li>- 100+ FTE positions safeguarded through appointment of local contractors for IGD developments</li> </ul>							

**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	25%	25%	 GREEN
<b>ACTION PROGRESS COMMENTS</b> <p>The Digitalisation Strategy has now been approved by Comhairle committee and has moved into, implementation phase with departments now required to report against outcomes.</p>							

A review of the Strategy and Progress report was provided to Comhairle's Policy and Resources Committee in September 2024, 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	25%	25%	

#### ACTION PROGRESS COMMENTS

08/01/2025 - Plans for the North Beach Street access are in the stages of final formalisation. The partnership approach with SDS continues to grow with the Regional Manager taking up the position of Vice Chair of the Local Employability Partnership.

29/10/2024 - A refresh of the Charter is currently taking place within the Local Employability Partnership. An action plan has been approved and improvement plan is in the development stage. This includes a refresh of the Employability Hub. Through an agreement with SDS, The North Beach Street access will become a main access point to allow those with multiple barriers the opportunity to discreetly enter the building for employability support and guidance.

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

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

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

The formal chartership is now embedded into the planning and delivery of both Comhairle and SDS work and is referenced at national level. On a local level, it continues to bring added value to the participants that we collectively support. The second public facing hub is underway.

**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
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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	25%	75%	
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**ACTION PROGRESS COMMENTS**

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

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


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

The Consultation Analysis Report was published on 3 September 2024 and informs the final versions of these documents published on 2 May 2025. Refreshed Community Needs Assessments are to be undertaken in the communities served by CHFS.

Following the Outer Hebrides Ferry Stakeholder Group further feedback was provided re CHFS3 and RET.

**Service Profile**

## Strategy and Policy

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.3.8. Work with partners to review the Outer Hebrides Local Transport Strategy (OHLTS) 2020-2030.	Linda Cunningham - Strategy Officer	In Progress	30/09/2020	31/03/2030	25%	25%	

**ACTION PROGRESS COMMENTS**

The Outer Hebrides Local Transport Strategy (OHLTS) 2020-2030 is intended as a succinct tool in terms of prioritisation, and to identify where the Comhairle requires support – to deliver the best local services and secure investment to strengthen the communities and economy of the Outer Hebrides by supporting a strong and socially inclusive recovery that creates empowered, resilient communities, based on a green economy, in which digital connectivity and innovation are prioritised.

The Strategy is our vision for enhancing transport and travel throughout the area, and to key destinations beyond the area. Enhancing the transport network is a key driver for improving the local economy, improving the environment, increasing social inclusion, and delivering health benefits for all residents and visitors of the Outer Hebrides. The Strategy sets out Comhairle policy on transport, presents Transport Planning Objectives (TPOs) and coordinates future priorities through a series of actions and interventions to enhance transport and travel.

The Strategy also sets out the evidence base and policy framework that has informed its development. We have developed the OHLTS in dialogue with input from Comhairle officers and partners, using their experience and evidence of issues and opportunities to inform and devise the long list of OHLTS options. We have also scrutinised recent community consultations to inform our understanding of relevant issues and opportunities across the area. The Comhairle already undertakes a range of “business as usual” activities sustaining the area’s current transport network and connections. This basis and these activities will continue to be undertaken throughout the lifetime of this Strategy and are presented in the Strategy as the starting platform from which our OHLTS, through the Delivery Plan, will build.

The Delivery Plan comprises actions that will be led by the Comhairle and actions that the Comhairle will need to work with Partners to achieve, as well as those which are within the gift of others to deliver, such as the Scottish Government (SG), but which will bring significant benefit for the Outer Hebrides and Scotland. The Comhairle will work with their partners to achieve the successful delivery of all the actions, which are also anchored through the Comhairle’s Corporate Strategy. Progress on the OHLTS will be presented annually to the Transportation and Infrastructure Committee.

A mid-year review of the OHLTS is to be undertaken in 2025/26 in line with SG guidelines, and the resources and prioritisation for review will be confirmed in due course.

**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
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3.1.4.18. Implement and monitor the Resilience Strategy 2023-2028, and update associated policies.	Murdo A. Mackay - CE - Resilience and Training Manager	In Progress	01/04/2024	31/03/2028	25%	25%	 GREEN
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**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.

Plans are reviewed and updated on a regular basis and tested via exercises. 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 Objective:** 3.1.5.Reduce inequality and poverty and promote social mobility.

**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	25%	25%	 GREEN

**ACTION PROGRESS COMMENTS**

Following approval by the OHCPP Board the OHCPP Anti Poverty Strategy is to be refreshed to report from 2024-2026, and the Local Child Poverty Action Report 2024-25 is to be incorporated in the Strategy streamlining the process and avoiding duplication. The refresh is to enable alignment with Scottish Government's Delivery Plan 'Best Start, Bright Futures' which also reports to 2026, and to align the development of the new strategy with the new LOIP.

**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	25%	25%	 GREEN

**ACTION PROGRESS COMMENTS**

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

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


Employability programmes have been developed to not only support young people into employment, but, to include those who are underemployed, living in jobless households and those with very young dependants. Information sessions are held in partnership with key agencies and a task force has been formed as a subgroup of the Local Employability Partnership. The team offer a wide range of support all developed around the individual's 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.

The skills assessment is now underway and a snapshot is to be presented to the local employability partnership w/c 16 June 2025. Historically, accessing parents who would benefit from this funding has been challenging, but due to the partnership approach and the project undertaken with the social care sector, parents and whole family support has benefited from increased employment.

**Service Profile**


Accredited Training

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.5.7.Develop and implement a Learning and Development Strategy.	Dolina Smith - Employability Services Manager	In Progress	01/04/2024	31/03/2027	25%	25%	 GREEN
<b>ACTION PROGRESS COMMENTS</b> <p>08/01/2025 - The Learning and Development Strategy will be presented at the April Committee Series for approval.</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>A Learning and Development Plan is in draft.</p> <p>Additional work has been undertaken on the Learning and Development Strategy to take into account the outcomes of the skills strategy and the skills landscape, including major developments within the Island's Deal. This action will be progressed in the 2025/26 business plan.</p>							

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

**Service Profile**


Strategy and Policy

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.1.9.Contribute to the development of a new Local Outcome Improvement Plan (LOIP).	Niall Houston - Strategy Officer	In Progress	01/04/2025	31/03/2027	25%	25%	 GREEN
<b>ACTION PROGRESS COMMENTS</b> <p>An Annual report is being written and to be finished in September concerning the current LOIP. The purpose of this report is to review the current LOIP in order to understand what outcomes set in 2017 have been met, and also to commence work in developing a new LOIP for 2027.</p>							

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

**Strategic****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	Completed	01/04/2023	31/03/2027	100%	25%	 GREEN
<b>ACTION PROGRESS COMMENTS</b> A Report providing an update on progress achieved in delivery of the Comhairle's Climate Change Strategy 2022-2027 was taken to Policy and Resources Committee on the 27th of November 2024. Progress has been made against each of the strategic priorities, with enabling strategies developed and consideration of climate change mitigation and adaption continuing to be embedded into Comhairle processes and service delivery. Significant additional work with partners will be required to fully decarbonise the Comhairle, meet Net Zero Targets, and further improve resilience to a changing climate in the islands.							

**Strategic**

4.1.3.Equality of opportunity is increased.

**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	25%	25%	 GREEN
<b>ACTION PROGRESS COMMENTS</b> 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. A new template and refined governance is in draft format for 2025/26.  To support Comhairle employees a new intranet page was launched in December 2023 with access to HR and related corporate information – such as Health and Safety, Health and Wellbeing, Training and IT. A new Employee Assistance Programme App, (Wisdom App) was also launched. This App provides a free and confidential service to employees and their families, 24 hours a day, 7 days a week. Regular updates on the Wisdom App are circulated to employees.  A new Hybrid Working Policy was approved by the Comhairle in September 2024.  The Employee Survey has been completed and was reported to the Comhairle in April 2025.  The Employee Forum has been re-established with a number of meetings held in 2024 and 2025 with a schedule set for the rest of the year. Minutes of the meetings are held on the Comhairle's intranet for employees to access.  A progress update on the 2024/25 action plan was presented at the November series of Comhairle meetings. A new action plan for 25/26 was approved.  Implementation work is now underway and services are developing their operational workforce plans. The new template and refined governance has been approved.							

**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
4.1.5.64. Implement the Organisational Development Strategy 2024-2030.	Fiona Knape - Team Leader, Organisational Development	In Progress	01/04/2024	31/03/2030	10%	10%	 GREEN
<b>ACTION PROGRESS COMMENTS</b> <p>The Organisational Development Strategy 2024-2030 was approved by Comhairle on 4 December 2024. The vision of the new Strategy is to create a healthy and sustainable workplace which will promote the achievement of corporate goals and personal development. The Strategy aims to develop a Dynamic Working environment over the next six years to 2030 through three integrated frameworks to Work Well, Work Smart and Work Sustainably. To keep each area of work focused, there is an Action Plan for each framework included in the Strategy.</p> <p>Consultation was undertaken with the Corporate Management Team, and the Human Resources, Health &amp; Safety, Employability Services and Organisational Development Teams in the development of the Strategy. Consultation of the draft Strategy was undertaken with the Joint Consultative Committee (JCC), the Employee Forum, and the Local Negotiating Committee (LNC). Feedback received was incorporated into the draft Strategy prior to being submitted to the Policy and Resources Committee on 27 November 2024 with recommendation for approval.</p> <p>To turn this Strategy into reality, the action plans will be input to the Comhairle's electronic performance management system, Interplan, to enable Responsible Officers to systematically monitor and measure all areas of activity, effectively address areas of underperformance, identify the scope for improvement and put in place remedial actions. Performance reports will be presented to the Corporate Management Team biannually and to the Policy and Resources Committee annually for scrutiny.</p>							

**Service Profile**

Human Resources and Occupational Health

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.67.CIAP: Implement the Management of Sickness Absence Internal Audit Follow Up Review (FU03-23/24) recommendations.	Norma Skinner - CE - Chief Officer, HR, Strategy and Performance	In Progress	19/06/2023	31/03/2026	60%	60%	 GREEN
<b>ACTION PROGRESS COMMENTS</b> <p>In accordance with the Internal Audit Follow-Up Review on the Management of Sickness (Final Report – FU03-23/24, dated 27 May 2024), Internal Audit has noted that, of the nine follow-up recommendations originally made, one has been fully implemented. Management has confirmed that work on the remaining recommendations is ongoing.</p> <p>It is important to acknowledge that the service was significantly impacted by the cyber-attack in November 2023, and the immediate priority has understandably been the restoration of normal operations. Nevertheless, efforts to address and implement the Internal Audit recommendations are continuing as required.</p> <p>As of 31 March 2025, five of the nine follow-up recommendations have been completed.</p> <p>Action 2.2 – Review and Update of Sickness Absence Policy  Recommendation: The Sickness Absence Policy, approved in 2019, should be reviewed and updated to reflect best practice. Responsible Officer: HR Manager  Progress Update (as at 30 July 2025): The employee engagement survey has been completed and reported. Consultation has taken place with Trade Unions and the Employee Forum.  Outstanding Action: Finalisation of the revised Sickness Absence Policy and submission to Committee.</p> <p>Action 2.3 – Development of Employee Health &amp; Wellbeing Strategy and Review of Stress Prevention Policy  Recommendation: A new Employee Health &amp; Wellbeing Strategy should be developed, and the Stress Prevention Policy reviewed and updated as necessary. Responsible Officer: HR Manager  Progress Update (as at 30 July 2025): Consultation has been completed, and a draft Employee Health &amp; Wellbeing Strategy has been prepared.  Outstanding Action: Finalisation of the strategy and submission to Committee.</p> <p>- 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.</p>							

Action By: Head of HR and Performance

- Progress as at 27 May 2024: Delayed due to cyber incident and staffing resources. The HR and Payroll project to move Resourcelink to the cloud is now underway. Once complete work will commence to review system functionality with the aim of increasing the use of online processes to current replace paper and manual based processes. Action outstanding: Target Implementation date of March 2026

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

Action 2.7 – Proactive Promotion of Wellbeing Support


Recommendation: A more proactive approach to promoting wellbeing support should be implemented, beyond EAP signposting, to ensure early intervention. This should align with the long-term approach set out in the Employee Health & Wellbeing Strategy. The role should be reviewed after a period of implementation. Responsible Officer: HR Manager

Progress Update (as at 30 July 2025):

Promotion of EAP, Wisdom, and health and wellbeing topics continues. Development of employee health checks is underway. A further review will be conducted following the update of the Employee Health & Wellbeing Strategy and the Sickness Absence Policy.

#### Service Profile

Human Resources and Occupational Health

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.75.CIAP: Implement the HR Core Activities Internal Audit Follow Up Review (FU10-23/24) recommendations.	Carmen MacDonald - HR Manager	In Progress	11/01/2024	31/12/2025	50%	50%	 GREEN

#### ACTION PROGRESS COMMENTS

In accordance with the Internal Audit Follow-Up Review on HR Core Activities (Final Report – FU10-23/24, dated 16 December 2024), Internal Audit noted that, of the four follow-up recommendations originally made, two have been fully implemented. Management has confirmed that the remaining recommendations will be progressed and implemented as soon as practicably possible.

Action 2.1 – Issuance of Contracts of Employment

Recommendation: Contracts of employment should be issued to staff on their first day of employment wherever possible. Where this is not feasible, a Statement of Particulars should be provided, and the full contract issued as soon as possible, and within an eight-week period. Responsible Officer: HR Manager

Progress Update (as at 30 July 2025): Progress remains ongoing. A new onboarding system is currently being tested. Attendance at corporate induction on an employee's first day of employment is scheduled to be introduced in autumn 2025.

Action 2.4 – Completion of Leavers Checklist

Recommendation: The Leavers Checklist must be completed alongside the FIN2 form to ensure that access to systems is appropriately disabled when an employee leaves the organisation. Responsible Officer: CMT / HR Manager

Progress Update (as at 30 July 2025): Progress is ongoing. Upon receipt of a FIN, a follow-up email is now issued to the relevant manager with a link to the Leavers Checklist. The transition to electronic FINs is underway, which will enable automatic notifications to relevant services, such as IT, upon an employee's departure.

## Scorecard - HR, Strategy and Performance

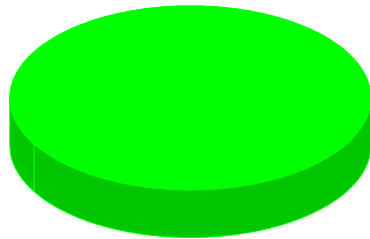
2025/26 SBP PIs - HR, Strategy and Performance	Unit	Target	Actual	Indicator	Comments
1.1.4. CE115: Percentage of Comhairle apprentices enrolled on a social care apprenticeship. Responsible Officer: Dolina Smith	%	49.00	Annual		Baseline Year 2022/23: 40%. The service have set milestone targets increasing year on year towards a target of 60% of Comhairle apprentices enrolled on a social care apprenticeship by 2030.
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.
4.1.2. - CE111: Percentage of fleet mileage from Zero Direct Emissions vehicles. Responsible Officer: Anna Hulme	%	28.80	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> <p>2024-25 data will be available in September/October 2025.</p>
4.1.3. CE053: Percentage of employees in the highest 10% of earners that are female (exc. Teachers). Responsible Officer: Carmen MacDonald	%	51.00	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.

## Law and Governance

### Business Unit Overall Performance - Law and Governance

#### Actions

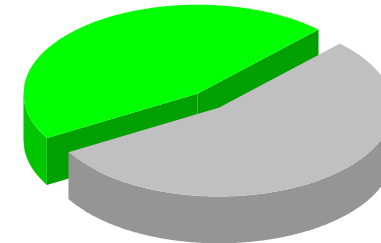
On Track	100.0%
Monitoring Required	0.0%
Off Track	0.0%
No Targets Set / Ongoing	0.0%
Total:	100.0%



7	Actions reported on
7	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	45.5%
Monitoring Required	0.0%
Off Track	0.0%
Annual	54.5%
Total:	100.0%



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

## Comments - Law and Governance

## 2025/26 Quarter 1 Progress Comment:

In Q1 2025-26, recruitment to the admin post was successful, and the new member of staff is expected to start in post in September 2025.


Tim Langley, Chief Officer, Law and Governance, 14 August 2025

## Action Progress - Law and Governance

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

**Objective:****Service Profile**


Procurement

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.5.5.Support community wealth building (CWB) through encouragement of economic, social and environmental sustainability.	Martin Maciver - Senior Procurement Officer	In Progress	01/04/2022	31/03/2027	25%	25%	 GREEN
<b>ACTION PROGRESS COMMENTS</b> <p>During 2023/24 the Senior Procurement Officer has joined two working groups specifically geared to the promotion of Community Wealth Building (CWB). One within the Comhairle itself while the other involves multi agency input with the aim of producing a CWB Plan.</p> <p>Within Procurement work continues to promote the use of local suppliers where possible within the confines of the Procurement rules. Contracts are advertised on the Comhairle website, through Social Media and with the help of Business Gateway. Any Quick Quote will have a local supplier invited to quote where there is a local supply base to draw on.</p> <p>Following the success of the previous Butcher Meat Framework which enabled multiple local Butchers to supply Comhairle properties rather than just one, this strategy is being used going forward where appropriate to maximise opportunities for local businesses and for the Comhairle to be supplied by its most local outlet.</p> <p>The Procurement section will also continue to offer help to local business as appropriate to understand the procurement process and answer any questions in a prompt manner.</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	25%	25%	 GREEN
<b>ACTION PROGRESS COMMENTS</b> <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 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.</p> <p>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</p>							


Teams which is working well.

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

In Q4, the vacancy was filled by the recruitment of a trainee solicitor, who will start in summer 2025.

#### Service Profile

##### Legal Services


ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.8.Support the Western Isles Licensing Board in relation to the Licensing (Scotland) Act 2005.	Tim Langley - Chief Officer, Law and Governance	In Progress	01/04/2022	31/03/2027	25%	25%	 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	25%	25%	 GREEN

#### ACTION PROGRESS COMMENTS

The section continues to support the Comhairle's governance framework. The section supported the April and June series of meetings. Governance services continue to be provided to a number of bodies including the Islands Growth Deal Joint Committee, Outer Hebrides Community Planning Partnership, IJB and HITRANS. Support was also provided for the last two meetings of the Regional Transport Partnerships Chairs Forum.


Preparatory work for the Scottish Parliament Election in 2026 has commenced.

The Team supported training in respect of the recruitment of Children Panel Members.

The Team continues to support Community Councils, including arranging training/seminars.

#### 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	25%	25%	 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.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	25%	25%	 GREEN
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**ACTION PROGRESS COMMENTS**

The service continues to work to complete the approved operational plan for 2025/26.

**Service Profile**











Internal Audit & Performance

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.51.Prevent, detect and investigate fraud committed against the council.	Sandy Gomez - Chief Internal Auditor	In Progress	01/04/2023	31/03/2027	25%	25%	 GREEN

**ACTION PROGRESS COMMENTS**

There have been no active investigations in 2025/26.

## Scorecard - Law and Governance

2025/26 SBP Pls - 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 01.04.25 - 30.06.25, 21 taxi/ private hire licences were issued, 100% within the statutory timescale. (Q1: 21)
4.1.5. - CE005: Percentage of public entertainment licences issued within statutory time limits (9 months). Responsible Officer: Iain Smith	%	100.00	100.00	 GREEN	During the period 01.04.25 – 30.06.25, 12 public entertainment licences were issued, 100% within the statutory timescale (Q1: 12)
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. - 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 CE144: Percentage of Service Audit Reports followed up by individual Services. Responsible Officer: Sandy Gomez	%	90.00	Annual		
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	£	670.00	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	£	2,850.00	Annual	