

***Comhairle nan Eilean Siar***



***Action and KPI Progress Report***

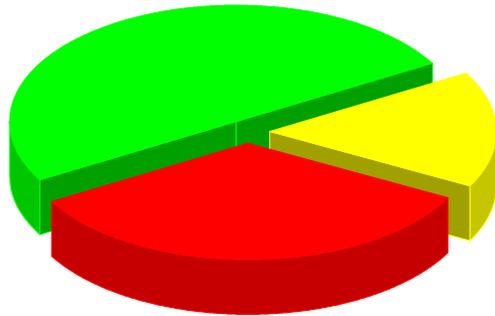
*April 2023 - March 2024*

*CHIEF EXECUTIVE'S DEPARTMENT: Depute Chief Executive*

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

**Actions**

<span style="color: green;">■</span> On Track	50.0%
<span style="color: yellow;">■</span> Monitoring Required	16.0%
<span style="color: red;">■</span> Off Track	34.0%
<span style="color: blue;">■</span> No Targets Set/ Ongoing	0.0%
<b>Total:</b>	<b>100.0%</b>



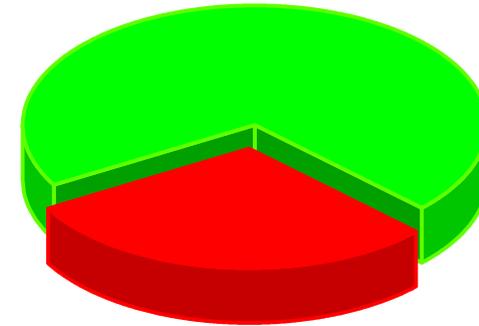
**50** Actions reported on

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- 25** Actions with at least 100% of target
- 8** Actions greater than 79 and less than 100% of target
- 17** Actions with less or equal to 79% of target
- 0** Actions with no target set / ongoing

**KPIs**

<span style="color: green;">■</span> On Track	70.6%
<span style="color: yellow;">■</span> Monitoring Required	0.0%
<span style="color: red;">■</span> Off Track	29.4%
<span style="color: gray;">■</span> Annual	0.0%
<b>Total:</b>	<b>100.0%</b>



**17** KPIs reported on

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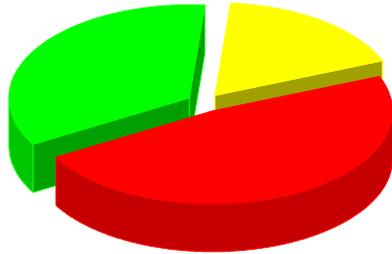
- 12** KPIs on track
- 0** KPIs monitoring required
- 5** KPIs off track
- 0** KPIs NA

## Assets and Infrastructure

### Business Unit Overall Performance - Assets and Infrastructure

#### Actions

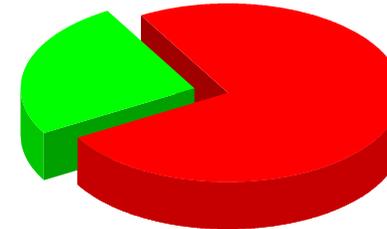
On Track	34.8%
Monitoring Required	17.4%
Off Track	47.8%
No Targets Set / Ongoing	0.0%
Total:	100.0%



<b>23</b>	<b>Actions reported on</b>
8	Actions with at least 100% of target
4	Actions greater than 79 and less than 100% of target
11	Actions with less or equal to 79% of target
0	Actions with no target set / ongoing

#### KPIs

On Track	25.0%
Monitoring Required	0.0%
Off Track	75.0%
Annual	0.0%
Total:	100.0%



<b>4</b>	<b>KPIs reported on</b>
1	KPIs on track
0	KPIs monitoring required
3	KPIs off track
0	KPIs NA

## Comments - Assets and Infrastructure

### 2023/24 End of Year (Q4) Progress Comment:

The Comhairle has agreed the integration of Municipal Services and Property and Infrastructure Business Units into one Assets and Infrastructure Business Unit, reporting to the Depute Chief Executive, through the Chief Officer Assets and Infrastructure. The Head of Municipal Services will continue to provide a separate narrative in relation to the service area.

The key challenges for the Assets and Infrastructure Business Unit include the effective maintenance of all Comhairle infrastructure, which supports public service provision and economic stability, and the delivery of key public services such as transportation, waste management and cleansing. This is in the context of increasing utility and construction costs, against a background of decreasing capital and revenue funding.

The Comhairle has been awarded £20m in Levelling Up funding. The procedures for allocation of this funding are to be established through discussion with UKG officials who have had an initial visit are due again to visit the Western Isles in June 24.

Other funding streams have been announced and Comhairle officers are working together to capture as much additional funding for investment as possible. Specific examples relating to Roads Investment are that of Scottish Government's Roads Safety Strategy, which is providing focussed investment based on its Framework to 2030, and SG's commitment to investment in Active Travel interventions. Updates will be provided through relevant Comhairle Committees.

In light of all these challenges and diminishing resources it is more important now than ever to have strategic investment plans to enable effective decision making. The "Place" principle is being promoted and modelled for use in the context that such process will be fundamental to Government Investment Sources.

Climate Change issues, including Net Zero route-mapping, are growing commitments for National and Local Government. Resources required to meet the various commitments are being discussed through COSLA. The Comhairle will also consider resources and structures required during the development of the corporate strategy. A number of workstreams have taken place in collaboration with SFT and other local authorities to share knowledge and experience in these areas and also to identify funding sources for relevant interventions. It is currently evident that public monies alone will not meet net zero aspirations within the desired timescales.

A review of the property estate is underway in the context of devolved and flexible working. Priority is being put on identifying accommodation options in Benbecula and Stornoway, whilst work continues on developing the Barra and Vatersay Community Campus. Employees have predominantly opted for hybrid work arrangements and there is a marked increase in occupancy of the Stornoway office in particular. A policy for hybrid working is being developed through CMT.

The IT Section has had to focus attention on recovery from a cyber attack incident in November 2023. Consistent progress is being made in the rebuilding of corporate systems. An interim management structure has been implemented. A recruitment process is currently underway to return to a full complement of staff within the section. Restructuring exercises for all sections within the Assets and Infrastructure business unit will be reviewed and aligned with corporate strategy and the revised corporate structure. Meantime proposals are being developed for consultation.

The impact of the cyber attack, combined with diminishing resources, has impacted on the ability to deliver some of the Business Plan Actions. A number of actions have been marked as complete in light of the revised budget strategy approved in February 2023, and emerging service priorities.

Decisions have been reached on revenue savings in 2024/25 and some actions are being progressed in this respect. It is appreciated that the financial outlook may be more challenging and that further work on budgets and service review may be required. Investment in existing infrastructure remains challenging in the financial environment. Deterioration in asset condition is to be expected with investment having to be prioritised across various asset types and services.

Marine investment requirements in relation to the Little Minch replacement vessels are progressing through consultation with Transport Scotland.

The first phase of investment at Lochmaddy Pier to accommodate the new Little Minch vessels is complete. Further works required to accommodate the change in vessel will be confirmed on conclusion of further investigations.

Work to replace expansion joints on Scalpay bridge are complete. Further works on bearing replacement are being programmed for early 2024.

Worsk to replace the culvert at Loch na Obe, Barra, and a refurbishment of Acarsaid Pier has commenced on site.

Calum Mackenzie, Chief Officer, Assets and Infrastructure, May 2024

### Action Progress - Assets and Infrastructure

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

**Objective:**

**Service Profile**

Building Projects

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.3.2. Deliver approved investment in the Comhairle's property estate.	Norrie MacDonald - TS - Building Projects Manager	Not Started	01/04/2022	31/03/2026	100%	100%	 GREEN

**ACTION PROGRESS COMMENTS**

Significantly progress was made in the completion of design and issue to the market of several works projects. A number of projects are developing through detailed stages toward tender issue. Feasibility studies and cost estimates have been provided, or are ongoing, for a number of projects. However, significant delivery risks continue with a volatile market due to construction cost increases and availability of contractor resources and skilled labour.

Project list being maintained on monthly basis for management use. Not publicly available due to commercial sensitivity of information.

All projects being managed in context of construction industry challenges relative to national and local economic conditions.

**Service Profile**

Corporate Asset Management

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.3.4. Revise Corporate Asset Management Plan	Robert MacLennan - Asset Management Planning Coordinator	Completed	01/04/2022	31/03/2024	100%	100%	 GREEN

**ACTION PROGRESS COMMENTS**

The development of a revised Corporate Asset Management Policy and Strategy are now complete. The revised documentation was submitted and approved at the April 2023 Committee Series. Supporting these two documents will be Operational Action Plans, these will be a "living document" and will be used and adapted in order to manage our asset management programmes of work on a regular basis.

**Service Profile**

Marine Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.3.6. Compile investment needs for Marine Infrastructure within Marine Assets Masterplan	Kenneth Morrison - TS - Harbour Master	In Progress	01/04/2022	31/03/2024	70%	100%	 RED

**ACTION PROGRESS COMMENTS**

Capital Investment budgets have been agreed for Comhairle services and infrastructure requirements for the period 2023 to 2028.

Audits continue to be undertaken across the marine assets estate which highlight investment needs and priorities.



Investment requirements and desirable interventions will be updated as part of the Corporate Asset Management Process agreed by the Comhairle in March 2023.

Targets have been adjusted to reflect the ongoing nature of asset planning which is required to be adaptable to financial resource and investment opportunities as they arise.

Requirements in relation to Little Minch Infrastructure required for new vessels being progressed through Transport Scotland.

**Service Profile**

Roads and Civil Engineering

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.3.7.Compile Roads Asset Status and Options Report Annually	Colin Maciver - Civil Engineering Manager	Completed	01/04/2022	31/03/2026	100%	100%	 GREEN

**ACTION PROGRESS COMMENTS**

July 2023  
2021/22 ASOR submitted to February committee series

**Service Profile**

Property Management

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.3.8.Assess Condition and Suitability of Comhairle properties to inform investment requirements.	Murdo Murray - Mo - Property Manager	In Progress	01/04/2022	31/03/2026	75%	100%	 RED

**ACTION PROGRESS COMMENTS**

19/04/23 - 2022/23 Condition and Suitability surveys have been completed

Investment Needs continue to be collated in relation to Service and Statutory requirements

01/02/24 - Historic templates and data are unable to be accessed due to the cyber incident. This will lead to a delay in concluding surveys for this year, however departmental priorities are being progressed as resources allow..

**Service Profile**

Property Management

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.3.9.Manage WISP operating contract and lifecycle fund delivery	Murdo Murray - Mo - Property Manager	In Progress	01/04/2022	31/03/2026	75%	100%	 RED

**ACTION PROGRESS COMMENTS**

WISP FM contract managed according to contract requirements. 2022/23 Lifecycle replacement works and programme agreed and being delivered.

**Service Profile**

Property Management

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.3.10.Coordinate transition to Hybrid Office Accommodation	Murdo Murray - Mo - Property Manager	In Progress	01/04/2022	31/03/2024	75%	100%	 RED

**ACTION PROGRESS COMMENTS**

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

**Service Profile**

Property Maintenance

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.3.11.Manage service contracts to provide best value to Comhairle	Chris Martin - Operations Manager	In Progress	01/04/2022	31/03/2026	75%	100%	 RED

**ACTION PROGRESS COMMENTS**

All service contracts continue to be managed in accordance with the terms and conditions of the Trades Framework Agreement 2021-2025.

**Service Profile**

Property Maintenance

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.3.12.Manage operational handover process of new assets	Chris Martin - Operations Manager	In Progress	01/04/2022	31/03/2026	75%	100%	 RED

**ACTION PROGRESS COMMENTS**

Both the Property and the Maintenance teams continue to be represented at all commissioning and handover meetings for the Lewis Residential Care project.

Handover team established.

19/07/23 - The property maintenance team continue to be fully integrated within both the handover phase of HWEC, and also the post occupancy stage of the Care Home at Goathill .  
 These facilitation works shall remain ongoing throughout the twelve month period of Defects.

**Service Profile**

Information Technology

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.3.13.Develop IT solutions to enable flexible working and digitalisation of systems	Malcolm Nicol - IT Manager	In Progress	01/04/2022	31/03/2026	75%	100%	 RED

**ACTION PROGRESS COMMENTS**

21/10/22 - We have been trialling workable docking solutions for staff, due to supply chain issues caused by covid we have not been able to source HP docking stations from the procurement framework as a result we have had to trail different docking solutions which are also more expensive than using an HP dock, results have not been satisfactory for various reasons.

We currently have flexible working IT solutions in place however there has not yet been any formal plans or strategy for IT to work towards so there has been no progress on this particular action point.

Solutions currently being aligned to service needs.

Targets reflect ongoing need to continuously develop alongside technological advances and service requirements.

Cyber incident has required further consideration of policy and enablement of further flexible working solutions



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

**Objective:**

**Service Profile**

Marine Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.3.5.Manage Marine Infrastructure within Port Marine Safety Code	Kenneth Morrison - TS - Harbour Master	Deferred	01/04/2022	31/03/2026	79%	100%	 RED

**ACTION PROGRESS COMMENTS**

The Comhairle continues to comply with the requirements of the Port Marine Safety Code (The Code). In recognition of its duties to comply with The Code, Comhairle Harbour's There is an externally appointed external Designated Person who will provide independent assurance to the Harbour Board (T&I Committee) on compliance. The first external Designated Person Audit Report was presented to the September 2022 series of the Comhairle. The external DP has carried out audit reports on Miavaig Harbour, Barra and Vatersay facilities, Kallin and Berneray with these being reported to various committee series. The first external audit for 2024 was carried out at Leverburgh and Stockinish harbour's with report being presented to the April 2024 series of Comhairle committees. The Designated Person also gave a personal update on the findings of the report to the Chair and Vice Chair of T&I on 8th April 2024.

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

**Objective:**

**Service Profile**

Roads and Civil Engineering

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.4.8.Compile a Local Road Safety Strategy and Implementation Plan aligned with Scotland's Road Safety Framework to 2030.	Colin Maciver - Civil Engineering Manager	In Progress	01/04/2022	31/03/2024	70%	100%	 RED

**ACTION PROGRESS COMMENTS**

Review of existing Road Safety Policy commenced, discussion with partners regarding strategy and future funding opportunities ongoing. This is being progressed in parallel with Scotland's Road Safety Framework to 2030.

Various initiatives being progressed, however Policy yet to be completed. Target dates adjusted to reflect resource availability.

Limited progress on preparing the policy, however two initiatives under Transport Scotland's Road Safety Framework Fund have been progressed (Safe Roadsides & Safe Speeds) which align with the Scotland's Road Safety Framework 2030. Road Safety Plan will be progressed as resource allows.

July 2023  
Safe Roadsides and Safe Speeds initiatives completed. Road Safety Plan to be updated and approved by February 2024. Road Safety Improvement Fund grant acceptance submitted to Transport Scotland which requires Road Safety Plan to be approved prior to the end of financial year.

Cyber incident has impacted on preparation of Plan, however initiatives consistent with SG framework being progressed.

**Service Profile**

Roads and Civil Engineering

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.4.9.Report on Progress with Local Road Safety Implementation Plan	Colin Maciver - Civil Engineering Manager	In Progress	01/04/2022	31/03/2026	75%	100%	 RED

**ACTION PROGRESS COMMENTS**



Implementation Plan to follow completion of Road Safety Strategy. Intention to report progress to the December 2022 committee series.

Various initiatives being developed and delivered in line with Scottish Government Road safety Framework.

Safe Roadsides and Safe Speeds initiatives completed, further projects to be implemented this year. Road Safety Plan to be updated and approved by February 2024. Road Safety Improvement Fund grant acceptance submitted to Transport Scotland which requires Road Safety Plan to be approved prior to the end of financial year.

Road safety initiatives on target for delivery by end March 2024

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

**Objective:**

**Service Profile**

Municipal Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.2.1.Implement a waste management plan which meets the environmental considerations of the Outer Hebrides.	David A Macleod - Head of Municipal Services	In Progress	01/04/2019	31/12/2025	80%	100%	 YELLOW

**ACTION PROGRESS COMMENTS**

The new regulations have been pushed to the end of 2025, so unlikely to get clarity from the Scottish Government on access to Energy from Waste or provision of a derogation to allow landfill to continue. There is also a potential option to pre-treat the biodegradable content prior to landfill, which may be expensive.

Scottish Government have provided consultancy support via Zero Waste Scotland to identify and evaluate possible technology options that with allow compliance with the landfill ban.

The review of waste treatment options for waste with a biodegradable content is currently close to final draft stage. Pre-treatment is likely to only be worth considering for Uist and Barra waste, provided inter-island transfer of waste can be avoided

The initial review has confirmed that there is little potential to use the available technology as a pre-treatment of Lewis and Harris waste due to cost. As the cost of shipment of waste from Uist to Bennadrove landfill is currently a factor, there may be an opportunity to carry out performance trials at Market Stance.

Due to ferry capacity restrictions, the only current option for export of residual waste remains by boat to either Shetland or Norway, with a requirement to bale and store waste for three month periods before transfer. This would increase costs considerably and there are limited dockside facilities available.

Ferry capacity restrictions are still a significant limiting factor for any potential mainland EfW solutions. This is unlikely to change in the short term. Work is being carried out to determine if pre-treatment of waste at Market Stance can be used effectively to reduce the volume of waste and allow waste currently being transported via the Sound of Harris ferry diverted to the Lochmaddy - Uig route for mainland disposal. If 50% reduction can be achieved, this has potential to be viable.

The proposed start date for the Deposit Return Scheme has been delayed from August 2023 to March 2024. This adds uncertainty to the future design of collection services as DRS will take a significant percentage of container waste out of recycling and waste bins.

The launch of Scotland's Deposit Return Scheme will be delayed until at least October 2025

Good progress is being made with the Advetec system for Market Stance.

Discussions are ongoing with Zero Waste Scotland on biodegradable municipal waste disposal options and the impact of the extension of POPs regulations into soft furnishings.

POPs guidance now expected at end of October.

Extended Producer Responsibility delayed by one year with payments due to commence in 2025.

Final calculations on viability of waste pre-treatment option for Market Stance being carried out.

POPs guidance has been confirmed, with new regulation enforced by 1 February 2024.

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

A meeting with CalMac is planned to discuss ferry capacity for loads of residual waste to a mainland Energy from Waste facility. The avialibility of deck capacity still remains a significant concern as peak ferry demand coincides with peak waste production.

The Deposit Return Scheme has now been delayed until 2027 with glass bottles excluded.

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

Consultation on the Circular Economy Bill draft Route Map has ended. The next stage is expected to be a published Route Map with strong focus on responsible consumption, responsible production and sustainable resource use.

**Service Profile**

Municipal Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.2.2. Implement a Comhairle Fleet replacement policy which improves efficiencies and moves fleet towards Net Zero emissions.	David A Macleod - Head of Municipal Services	In Progress	01/04/2022	31/12/2025	80%	100%	 YELLOW

**ACTION PROGRESS COMMENTS**

A significant number of electric cars and small vans are being used by the Comhairle. Some funding is available to allow replacements to be provided at the end of lease but there is a significant lead time at present.

In addition to the hydrogen/diesel hybrid refuse collection vehicle (RCV) currently operated, an electric RCV is on order with delivery expected in September 2022. This will be the first split body electric RCV in Scotland.

Options to replace existing battery electric vehicles (BEV) on the Comhairle fleet that are reaching the end of lease are currently being assessed.

Additional EV charging points for Comhairle fleet are planned.

Options for light commercial vehicles are being monitored but are not considered to have sufficient range when loaded to function as a direct replacement.

It is expected that the BEV cars on the Comhairle's fleet that are coming to end of lease will be replaced with current BEV cars.

The delivery of the eRCV has been delayed but is still expected to be delivered by the end of March 2023. This will allow assessment of real world range in local conditions to be carried out and may lead to additional eRCVs being considered.

The eRCV has been delayed until April 2023. Four replacement BEVs are being ordered to replace leased vehicles, with delivery expected by August 2023.

A decision on EETF grant funding to re-establish hydrogen production at Creed Park is due shortly. If successful, this will allow further pilot hydrogen transport projects to be developed in advance of the larger scale hydrogen opportunities that are anticipated to be available by 2030.

Delivery date has been confirmed for the eRCV (26/7/2023). Four new MG4 EVs have been purchased with improved range performance.

ERCV has been delivered and is now in service.

Consideration is being given to a consultancy review to look at a Comhairle-wide fleet procurement and replacement plan.

Fleet replacement plan for all Comhairle vehicles has still to be developed

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

**Objective:**

**Service Profile**

Corporate Asset Management

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.4.17. Implement the Assets and Infrastructure Service's budget savings as agreed by the Comhairle.	Calum Mackenzie - Chief Officer, Assets and Infrastructure	In Progress	01/04/2023	31/03/2024	80%	100%	 YELLOW

**ACTION PROGRESS COMMENTS**

Asset Management - £30k target for the reduction in utility costs.

Initial suggestion to reduce budget allocations for service departments to incentivise efficiency and good practice measures. The increase in all utility costs however will require a specific action plan to manage future costs. For 2022/23 electricity costs are reasonably contained due to participation in national contract, however beyond March 2024 will require significant focus on likely increases. Potential use of consultants on a fee based on savings achieved being considered.

IT - Savings target of £60k being considered as part of the review of corporate IT. Review to be complete by December 2023.

Property Management - £120k target for the rationalisation of Office Space and rental income from public sector partners.

COVID19 has impacted the way in which all organisations work. Comhairle services are settling into revised work patterns with the easing of restrictions, however, it is likely to be towards

the end of 2023 before organisations commit to revised operating methods and flexible work patterns. In the meantime, discussions are ongoing with public sector partners with regards to the sharing of accommodation. £60k has been removed from 2023/24 budget.

Additional savings for 24/25 to be agreed at budget setting meetings.

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

**Objective:**

**Service Profile**

Information Technology

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.14. Manage corporate IT security and disaster recovery	Malcolm Nicol - IT Manager	In Progress	01/04/2022	31/03/2026	30%	100%	 RED

**ACTION PROGRESS COMMENTS**

Following a cyber attack in November 2023 contact has been made with the Scottish Government Digital Office to assist with Investigation, rebuild and data recovery.

An Incident Management Team has been established to oversee on site recovery.

02/02/2024 - Work is underway on recovering data. More sophisticated security measures are currently being evaluated and new backup strategy is being developed.

**Service Profile**

Information Technology

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

**ACTION PROGRESS COMMENTS**

The key findings of the Information Management self-assessment were presented to the Audit and Scrutiny Committee 22 June 2021. The two priority recommendations and the area for future development identified from the self-assessment were found to be partly implemented as at 31 March 2024. As further work is required to meet the objectives, this CIAP Action is carried forward to the 2024/25 business plan for implementation by late 2024 and the End Date in Interplan updated accordingly. The progress will be reported to the Audit and Scrutiny Committee within the Continuous Improvement Action Plan (CIAP) for scrutiny.

The two priority recommendations include (1) a refresh of the IT Strategy and (2) a review of IT security, with consideration to be given to the continued change from office to home working environments and the effects this may have on information security moving forward to ensure the integrity of corporate information in a home working environment. Work on both priorities is underway.

The area for future development requires the continuation of employee training to raise awareness of the importance of, and legal requirements relating to, information security.

The IT Strategy is required to reflect service and operational requirements of the Comhairle, which to date have not been clarified, as services have been adapting to COVID restrictions and return to office working. Various actions have been undertaken to improve information management and security over the period, such as implementing two-factor (2FA) authentication. Work continues on modes of working and targets changed to account for further development in these areas.

The Comhairle experienced a criminal cyber incident on 7 November 2023. The IT strategy is under revision following the cyber incident. Key themes will include cloud based solutions where appropriate. Due to the impact and resource implications of the cyber incident, the IT Strategy will need to be considerate of the ongoing learning outcomes and financial implications of the IT system rebuild. These are currently being reviewed through the Incident Management Team (IMT).

**Service Profile**



## Municipal Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.35.(4.1.1.104) CIAP: Implement the Garage and Fleet Trading Organisation Internal Audit Follow Up Review (FU09 – 20/21) recommendations	David A Macleod - Head of Municipal Services	Completed	08/07/2020	31/03/2024	100%	100%	 GREEN

**ACTION PROGRESS COMMENTS**

The Garage and Fleet Trading Organisation Internal Audit (Jul'20) made 11 recommendations and the follow-up review (Mar'21) found eight to be outstanding, management confirmed would be implemented by December 2021. As at 31 March 2022, six recommendations were partly complete and carried forward to the 2022/23 period for completion in the service business plan.

The audit found that work on updating the Corporate Asset Management Plan 2013-18 is underway, however, the impact of the COVID-19 pandemic has further delayed this. Once completed, the plan will contain an individual action plan for each asset type including vehicles and plant. As the plan is now over two years out of date this action point was to be progressed as soon as possible. Therefore, recommendation 2.1b required the Garage and Fleet Services Manager to liaise with the Corporate Asset Manager with regards to progressing the Vehicle and Plant Action Plan within the Corporate Asset Management Plan by 31 December 2020. Contact has been made to discuss the Corporate Asset Management Plan and determine the level of information that is required for the Vehicle and Plant Action Plan, but a follow-up meeting with the Corporate Asset Manager and the Garage and Fleet Services Manager is still to be arranged to take this recommendation forward. IN PROGRESS - The replacement programme for Cleansing and Roads vehicles is in place. The changes required to meet the SG 2025 zero emissions targets for cars and small vans has resulted in a change to the strategy. A short term procurement strategy has been agreed with home care for the provision of pool vehicles with a view to moving to battery electric vehicles at the next replacement cycle. The Vehicle and Plant Action Plan is yet to be completed and incorporated into the new Corporate Asset Management Plan 2020-2023.

During the audit, it was found that the section only had one performance indicator currently in place which relates to driver CPC training. It was therefore recommended (2.2a) that the Head of Municipal Services / Garage and Fleet Services Manager by 31 March 2021 should consider developing a range of KPIs and targets for Fleet Management which should be reported periodically. The follow-up review found that correspondence with other Local Authorities had taken place to identify the performance indicators used by their garage and fleet services and consideration would be given as to which of these performance indicators would be appropriate and benefit the Comhairle's services. A meeting was to be arranged to study options and develop own range of KPIs. IN PROGRESS - An essential tool to manage and report on performance will be the software used to control and monitor garage operations and use of stock. Recent staff changes have delayed the replacement of the outdated FleetMaster software system that is currently used. Staffing changes have been completed and replacements tasked with carrying out a revised analysis of available software systems to replace Fleetmaster. This will be completed and a new system ordered by December 2023.

As it was found that there was insufficient assessment of the efficiency and effectiveness of the service by lack of benchmarking with other local authorities or standard fleet information data, it was recommended (2.2b) that the Garage and Fleet Services Manager by 31 March 2021 undertake appropriate benchmarking of performance either through discussions with other local authorities or via available benchmarking data for fleet management. Correspondence with other Local Authorities has taken place to discuss possibilities for benchmarking data for fleet management. Contact has also been made with APSE (Association for Public Service Excellence) and the service are awaiting feedback from in order to proceed further (Jul'21). Other Local Authority Benchmarking options are being considered for adoption as appropriate.

Recommendation 2.3 required the Director of Assets, Finance and Resources / Head of Municipal Services by 31 July 2020 to undertake a cost benefit analysis prior to the progression of procuring a new fleet management system. A number of commercially available fleet management software packages have been considered and priced. Adaptation of software already being used by the Comhairle is being considered. Although a Comhairle wide Fleet Replacement Policy will reduce some of the demand on garage services, HGVs and buses will still be retained well after the manufacturer's warranty period. A final decision is yet to be made as part of the assessment of what impact a new fleet replacement policy could have on garage services. Appointment recently made to the post of Garage Services Team Leader. This post holder will be part of the assessment team working on the review of available software systems. Revisions to the Garage Services staffing structure are now in place and a review of available systems is being carried out.

It was recommended (2.4) that the Garage and Fleet Services Manager by 31 December 2020 undertake a best value review of the garage and fleet service in conjunction with appropriate benchmarking. Correspondence with other Local Authorities has taken place to discuss possibilities for benchmarking data for fleet management. Contact has been made with APSE (Association for Public Service Excellence) regarding this also plus suggestions for a relevant consultant to carry out a review of the garage & fleet services. However, awaiting feedback from APSE regarding benchmarking in order to proceed further. Best value review requirements are yet to be finalised and sent to consultant details received from APSE.

Recommendation 2.6 required the Garage and Fleet Services Manager by 31 July 2020 to undertake a review of training needs within the section which should then form the basis of an ongoing training programme with up to date training records maintained. A new training planner has been completed, however due to the impact of COVID-19 on the service, training has been limited to essential only such as first aid. Once normal service is resumed then training to be monitored and updated as necessary. Driver CPC is now being provided by Garage and Fleet services. Other training being considered as the level of Covid restriction ease. Assessment of best means to provide training to mechanics on EV service and maintenance being developed for implementation in 2022. A review of training needs will form part of the Departmental Training Plans due to be presented to committee in 2022. Garage and Fleet staffing structure changes are now substantially complete. However, the Covid situation is still causing staffing difficulty with lost days of staff time currently at its highest since the start of the pandemic. It is considered that external consultancy support would be beneficial to ensure that the operational efficiency is maximised.

In agreement with the Chief Internal Auditor, the Senior Organisational Development Officer closed off this CIAP Action on 28 October 2022 as being almost at completion and likely to be reviewed in future as part of Internal Audit's new Strategic Plan (dependent on risk factor).

**Service Profile**

Property Maintenance

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.43.CIAP: Implement the Property Maintenance Delivery Internal Audit Follow Up Review (FU07-21/22) recommendations	Calum Mackenzie - Chief Officer, Assets and Infrastructure	Completed	01/07/2021	31/03/2024	100%	100%	 GREEN

**ACTION PROGRESS COMMENTS**

The Property Maintenance Delivery (PMD) internal audit (Jul'21) made seven recommendations and the follow-up review (Jul'22) found three partly implemented with further work required to meet the objective of the recommendation. Management confirmed to internal audit that these would be implemented by October 2022. The end of year 2022/23 performance review of the Continuous Improvement Action Plan (CIAP) found that two of the three are now complete and ongoing monitoring of fuel consumption is taking place.

Action recommendation 2.2a is substantially complete and the Property Maintenance section is currently reviewing with the Transportation team the process for the section to routinely receive copies of fuel invoices in order for appropriate checks to be undertaken, with potential issues dealt with accordingly.

Closing action as revised procedures in place.

**Service Profile**

Property Management

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.46.CIAP: Implement the Libraries Internal Audit Follow Up Review (FU04-21/22) recommendations	Calum Mackenzie - Chief Officer, Assets and Infrastructure	Completed	13/08/2021	31/03/2024	100%	100%	 GREEN

**ACTION PROGRESS COMMENTS**

Of the 14 recommendations made in the Libraries internal audit (2021/22-21 13 August 2021) one (2.5b) is still outstanding and requires the Property Management Section to prioritise the most significant issues that have been identified as outstanding in the Stornoway Library building. Request for building works have been submitted and raised at Health & Safety meetings. A quote for the list works has been completed and is with the Property Management Section. The work requests have been approved but are awaiting supply and availability of fitters and, therefore, the CIAP action was transferred from the Library and Information Services to the Property Management section within the Assets and Infrastructure Service for completion. The completion date has been updated to 31/03/2024.

Asset investment requirements are being collated and prioritised at a corporate level. The requests for the library have been noted and included in this process.

**Service Profile**

Corporate Asset Management

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
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4.1.5.60.CIAP: Implement the Corporate Asset Management Internal Audit Follow Up Review (FU08-2022/23) recommendations.	Robert MacLennan - Asset Management Planning Coordinator	Completed	26/01/2023	31/03/2024	100%	100%	 GREEN
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**ACTION PROGRESS COMMENTS**

As per the Internal Audit Follow Up Review Corporate Asset Management Final Report – FU08-2022/23 26th October 2023, Internal Audit note that out of the 7 follow up recommendations made in the original report 6 appear to have been fully implemented, and management have confirmed that the remaining recommendation will be implemented by March 2024.

- Action 2.5 recommended: Management should consider the updating of the Disposal of Surplus Assets Procedure to acknowledge changes in organisational structure, officer roles, working groups and potential effects of Brexit.
  - Action By: Chief Officer Assets and Infrastructure
  - Progress as at 26th October 2023: The revision of the disposal of surplus asset procedural guide is currently ongoing. It is proposed that the revised document will be completed within the next 6 months
  - Action outstanding: Revision of guidance document.
- Progress as of 20th February 2024: Due to the recent cyber attack, one of the key priorities with regards to the disposal of surplus assets, has been the development of new disposals templates i.e. Evaluation Templates, Expression of Interest Templates, Community Asset Transfer Templates etc. These templates are now complete, so focus can commence on the development of a new procedural guide.
- Action outstanding: Revision of guidance document.
- Progress as of 01 May 2024: The Disposal of Assets Procedural Guide is now complete and has been approved at the April 2024 Committee series.

**Service Profile**

Municipal Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.61.CIAP: Implement the Bus Contracts - Public, School & Integrated Internal Audit Follow Up Review (FU09-2022/2023) recommendations.	David A Macleod - Head of Municipal Services	In Progress	24/01/2023	31/12/2024	80%	100%	 YELLOW

**ACTION PROGRESS COMMENTS**

As per the Internal Audit Follow Up Review Bus Contracts - Public, School & Integrated Final Report – FU09-2022/2023 24th October 2023, Internal Audit note that out of the 5 follow up recommendations made in the original report 2 appear to have been fully implemented, and management have confirmed that the remaining recommendations will be implemented by December 2023. Three recommendations were found to be partly outstanding as at 31 March 2024. As further work is required to meet the objectives, this CIAP Action is carried forward to the 2024/25 business plan for implementation by late 2024 and the End Date in Interplan updated accordingly. The progress will be reported to the Audit and Scrutiny Committee within the Continuous Improvement Action Plan (CIAP) for scrutiny.

- Action 2.3 recommended: The Transport Manager to identify and follow up on Contractors who have not submitted PVG information.
- Action By: Transport Manager
- Progress as at 24th October 2023: Over 40 applications have been processed but three operators require a number of drivers to be moved from Disclosure/S.C.R.O checks to PVG checks as some are 20 plus years since last checked.
- Action outstanding: Bus na Comhairle are one of these operators with the Transport Office not previously being involved in the processing of Comhairle Staff. Transport Office will now gather the relevant information to forward to Human Resources for all Bus na Comhairle drivers. External Operator information will continue to be processed by Education Department. This process should be completed by mid-December 2023.
- Progress update 14/05/2024: There are still a number of Bus na Comhairle drivers who need to be updated from Disclosure/SCRO to PVG. All external operators have had drivers checked and only drivers logged with education will be allowed to operate on Comhairle contracts. Going forward new drivers will not be allowed to drive for these companies without an approved disclosure receipt from Education Department. Random checks will be carried out during July and August. Bus na Comhairle still require 7 drivers to be updated due to length of time since their last check. We have recovered the previously held information for them and have started to process applications for all but one driver on long term sickness absence and would look to complete by the end of June 2024. These will be processed by HR not Education.
- Action 2.4 recommended: The Transport Manager to confirm that the required monthly data will be provided as per the Conditions of Contract.



- Action By: Transport Manager
- Progress as at 24th October 2023: All up to date except one operator who operates contract PUB-BEB in Benbecula. Messaged for passenger data on 13/02/2023, 18/04/2023, and 28/06/2023 and have sent a final reminder to the operator.
- Action outstanding: If no reliable method of manual reporting can be set-up, we will insist the operator install electronic ticket machine even though the value of the contract does not justify the outlay.
- Progress update 16/05/2024: COMPLETE - Passenger data is being provided by operators, but ongoing at the end of each month for the duration on all Integrated and public bus contracts.
  
- Action 2.5 recommended: The Head of Municipal Services arranges to reimburse the bus operators that contributed to the electronic ticket machine fund.
- Action By: Head of Municipal Services
- Progress as at 24th October 2023: A detailed breakdown of all the payments was submitted to Transport Office Senior Accountant on 15/09/2023 and approved by both the Principal Accountant and the Senior Accountant on 18/09/2023. Memos created for payments on 09/10/2023.
- Action outstanding: The majority of reimbursements will be included in October 2023 payment run. One operator retired three years ago so it will take longer to arrange for this payment to be made.
- Progress update 14/05/2024: COMPLETE - All Operators have now been reimbursed and cost code should be empty.

### Scorecard - Assets and Infrastructure

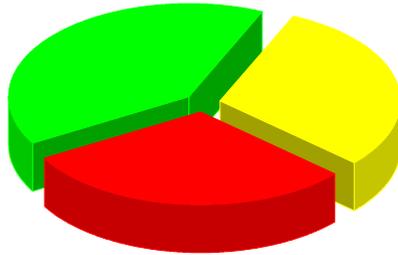
2023/24 SBP PIs - Assets and Infrastructure	Unit	Target	Actual	Indicator	Comments
4.1.2 - CD027 (TS019): Tonnes of Dry Recyclates Collected. Responsibility: David A Macleod	T	2,200.00	2,440.19	 GREEN	The service have set milestone targets increasing year on year towards a target of 2,400T by 2030.
4.1.5. - AFR004: Percentage of system availability Mon-Fri 8am - 6pm (A). Responsible Officer: Murdo Morrison	%	95.00	0.00	 RED	
4.1.5. - AFR005: Percentage (avg.) of Helpdesk calls responded to within agreed time. Responsible Officer: Murdo Morrison	%	95.00	39.02	 RED	
4.1.5. - AFR066: Percentage of Customers satisfied with IT Services. Responsible Officer: Murdo Morrison	%	85.00	0.00	 RED	

Depute Chief Executive's Directorate

Business Unit Overall Performance - Depute Chief Executive's Directorate

**Actions**

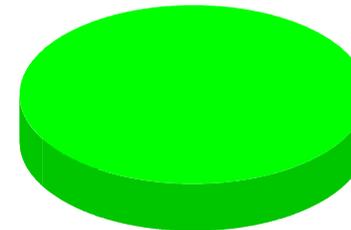
■ On Track	40.0%
■ Monitoring Required	30.0%
■ Off Track	30.0%
■ No Targets Set / Ongoing	0.0%
Total:	100.0%



<b>10</b>	<b>Actions reported on</b>
<hr/>	
4	Actions with at least 100% of target
3	Actions greater than 79 and less than 100% of target
3	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%



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

## Comments - Depute Chief Executive's Directorate

### 2023/24 End of Year (Q4) Progress Comment:

Work is progressed on the development of the Comhairle's next Local Housing Strategy (LHS). An Early Engagement Survey was completed, and this provided useful feedback to help shape the Vision and the Aims and Objectives of the next LHS. Further community consultation will take place in summer 2024. The Affordable Housing Programme continues to make steady progress. At the end of Q4 there were 124 units at different stages of development. These can be broken down as follows:

- 80 Units currently on site Lochmaddy Old Hospital (8) and Blackwater (72)
- a further 44 units are going through assessment, financial appraisal, or Planning: South Lochs (4), Bernera (4), Scott Rd (24) and Leverburgh (12).
- In addition, since the start of the current funding programme in 2018, a further 248 units have been completed at: Tom na Ba (4), Stag Road (12), Cleascro Road (10), Back Care Unit (3), Corran Cismul (6), Horgabost (4), An Glib (2), Mackenzie Avenue (50), Breasclete (10), Tolsta (4), Garrabost Care Unit (2), Torlum (2), Winfield (1), Scotland Street (6), Edgemoor (2), Garrynamonie (5), South Dell (6), Goathill (74), Shawbost (4), Tarbert (8), Howmore (4), Barvas (8), Balivanich (10), Crowlista (5) and Cleit Barra (6).

Planning remained significantly impacted by the cyber incident. With the assistance of Architecture and Design Scotland the Service held a cross agency / senior managers Whole Place workshop, which is a significant milestone in the production of the new LDP Evidence Report. It was well attended by senior managers and key agency stakeholders. The outcomes from this will help inform the Evidence Report and the direction of the new LDP.

In relation to potential Supplementary Guidance's and marine planning activities officers have been engaged with the British Geological Survey, Scottish Government, Crown Estate Scotland and SEPA.

Staff have participated in events on Place including in relation to wellbeing and physical activity.

In March the Chairs of the Planning and Sustainable Development Committees, the Depute Chief Executive, and Planning Managers met with the Planning Minister Joe Fitzpatrick MSP. The discussion focused on the significant workstreams and opportunities arising from the forthcoming energy developments, resourcing the Planning Service appropriately and the cyber incident.

A contract for delivery of the Acarsaid Harbour project was awarded to Breedon Hebrides, to the value of £483k - with the contractor expected on-site in April and completion of the contract anticipated by the end of June (Q1);

Utilising Community Led Local Development (CLLD) Programme funding a study was jointly commissioned into Rural and Agricultural Development as a collaboration project - along with Orkney Islands Council, Shetland Islands Council, HIE and the three island areas' CLLD LAGs. The study will focus on how the new Agricultural Bill will affect Orkney, Shetland, and the Outer Hebrides. uniquely - in order to maximise its potential across the three islands areas.

Kallin Harbour Development: plans have been prepared for a new building - to be sited on an area which was cleared in 2023 - which would improve facilities at that Harbour.

The 2023-24 CLLD Programme has been completed and the final claim and report are due for submission to the Scottish Government in April. The Government confirmed that CLLD Programme funding will continue through 2024-25 and advised that staff employed to administer CLLD should be retained by employers to deliver the programme. The LAG is currently awaiting confirmation of their funding allocation - in addition to which priorities have been identified - before preparing its next Community Led Vision for the 2024-25 Programme.

Activity across all Business Gateway funding schemes picked up in Q4. All targets were achieved or exceeded in Q4. Compared to the previous year, the number of start-ups supported was 8% higher, however, most Business Gateway (BG) activity - i.e. Business Growth, Business Enquiries, Job Impacts, Funding - was lower. This is due to a range of factors such as economic conditions, lack of business confidence, etc. BG areas across Scotland are reporting similar results. The Comhairle cyber-attack also impacted on performance, principally due to data-loss and the main BG telephone number having been out of action. National Business Gateway customer satisfaction surveys indicate that the Outer Hebrides continues to deliver above-average performance in comparison with other areas.

In February 2024, the Comhairle agreed to lead on the construction of the enabling infrastructure whilst procuring an operator to run the spaceport and construct the spaceport infrastructure. Pre-construction works and tender preparations have commenced. Following completion of the construction project, appointment of the operator and confirmation of match funding, the full business case will be submitted to Islands Deal - anticipated to be December 2024.

Castle Grounds Project has been completed complete and National Heritage Lottery Fund have released the final payment and were satisfied all key outcomes were met. The final Historic

Environment Scotland Grant payment is still outstanding but expected this quarter. All completion certificates required to draw down remaining grant have been issued and formal contract close concluded. Officer involvement in the project now complete.

Officers continued to work with the tourism / Food & Drink: sectoral interests through the Cruise Forum and Tourism Leadership groups locally to support the industry, particularly regarding the opening of the Deep-Water Terminal, which is progressing to schedule. Officers also working with partner LA's and SG on the development of the Visitor Levy as the legislation passes through the Scottish Parliament.

Hebridean way maintenance work has been approved and work is anticipated to commence following a procurement exercise in the coming quarter. Nature Restoration Fund allocation for 23/24 has also been allocated to community projects that align with the aims and objectives of the NRF.

The Uist Repopulation Zone Action Plan continues to focus support including working across Comhairle departments to develop materials to attract people to move to the islands and to encourage skills development. This includes liaising with the Young Islanders Network to identify the issues that impact young islanders' daily lives and also their decisions on whether to stay and move away.

Under the Islands Growth Deal, ICNZ OH is currently in the process of supporting an FBC submission to allow for the allocation of £464k Islands Deal funding to match fund a £1.3m allocation from SG's Emerging Energies Technology Fund to establish the Creed Hydrogen Skills and Innovation Centre.

In June 2023 the Outer Hebrides Campus Redevelopment FBC was also successful in receiving approval for £1.5m of Islands Growth Deal funding, which leveraged in an additional £838k of match funding which also enabled 1 FTE direct Project Management recruitment, and the appointment of a local contractor to undertake the necessary building works. Construction works to deliver an updated and modern campus facility that supports delivery of a more sustainable curriculum that is aligned to the needs of our local economy, commenced in August 2023, and is due to conclude in October 2024.

The Outer Hebrides Food and Drink Programme FBC has also been successful in securing £174k of Islands Growth Deal funding and leveraging over £332k of UKSPF to support sustainability and diversification of the fisheries sector in Acarsaid and Vatersay.

The first Project from the Destination Development portfolio, Calanais Redevelopment, is currently progressing with its FBC, with a view to receiving approval in the first quarter of 2024 / 2025 following conclusion of procurement and match funding processes. Approval of this FBC will be a significant achievement and investment in an iconic landmark in our Islands, helping to grow and stimulate our local tourism and micro business sector.

The remaining Projects have continued to progress with a variety of funding strategies, which has seen more than £5m leveraged to date to support preliminary and construction project costs. A further two Projects, the Creative Islands Wellbeing Programme and Ionad Hiort have also submitted draft FBCs and are undergoing a review process with SG and UKG.

#### Summary of Achievements in 23/24:

- 4 Project FBC's approved
- £4.7m of Match funding secured
- 4 FTE direct job creation
- £1.3m Islands Deal funds drawn down
- Project Governance installed
- 4 Projects achieved RIBA 4
- 4 capital Procurements undertaken

Whilst there have been many significant and successful steps forward in the Islands Deal first year, there has also been a number of issues that have impacted the original planned delivery and spend profile of the Deal. The turbulence in the economic landscape in relation to cost inflation, and competitive and dwindling match funding pots has meant that it is becoming increasingly difficult to deliver the full extent of what was originally planned at OBC stage. To reflect the current economic climate, Projects have been, and will continue to undergo a period of review and rescoping process to ensure achievable deliverability with optimum impact in our local economy.

Calum Iain Maciver, Depute Chief Executive, May 2024

## Action Progress - Depute Chief Executive's Directorate

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

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

## Strategic Projects

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.1.1. Work with partners on the delivery of the Islands Deal projects.	Charlene Macmillan - Strategy Officer	Completed	01/04/2022	31/03/2027	100%	100%	 GREEN

**ACTION PROGRESS COMMENTS**

Following the signing of the Full Deal Agreement on 20th January 2023, Projects are now scheduled over the 10-year lifespan of the Programme to progress from Outline Business Case (OBC) to Full Business Case (FBC), allowing for approval and drawdown of funding.

The first FBC to receive approval is the Islands Centre for Net Zero (ICNZ), a pan-island Programme focused on trialling innovative solutions to decarbonisation and accelerating our Islands towards Net Zero. Approval of this FBC has allowed for a £1.68m investment in the Outer Hebrides to deliver the 'ICNZ OH'. A total of 3 FTE positions have been created locally and are based throughout our chain of Islands in Lewis, Uist and Barra.

The first year of ICNZ has focused on establishing a strong foundation to carry the Project over the course of the Programme, with time spent on recruitment, governance and mapping and networking of the local decarbonisation sector. A successful Open Day was held across the 3-partner Islands of Orkney, Shetland and Outer Hebrides in December 2023. Outcomes from the Event will help shape the delivery strategy of the ICNZ in the coming Years.

ICNZ OH has also been successful in helping to secure an additional £250k to create 1 FTE dedicated resource to support delivery of collaborative aspects of ICNZ OH and the Comhairle's local Energy and Climate Change strategies. The ICNZ OH is also currently in the process of supporting an FBC submission to allow for the allocation of £464k Islands Deal funding to match fund a £1.3m allocation from SG's Emerging Energies Technology Fund to establish the Creed Hydrogen Skills and Innovation Centre.

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

**Objective:**

**Service Profile**

Heritage and Culture Unit

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.1.6. Investigate and pursue funding options for new museum stores project including preparations for Heritage Horizons fund application.	Colin George Morrison - Team Leader - Heritage and Culture	In Progress	01/04/2022	31/03/2024	80%	100%	 YELLOW

**ACTION PROGRESS COMMENTS**

A report was presented to Sustainable Development Committee in Nov 2023 to provide an update on the Heritage Service of Comhairle nan Eilean Siar looking at what was achieved in 2023 and illustrating the plan for 2024. The recommendation to 'note next steps to be taken regarding funding for progressing the Collection Resource Centres' was accepted. NLHF representatives visited Museum & Tasglann nan Eilean in and were given a tour by staff with an initial discussion about the proposed project which was met favourably. The next step is to submit an EOI in Q4/Q1 which if successful would include a development phase where a feasibility study would be required.

April 2024 Update: Meeting requests have been sent to NLHF representatives to discuss an EOI. Meeting with NLHF planned for early Q1. In preparation an EOI has been drafted and discussed with Head of Assets & Infrastructure and Senior Projects Manager (Investment Delivery)

**Service Profile**

Heritage and Culture Unit

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.1.8. Review Archive Accreditation Scheme guidance and ensure policies, procedures and plans are in place in preparation for application submission.	Colin George Morrison - Team Leader - Heritage and Culture	Not Started	01/04/2022	31/03/2025	0%	100%	 RED

**ACTION PROGRESS COMMENTS**

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

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

It is anticipated, subject to time and resources, that this action will progress during the 2023/24 period.



**Service Profile**

Heritage and Culture Unit

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.1.9.Retain and renew formal partnerships with British Museum and National Museums Scotland, including loan agreements, and seek opportunities for partnerships with other museums and archives (local and national).	Colin George Morrison - Team Leader - Heritage and Culture	Completed	01/04/2022	31/03/2027	100%	100%	 GREEN

**ACTION PROGRESS COMMENTS**

Loan condition checks are now confirmed with the British Museum for early Q4 and the National Museum of Scotland in early Q1 – this is to ensure we are meeting the conditions of our loan agreements. Discussions are also taking place with NMS regarding changes to loans for the 2026/27 revamp of the permanent galleries.

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

The partnership Cinema Sgire project with the National Library of Scotland Moving Image Archive was brought to a successful conclusion and the archive is now available online.

April 2024 Update: Loan condition checks of the Chessmen took place in mid January with the British Museum. Recommended alterations to the case were complete by external contractor while BM were on site. There are two visits from National Museum of Scotland staff planned for Q1 to condition check the archaeology loans and the Morgan car. These visits are to ensure we are meeting the conditions of our loan agreements. Discussions are also taking place with NMS regarding changes to loans for the 2026/27 revamp of the permanent galleries.

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

**Service Profile**

Heritage and Culture Unit

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.1.10.Review Museums Accreditation Scheme guidance and ensure policies, procedures and plans are in place in preparation for re-accreditation application submission for Museum nan Eilean Lews Castle and Lionacleit.	Colin George Morrison - Team Leader - Heritage and Culture	Completed	01/04/2022	31/03/2024	100%	100%	 GREEN

**ACTION PROGRESS COMMENTS**

We await the decision of the Accreditation Panel. We were allocated an external assessor at the end of Q3. Decision due in Q4.

Unfortunately due to the criminal cyber incident that hit CnES in Q3 we were required to alert our Accreditation body due to our collections data being inaccessible at present.

April 2024 Update: Accreditation Panel decision was to reduce our accreditation level from Full Accreditation to Provisional Accreditation (for 12 months) due to the effects of the cyber attack. Seven Required Actions were identified that we must report back on within the 12 months. A further two areas of development were identified.

**Service Profile**

Heritage and Culture Unit

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
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3.1.1.11.Support the delivery of the Hebridean Homecoming 2023/24 Project in partnership with key heritage stakeholders.	Colin George Morrison - Team Leader - Heritage and Culture	In Progress	01/04/2022	31/03/2025	80%	100%	 YELLOW
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**ACTION PROGRESS COMMENTS**

Two members of the Heritage Team undertook a curatorial research trip to Canada in Q3 – specifically Nova Scotia, Cape Breton Island and Prince Edward Island – meeting many community groups and individuals. This was funded by the Art Fund and Crown Estates. The research will feed into the planned Emigration exhibitions in both Museum & Tasglann nan Eilean Stornoway and Lionacleit

An application was also submitted to Museum Galleries Scotland to match fund the planned Emigration Conference with notification that it was successful at the end of Q3.

Unfortunately due to the criminal cyber attack on CnES which has greatly affected the Heritage Service (alongside all other council sections) it has been decided to delay both the Emigration exhibitions and the Emigration Conference until 2025 to allow the Heritage Team to rebuild collections information systems. MGS have agreed to this change in timetable for their funding and therefore the conference will now be one of the last events of the Hebridean Homecoming 3 year calendar.

April 2024 Update: Heritage Service staff continue to research and plan the 2025 Emigration Exhibition 'Cianalas 's Dochas' which will be on display in both our museum venues from end may – end Oct 2025. They are also planning the Emigration Conference in early Oct 2025.

**Service Profile**

Heritage and Culture Unit

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
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3.1.1.12.Support the implementation of relevant actions from the Great Place Strategy Action Plan in partnership with the Great Place Steering Group and the Heritage Forum.	Colin George Morrison - Team Leader - Heritage and Culture	In Progress	01/04/2022	31/03/2025	80%	100%	 YELLOW
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**ACTION PROGRESS COMMENTS**

The Heritage Service continue to support the Heritage Forum/ Great Place Steering Group and have been feeding into meetings.

Under Action 4.3 Resourcing the Heritage Network: an EOI was submitted by Heritage Coordinator 3rd November for match funding (to match funds already committed by CnES) to support additional GPS posts, with a meeting between NLHF and the Heritage Forum in December to discuss EOI in detail and advise if worth progressing in Q4. Heritage Forum have identified priorities from the GPS strategy to take forward and underpin the work of the new staff.

Action 4.2: Partnership Project1 – Hebridean Homecoming. A press release as issued by the Forum in November to update on success of year 1 of Hebridean Homecoming. <https://www.hebrideanhomecoming.com/resources> . In Q3 specifically included the loan of the nationally significant Adabrock Hoard 'coming home' to Comunn Eachdraidh Nis and the continuation of the SS Marloch Exhibition in Kildonan Museum. Working is continuing in planning events/ exhibition for 2024/25.

Action 4.3: Establish a Digital Platform – the Heritage Forum coordinator has established a Hebridean Homecoming Website <https://www.hebrideanhomecoming.com/> to showcase and support community heritage to promote their events. They are also working to establish a Heritage Forum online presence.

A Heritage Forum Training event is being organised by the Heritage Forum Coordinator with support from Heritage Service Team – to be held in Uist in Q4. This event will help towards meeting Action 4.9 by working on developing an income generation plan for Forum members to explore sustainable, fair and sensitive ways to generate income from heritage assets/ programmes/ products and projects to reinvest back into the heritage organisations. And also Action 4.3: Resource the Heritage Forum (to care for heritage) The Heritage Service will offer training in 'data security/ cyber lessons' and 'first aid for photographs and paper-based objects'.

A medium-term Action under Networked Community Heritage are Themed Heritage Trails. The Heritage Trails post (funded by Scottish Government / hosted by CnES within Heritage Team) Aims for the post were taken from GPS strategy. Post holder has been meeting with Heritage Forum and Great Place Steering Group members and wider sector stakeholders in order to researching trails and see potentials for the future. Post holder has been conducting discussions, on the ground research. Practical questions have been considered, e.g., parking, maintenance, branding, funding, capacity, environmental conditions, infrastructure. Has issued a survey to businesses, comainn eachdraidh and community landowners. Consideration of

Net Zero regarding physical and digital trails. Network provision etc is also a consideration for digital trails in remote locations.

April 2024 Update: The Heritage Service continue to support the Heritage Forum/ Great Place Steering Group and have been feeding into meetings.

Under Action 4.3 Resourcing the Heritage Network: following the meeting between NLHF and the Heritage Forum in December to discuss EOI the Heritage Forum Coordinator is working to submit a bid in Q1. Heritage Forum have identified priorities from the GPS strategy to take forward and underpin the work of the new staff.

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

Action 4.3: Establish a Digital Platform – the Heritage Forum coordinator has established a new Outer Hebrides Heriateg Forum website www.ohheritageforum.com this sits alongside the Hebridean Homecoming Website <https://www.hebrideanhomecoming.com/> to showcase and support community heritage to promote their events.

A Heritage Forum Training event was organised by the Heritage Forum Coordinator with support from Heritage Service Team –held in Uist 29 Feb & 1 March . This event helped towards meeting Action 4.9 by working on developing an income generation plan for Forum members to explore sustainable, fair and sensitive ways to generate income from heritage assets/ programmes/ products and projects to reinvest back into the heritage organisations. And also Action 4.3: Resource the Heritage Forum (to care for heritage) The Heritage Service presented an update on the Service including 'data security/ cyber lessons' and 'first aid for photographs and paper-based objects'.

A medium-term Action under Networked Community Heritage are Themed Heritage Trails. The Heritage Trails post (funded by Scottish Government / hosted by CnES within Heritage Team) Aims for the post were taken from GPS strategy. Post holder has been meeting with Heritage Forum and Great Place Steering Group members and wider sector stakeholders in order to researching trails and see potentials for the future. Post holder has been continuing to conduct discussions and on the ground research. Analysing results of survey . Planning for year 2.

**Service Profile**

Heritage and Culture Unit

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.1.13.Review and deliver the Gaelic Language Plan	Comhairle's Dr Donald Weir - Gaelic Support Officer	In Progress	01/04/2022	31/03/2027	75%	100%	 RED

**ACTION PROGRESS COMMENTS**

The implementation of the Comhairle's Gaelic First Policy is key to facilitating the delivery of the Comhairle's Gaelic Language Plan. Sgioba na Gàidhlig therefore prepared a statement for the February series meeting of Comataidh na Gàidhlig regarding the implementation of the Comhairle's Gaelic First Policy, (drafted by Sgioba na Gàidhlig and agreed in September 2022). This statement, which was agreed by Comataidh na Gàidhlig, and which will shortly be circulated to Members and Officers, emphasises that an increased and sustained focus on developing the Comhairle's capacity to deliver bilingual services is required and that a more strategic approach to growing a bilingual workforce should be adopted. A wider range of jobs will therefore likely be designated as Gaelic essential or desirable, and recruitment procedures should be updated to reflect this. People applying for posts would be expected to commit to CPD with regard to Gaelic language acquisition, and would be encouraged to undertake bespoke classes to develop their language skills. By implementing such steps, Comhairle nan Eilean Siar is demonstrating its intent to lead on becoming an "Area of Linguistic Significance" (ALS) as proposed in the new Scottish Languages Bill. In growing a workforce with bilingual skills, the Comhairle will be able to implement better its key strategic aims in the Comhairle's Gaelic Language Plan.

Sgioba na Gàidhlig wrote a response on behalf of the Comhairle for the public consultation on the Scottish Languages Bill, currently going through the Scottish Parliament. This emphasised that local authorities where Gaelic is still widely used like Comhairle nan Eilean Siar, have a responsibility to lead and support communities and organisations within their geographical area. They should seek to ensure that the language not only survives, but develops across a much wider range of economic, educational, social and cultural contexts, in meaningful ways. Agreeing shared strategic approaches to growing bilingual capacity amongst the workforce and wider community to deliver services and events, are central to this, and should be a main focus of the requirements for ALS designation. The ALS designation would enable enhanced governmental support for Gaelic in terms of the provision of more public services through the medium of Gaelic and extended opportunities to use Gaelic in everyday situations. Therefore, it is crucial that the Comhairle grows its bilingual staff capacity and is able to implement the Gaelic Plan fully.

In conjunction with Bòrd na Gàidhlig, the Comhairle launched its Gaelic Student Placement Scheme for Summer 2024. This provides university or college students, with at least some degree of Gaelic skills, the opportunity to be employed for ten weeks during the summer with organisations in the Western Isles which use Gaelic in the workplace every day. These ten weeks can take place anytime over the summer, but the placement must be completed by Friday 30th August 2024. This Scheme has been running for many years and has been very successful in developing the Gaelic skills of students and giving them valuable experience of a professional work environment. From the point of view of the organisations, the Scheme can



give them the opportunity to hire students to work on specific projects, which would not have been possible to do without the assistance of the students. Continuing to develop the Gaelic Student Placement Scheme for college and university students in the Isles is a specific action in the Comhairle's Gaelic Language Plan 2023-2028.

Other notable events which have helped to deliver the Gaelic Plan include:

- Sgioba na Gàidhlig worked with FC Sonas, as part of Seachdain na Gàidhlig, to organise and deliver a Gaelic medium football tournament for schools in Inverness, involving two teams of S1-S3 pupils from the Nicolson Institute, as part of a 10-team competition involving 74 young Gaelic speakers in total;
- Sgioba na Gàidhlig secured full funding for the four-day Luach Gaelic Festival in Lewis and Harris in summer/autumn 2024, to be delivered in partnership with An Lanntair;
- Between January and March, Sgioba na Gàidhlig attended meetings of the inter-authority GLAD (Gaelic Language and Development) group, Bòrd na Gàidhlig's Gaelic Officer Network and the Scottish Government's Gaelic a Faster Rate of Progress group, where discussions took place about the implementation Gaelic plans, delivering staff Gaelic learning opportunities, increasing the usage of Gaelic in organisations, and increased opportunities for collaborative working;
- Sgioba na Gàidhlig provided financial and other support for Sgoil an Taobh Siar pupils to attend the Gaelic FilmG awards ceremony in Glasgow in February;
- Sgioba na Gàidhlig attended the Gaelic Careers Fair in Stornoway in February, and delivered a presentation on the value of Gaelic to the local economy and the importance of growing Gaelic workforces to address the shortages of employees with bilingual skills in particular sectors, such as healthcare, childcare and creative and digital media.

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

**Objective:**

Service Profile

Housing Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.3.3. Develop, monitor and review the Comhairle's Local Housing Strategy (LHS) 2022-27	Iain Watson - Housing Services Manager	In Progress	01/04/2022	31/03/2027	75%	100%	 RED

**ACTION PROGRESS COMMENTS**

June 2022: Development of Housing Need and Demand Assessment underway. Update Report on HNDA presented to Sustainable Development Committee on 22 June. Housing Market Partnership established.

Sep 2022: Housing Need Survey prepared and published. Aims to collect information on local housing need from members of the public and local businesses and organisations. HNDA Update Report presented to Sustainable Development Committee on 21 Sep

Dec 2022: Useful data collected by the Housing Need Survey. Details of Survey presented to Housing MOWG in Oct 2022. Work progressing with HNDA. Peer Review of Shetland LHS also completed.

Mar 2023: HNDA submitted to Scottish Gov in February. Initial feedback received in March. Housing Market Partnership met with Strategic Local Plan (Affordable Housing) group in February as part of the LHS consultation process.

June 2023: Amendments made to HNDA and formal submission made to Scot Gov.

Sep 2023: Formal feedback received from Scot Gov. 13 recommendations made, all low level. Amendments made and resubmitted. (Formal approval of HNDA received on 6 October 2023).

Dec 2023: Formal approval of HNDA by SG received in October. LHS survey issued seeking views on direction of housing strategy.

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

**Objective:**

Service Profile

Consumer and Environmental Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.4.3.Deliver the Consumer and Environmental Services Annual Plan.	Colm Fraser - Consumer and Environmental Services Manager	Completed	01/04/2022	31/03/2027	100%	100%	 GREEN
<b>ACTION PROGRESS COMMENTS</b>							
<p>The services were following their annual service plan and were on target to meet the majority of the priorities and targets for the year, prior to the cyber attack. A lot of the systems used to monitor progress were affected so the focus has been on trying to rebuild these systems, whilst dealing with the day to day inspections and complaints. The incident has limited the information we have available to report on.</p> <p>In the year the services carried out over 290 food interventions, issued 86 Export Health Certificates and dealt with over 330 recorded service requests. The Service also processed 300 Private Landlord Registrations, processed over 800 short-term let licences applications and issuing 627 licences. The Services also issued another 65 various licences.</p> <p>The Services were also involved in the animal health response to the five avian flu outbreaks throughout the year and dealt with several stranding events including one mass stranding of 50+ whales.</p>							

### Scorecard - Depute Chief Executive's Directorate

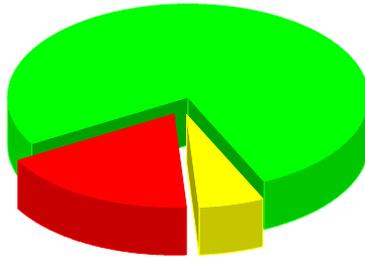
2023/24 SBP PIs - Depute Chief Executive Directorate	Unit	Target	Actual	Indicator	Comments
1.1.1. - CD028 Proportion of Island's Deal projects delivered. Responsible Officer: Calum Iain Maciver	%	8.00	19.00	 GREEN	Outer Hebrides Project FBCs in receipt of approval and into delivery stages.
3.1.1. - CE028: Number of Organisations receiving financial assistance from the Sgioba na Gàidhlig Small Grants Budget (Trend KPI). Responsible Officer: Dr. Donald Weir.	#	20.00	22.00	 GREEN	
3.1.1. - CE032: Level of funding (£'000) secured from Bòrd na Gàidhlig (Trend KPI). Responsible Officer: Dr. Donald Weir	£	52,500.00	79,500.00	 GREEN	

## Economic Development and Planning

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

#### Actions

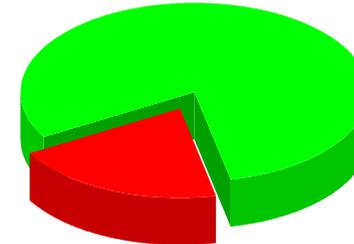
On Track	76.5%
Monitoring Required	5.9%
Off Track	17.6%
No Targets Set / Ongoing	0.0%
Total:	100.0%



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

#### KPIs

On Track	80.0%
Monitoring Required	0.0%
Off Track	20.0%
Annual	0.0%
Total:	100.0%



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

Comments - Economic Development and Planning

2023/24 End of Year (Q4) Progress Comment:

May 2024

Action Progress - Economic Development and Planning

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

**Objective:**

Service Profile

Renewable Energy

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.1.2.Identify and support new energy sector opportunities for the Outer Hebrides.	John Cunningham - Strategy Manager	In Progress	01/04/2022	31/03/2030	50%	100%	 RED
<b>ACTION PROGRESS COMMENTS</b>							
The Comhairle continues to pursue future energy solutions, principally the production of Green Hydrogen for local demand and export. Funding has been secured from a Scottish Government Green Growth Accelerator (£10m) and from the Islands Growth Deal (£11m) for the development of a Net Zero Hub in three phases: 2024-26 – 10MW of electrolysis to supply local demand; 2027-29 – scale up to 40MW to supply SGN's conversion of Stornoway Town Centre Gas Network; and, 2030 onwards – bulk export of Green Hydrogen or its derivatives, powered by ScotWind Offshore Wind. A third party study is underway into the extent of Hydrogen demand across island industries. This will inform scaling of the proposed Net Zero Hub. Initial discussions have taken place with The Stornoway Trust around land availability for the project.							

Service Profile

Business and Regeneration Support

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.1.3.Deliver Primary Industries strand of Islands Deal Programme.	Domhnall MacDonald - Economic Development Manager	Completed	01/04/2022	31/03/2027	100%	100%	 GREEN
<b>ACTION PROGRESS COMMENTS</b>							
A contract for delivery of the Acarsaid Harbour project was awarded to Breedon Hebrides, to the value of £483k - with the contractor expected on-site in April and completion of the contract anticipated by the end of June (Q1). The Full Business Case (FBC) for projects to be commenced in the current financial year was submitted early in Q4 and this was approved in March. Work to identify where Food & Drink Programme projects can be accelerated - and to secure match-funding from a range of sources to enable these projects to proceed as planned - continues. The Project Board held a further meeting late in Q4.							

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

**Objective:**

Service Profile

Sectoral and Project Support

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.2.1.Continue to lobby government for full fibre rollout to every community.	Murdo MacKay - Dev - Development Manager	Completed	01/04/2022	31/03/2027	100%	100%	 GREEN



**ACTION PROGRESS COMMENTS**

The Scottish Government has committed to providing superfast broadband access - speeds of at least 30Mbps - to every home and business in Scotland. Unique in the UK, the Reaching 100% (R100) programme builds on the success of the Digital Scotland Superfast Broadband DSSB programme and will ensure universal superfast broadband access.

Achieving 100% high-speed broadband coverage throughout the Outer Hebrides is a strategic priority for the Comhairle and a key action from the joint Comhairle / HIE Economic Recovery Strategy. Covid-19 has highlighted and accelerated the increasing importance of digital connectivity to our communities providing a number of direct economic and social benefits. While the Scottish Government has always maintained that the initial R100 programme will not reach every premises in Scotland and that additional funding, or alternatively, innovative technological solutions will be required to ensure delivery, it is now imperative that every premise across the Outer Hebrides receives equitable coverage notwithstanding geographical and dispersed population challenges.

The scope of the R100 rollout has now been finalised, and all individual addresses can be checked online on the Digital Scotland website, at: <https://www.scotlandsuperfast.com/how-can-i-get-it/check-my-address>, to see if they will be:

- getting fibre by the end of 2021
- getting it in the next phase (2022-2027)
- they are not going to be included at all

At this stage (Dec'21) it is estimated that there are around 2000 properties in the Western Isles which will be getting fibre in the next phase, by 2027 – this means they are eligible for an interim voucher worth £400-£650 to improve their broadband speed in the meantime (by 4G, satellite etc.). This voucher needs to be applied for by a local supplier on their behalf by 31 December 2021. A list of local suppliers is shown on the Voucher Scheme section of the Website, at: <https://www.scotlandsuperfast.com/how-can-i-get-it/scottish-broadband-voucher-scheme/>.

It is also estimated that there are a further c.2000 property in the Western Isles which are not going to be included in the R100 rollout, and so they will be eligible for a voucher worth up to £5000 towards installation. These vouchers can be combined within communities, and this would be done by a community fibre partnership through BT Openreach, with one member of the community acting as the lead. BT Openreach has appointed Community Fibre Partnership Engagement Managers.

The Comhairle will continue to lobby government for full fibre rollout to every community and provide regular updates to the public on the rollout of the R100 accordingly.

Officers have engaged with Colleagues in HIE regarding the provision in Uist through the re-population zone initiative.

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

**Objective:**

Service Profile

Business and Regeneration Support

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.5.1.Deliver Business Gateway services to support business start-up and growth.	Domhnall MacDonald - Economic Development Manager	Completed	01/04/2022	31/03/2027	100%	100%	 GREEN

**ACTION PROGRESS COMMENTS**

All targets achieved or exceeded in Q4. Compared to the previous year, the number of start-ups supported was 8% higher, however, most Business Gateway (BG) activity - i.e. Business Growth, Business Enquiries, Job Impacts, Funding - was lower. This is due to a range of factors such as economic conditions, lack of business confidence, etc. BG areas across Scotland are reporting similar results. The Comhairle cyber-attack also impacted on performance, principally due to data-loss and the main BG telephone number having been out of action. National Business Gateway customer satisfaction surveys indicate that the Outer Hebrides continues to deliver above-average performance in comparison with other areas.

Service Profile

Business and Regeneration Support

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
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1.1.5.2.Deliver internal and external business support funding programmes.	Domhnall MacDonald - Economic Development Manager	Completed	01/04/2022	31/03/2027	100%	100%	
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**ACTION PROGRESS COMMENTS**

Activity across all funding schemes was lower than anticipated during 2023-24, though did pick up in Q4. During Q4, five business start-ups were supported with grants totaling almost £22,000 - with eight existing businesses receiving funding to help develop these businesses with grants totaling almost £20,000 and loans of £53,000. One new and one existing fishing business was also supported. Businesses appear to have been delaying investment decisions due to current economic conditions, including difficulties with staff recruitment - though there were also signs of increased confidence by Q4.

**Service Profile**

Business and Regeneration Support

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
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1.1.5.3.Support growth and resilience within the fisheries and aquaculture sectors.	Domhnall MacDonald - Economic Development Manager	Completed	01/04/2022	31/03/2027	100%	100%	
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**ACTION PROGRESS COMMENTS**

The Islands Growth Deal update: The 'Outer Hebrides Food & Drink Programme' Full Business Case (FBC) was submitted to Scottish Government for consideration early in Q4 and received formal approval in March; Acarsaid Harbour Development - the contract was awarded to Breedon Hebrides, with work scheduled to start early in Q1 and completion is anticipated by the end of June; Vatersay Gear Storage - plans have been prepared and the project is expected to commence towards the end of Q1. The project will facilitate diversification of fishing activities in the area and help bolster a remote fishing fleet.

Kallin Harbour Development: plans have been prepared for a new building - to be sited on an area which was cleared in 2023 - which would greatly improve facilities at that Harbour.

Scottish Government released a consultation on additional fishing quota and how it should be distributed. The Comhairle responded to this consultation during Q4 and is in contact with Marine Scotland in order to ensure that a share of this additional quota is allocated to the Outer Hebrides through a locally-managed Community Quota Scheme.

Consultation with Marine Scotland around local fisheries management measures and related socio-economic impacts of Protected Marine Features (PMFs) - in addition to PMAs - continued both online and in-person during Q4.

Comhairle officers and elected members were present at meetings held in Barra, Uist, Harris and Lewis in Q4, to discuss a range of issues raised by the Outer Hebrides Regional Inshore Fishing Group - which the group then reported to Scottish Government following discussions and conclusions derived from each of the meetings.

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

**Objective:**

**Service Profile**

Sectoral and Project Support

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
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3.1.1.1.Implement the Biodiversity Action Plan	Comhairle's Local Murdo MacKay - Dev - Development Manager	Completed	31/03/2021	31/03/2027	100%	100%	
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**ACTION PROGRESS COMMENTS**

Officers working with Nature Scot to deliver projects through the Nature Restoration Fund, projects have been approved that will spend most of this financial yeares allocation of Nature Restoration funding from Scottish Government.

**Service Profile**

Sectoral and Project Support

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
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3.1.1.3.Support the local tourism industry develop a new visitor strategy up to 2030	Murdo MacKay - Dev - Development Manager	Completed	01/04/2022	31/03/2027	100%	100%	
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**ACTION PROGRESS COMMENTS**  
 Officers working with OHT, HIE and SPA through the cruise forum readying for first ships to berth at the deep water port in April 2024.  
 Work ongoing with the sector through its representative body Outer Hebrides Tourism to support development and implementation of strategy. Also work ongoing with regard to the introduction of the Short Term Lets licensing and plans for a visitor levy.

**Service Profile**

Sectoral and Project Support

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
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3.1.1.4.Support the local Crofting and Agricultural sector through expected transition to new subsidy and net zero future schemes.	Domhnall MacDonald - Economic Development Manager	Completed	01/04/2022	31/03/2027	100%	100%	
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**ACTION PROGRESS COMMENTS**  
 Utilising Scottish Government Community Led Local Development (CLLD) Programme 2023-24 funding, the Comhairle jointly commissioned a study into Rural and Agricultural Development as a collaboration project - along with Orkney Islands Council, Shetland Islands Council, HIE and the three island areas' CLLD LAGs. The study will focus on how the new Agricultural Bill will affect Orkney, Shetland and the Outer Hebrides. uniquely - in order to maximise its potential across the three islands areas.  
 Comhairle representatives attend meetings of the Scottish Government Cross-Party Group on Crofting - which includes MSPs, Crofters Commission representatives and other relevant stakeholders/ agencies - in order to represent the views of the Outer Hebrides crofting sector at these meetings.  
 The Comhairle continues to work with partners - including SCF and HIASG (Highlands & Islands Agriculture Support Group) in order to ensure any emerging replacement schemes deliver benefits for the Outer Hebrides Crofting sector. A consultation on a new Crofting Bill is currently due to be released and no date has been announced for this yet.

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

**Objective:**

**Service Profile**

Planning Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
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3.1.3.1.Prepare new and updated Supplementary Guidance to support the Development Plan.	Mairi MacIver - DS - Development Plan Manager	In Progress	01/04/2022	31/03/2027	40%	40%	
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**ACTION PROGRESS COMMENTS**  
 New National Planning Framework detailing national policy to be adopted mid Feb 2023 may refine draft Supplementary Guidances.  
 Mineral - audit compete and policy and SEA work began.  
 Marine Fish Farming - largely complete - awaiting policy update form Marine Scotland, who advise to draft policy is held currently.  
 Conservation Areas - brief for CACA drafted.

**Service Profile**

Planning Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
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3.1.3.7.Undertake preparatory work for new Local Development Plan.	Mairi MacIver - DS - Development Plan Manager	In Progress	01/04/2023	31/03/2027	40%	40%	
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**ACTION PROGRESS COMMENTS**

LDP Monitoring progressed and data collation progressing.

Place workshop held with senior managers and key agency stakeholders.

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

**Objective:**

**Service Profile**

Building Standards

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.4.17. Support safe, inclusive, and resilient local communities by the maintenance of an effective building standards service as set out in the Scottish Government Verification Performance Framework and the Verification Operating Framework.	John A Gillies - Building Standards Manager	Completed	01/04/2023	31/03/2027	100%	100%	 GREEN

**ACTION PROGRESS COMMENTS**

This action percentage has been updated to 75% despite the recent cyber incident because we are able to maintain the effective delivery of building standards services. However, the November cyber incident has severely disrupted monitoring and reporting due to the loss of the Uniform system. The loss of the building standards webpages has also impacted on our ability to provide the level of e-building standards and KPI reporting and publishing required by the Scottish Government. The Scottish Government Building Standards Division has been made aware of the situation and are we are holding regular meetings to keep them updated.

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

**Objective:**

**Service Profile**

Renewable Energy

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.5.2. Support the delivery of the Outer Hebrides Fuel Poverty Strategy and explore the concept of a Local Energy Economy for the Outer Hebrides.	John Cunningham - Strategy Manager	In Progress	01/04/2022	31/03/2030	50%	100%	 RED

**ACTION PROGRESS COMMENTS**

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

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

**Objective:**

**Service Profile**

Planning Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
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4.1.1.5.Undertake phased preparation of a Mairi MacIver - DS - Development Regional Marine Plan for the Outer Hebrides Plan Manager marine region.	In Progress	01/04/2022	31/03/2027	40%	40%	
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**ACTION PROGRESS COMMENTS**

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

**Service Profile**

Business and Regeneration Support

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.1.6.Oversee the delivery of the Community-Led Local Development (CLLD) Programme in accordance with grant obligations with the Scottish Government and the Memorandum of Understanding with the Local Action Group.	Domhnall MacDonald - Economic Development Manager	Completed	01/06/2022	31/03/2025	100%	100%	

**ACTION PROGRESS COMMENTS**

The 2023-24 CLLD Programme has now been completed and the final claim and report are due for submission to the Scottish Government (SG) in April.  
The Outer Hebrides CLLD Local Action Group (OH CLLD LAG) was initially awarded £267,042.38 in revenue funding for 2023-24 which, over the course of the year, by bidding for additional funding was increased to over £410,000 - including £94,900 in capital funding. These funds were spent on the following project strands, as determined by the LAG:

1. Design Grant;
2. Small Grants Scheme using Participatory Budgeting;
3. Capital Fund;
4. Community Transport Network;
5. LAG Development;
6. Youth LAG; and
7. Administration & Animation (incl. staffing).

2023-24 updates on project strands as at the end of Q4:

- 1, 2 & 3. These three strands, in addition to the YLAG Fund (which formed part of strand 6) were delivered successfully. Both LAG and YLAG were able to allocate any project underspend identified to another project - and also freed up some of the funding initially allocated to strand 7. Across these strands, £330k was spent on community led projects.
4. Work on the CT Network culminated in the delivery of a MiDAS Trainer course in Stornoway during March. As a result of this, four individuals – one each from: Lewis; Harris; the Uists; and Barra – became qualified to deliver minibus training to other members of their organisations and communities.
5. In February the LAG decided that, due to time constraints, it would be impractical to undertake the in-depth review of LAG governance procedures they had intended originally - and that, depending on funding being made available by SG, this task would be contracted out in 2023-25 instead. SG were made aware of this decision and expressed no objections. One LAG member attended a CLLD workshop in March, with the aim of developing LAG capacity - and the CLLD Coordinator undertook a Community Leadership course.
6. The YLAG administered its own funding round successfully, allocating approximately £9k of the £16k budget to six successful applicants. The YLAG further participated in a national YLAG Film Project - and as part of this sponsored a young local filmmaker to film them, in addition to working on his own material for professional development purposes. As a result of the success of the national YLAG movement, SG are actively considering making funding available to YLAGs directly, rather than LAGs supporting YLAG activities from their main allocations and/or bids for collaboration funding.
7. Nothing to update.

SG confirmed that CLLD Programme funding will continue through 2024-25 and also advised that staff employed to administer CLLD should be retained by employers to deliver the programme. The LAG is currently awaiting SG confirmation of their funding allocation - in addition to which priorities have been identified - before preparing its next Community Led Vision (CLV) for the 2024-25 Programme.

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

**Objective:**

**Service Profile**

Renewable Energy

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.2.3.Support renewable energy development, maximising local socio-economic benefit.	John Cunningham - Strategy Manager	In Progress	01/04/2022	31/03/2030	50%	100%	 RED
<b>ACTION PROGRESS COMMENTS</b>							
<p>Work is now underway towards delivery of the proposed 1.8GW HVDC Transmission Link by 2030 and the three Onshore and two Offshore Wind Farms which will connect to the Link. While SSEN Transmission go through early procurement for a cable supplier and the various Wind Farms develop their delivery programmes, the Comhairle and Highlands &amp; Islands Enterprise are planning a 'Major Projects Forum' in Stornoway to enable alignment of construction timelines across all developers. By careful alignment of construction timelines, the best opportunity will be given to the local supply chain to maximise participation in the delivery of these projects.</p>							

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

**Objective:**

**Service Profile**

Planning Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.36.(4.1.1.113) CIAP: Implement the Planning Applications Internal Audit Follow Up Review (FU04-20/21) recommendations	Morag Ferguson - Planning Manager (Development Management)	In Progress	17/08/2020	31/03/2025	85%	100%	 YELLOW
<b>ACTION PROGRESS COMMENTS</b>							
<p>The Planning Applications internal audit (Aug'20) made five recommendations to be implemented by March 2021. The Follow-up review (Sep'21) found four still outstanding and management confirmed that, subject to the Scottish Government work programme being rescheduled that affect the completion of two of the four recommendations (2.1a and 2.1b), they would be implemented by March 2023. However, two of the five recommendations are still outstanding as at 31 March 2024 as the rescheduling of the Scottish Government (SG) work programme impacted on the completion of these. This CIAP Action is, therefore, carried forward to the 2024/25 business plan for implementation and the End Date in Interplan updated accordingly. The progress will be reported to the Audit and Scrutiny Committee within the Continuous Improvement Action Plan (CIAP) for scrutiny.</p> <p>Recommendation 2.1b remains outstanding. The National Guidance on the role and responsibilities of a Chief Planner initially expected towards the end of 2022, revised to Autumn 2023 has still not been published by the Scottish Government. It remains the case that the Comhairle Organisational Review has acknowledged the requirements to make provision for the role within the structure and the Depute Chief Executive will take forward the action once the National Guidance is available. Additionally, no further update has been issued by Scottish Government since the closing of the consultation on Mandatory Training for elected Members on the 26 October 2023.</p> <p>Recommendation 2.1a required the Planning Manager to develop a structured plan as to how required changes introduced through the Planning Scotland Act 2019 will be implemented. The Scottish Government 'Transforming Planning in Practice: updated planning reform implementation programme', available at: <a href="https://www.gov.scot/publications/transforming-planning-practice-updated-planning-reform-implementation-programme/pages/6/">https://www.gov.scot/publications/transforming-planning-practice-updated-planning-reform-implementation-programme/pages/6/</a>, was refreshed on 29 October 2021 and has not been updated since. Scottish Government are currently publishing implementation of isolated work packages as they are moving them forward. These are advised to Planning Authorities Heads of Planning Scotland (HOPS). The planning managers maintain a close eye on Chief Planner letters, the Transforming Planning: Work Packages website: <a href="https://www.transformingplanning.scot/planning-reform/work-packages/">https://www.transformingplanning.scot/planning-reform/work-packages/</a> and social media for updates.</p> <p>Recent strands of work emanating from the Planning Scotland Act 2019 are primarily focussed upon Development Planning - upon supporting interpretation and delivery of NPF4 (improving Biodiversity) and the early stages of preparation of delivery of new Place Based Local Development Plans.</p>							



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

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

## Scorecard - Economic Development and Planning

2023/24 SBP PIs - Economic Development and Planning	Unit	Target	Actual	Indicator	Comments
1.1.4.CD019 (DD018): Number of Business Enterprise Skills Workshops delivered. Responsible Officer: Domhnall MacDonald	#	15.00	16.00	 GREEN	During the period 01.04.23 – 31.03.24, 16 Business Enterprise Skills workshops/ webinars were delivered. The majority of topics delivered were digital, although one training session was delivered to Western Isles Tour Guides.
1.1.5 - CD007: Business Gateway: Number of new business enquiries dealt with. Responsible Officer: Domhnall MacDonald	#	280.00	374.00	 GREEN	61 pre-start and 67 existing business enquiries were dealt with in Q4, though some enquiries were carried forward from Q3.
1.1.5 - CD014 (DD020): Number of jobs created/safeguarded. Responsible Officer: Domhnall MacDonald	#	45.00	109.50	 GREEN	21 FTE were created from start-ups and 14 FTE were created from existing businesses, along with 15.5 FTE safeguarded during Q4.
1.1.5 - CD015 (DD019): Number of existing businesses supported to achieve growth. Responsible Officer: Domhnall MacDonald	#	5.00	19.00	 GREEN	During Q4 eight applicants were supported from a range of schemes including: OHYEP; CERGS; OHYESS; FIS; and RLF.
1.1.5 - CD016 (DD021): Number of young people supported in business. Responsible Officer: Domhnall MacDonald	#	40.00	90.00	 GREEN	There were five start-ups and two young people were supported to grow their businesses during Q4. In addition, 17 prestart-existing business enquiries were dealt with, with two receiving specialist one-to-one support.
1.1.5 - CD017 (DD022): Number of new business start-ups. Responsible Officer: Domhnall MacDonald	#	35.00	51.00	 GREEN	The number of start-ups supported in Q4 increased significantly in comparison with earlier quarters, with an increase of 6% on the previous year overall.
3.1.3.CD010A (DD065A): Percentage of building warrants and amendments to building warrant issued (following a first or subsequent report) within 10 working days (Annual). Responsible Officer: John A Gillies	%	90.00	0.00	 RED	
3.1.3.CD011A (DD067A): Percentage of first reports issued within 20 working days. (Annual). Responsible Officer: John A Gillies	%	95.00	0.00	 RED	
4.1.1.CD008 (DD079): The average time (weeks) to deal with major planning applications determined during the year. Responsible Officer: Morag Ferguson.	Weeks	17.33	0.00	 GREEN	Target set (17.33 avg. weeks) is the statutory timescale.
4.1.1.CD009 (DD080): The average time (weeks) to deal with local planning applications determined during the year, excluding EIAs. Responsible Officer: Morag Ferguson.	Weeks	8.67	0.00	 GREEN	Statutory target 8.67 weeks.