

Comhairle nan Eilean Siar



Action and KPI Progress Report

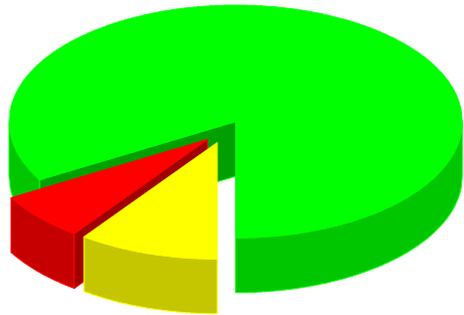
April 2023 - March 2024

CHIEF EXECUTIVE'S DEPARTMENT: Chief Executive

OVERALL PERFORMANCE - CHIEF EXECUTIVE'S DEPARTMENT: CHIEF EXECUTIVE

Actions

| | |
|---|---------------|
| ■ On Track | 83.3% |
| ■ Monitoring Required | 10.0% |
| ■ Off Track | 6.7% |
| ■ No Targets Set/ Ongoing | 0.0% |
| Total: | 100.0% |

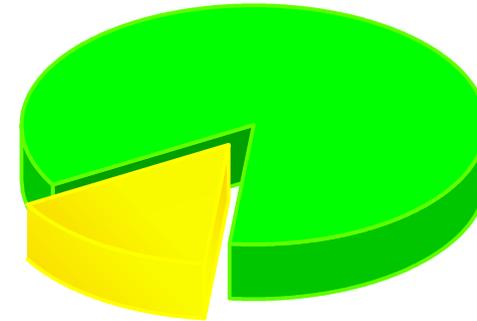


30 Actions reported on

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

KPIs

| | |
|---|---------------|
| ■ On Track | 85.0% |
| ■ Monitoring Required | 15.0% |
| ■ Off Track | 0.0% |
| ■ Annual | 0.0% |
| Total: | 100.0% |



20 KPIs reported on

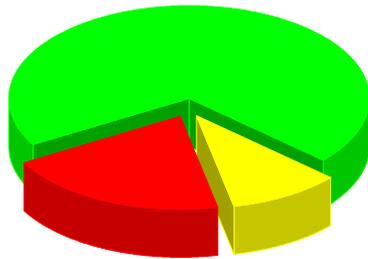
- 17** KPIs on track
- 3** KPIs monitoring required
- 0** KPIs off track
- 0** KPIs NA

Chief Executive's Directorate

Business Unit Overall Performance - Chief Executive's Directorate

Actions

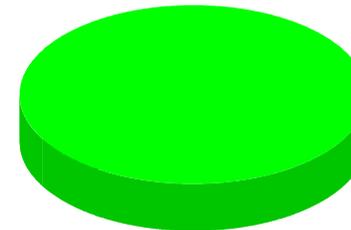
| | |
|--------------------------|--------|
| On Track | 70.0% |
| Monitoring Required | 10.0% |
| Off Track | 20.0% |
| No Targets Set / Ongoing | 0.0% |
| Total: | 100.0% |



| | |
|-----------|--|
| 10 | Actions reported on |
| 7 | Actions with at least 100% of target |
| 1 | Actions greater than 79 and less than 100% of target |
| 2 | Actions with less or equal to 79% of target |
| 0 | Actions with no target set / ongoing |

KPIs

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



| | |
|----------|--------------------------|
| 2 | KPIs reported on |
| 2 | KPIs on track |
| 0 | KPIs monitoring required |
| 0 | KPIs off track |
| 0 | KPIs NA |

Comments - Chief Executive's Directorate

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

Community Engagement Unit

The Community Learning and Development section had an Internal Audit inspection during the last Quarter. No issues were recorded. An inspection by HMiE of the section also recorded no issues. The new CLD plan work has also now started.

The Scottish Government announced that there are a number of Grants that are paused for the new financial year. However, support is ongoing to community groups in receipt of previous funding. Previous RCGF funded projects were visited in Lewis by the Scottish Government Minister for Communities and Planning in the last Quarter.

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

David Macleay, Team Leader, Community Engagement Unit, May 2024

Action Progress - Chief Executive's Directorate

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

Objective:

Service Profile

Community Engagement Unit

| ACTION | RESPONSIBILITY | ACTION STATUS | START DATE | END DATE | % COMP. | TARGET | PERFORMANCE |
|--|---|---------------|------------|------------|---------|--------|---|
| 1.1.3.1. Support delivery of RCGF (Regeneration Capital Grant Fund) economic development projects. | David Macleay - Team Leader - Community Engagement Unit | Completed | 01/04/2022 | 31/03/2027 | 100% | 100% |  GREEN |

ACTION PROGRESS COMMENTS

During the last Quarter, Regeneration team staff continued to work with successful recipients of RCGF assistance in Rounds 5-10. Additional reporting to the Scottish Government was made concerning projects that were reprofiled into this financial year. Ongoing monthly meetings were held to update on progress. Scottish Government officials and a Minister visited previous RCGF Lewis projects in March 2024.

Service Profile

Community Engagement Unit

| ACTION | RESPONSIBILITY | ACTION STATUS | START DATE | END DATE | % COMP. | TARGET | PERFORMANCE |
|---|---|---------------|------------|------------|---------|--------|---|
| 1.1.3.14. Support delivery of Island's Programme Funding, Island's Growth Deal – Destination Development and eligible Comhairle funding bids on behalf of community bodies. | David Macleay - Team Leader - Community Engagement Unit | Completed | 01/04/2023 | 31/03/2027 | 100% | 100% |  GREEN |

ACTION PROGRESS COMMENTS

Staff were actively engaged in support of community groups that were successful in the first, second and third Rounds of the Islands Programme Funding. Reprofiled projects were also subject to discussion with the SG Islands Team. Support is also provided to projects to take them from designs to capital readiness. The team also support the Comhairle's strategic projects under the Island's Growth Deal - Destination Development.

Service Profile

Chief Executive's Office

| ACTION | RESPONSIBILITY | ACTION STATUS | START DATE | END DATE | % COMP. | TARGET | PERFORMANCE |
|--|--|---------------|------------|------------|---------|--------|---|
| 1.1.3.15. Development and delivery of major infrastructure projects, meeting targets associated with safety management, programme, cost and quality. | Dan MacPhail - Senior Projects Manager | In Progress | 01/04/2022 | 31/03/2027 | 95% | 100% |  YELLOW |

ACTION PROGRESS COMMENTS

LEWIS RESIDENTIAL CARE (GOATHILL DEVELOPMENT) CONSTRUCTION CONTRACT

Completion of the Care Home and Housing with Extra Care elements of the project was achieved on 16th May 2023. The migration of existing care home residents was successfully completed on Tuesday 13th June and 15th June 2023.

The Solas Day Centre service (Alzheimer Scotland) also successfully migrated to the new day care facilities at Taigh Shiphoint / Seaforth House Care Home with the new services in operation from 26th June 2023.

The construction contract is 11-months into the 12-month Defects Period, where the contractor is obliged to remedy Defects, undertake seasonal commissioning and maintenance to the mechanical and electrical plant.

There remain commercial aspects to close out with both Hebridean Housing Partnership (HHP) and McLaughlin & Harvey Ltd and good progress has been made. It is hoped settlement will be made with all parties in the coming weeks.

OTHER ONGOING PROJECT ELEMENTS

Scottish Water – The vesting process has been completed.

Existing Care Homes – the disposal process is ongoing in accordance with the assets disposal policy.

Grianan Plant Works - These works have been completed

Faire - The transition of the Faire service has been completed.

Short Term Assessment and Reablement Team (START) – members of the NHS START team have already transferred to the HWEC. NHS Western Isles (NHSWI) IT colleagues continue to look at options to provide network access for NHSWI colleagues and it is hoped the migration of Community Mental Health and OTs to the HWEC is imminent.

BARRA AND VATERSAY COMMUNITY CAMPUS

Scottish Government's decision to defer investment in the health elements of the campus has had a significant impact on the progress and viability of the project. There is ongoing dialogue with Scottish Government and Scottish Futures Trust with a view to facilitating the delivery of the education and leisure facilities. Recent discussions with the Cabinet Secretary confirmed Scottish Government's commitment to a new school project and it, along with Scottish Futures Trust, will continue to support the Comhairle on the project to ensure it is delivered in as timely a manner as possible.

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

Objective:

Service Profile

Community Engagement Unit

| ACTION | RESPONSIBILITY | ACTION STATUS | START DATE | END DATE | % COMP. | TARGET | PERFORMANCE |
|---|---|---------------|------------|------------|---------|--------|--|
| 3.1.4.1. Ensure delivery, quality assurance and development of Youth and Community Work services to support the outcomes of the | Fiona MacInnes-Begg - Extended Learning Manager | In Progress | 01/04/2022 | 31/03/2027 | 65% | 100% |  RED |



Community Learning and Development Plan

ACTION PROGRESS COMMENTS

CLD staff led Transition Projects which took place during the summer months to prepare young people for the move from primary to Secondary. These programmes focus on encouraging peer relationships to be built and barriers to be considered, prior to entering the Nicolson in August. This was additional to the transition programmes normally delivered by CLD in primary schools across the islands.

The CLD Steering Group have begun a self-evaluation exercise in relation to the CLD Partnership Plan to identify strengths and areas of improvements. The session, attended by partner agencies proved very productive and identified key strengths of the Partnership. A further session focusing on other key indicators has been agreed.

Young Scot Awards – Representatives from the Western Isles Young Peoples' Climate Change Group were successful at the Young Scot Awards in Glasgow in June, winning in the Sustainability & Environment category. The group were set up online during Covid and have contributed to discussions related to the Climate Change agenda

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

JAN 2024 UPDATE:

The CLD section, along with Partners, were subject to an HMIE Progress Visit in February 2024. This was part of a national schedule of visits to all 32 local authorities. The conclusion was positive.

CLD Annual Report is being worked on at present reflecting the work of the section. It will be reported to Committee once complete.

Pointers Youth Centre is subject to discussion about a possible displacement from their current venue by the Bairns Hoose Initiative. A consultation with users is due between April – June 2024

SYP Elections have been held with two candidates being successful and will represent the Western Isles at the Scottish Youth Parliament. One from Lewis and one from Barra.

Interviews took place to recruit to a CLD post in Uist on a 0.5 basis. The recommended candidate is due to start this week, subject to checks.

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

Objective:

Service Profile

Community Engagement Unit

| ACTION | RESPONSIBILITY | ACTION STATUS | START DATE | END DATE | % COMP. | TARGET | PERFORMANCE |
|--|---|---------------|------------|------------|---------|--------|---|
| 4.1.1.2. Support the Community Planning Partnership (CPP) to deliver the Local Outcome Improvement Plan (LOIP) and Locality Plans. | David Macleay - Team Leader - Community Engagement Unit | Completed | 01/04/2022 | 31/03/2027 | 100% | 100% |  GREEN |

ACTION PROGRESS COMMENTS

The Community Planning Partnership maintained its programme of regular meetings during the year, and the Executive Group continued to meet on a monthly basis. Review of delivery of the LOIP and the Locality Plans are a standing item on the agendas of both meetings, and the Locality Plans, in particular, receive a detailed report on implementation and delivery at each meeting of the Executive Group.

Service Profile

Community Engagement Unit

| ACTION | RESPONSIBILITY | ACTION STATUS | START DATE | END DATE | % COMP. | TARGET | PERFORMANCE |
|--|---|---------------|------------|------------|---------|--------|---|
| 4.1.1.3. Support delivery of the Comhairle's Community Engagement Strategy | David Macleay - Team Leader - Community Engagement Unit | Completed | 01/04/2022 | 31/03/2024 | 100% | 100% |  GREEN |

ACTION PROGRESS COMMENTS

During the last Quarter, Community Engagement Unit staff met with community groups to discuss local issues, engage with the Corporate Strategy and provide support. An applicant to the 0.5FTE post of Community and Learning and Development worker for Uist was interviewed.

Service Profile

Community Engagement Unit

| ACTION | RESPONSIBILITY | ACTION STATUS | START DATE | END DATE | % COMP. | TARGET | PERFORMANCE |
|--------|----------------|---------------|------------|----------|---------|--------|-------------|
|--------|----------------|---------------|------------|----------|---------|--------|-------------|



| | | | | | | | |
|---|--|-------------|------------|------------|-----|------|---|
| 4.1.1.4.Review and deliver the Comhairle's Communication Strategy | James Mackinnon - Communications Officer | In Progress | 01/04/2022 | 31/03/2027 | 79% | 100% |  |
|---|--|-------------|------------|------------|-----|------|---|

ACTION PROGRESS COMMENTS

The Communications Strategy is intended to benefit the Comhairle and its internal and external stakeholders by promoting better understanding of the Comhairle's role in the community and its contribution to the life of those who live in the Outer Hebrides and other stakeholders. The development of a new Communications Strategy has been delayed as a result of the impact of last year's cyber-attack on the Comhairle's website. The strategy will be completed once a decision has been taken on the restoration or replacement of the website.

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

Objective:

Service Profile

Chief Executive's Office

| ACTION | RESPONSIBILITY | ACTION STATUS | START DATE | END DATE | % COMP. | TARGET | PERFORMANCE |
|--------|----------------|---------------|------------|----------|---------|--------|-------------|
|--------|----------------|---------------|------------|----------|---------|--------|-------------|

| | | | | | | | |
|---|--------------------------------|-----------|------------|------------|------|------|---|
| 4.1.5.17.(4.1.1.78) CIAP: Implement the Participatory Budgeting Internal Audit (FU10 – 19/20) recommendations | Malcolm Burr - Chief Executive | Completed | 27/09/2019 | 31/03/2024 | 100% | 100% |  |
|---|--------------------------------|-----------|------------|------------|------|------|---|

ACTION PROGRESS COMMENTS

The Participatory Budgeting (PB) Internal Audit (Sept'19) made one recommendation and the follow-up review (Jun'20) found that this was still outstanding. Management confirmed to Internal Audit that the recommendation would be implemented by June 2020. This was still outstanding as at 31 March 2023 and, therefore, carried forward to the 2023/24 period for completion in the service business plan.

In 2017, COSLA and the Scottish Government implemented a framework agreement which outlined the target for 1% of council budgets to be subject to PB by the end of 2020/21. Internal Audit recommended that a structured plan be implemented in order to demonstrate how the Scottish Government target will be achieved with periodic updates provided to the appropriate committee.

The Comhairle's Transformation Strategy focuses on Community Empowerment as a key strand of increasing Participatory Budgeting. However, work was delayed due to the impact of COVID on the service and progress was to be reported through the Budget Reports from June 2020 onwards. Progress was delayed further pending appointment to the Director's post as there was no capacity within the Finance team to take this forward. The Corporate Management Team will plan how PB can be progressed within the Comhairle. A meeting with COSLA PB lead officer took place 28 February 2022 for an initial discussion on how to improve the Comhairle's approach and this was followed up in greater detail with COSLA officers in April 2023. The discussion highlighted that the Comhairle has used PB from the inception of the Comhairle deciding that a major proportion of Crown Estate funding be allocated for community benefits and projects, and that the Comhairle's commitment to PB therefore remains strong. Whether the method of distribution of Crown Estate community funding fully meets the PB criteria will be further explored and clarified within this financial year. There are a number of service areas for which a PB approach would be beneficial and it is likely that the Budget and Strategy Board will be asked to consider recommendations to that effect, subject to there being capacity within the Services concerned and the Finance team.

The Outer Hebrides Community Led Local Development Local Action Group (OH CLLD LAG) has £40,000 available for community projects. Participatory Budgeting (PB) is being used to award funding.

This action will be taken forward in the period 2024-27 through the community engagement on the budget. Services and members will meet with the community to discuss budgets and participatory budgeting is likely to form part of this work. To avoid duplication, progress with this action will be monitored through the Comhairle's Best value Programme of self-assessments and reported to the Audit and Scrutiny Committee thereafter.

Service Profile

Chief Executive's Office

| ACTION | RESPONSIBILITY | ACTION STATUS | START DATE | END DATE | % COMP. | TARGET | PERFORMANCE |
|--------|----------------|---------------|------------|----------|---------|--------|-------------|
|--------|----------------|---------------|------------|----------|---------|--------|-------------|

| | | | | | | | |
|--|--------------------------------|-------------|------------|------------|-----|-----|---|
| 4.1.5.49.CIAP: Implement the Accounts Commission's recommendations for | Malcolm Burr - Chief Executive | In Progress | 29/09/2022 | 31/03/2025 | 75% | 75% |  |
|--|--------------------------------|-------------|------------|------------|-----|-----|---|



improvement from the Comhairle's Best Value Assurance Report 2022.

ACTION PROGRESS COMMENTS

As per the Best Value Assurance Report: Comhairle nan Eilean Siar prepared by Audit Scotland and published by the Accounts Commission (Commission) on 29 September 2022, there are nine recommendations for improvement and the Accounts Commission require the Comhairle to develop and publish a prioritised and timetabled plan to enable it to make progress against the following areas identified.

Recommendations:

1. The Comhairle should identify clear and specific overall priorities and actions for taking forward its vision.
2. Elected members should ensure they provide strategic oversight and challenge to progress the Comhairle's vision and priorities.
3. The Comhairle should develop medium- to long-term financial planning and strategic workforce and asset management planning.
4. In developing capital projects, including its community hub proposals, the Comhairle should ensure projects are supported by robust business cases and that lessons are learned from the Goathill project in areas such as funding and resourcing.
5. The Comhairle should improve its process for identifying and realising savings opportunities, including opportunities from cross-council and partnership working. It should ensure that opportunities for digital efficiencies are fully explored.
6. The Comhairle and partners should develop the LOIP alongside a clear performance management framework to deliver achievable shared outcomes.
7. The Comhairle should develop ongoing training opportunities for members and officers, including making equalities training mandatory for all staff and increasing members' uptake of training.
8. The Comhairle should develop and communicate its area working arrangements more clearly, building on the good practice already in place.
9. The Comhairle should improve communications throughout the council, including communicating the Comhairle's priorities.

Following the Best Value Assurance Audit undertaken by Audit Scotland in 2022 an action plan has been prepared and it was approved by the Comhairle in December 2022. Work is now underway by services and Corporate Management Team to deliver the actions set out.

The BVAR Action Plan Progress Report was presented to the Audit and Scrutiny Committee in February 2024 and, as such, the completion date has been amended from 31.12.2023 to 31.03.2025. While the actions are not yet fully complete, there has been good progress to date. A further update will be presented at the September 2024 series of meetings.

Service Profile

Chief Executive's Office

| ACTION | RESPONSIBILITY | ACTION STATUS | START DATE | END DATE | % COMP. | TARGET | PERFORMANCE |
|---|--|---------------|------------|------------|---------|--------|--|
| 4.1.5.54.CIAP: Implement the Capital Contract, Project Management and Service Provision – Goathill Care Development Internal Audit Follow Up Review (FU11-2021/22) recommendations. | Dan MacPhail - Senior Projects Manager | Completed | 23/11/2021 | 31/03/2024 | 100% | 100% |  GREEN |

ACTION PROGRESS COMMENTS

As per the Audit Follow Up Review Capital Contract, Project Management and Service Provision – Goathill Care Development FU11-2021/22 5 December 2022, Internal Audit note that out of the 17 follow up recommendations made in the original report 12 appear to have been fully implemented, and management have confirmed that the remaining recommendations will be implemented by the end of the project.

2.1a – Action recommended: Continued close monitoring of progress of remedial works and of workmanship in general throughout the remainder of the project and post completion.
 - Progress update: The 12-month Defects period will end on 15th May 2024. To satisfy the audit recommendation of 'continued close monitoring of progress of remedial works and of workmanship', Supervisor and Assistant Supervisor resource remained in place throughout the Defects period. The Contractor has been generally proactive in terms of responding to notified Defects and has maintained a local presence. The Supervisor will issue an end of Defects list to the Contractor and there are timebound obligations to address unrectified Defects in accordance with the provisions of the Contract. The audit recommendation is deemed to be implemented in full.



Scorecard - Chief Executive's Directorate

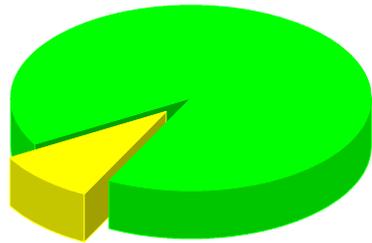
| 2023/24 SBP PIs - Chief Executive's Directorate | Unit | Target | Actual | Indicator | Comments |
|---|------|--------|--------|--|---|
| 1.1.3. IDU001: Safety Management – Number of RIDDOR incidents. Responsible Officer: Dan MacPhail | # | 1.00 | 0.00 |  GREEN | There have been zero RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) incidents on projects that come under the remit of the Investment Delivery Unit i.e. Capital projects with a value greater than £1M. during the period 01.04.2023 - 31.03.2024. |
| 4.1.1. CE001b: Number of Local Media press releases (Trend KPI). Responsible Officer: James Mackinnon | # | 0.00 | 203.00 |  GREEN | The data is incomplete for 2023/24 due to the criminal cyber incident experienced by the Comhairle on Tuesday 7th November 2023 impacting on the service accessing the data. The data, therefore, is not comparable to previous years. Trend analysis KPI, therefore, no target set. |

Human Resources and Performance

Business Unit Overall Performance - Human Resources and Performance

Actions

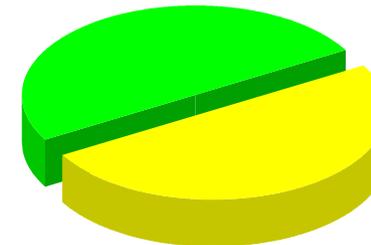
| | |
|--------------------------|--------|
| On Track | 90.9% |
| Monitoring Required | 9.1% |
| Off Track | 0.0% |
| No Targets Set / Ongoing | 0.0% |
| Total: | 100.0% |



| | |
|-----------|--|
| 11 | Actions reported on |
| 10 | Actions with at least 100% of target |
| 1 | Actions greater than 79 and less than 100% of target |
| 0 | Actions with less or equal to 79% of target |
| 0 | Actions with no target set / ongoing |

KPIs

| | |
|---------------------|--------|
| On Track | 50.0% |
| Monitoring Required | 50.0% |
| Off Track | 0.0% |
| Annual | 0.0% |
| Total: | 100.0% |



| | |
|----------|--------------------------|
| 4 | KPIs reported on |
| 2 | KPIs on track |
| 2 | KPIs monitoring required |
| 0 | KPIs off track |
| 0 | KPIs NA |

Comments - Human Resources and Performance

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

The cyber-attack on 7 November 2023 impacted HR and Performance services through disruption to our IT systems. Interim measures are currently in place and the service aims to have full restoration in place during 2024. Throughout 2023/24 Human Resources has continued to support the full range of HR services and to support employee wellbeing with innovative support available through the Employee Assistance Programme, the Occupational Health Service and HR advice.

A new intranet page was launched in December 2023 to support employees to access HR and related corporate information – such as Health and Safety, Health and Wellbeing, Training and IT. A new Employee Assistance Programme App, (Wisdom App) was also launched. This App provides a free and confidential service to employees and their families, 24 hours a day, 7 days a week.

The HR and Performance service has supported the preparation of the new business plans for 2024/25 alongside Risk Management Plans, Business Continuity Plans and Training Plans. These will be considered by the Comhairle in April 2024.

Human Resources and Performance has delivered on the actions set out in the 2023/24 business plan and work is now underway to compile the end of year information in time for reporting in June 2024. The period until the end of March 2024 is busy in terms of preparing for the statutory publication of a range of end of year reports such as the public performance reporting for 2022-23, associated performance information, and the equality monitoring information. All statutory end of year Public Performance Reporting has been completed; this includes all equality monitoring and reporting. All reports are available on the Comhairle's interim website.

There has been work on-going with strategy development and supporting key policy areas of the Comhairle:

- A new Resilience Strategy has been completed and was approved by the Comhairle in 2023. Work is continuing on the updating of relevant plans and policies associated with Resilience and a number of training exercises were undertaken in 2023/24.
- The Corporate Workforce Plan was approved by the Comhairle in June 2023 following consultation with the Recognised Trade Unions. Full implementation of the plan will continue as an action within the HR and Performance Business Plan until 2027.
- A new BSL plan for 2024-30 was approved by the Comhairle in 2024 following public consultation. The plan is available on the Comhairle's interim website.
- An update version of the Corporate Strategy was approved by the Comhairle in November 2023 following member seminars and public consultation. The updated strategy 2024-27 is available on the Comhairle's interim website. A Corporate Strategy Annual Report was completed and reported to the Comhairle in September 2023. This report is available on the Comhairle's interim website.
- A new Local Heat and Energy Efficiency Strategy was approved by the Comhairle in November 2023. This meets the statutory duty placed on local authorities to prepare and publish a strategy by December 2023. This strategy will be kept under review and updated every five years.

The Accredited Training Team, based in the Employability Hub at the Town Hall is continuing to deliver both school-based Foundation Apprenticeships and a wide range of employability programmes and Modern/Graduate Apprenticeships. The Developing the Young Workforce team (DYW) continues to work with schools to strengthen links between businesses and education and helping to prepare young people for the world of work.

Norma Skinner, Head of HR and Performance, 18 April 2024

Action Progress - Human Resources and Performance

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

Objective:

Service Profile

Strategy and Organisational Change

| ACTION | RESPONSIBILITY | ACTION STATUS | START DATE | END DATE | % COMP. | TARGET | PERFORMANCE |
|--------|----------------|---------------|------------|----------|---------|--------|-------------|
|--------|----------------|---------------|------------|----------|---------|--------|-------------|



| | | | | | | | |
|---|---------------------------------------|-----------|------------|------------|------|------|---|
| 1.1.2.4.Implement and monitor the Comhairle's Digitalisation Strategy 2022-2027. | Charlene Macmillan - Strategy Officer | Completed | 01/04/2023 | 31/03/2027 | 100% | 100% |  GREEN |
| ACTION PROGRESS COMMENTS | | | | | | | |
| The Digitalisation Strategy has now been approved by Comhairle committee and is moving to early, implementation phase with departments soon required to report against outcomes. | | | | | | | |
| Following the recent cyber-attack, a number of interventions have been prioritised for implementation, and others are being reviewed and updated. A monitoring report will be submitted to Committee towards the end of 2024. | | | | | | | |

Strategic 1.1.4.Increased level of skills across our communities and workforce.

Objective:

Service Profile

Employability Services

| ACTION | RESPONSIBILITY | ACTION STATUS | START DATE | END DATE | % COMP. | TARGET | PERFORMANCE |
|---|---|---------------|------------|------------|---------|--------|--|
| 1.1.4.3.Support delivery of the Comhairle and Skills Development Scotland (SDS) Charter through review and implementation of the Employability Strategy. | Dolina Smith - Employability Services Manager | Not Started | 01/04/2023 | 31/03/2027 | 100% | 100% |  GREEN |
| ACTION PROGRESS COMMENTS | | | | | | | |
| The Accredited Training team continues to work in close partnership with Skills Development Scotland, ensuring that work priorities closely dovetail and maximise support to young people. | | | | | | | |
| 20/10/2023 - Through the Charter and Local Employability Partnership, The Accredited Training Team and SDS local team continue to work in partnership to support the employability needs of young people. SDS Career Advisers, DYW CoOrdinator collectively offer support to school pupils based in the Nicolson, Sir E Scott, and Castlebay, this model is currently been implemented into Sgoil Lionacleit. All events are collectively planned and delivered in partnership. The last few years have been aimed at supporting the direct needs of young people, currently widening the knowledge requirements to parents who are the young people's primary influencers. Monthly Parent drop-in sessions are in place. | | | | | | | |
| 02/02/24 - The work of the Chatership has recently been highlighted within The Nicolson's HMI inspection as good practice. The Authority as now the second highest achieving authority in ensuring all pupils are supported through a partership offer and on route to a postive destination. The action plan is currently been refreshed to acknowledge the work that has undertaken over the past two years and put in place an action plan that will support all partners to work in collaboration and collectively working to one plan. | | | | | | | |
| 23/05/2024 - All actions are been taken forward in partnership with SDS. | | | | | | | |

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

Objective:

Service Profile

Strategy and Organisational Change

| ACTION | RESPONSIBILITY | ACTION STATUS | START DATE | END DATE | % COMP. | TARGET | PERFORMANCE |
|--|-------------------------------------|---------------|------------|------------|---------|--------|--|
| 3.1.3.6.Work with partners to support strategic planning with our communities. | Linda Cunningham - Strategy Officer | In Progress | 01/04/2023 | 31/03/2027 | 50% | 50% |  GREEN |
| ACTION PROGRESS COMMENTS | | | | | | | |
| The Comhairle was awarded £20m of Levelling-Up Partnership (LUP) funding in the Autumn Statement on 22 November 2023. To enable expenditure of the LUP funding an Investment Plan requires to be developed in conjunction with the Department for Levelling-Up, Housing and Communities (DLUHC). The first stage of the process will involve a four month 'deep dive' with DLUHC officials to understand the local economy and local development opportunities. DLUHC officials will visit in May, and undertake a further visit, and this will be followed by development of the LUP Investment Plan. | | | | | | | |
| The UK Shared Prosperity Fund Six Monthly Monitoring Report (1 October to 31 March 2024) is currently being collated, for digital submission by 1 May 2024. | | | | | | | |

The Comhairle response to the Public Consultation regarding the Clyde and Hebrides Ferry Service contract (CHFS3), was considered at the February 2024 Committee Series and duly submitted by 8 March 2024. The Public Consultation regarding Transport Scotland's Islands Connectivity Plan Draft Strategic Approach Paper and updated Draft of the Plan for Vessels and Ports closes on 3 May 2024. A Comhairle response will be considered at the April 2024 Series.

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

Objective:

Service Profile

Resilience and Training

| ACTION | RESPONSIBILITY | ACTION STATUS | START DATE | END DATE | % COMP. | TARGET | PERFORMANCE |
|--|--|---------------|------------|------------|---------|--------|---|
| 3.1.4.4. Develop and implement a Resilience Strategy and update associated policies. | Norma Skinner - CE - Head of Human Resources and Performance | Completed | 01/04/2022 | 31/03/2024 | 100% | 100% |  GREEN |

ACTION PROGRESS COMMENTS

The new Resilience Strategy has been completed and all members of the Western Isles Emergency Planning Group have been consulted. The finalised strategy was approved by the Comhairle in April 2023.

Associated policies are updated on a regular basis and tested via exercises.

A number of exercises have been undertaken during Q3 which included the Western Isles Emergency Planning Group, These exercises support good testing of relevant plans and assess resilience in key risk areas. During Q4 resilience work was undertaken to address weather events.

The Comhairle continues to engage with multi-agency partners and regional partnerships via the Highlands and Islands LRP meetings.

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

Objective:

Service Profile

Strategy and Organisational Change

| ACTION | RESPONSIBILITY | ACTION STATUS | START DATE | END DATE | % COMP. | TARGET | PERFORMANCE |
|---|-------------------------------------|---------------|------------|------------|---------|--------|---|
| 3.1.5.5. Support the work of the Community Planning Partnership's Child Poverty Strategy and Action Plan. | Linda Cunningham - Strategy Officer | In Progress | 01/04/2023 | 31/03/2027 | 25% | 25% |  GREEN |

ACTION PROGRESS COMMENTS

In partnership with NHS Western Isles, the next draft update of the Outer Hebrides Community Planning Partnership 2023/24 Local Child Poverty Action Report (LCPAR) is expected to be submitted at the November 2024 Committee Series. The LCPAR update work is progressing in this regard.

Service Profile

Employability Services

| ACTION | RESPONSIBILITY | ACTION STATUS | START DATE | END DATE | % COMP. | TARGET | PERFORMANCE |
|---|---|---------------|------------|------------|---------|--------|---|
| 3.1.5.6. Support young people and parents into work through Employability Programmes. | Dolina Smith - Employability Services Manager | Completed | 01/04/2023 | 31/03/2027 | 100% | 100% |  GREEN |

ACTION PROGRESS COMMENTS

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

20/10/22/23 -Employability programmes have been developed to not only support young people into employment, but, to include those who are underemployed, living in jobless households

adn those with very young dependants. Information sessions are been held in partnership with key agencies and a task force has been formed as a subgroup of the Local Employability Partnership.
 02/02/2024 - Q3 data and reporting have been completed. The team offer a wide range of support all developed around the individuals needs. A joint programme with DWP and Harland and Wolff is seeing 5 parents undergoing an intense 10 week training program that will guarantee employment in qualified posts.
 Collaboration with partners to form a single island offer is underway. The team are undergoing a data exercise and working on a partnership website that will host the local offer.
 23/05/2024 - Employability programme contracts have been fully met this year with 73 individuals been support with barrier removal. From the 73, 21 have been moved into employment through a supported employment initiative and a further 27 into employment through key worker support, The remaining 25 are those further from the job market who require additional support. Through the Child Poverty funding 37 families have been supported into employment or better paid employment.

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

Objective:

Service Profile

Strategy and Organisational Change

| ACTION | RESPONSIBILITY | ACTION STATUS | START DATE | END DATE | % COMP. | TARGET | PERFORMANCE |
|--|-----------------------------------|---------------|------------|------------|---------|--------|---|
| 4.1.2.7.Implement and monitor the Comhairle's Climate Change Strategy 2022-2027. | Dr Anna Hulme - Senior Researcher | Completed | 01/04/2023 | 31/03/2027 | 100% | 100% |  GREEN |
| ACTION PROGRESS COMMENTS | | | | | | | |
| Performance monitoring on the Comhairle's Climate Change Strategy is ongoing and will be reported on at Committees in 2024. A report on progress will also be published on the Climate Change webpage of the CnES website. | | | | | | | |

Strategic 4.1.3.Equality of opportunity is increased.

Objective:

Service Profile

Strategy and Organisational Change

| ACTION | RESPONSIBILITY | ACTION STATUS | START DATE | END DATE | % COMP. | TARGET | PERFORMANCE |
|---|--|---------------|------------|------------|---------|--------|---|
| 4.1.3.1.Review and implement the Corporate Workforce Plan. | Norma Skinner - CE - Head of Human Resources and Performance | Completed | 01/04/2022 | 31/03/2024 | 100% | 100% |  GREEN |
| ACTION PROGRESS COMMENTS | | | | | | | |
| The Corporate Workforce Plan 2023-27 has been developed and was approved by the Recognised Trade Unions in August 2023. The plan was approved by the Comhairle's Policy and Resources Committee for approval in September 2023. | | | | | | | |
| Implementation work is now underway and services are developing their operational workforce plans. | | | | | | | |

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

Objective:

Service Profile

Strategy and Organisational Change

| ACTION | RESPONSIBILITY | ACTION STATUS | START DATE | END DATE | % COMP. | TARGET | PERFORMANCE |
|---|---|---------------|------------|------------|---------|--------|--|
| 4.1.5.2.Review and implement the Organisational Development Strategy. | Fiona Knape - Team Leader, Organisational Development | In Progress | 01/04/2022 | 31/03/2027 | 90% | 100% |  YELLOW |
| ACTION PROGRESS COMMENTS | | | | | | | |
| The Organisational Development Strategy 2018-2022 was approved by the Comhairle in December 2018 and an action plan developed thereafter. The action plan covers five key themes: | | | | | | | |

1. communication; 2. future skills; 3. apprenticeships; 4. performance management and quality assurance; and 5. equality and diversity. Progress with delivery of the action plan was presented to the Corporate Management Team and outstanding actions will be carried forward to the new Organisational Development Strategy once approved.

The impact of the pandemic on the public sector has seen significant changes being introduced and offered opportunities for the Comhairle to think how we deliver services now and in the future. It is important, therefore, that the Comhairle has a new strategy and workforce plan in place which will drive and deliver change across services while ensuring our employees continue to be sufficiently trained, qualified, and experienced to deliver quality services which meet current and anticipated service needs. The Organisational Development Strategy is currently being reviewed and this will give the Comhairle time to reflect on the new circumstances that we are faced with following its response to and recovery from the pandemic.

The Comhairle experienced a criminal cyber incident on 7 November 2023. The effect of the cyber incident and the loss of staff resources have impacted the progress of the new Organisational Development Strategy. The Corporate Strategy 2022-2027 was approved in October 2021 and reviewed in 2023 to ensure that it continues to state and communicate the ambition, aspirations and commitments of the Comhairle. The new Organisational Development Strategy will be aligned to the Corporate Strategy 2024-2027 which was approved in December 2023.

Service Profile

Resilience and Training

| ACTION | RESPONSIBILITY | ACTION STATUS | START DATE | END DATE | % COMP. | TARGET | PERFORMANCE |
|---|--|---------------|------------|------------|---------|--------|---|
| 4.1.5.57.CIAP: Implement the Emergency Planning Internal Audit Follow Up Review (FU02-2022/23) recommendations. | Norma Skinner - CE - Head of Human Resources and Performance | Completed | 06/10/2022 | 31/10/2023 | 100% | 100% |  GREEN |

ACTION PROGRESS COMMENTS

As per the Internal Audit Follow Up Review Emergency Planning Final Report – FU02-2022/23 18 May 2023, Internal Audit note that out of the seven follow up recommendations made in the original report three appear to have been fully implemented, and management have confirmed that the remaining recommendations will be implemented by agreed timescales.

- Action 2.3a recommended: A documented training schedule is to be set up specifically for staff engaged in emergency planning to ensure that all required training is covered and continually updated.

- Action By: Resilience and Training Manager

- Progress as at 18 May 2023: A training exercise took place in October and a further exercise took place in March 2023 featuring a national power outage. Participating in this exercise were a number of personnel from the Comhairle who would be involved in an emergency response. Training Schedule next year is currently being developed also in discussion Fiona Murray at Scottish Resilience Development Service (ScoRDS) to arrange some additional training.

- Action outstanding: Training is ongoing

Progress update: Further exercises undertaken in August 2023 and September 2023. ScoRDS training undertaken by identified employees involved in Emergency Planning. COMPLETE

- Action 2.3b recommended: The Head of HR and Performance to explore the possibilities of deployment of existing staff to undertake emergency planning duties to ensure continuity of critical roles. Additionally, consideration should be given to the implementation of an on call rota with payments

- Action By: Head of HR and Performance

- Progress as at 18 May 2023: An additional member of the HR and Performance Team has been deployed to support emergency planning to develop the skills to undertake key duties.

- Action outstanding: Discussion with CMT on standby and on call rates. Work is ongoing within HR to develop the standby and call rota.

Progress update: Standby has been implemented. COMPLETE.

- Action 2.4a recommended: The Finance and Risk Management Officer to inform the Heads of Service that have not provided a Business Continuity Plan to prioritise, complete and return and to confirm if the required six-monthly reviews of critical services noted on the Corporate Business Continuity Plans has taken place.

- Action By: Finance and Risk Management Officer

- Progress as at 18 May 2023: Reminder Information sent to Heads of Service in November 2022 asking them to prioritise Business Continuity. Education services have still to complete a BCP but there is now a plan in place to complete it. The Corporate and service BCPs are to be reviewed annually.

- Action outstanding: BCPs still to be completed and reviewed.

Progress update: Training on Business Continuity Plans completed in December 2024. COMPLETE

- Action 2.4b recommended: The Resilience and Training Manager in collaboration with the Finance and Risk Management Officer to discuss an exercise of the most critical Business

Continuity Plans be undertaken to confirm that we have confidence that the plans are realistic.
 - Action By: Resilience and Training Manager/ Finance and Risk Management Officer
 - Progress as at 18 May 2023: Discussions have taken place with a view to holding a cyber exercise. Head of IT has been consulted and is keen to participate.
 - Action outstanding: Ongoing
 Progress update: A cyber-exercise had been scheduled for March 2024, however the cyber-attack on the Comhairle in November 2023 has negated the requirement for the exercise as this is being tested in real time. COMPLETE

Service Profile

Resilience and Training

| ACTION | RESPONSIBILITY | ACTION STATUS | START DATE | END DATE | % COMP. | TARGET | PERFORMANCE |
|---|--|---------------|------------|------------|---------|--------|--|
| 4.1.5.66.CIAP: Implement the Corporate Training Internal Audit Follow Up Review (FU02-23/24) recommendations. | Norma Skinner - CE - Head of Human Resources and Performance | In Progress | 24/04/2023 | 31/12/2024 | 45% | 45% |  GREEN |

ACTION PROGRESS COMMENTS

As per the Internal Follow Up Review Corporate Training Final Report – FU02-23/24 12 March 2024, Internal Audit note that out of the 11 follow up recommendations made in the original report 5 appear to have been fully implemented, and management have confirmed that the remaining recommendations will be implemented by late 2024.

- Action 2.4 recommended: The nominated first aiders should ensure that a monthly check is undertaken to confirm that the boxes are up to date at all times and that a First Aider is always on duty. Additionally, all first aid notices in the Comhairle estate to be refreshed and brought up to date. - Action By: Resilience and Training Manager
 - Progress as at 12 March 2024: Senior Health and Safety Officer is liaising with first Aiders to ensure First Aid boxes are checked and replenished. It is planned to send out a letter to First Aiders to remind them of their duties in accordance with the Comhairle's First aid procedure. Notices will be updated after the First Aiders are all trained in March.
 - Action outstanding: First Aid Posters require to be updated due completion Apr 24
 Progress update:

- Action 2.5 recommended: Line Managers to arrange to have staff booked onto the Corporate Induction courses who have not done so for 2022/23.
 - Action By: Corporate Management Team
 - Progress as at 12 March 2024: Training Team was chasing up all new starts after receiving new start lists from HR. Cyber-attack has impacted Training team ability to check this. Aim to restart this shortly.
 - Action outstanding: Restart this process once post cyber-attack normality has been resumed.
 Progress update:

- Action 2.6 recommended: Going forward all new staff will be issued with their Corporate Induction date at job offer stage and reminders will continue until such a time as the corporate induction processes has been completed.
 - Action By: Corporate Management Team
 - Progress as at 12 March 2024: This is a priority for HR and Performance in 24/25. Work has commenced to co-ordinate this work, between HR, Training and Employability. CMT will require to be involved in supporting this initiative.
 - Action outstanding: Ongoing
 Progress update:

- Action 2.7 recommended: Arrangements to be made for IT and Schools IT to enable teaching staff to have access to the Training Calendar, LearnPro and the Intranet.
 - Action By: Corporate Management Team
 - Progress as at 12 March 2024: Teaching staff have access to Learnpro. The intranet and training calendar is unavailable currently to Education employees based in schools. Education have notified the Training team that this is on the list to look at for consideration of the training calendar to be moved onto Glow. However there has to be discussion over clearances for a glow account.
 - Action outstanding: Ongoing
 Progress update:

- Action 2.8 recommended: Arrangements to be made that a designated employee in HR provides the Training section with a list of new starts at the end of each month in order that all new staff are captured and reconciled to attendances on corporate induction courses.

- Action By: Corporate Management Team

- Progress as at 12 March 2024: This was initiated however the cyber-attack interrupted this process. New staff are currently being nominated by their managers or self-appointing. Work is underway to recommence capturing and reconciling staff to Corporate induction. Cognos software which is used to run the report, and which was impacted by the Cyber-attack is looking to be reinstated shortly.

- Action outstanding: Ongoing

Progress update:

- Action 2.10 recommended: Consideration should be given to having a single corporate database within the training section in order that there will be a singular point of facts that can be relied on as part of day-to-day task management and strategy delivery.

- Action By: Head of HR and Performance

- Progress as at 12 March 2024: A scoping exercise was undertaken with a view to having a combined Learn and TMS System. Some costings have been received which are above the current budget, therefore other options are currently being explored.

- Action outstanding: Decision to be made about the chosen way forward.

Progress update:

Scorecard - Human Resources and Performance

| 2023/24 SBP PIs - Human Resources and Performance | Unit | Target | Actual | Indicator | Comments |
|--|------|--------|--------|---|---|
| 1.1.4. CE115: Percentage of Comhairle apprentices enrolled on a social care apprenticeship. Responsible Officer: Dolina Smith | % | 43.00 | 47.62 |  GREEN | Baseline Year 2022/23: 40%. The service have set milestone targets increasing year on year towards a target of 60% of Comhairle apprentices enrolled on a social care apprenticeship by 2030. During the period 01.04.23 - 31.03.24, 20 of the 42 Comhairle apprentices were enrolled on a social care apprenticeship. |
| 1.1.4. CE110: Percentage of Comhairle apprentices completing a social care apprenticeship. Responsible Officer: Dolina Smith | % | 50.00 | 46.67 |  YELLOW | Baseline Year 2022/23: 40%. The service have set milestone targets increasing year on year towards a target of 60% of Comhairle apprentices completing a social care apprenticeship by 2030. During the period 01.04.23 - 31.03.24, all seven Comhairle social care apprentices that were expected to achieve a qualification in the period did so. |
| 4.1.2. - CE111: Percentage of fleet mileage from Zero Direct Emissions vehicles. Responsible Officer: Anna Hulme | % | 10.90 | 10.03 |  YELLOW | The data for this KPI is always a year behind, therefore, the Target and Actual result is for 2022 and will be updated when the 2023 data becomes available around September 2024. The Target for 2023/24 is set at 16.9%. The service has set milestone targets increasing year on year towards a target of 52.5% of fleet mileage from Zero Direct Emissions vehicles by 2030. Progress towards decarbonising Comhairle's fleet is in support of a target of Zero Direct Emissions by 2038. |
| 4.1.3. - CE053: Percentage of employees in the highest 10% of earners that are female (exc. Teachers). Responsible Officer: Carmen MacDonald | % | 53.00 | 54.00 |  GREEN | Baseline Year 2014/15: 49.4%. The service have set milestone targets increasing year on year towards a target of 55% of employees in the highest 10% of earners that are female (exc. Teachers) by 2030. The target is last year's actual result for year on year benchmarking: 2014/15 - 49.4% 2015/16 - 50.5% 2016/17 - 51.2% 2017/18 - 47.2% 2018/19 - 54.0% 2019/20 - 56.0% 2020/21 - 56.0% 2021/22 - 51.0% 2022/23 - 53.0% 2023/24 - 54.0% |

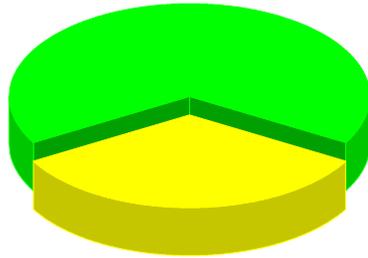


Internal Audit

Business Unit Overall Performance - Internal Audit

Actions

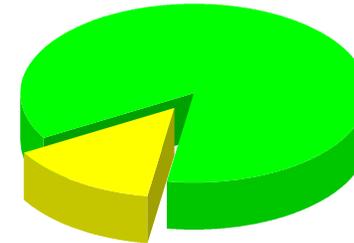
| | |
|--------------------------|--------|
| On Track | 66.7% |
| Monitoring Required | 33.3% |
| Off Track | 0.0% |
| No Targets Set / Ongoing | 0.0% |
| Total: | 100.0% |



| | |
|----------|--|
| 3 | Actions reported on |
| 2 | Actions with at least 100% of target |
| 1 | Actions greater than 79 and less than 100% of target |
| 0 | Actions with less or equal to 79% of target |
| 0 | Actions with no target set / ongoing |

KPIs

| | |
|---------------------|--------|
| On Track | 85.7% |
| Monitoring Required | 14.3% |
| Off Track | 0.0% |
| Annual | 0.0% |
| Total: | 100.0% |



| | |
|----------|--------------------------|
| 7 | KPIs reported on |
| 6 | KPIs on track |
| 1 | KPIs monitoring required |
| 0 | KPIs off track |
| 0 | KPIs NA |

Comments - Internal Audit

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

As at the end of Quarter 4, the annual operational plan has continued. In total there have been fourteen reviews undertaken in the year to date and a one ongoing. Five reviews from the amended operational plan remain outstanding and will likely be carried forward to 2024/25. Two reports were presented to A&S Committee in February 2024 and a further three will be presented in April 2024. Follow up reports on the work of 2022-23 has been completed and work continues on following up 2023-24 review progress.

Work continued on the operational plan which has been amended and approved to recognise the reduced resources during the first quarter and part of the second quarter. Due to the impacts of the cyber incident in November 2023, Internal Audit review work had slowed, and work had been focussed on advisory and support work for services as they create temporary work arounds until systems return to full functionality. This has impacted the ability to complete the 2023-24 operational plan, and consideration will be needed on how this will impact the 2024-25 plan, with five reviews carried forward to be undertaken if resources permit. The lack of available data at this time remains a concern but Internal Audit will continue to support services as required.

Sandy Gomez, Chief Internal Auditor, 10th April 2024.

Action Progress - Internal Audit

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

Objective:

Service Profile

Internal Audit

| ACTION | RESPONSIBILITY | ACTION STATUS | START DATE | END DATE | % COMP. | TARGET | PERFORMANCE |
|---|--------------------------------------|---------------|------------|------------|---------|--------|--|
| 4.1.5.50.To independently review and report on the adequacy of controls in relation to the council's key risks. | Sandy Gomez - Chief Internal Auditor | Completed | 01/04/2023 | 31/03/2027 | 100% | 100% |  GREEN |

ACTION PROGRESS COMMENTS

The service continues to work to complete the approved operational plan for 2023/24.

Service Profile

Internal Audit

| ACTION | RESPONSIBILITY | ACTION STATUS | START DATE | END DATE | % COMP. | TARGET | PERFORMANCE |
|--|--------------------------------------|---------------|------------|------------|---------|--------|--|
| 4.1.5.51.To prevent, detect and investigate fraud committed against the council. | Sandy Gomez - Chief Internal Auditor | Completed | 01/04/2023 | 31/03/2027 | 100% | 100% |  GREEN |

ACTION PROGRESS COMMENTS

There have been no active investigations in 2023/24.

Service Profile

Internal Audit

| ACTION | RESPONSIBILITY | ACTION STATUS | START DATE | END DATE | % COMP. | TARGET | PERFORMANCE |
|--|--------------------------------------|---------------|------------|------------|---------|--------|---|
| 4.1.5.55.CIAP: Implement Audit Scotland's recommendations for improvement from the Comhairle's 2021/22 Annual Audit Report | Sandy Gomez - Chief Internal Auditor | In Progress | 01/12/2021 | 31/03/2025 | 80% | 100% |  YELLOW |



ACTION PROGRESS COMMENTS

The Comhairle's Annual Audit Report 2021/22 published by the Commission on 1 December 2022 brought forward seven recommendations from previous audits and five are now complete. The Comhairle experienced a criminal cyber incident on Tuesday, 7 November, which had a significant impact on service ability to complete the two outstanding recommendations as planned. Subsequently, these two tasks will be carried forward to the 2024/25 business plan for completion.

The IT Service is working with the Incident Management Team and the Resilience Team to ensure lessons learned from the cyber incident are built into their Business Continuity, Cyber Resilience, and Disaster Recovery Plans.

The Procurement Guide and Tender Evaluation Guide have been reviewed, updated, and finalised. As agreed with Internal Audit, training was to be carried out by the end of the financial year 2023/24. However, the Comhairle experienced a criminal cyber incident on Tuesday 7th November. Consequently, the training has taken a back seat to other priorities. A LearnPro module had been drafted which has now been lost, but attempts are being made to re-create it and once finalised it will be rolled out during 2024/25.

Scorecard - Internal Audit

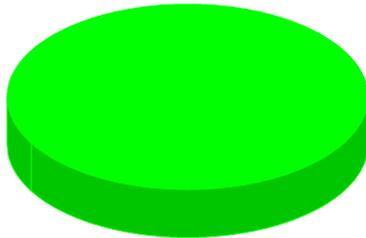
| 2023/24 SBP PIs - Internal Audit | Unit | Target | Actual | Indicator | Comments |
|---|------|----------|--------|---|---|
| 4.1.5 CE144: Percentage of Service Audit Reports followed up by individual Services. Responsible Officer: Sandy Gomez | % | 90.00 | 92.30 |  GREEN | Nine Follow ups relating to 22/23 reviews were due and completed in the 23/24 year. Of the reviews undertaken in 23/24, three follow ups have been completed and will be submitted in April 2024, the remaining eight are planned for June and September 2024. |
| 4.1.5 CE145: Percentage of audit recommendations accepted by management. Responsible Officer: Sandy Gomez | % | 90.00 | 100.00 |  GREEN | |
| 4.1.5 CE150: Cost of Internal Audit per £1m of Net Expenditure. Responsible Officer: Sandy Gomez | £ | 2,650.00 | 870.00 |  GREEN | This indicator is a 'broad brush' view of the resources invested in Internal Audit in comparison to the overall Comhairle net expenditure. These can and do fluctuate dependent on annual resources given to the Comhairle by the Scottish Government. This is an estimated figure due to the unavailability of data due to the cyber attack. |
| 4.1.5 CE146: Cost of Internal Audit per day recharged to the user. Responsible Officer: Sandy Gomez | £ | 630.00 | 500.00 |  GREEN | The cost per day recharged can fluctuate and this is dependent on spend within the budget. This figure is estimated based on available information post-cyber attack. |
| 4.1.5 CE147: Percentage of Internal Audit client satisfaction surveys that were positive. Responsible Officer: Sandy Gomez | % | 90.00 | 100.00 |  GREEN | |
| 4.1.5 CE148: Percentage of Internal Audit reports issued to management within 14 days of completion of field work. Responsible Officer: Sandy Gomez | % | 85.00 | 100.00 |  GREEN | All reports issued in 2023/24 were within the 14 day threshold. |
| 4.1.5 CE149: Percentage of Audit Plan completed. Responsible Officer: Sandy Gomez | % | 80.00 | 75.00 |  YELLOW | Twenty three audits were originally planned as per the operational plan. This was subsequently amended to twenty. Of the twenty audits planned, fifteen were completed. The remaining five have been postponed due to the effects of the cyber attack. It is hoped these may be undertaken in 2024/25. |

Law and Governance

Business Unit Overall Performance - Law and Governance

Actions

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

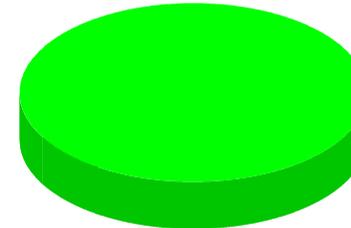


6 Actions reported on

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

KPIs

| | |
|-----------------------|--------|
| ■ On Track | 100.0% |
| ■ Monitoring Required | 0.0% |
| ■ Off Track | 0.0% |
| ■ Annual | 0.0% |
| Total: | 100.0% |



7 KPIs reported on

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

Comments - Law and Governance

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

The Service continues to be affected by the cyberattack which occurred in November 2023, the main impact being the loss of historic files. That has in some cases slowed response times but despite that, the Services has continued to operate in all respects, with various work-arounds being put in place, for example in relation to the process for recording Freedom of Information requests. The corporate travel service, which was the subject of staff turnover during the year, is now well established.

Tim Langley, Head of Law and Governance, May 2024

Action Progress - Law and Governance

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

Objective:

Service Profile

Legal and Procurement Services

| ACTION | RESPONSIBILITY | ACTION STATUS | START DATE | END DATE | % COMP. | TARGET | PERFORMANCE |
|---|--|---------------|------------|------------|---------|--------|---|
| 1.1.5.5.Support community wealth building through encouragement of economic, social and environmental sustainability. | Tim Langley - Head of Law and Governance | Completed | 01/04/2022 | 31/03/2027 | 100% | 100% |  GREEN |

ACTION PROGRESS COMMENTS

During 2022/23, The Senior Procurement Officer worked on reviewing and improving documentation and processes to promote community wealth building (CWB) through procurement.

In Q1 of 2023-24, that process has continued in areas such as the supply of fresh fruit and vegetables.

In Q2, the process is continuing with development of the Annual Procurement Report and Procurement Strategy to try to maximise the opportunities for local spend.

Since the previous report a supplier survey has been undertaken in order to discover the barriers to tendering for suppliers and in particular local business. A lack of awareness was flagged up as an issue and this has been addressed by the advertising of contract opportunities on the Comhairle website and through the Social Media activities of both the Comhairle and Business Gateway. Early indications had show that this had been very successful in increasing the outreach and informing potential bidders. Links were also placed on the Comhairle website to the various ways bidders could seek help with the bidding process. This has obviously been somewhat curtailed due to the cyber attack.

Work is ongoing to promote opportunities with local suppliers and this has included the development of a framework for Butcher meat to replace the previous single supplier process. This maximises the opportunities for Comhairle outlets to use their most local supplier and spread the spend across the sector. This has been very successful and it is hoped to use this route for future local opportunities as appropriate.

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

Objective:

Service Profile

Legal and Procurement Services

| ACTION | RESPONSIBILITY | ACTION STATUS | START DATE | END DATE | % COMP. | TARGET | PERFORMANCE |
|--|--|---------------|------------|------------|---------|--------|---|
| 4.1.5.7.Provide a comprehensive and efficient legal service to the Comhairle | Tim Langley - Head of Law and Governance | Completed | 01/04/2022 | 31/03/2027 | 100% | 100% |  GREEN |



ACTION PROGRESS COMMENTS

During 2022/23, Q2 - One solicitor left the service and a Trainee Solicitor was recruited and commenced work in March 2023 and the newly-introduced legal case management system became operational and is providing efficiencies in terms of generating documents and filing, meaning that the service can continue largely at the same level as previously albeit with one less solicitor.

The service has continued during Q1 of 2023-24, with the Trainee Solicitor settling in and taking on a full caseload. That process has continued in Q2.

In Q3, the service was severely affected by the cyberattack which caused all of the service's servers and the IDOX filing system to be inaccessible, thereby limiting the available records to emails and the few paper files still in existence. Despite that, the service continued to provide an effective service as far as could be possible given the lack of records. That continued in Q4.

Service Profile

Legal and Procurement Services

| ACTION | RESPONSIBILITY | ACTION STATUS | START DATE | END DATE | % COMP. | TARGET | PERFORMANCE |
|---|--|---------------|------------|------------|---------|--------|---|
| 4.1.5.8.Support the Western Isles Licensing Board in relation to the Licensing (Scotland) Act 2005. | Tim Langley - Head of Law and Governance | Completed | 01/04/2022 | 31/03/2027 | 100% | 100% |  GREEN |

ACTION PROGRESS COMMENTS

The service continues to support the Western Isles Licensing Board in relation to the Licensing (Scotland) Act 2005. The first Licensing Forum meeting took place on 20 June 2023.

Service Profile

Governance Services

| ACTION | RESPONSIBILITY | ACTION STATUS | START DATE | END DATE | % COMP. | TARGET | PERFORMANCE |
|--|---|---------------|------------|------------|---------|--------|---|
| 4.1.5.9.Provide a comprehensive and efficient service to Elected Members to ensure compliance with statutory requirements. | Derek MacKay - Governance and Elections Manager | Completed | 01/04/2022 | 31/03/2027 | 100% | 100% |  GREEN |

ACTION PROGRESS COMMENTS

The section continues to support the Comhairle's governance framework. A review and consultation on Community Council Governance Documents has been completed and approved at the September series of meetings. Community Council elections have been completed with 26 Community Councils formed. Initial training to Community Councils was undertaken in February/March with further training and seminars to be organised.

Preparation for the UK PGE has commenced. The outcome of the review of polling places and polling districts was reported to the February 2024 series of meetings.

Service Profile

Legal and Procurement Services

| ACTION | RESPONSIBILITY | ACTION STATUS | START DATE | END DATE | % COMP. | TARGET | PERFORMANCE |
|--|--|---------------|------------|------------|---------|--------|---|
| 4.1.5.10.Provide a corporate travel facility | Tim Langley - Head of Law and Governance | Completed | 01/04/2022 | 31/03/2027 | 100% | 100% |  GREEN |

ACTION PROGRESS COMMENTS

Travel is organised so as to try to minimise increasing costs, particularly of air travel.

Towards the end of 2022/23, arrangements were put in place to continue the service despite the key member of staff moving to another post. At the beginning of 2023/24, the service continued on an emergency basis and recruitment to a full-time post commenced. In Q2, the post was filled but then vacated, so another recruitment process was started and emergency cover arranged. The post was filled and the new incumbent has settled in quickly. By the end of Q4, the facility had therefore been stabilised.

Service Profile

Legal and Procurement Services

| ACTION | RESPONSIBILITY | ACTION STATUS | START DATE | END DATE | % COMP. | TARGET | PERFORMANCE |
|---|--|---------------|------------|------------|---------|--------|--|
| 4.1.5.63.CIAP: Implement the Contract Audit -Quality Assurance and Evaluation Processes Internal Audit Follow Up Review (FU12-2022/23) recommendations. | Tim Langley - Head of Law and Governance | Completed | 06/03/2023 | 31/03/2024 | 100% | 100% |  GREEN |
| <p>ACTION PROGRESS COMMENTS</p> <p>As per the Internal Audit Follow Up Review Contract Audit -Quality Assurance and Evaluation Processes – FU12-2022/23 2nd October 2023, Internal Audit note that out of the 3 follow up recommendations made in the original report 2 appear to have been fully implemented, and management have confirmed that the remaining recommendation will be implemented by March 2024.</p> <ul style="list-style-type: none"> - Action 2.2 recommended: Heads of Service should identify, develop and train staff to the position of evaluating contracts/projects for the future. - Action By: Heads of Service / Procurement Team - Progress as at 2nd October 2023: Procurement has been provided with a list of those who require training. That training is being prepared and will be delivered by a combination of LearnPro and in-person sessions. - Action outstanding: Training to be carried out by end of financial year 23/24. <p>Progress update: The Comhairle experienced a criminal cyber incident on Tuesday 7th November. Consequently, the training has taken a back seat to other priorities. A LearnPro module had been drafted which has now been lost, but attempts are being made to re-create it and once finalised it will be rolled out during 2024/25.</p> | | | | | | | |

Scorecard - Law and Governance

| 2023/24 SBP PIs - Law and Governance | Unit | Target | Actual | Indicator | Comments |
|---|------|-----------|-----------|---|---|
| 4.1.5. - CE004: Percentage of taxi/private hire licences issued (Apr-Mar) within statutory time limits (9 months). Responsible Officer: Iain Smith | % | 100.00 | 100.00 |  GREEN | During the period 01.04.23 - 30.03.24, 49 taxi/ private hire licences were issued, 100% within the statutory timescale (Q1: 16, Q2: 10, Q3: 3, Q4: 20) |
| 4.1.5. - CE005: Percentage of public entertainment licences issued within statutory time limits (9 months). Responsible Officer: Iain Smith | % | 100.00 | 100.00 |  GREEN | During the period 01.04.23 – 31.04.24, 32 public entertainment licences were issued, 100% within the statutory timescale (Q1: 8 Q2: 5 Q3: 7 Q4: 12). |
| 4.1.5. - CE033: Percentage of Minutes delivered within 10 working days of the meeting. Responsible Officer: Derek MacKay | % | 90.00 | 100.00 |  GREEN | |
| 4.1.5. - CE095: The total cost of Members expenses, excluding salary (Trend KPI). Responsible Officer: Belle A Scott | £ | 63,841.57 | 57,854.03 |  GREEN | <p>The target is last year's actual result for year on year benchmarking.</p> <p>A summary of Members' expenses are made available to the public on the Comhairle's website, within the Council Members section, at: https://cne-siar.gov.uk/home/your-council/council-members/ NB: You may need to copy and paste the URL in to your web browser.</p> |
| 4.1.5. - CE097: Total cost of Comhairle travel for Employees and Elected Members. Responsible Officer: Belle A Scott | £ | 0.00 | 0.00 |  GREEN | Accurate information is not available for the 2023/24 period due to the criminal cyber incident experienced by the Comhairle on 7 November 2023. |
| 4.1.5. - CE099: External legal advice rate (%) to overall legal service cost. Responsible Officer: Tim Langley | % | 0.00 | 0.00 |  GREEN | Accurate information is not available for the 2023/24 period due to the criminal cyber incident experienced by the Comhairle on 7 November 2023. |
| 4.1.5. - CE114: Corporate Travel Record: Reduce Comhairle travel bookings by 10% in comparison to previous year. Responsible Officer: Belle A Scott | # | 2,810.00 | 1,228.00 |  GREEN | <p>The Target is the previous year's actual result to compare if corporate travel has reduced by 10% in comparison to the current year's actual result.</p> <p>However, due to the loss of resources and the restructuring of the booking service during 2023, the data is not comparable to the previous year, as not all data was recorded.</p> |