



## ***Comhairle nan Eilean Siar***

### ***Management Plan by Department***

*Period: 16/17 - 20/21*

## ***DEVELOPMENT DEPARTMENT***



## DEVELOPMENT DEPARTMENT

The Development Department provides a focus on the regeneration and on-going development of the economy and communities of the Outer Hebrides.

The Department's Business Units: Consumer & Environmental Services, Development Services, Economic Development & Regeneration, Cultural and Information Services, and the Energy/Strategy Unit, work together effectively to support business, community organisations and the wider community, to achieve their development objectives in a sustainable manner. The Department also plays an important corporate role in leading on key priorities and initiatives on behalf of the Comhairle.

In 2015/16, the Department successfully delivered on a number of key Comhairle corporate priorities and strategic objectives.

Highlights during the year included the successful progression of the Lews Castle Museum and Archive and the commencement of the final phase of the overall works contract. As a result of Historic Scotland and Comhairle funding, work was accelerated on the Udal site and collections. The £3m Outer Hebrides LEADER and European Maritime and Fisheries Fund (EMFF) 2014-2020 was approved and launched for applications at the end of 2015. The Hebridean Way Walking and Cycling route was completed and formally launched in Spring 2016. Finally, partnership working with An Lanntair resulted in the Outer Hebrides being awarded £125,000 in the 2015 'Creative Place' awards.

The Comhairle's Community Capital Grant Fund committed £1.25m to 32 projects, with Comhairle funding leveraging in other external funding sources at a rate of 1:8.4. Four applications to Stage 2 of the Scottish Government Regeneration Capital Grant Fund (Round 3) were submitted.

In 2015/16 the Libraries and Heritage (Museum, Archives and Archaeology) Services moved to the Development Department. A new 3 year Forward Plan for the libraries service was approved in June 2015.

Performance across statutory and regulatory services within the Department such as Planning, Building Standards, Homelessness, Trading Standards, Environmental Health and Libraries, remained strong and continues to evidence high levels of customer satisfaction.

The Department continued to lead and participate in a significant level of lobbying activity, including the 'Our Islands, Our Future' campaign, Crown Estate reform, and fuel poverty/energy costs. Of particular priority was engagement regarding the £750m Western Isles Radial Connector, essential to enabling island renewable energy schemes to progress.

The external and internal environment remains challenging and this looks set to continue over coming years. Nonetheless, the Department continues to show its capacity to deliver core services and lead on key areas of development opportunity for the islands, and this focus will continue into 2016/17.

### DEVELOPMENT DEPARTMENT - Consumer and Environmental Services

#### OUR MISSION

The mission of the Consumer and Environmental Services function is to support the economic and social regeneration of the Outer Hebrides by ensuring public protection.

#### OUR VALUES

The core value of the service is to ensure that the economic and social regeneration of the Outer Hebrides is underpinned by safe working environments and a robust regime of public protection. In discharging this duty, we aim to comply with all aspects of the legislative context and to work proactively with stakeholders to further develop the excellent quality of life in the Outer Hebrides.

#### RECENT ACHIEVEMENTS

Focus in 15/16 remained on service priorities including food safety, health and safety, trading standards and licensing, with the service achieving its targets.

Non-routine and preventative work undertaken by the service included: continued rollout of the Eatsafe scheme alongside the Food Hygiene Information Scheme, working with the shellfish sector to reduce / eliminate food safety recalls and illegal harvesting, supporting food businesses to implement new labelling regulations, and continuing to act against illegal doorstep traders.

The Service had a core audit of its food services carried out by Food Standards Scotland and received a positive report.

### **PLANNING CONTEXT**

The activities of the service are influenced by a range of external factors, including the Comhairle's Single Outcome Agreement, Scottish Government Funding Allocations for Local Authorities, ongoing service efficiencies, Comhairle budgets, deregulation and Single Status. In addition there are several national reviews relating to Trading Standard functions which are likely to affect service delivery in the future .

### **STAKEHOLDERS**

Internal stakeholders include Comhairle Members and other regulatory services within the Comhairle, principally Development Services.

External stakeholders include service users, consumers, local business, NHS Western Isles, Northern Constabulary, Scottish Government and Government Agencies, communities and the media.

### **Service Profiles**

- **Consumer and Environmental Services**

**Business Unit SWOT**

**Consumer and Environmental Services**

		<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<b>INTERNAL</b>		<ul style="list-style-type: none"> <li>• Locally based staff with local knowledge and outreach capacity ~ Solution: Maintain strong links with stakeholders and raise awareness of the service's functions within the local community.</li> <li>• Skilled and adaptable workforce ~ Solution: Through the Departmental Training Plan, encourage cross boundary working and access to wider training.</li> </ul>	<ul style="list-style-type: none"> <li>• Small workforce may impact on Business Continuity capacity ~ Solution: Through the Departmental Training Plan, ensure that existing staff develop expertise across a range of service functions.</li> <li>• Limited awareness among staff of a growing and varied service portfolio ~ Solution: Awareness raising through internal briefings (CPD opportunity)</li> </ul>
		<b>OPPORTUNITIES</b>	<b>THREATS</b>
<b>EXTERNAL</b>		<ul style="list-style-type: none"> <li>• Changing legislative context for all services ~ Solution: Raise awareness of legislative changes through internal briefings and maintain a responsive service which can adapt to deliver as required.</li> <li>• Reliance on small number of specialist staff to deliver wide range of regulatory services. ~ Develop existing staff through training.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing efficiency savings ~ Solution: Continually review the structure and operation of the service to optimise efficiencies.</li> <li>• Transfer of some functions to private service providers ~ Solution: Culture of continuous improvement evidenced by clear performance reporting.</li> <li>• Inadequate staff to carry out effective Food Safety Enforcement, including management of major foodborne outbreaks. ~ Solution: Through a Memorandum of Understanding, agree access to staff from neighbouring Local Authorities during emergencies.</li> </ul>



## Service Profile: Consumer and Environmental Services

### Description:

The Services' main activities are: the enforcement and application of various environmental, safety, trading and animal health legislation; business and consumer advice and education; and sampling and licensing to protect the people, animals and environment of the Outer Hebrides.

The Services are delivered by one team with activities grouped into three nominal units :

- a) Environmental Health - responsible for health and safety in the private sector, private water supplies, pest control, pollution, contaminated land and other related environmental legislation;
- b) Food and Animal Health - responsible for food safety, licensing and registration of private sector housing and other licences, air quality, animal health and food and shellfish sampling; and,
- c) Trading Standards and Advice - responsible for enforcing Trading Standards legislation, providing a Business Advice and Assistance Service, providing a Consumer Advice and Education Service and administering the Comhairle's contract with Western Isles Citizens Advice Service.

### Outputs:

The Service delivers a number of regulatory functions on behalf of the Comhairle. The Service carries out programmed and reactive visits, including food safety, health and safety, trading standards and animal welfare inspections. The Service samples across a range of activities to ensure compliance - food, feeding stuffs and private water supplies. The Service administers a number of licences, registrations and approvals and provides a comprehensive enforcement and advice service. The Service is also responsible for the following: Control of Stray Dogs, managing the Citizens and Money Advice Service and Local Working Standards of Weight and Measure .

### Primary Strategic Priority:

- 1.1 Population: The Comhairle will encourage the creation of jobs, retention of population and a positive change in the demographic balance to increase the proportion of working age population.

### Secondary Strategic Priority:

- 2.1 Economy: The Comhairle will strive to create a thriving economy with support for key sectors, greater local independence and autonomy, working with the support of Scottish Government, UK Government and the European Union.
- 7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

### Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
<b>Local Outcome: 1.1.3 Provide a range of accessible services and infrastructure which meets the needs of the local population and makes the Outer Hebrides an attractive place to live and work.</b>				
Provision of Services in accordance with the Consumer and Environmental Services Plan 2016-17, with a particular focus on the following priorities : (1) Food Safety Inspection programme. (2) Reviewing enforcement procedures	Consumer and Environmental Services Manager	01/04/2016	31/03/2017	Operating
Business advice and promotion on the new mandatory nutritional food labelling requirements coming into effect in December 2016.	Consumer and Environmental Services Manager	01/04/2016	31/03/2017	Operating

## Service Profile KPIs:

KPI	Units	16/17	17/18	18/19	19/20	20/21
DD030: (LO1) Percentage of food hygiene medium risk premises inspected (24 month inspection).	%	60	60	60	60	N/A
DD028: (LO1) Percentage of food hygiene high risk premises inspected (12 month inspection).	%	100	100	100	100	N/A
DD032: (LO1) Percentage of food standards medium risk premises inspected (24 month inspection).	%	80	80	80	80	N/A
DD031: (LO1) Percentage of food standards high risk premises inspected (12 month inspection).	%	100	100	100	100	N/A
DD027: (LO1) Percentage of food hygiene high risk premises inspected (6 month inspection).	%	100	100	100	100	N/A
DD029: (LO1) Percentage of food hygiene medium risk premises inspected (18 month inspection).	%	80	80	80	80	N/A

## DEVELOPMENT DEPARTMENT - Cultural and Information Services

### OUR MISSION

Western Isles Libraries - to provide for its communities - access to resources and knowledge for literacy, creativity, inspiration, innovation, culture, health and learning in the most relevant and up-to-date formats and technologies.

Heritage Service - to create a twenty first century museum and archive service for the Outer Hebrides; a museum of the future as well as the past. It will be a museum of the people for the people and a gateway to the collective heritage of the Outer Hebrides – a dispersed resource comprising local museums and heritage groups, collections and archives, important sites and buildings, archaeology and a unique oral history.

### OUR VALUES

To provide equitable access to resources/artefacts/historic records and collections that promote reading, information, and acquisition of knowledge for leisure and learning across the Outer Hebrides.

### RECENT ACHIEVEMENTS

Highlights in 15/16 included:

- In partnership with Historic Scotland, work on the Udal site continued. Key activities included appointment of the Assistant Archaeologist (Udal) post, continuing post-excavation analysis of the site, the move of the Udal Collection to new and secure storage.
  - Development and Comhairle approval of the Library Forward Plan and Action Plan: Leabharlann airson an Àm ri Teachd (A Library Service for the Future)
  - 224 children joined the Summer Reading Challenge. Shawbost School won the Tesco Bank Summer Reading Challenge Cup for Scotland.
  - Bookbug bags for babies, toddlers, 3-year olds and P1s were gifted across Western Isles.
  - Bookbug Assertive Outreach project being carried out in Western Isles.
  - Series of events held in all libraries to celebrate Book Week Scotland.
  - Museum and Archive was officially handed over to the Comhairle and a completion certificate issued, installation of the galleries infrastructure was completed and the old museum in Francis Street was vacated.
  - Heritage Partner Survey sent out to over 80 heritage partners in relation to the support provided by the Heritage Team. All types of support were rated very highly, with the lowest average score being 7.8 out of 9.50.
  - Wi-Fi rolled out to Stornoway, Tarbert, Lionacleit and Castlebay libraries.
  - Funding received from the Scottish Library and Information Council (SLIC) Public Library Improvement Fund (PLIF) to support a pilot digital inclusion project.
  - Two MGS Museum Interns undertaking SVQ's through the Heritage Service.
  - Eight week Museum Skills Elective developed with Nicholson Institute for S2 pupils.
  - 'Hebrides Suite -Mapping the Islands in Sound'. Partnership project with Cathy Lane (CRISP) and Sgoil Lionacleit Gaidhlig Dept and local community.
  - Completion of the Museum Skills Training Programme for Comainn Eachdraidh. Support of Comainn Eachdraidh exhibitions in Kildonan, Taigh Chearsabhagh and Bernera through object loans.
  - 30 panels from the Great Tapestry of Scotland on display in MnE Sgoil Lionacleit.
  - Decant of Comhairle archives from Marybank Depository to new Museum and Archive store.
  - Conservation programme for all objects going on display at new museum completed.
- Digital Officer appointed and Digital Learning Week held in library branches in November.
- Six Book Challenge held in partnership with Learning Shop.
- Dr You partnership project with NHS and third sector organisations. On-going project providing health information at all libraries, and promoted through organisations, hospitals and health clinics.
- Every Child a Library Member project – funding received and working towards launch in 2016.

**PLANNING CONTEXT**

- The Comhairle's Corporate Strategy 2012-17
- Single Outcome Agreement (SOA) 2013-23
- Outer Hebrides Community Planning Partnership
- Going Further: The National Strategy for Scotland's Museums and Galleries
- Archives and Records Management Service Quality Improvement Tool (ARMS)
- Accreditation Scheme (nationally agreed standards for Museums)
- Public Library Quality Improvement Matrix (PLQIM) developed by the Scottish Library and Information Council (SLIC)
- How Good is Our Public Library Service?, SLIC
- 'Ambition and Opportunity: A Strategy for Public Libraries in Scotland 2015-2020'
- Udal Project
- Lews Castle Museum and Archive Business Plan

**STAKEHOLDERS**

## Internal

- Other departments of the Comhairle.
- Members
- Officers
- Staff

## External

- Heritage Lottery Fund
- National Museums Scotland
- The British Museum
- Scottish Book Trust
- Comunn na Gàidhlig
- Historic Environment Scotland (previously Historic Scotland)
- Scottish National Heritage (SNH)
- Library members
- Comainn Eachdraidh
- An Lanntair
- Scottish Library & Information Council (SLIC)

**Service Profiles**

- **Libraries and Heritage**

**Business Unit SWOT**

**Cultural and Information Services**

		<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<b>INTERNAL</b>		<ul style="list-style-type: none"> <li>• Opening of Lews Castle Museum and Archive 2016</li> <li>• New Archives Service from January 2016</li> <li>• National Strategy for Public Libraries in Scotland</li> <li>• Partnerships with National Museums; An Lanntair; Wider Heritage Network</li> <li>• Library Initiatives: Dr You, Bookbug, Digital IT sessions, Summer Reading Challenge, etc.</li> <li>• Delivery of HLF Activity Plan</li> <li>• Delivery of Forward Plan, Western Isles Libraries</li> </ul>	<ul style="list-style-type: none"> <li>• A significant number of archaeology assemblages are due to be awarded to Museum nan Eilean (including the Udal Collection – already awarded) and they will require appropriate storage and access.</li> <li>• Library Coffee Shop unable to meet required business targets.</li> <li>• Delay to opening of new Museum and Archive</li> <li>• Challenge to secure long term financial sustainability of Lews Castle Museum and Archive.</li> </ul>
		<b>OPPORTUNITIES</b>	<b>THREATS</b>
<b>EXTERNAL</b>		<ul style="list-style-type: none"> <li>• Review and restructuring of Western Isles Libraries to meet requirements of National Strategy.</li> <li>• Develop partnership programme to maximise use of Mobile Libraries.</li> <li>• Develop new business models for providing refreshments for library customers.</li> <li>• Economic Impact Survey on the potential of Archaeology as an economic driver.</li> <li>• Potential for the Udal Archaeology Project to underpin the wider strategic development of archaeology in the Outer Hebrides including the feasibility of a Hebridean Archaeology &amp; Environment Research Centre in Research Centre in North Uist.</li> </ul>	<ul style="list-style-type: none"> <li>• Local government spending cuts.</li> </ul>



## Service Profile: Libraries and Heritage

### Description:

Libraries and Heritage (museum, archive and archaeology services) provide equitable access to resources/artefacts/historic records and collections that promote reading, information, and acquisition of knowledge for leisure and learning. Services are promoted through advice, activities and programmes that encourage increased participation, and sustain community identity and confidence in Gaelic language, culture and heritage. Services are provided across the Western Isles.

### Outputs:

Access to:

A Library Service that provides reading and literacy materials, local studies and Gaelic materials, information and advice through the lending of materials, staff advice and guidance, and free access to IT and the Internet;

An accredited Museum Siar Service with unique collections representing a cross-section of island life and culture. It also disseminates the Islands' culture and heritage through exhibitions, access and learning and interpretative programmes;

An Archaeology Service with responsibility for advice on the handling of archaeological matters within the planning process and wider community advice and guidance in all works pertaining to the management, conservation, preservation, research, interpretation and promotion of the historic environment of the Western Isles; and

An Archives Service (previously Tasglann nan Eilean Siar) that will enhance the preservation, accessibility and presentation of the unique historic records of the Outer Hebrides.

### Primary Strategic Priority:

6.1 Natural and Cultural Resources: The Comhairle aims to maximise benefits from the Outer Hebrides' natural, cultural, environmental and historic resources.

### Secondary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

### Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
<b>Local Outcome: 3.1.6 Promote lifelong learning.</b>				
Meeting Digital Inclusion, Health and Well-being, Literacy and Learning agendas (Libraries)	Manager Libraries & Heritage	01/04/2014	31/03/2017	Operating
<b>Local Outcome: 6.1.1 Develop nature, cultural and heritage tourism.</b>				
CS: Deliver the Lews Castle Museum and Archive Project and ensure the benefits of the project are dispersed across the Outer Hebrides.	Manager Libraries & Heritage	01/04/2014	31/03/2017	Operating
CS: Develop the Udal Archaeology Project in North Uist as a lynchpin project for raising the profile of Archaeology in the Outer Hebrides and progressing the concept of an Archaeology and Environmental Research Centre in North Uist - for the economic benefit of the local communities and the Outer Hebrides.	Manager Libraries & Heritage	01/04/2014	31/03/2017	Operating
Develop a strategic approach to the development of Archaeology and the Historic Environment in the Outer Hebrides	Manager Libraries & Heritage	01/04/2015	31/03/2017	Operating
<b>Local Outcome: 7.1.1 Deliver Best Value services to meet the needs of the community.</b>				
CS: Undertake customer satisfaction surveys and publish the results (Cultural and Information Services).	Manager Libraries & Heritage	01/04/2014	31/03/2017	Operating

**Actions:**

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Deliver a three year Strategic Plan and Action Plan for the Library Service.	Manager Libraries & Heritage	01/04/2015	31/03/2017	Operating
Develop partnership working and accountability arrangements to underpin service delivery quality improvements.	Manager Libraries & Heritage	01/04/2014	31/03/2017	Operating
Undertake a procurement exercise for new Mobile Libraries.	Manager Libraries & Heritage	01/04/2014	31/03/2017	Operating
<b>Local Outcome: 7.1.3 Have in place a programme of continuous improvement.</b>				
Meeting national library sector agendas and standards and engagement with Public Library Quality and Improvement Model	Manager Libraries & Heritage	01/04/2014	31/03/2017	Operating
Meeting national museum and archive sector agendas and standards through Accreditation	Manager Libraries & Heritage	01/04/2014	31/03/2017	Operating

**Service Profile KPIs:**

KPI	Units	16/17	17/18	18/19	19/20	20/21
DD037 (SCS070): Percentage of adults satisfied with libraries (Local Survey)	%	95	95	95	95	N/A

## DEVELOPMENT DEPARTMENT - Development Services

### OUR MISSION

Development Services is committed to providing forward thinking, professional and efficient Planning, Housing, Building Standards and Marine Planning services to facilitate the economic, environmental, and social development of the Outer Hebrides.

### OUR VALUES

Core values of the service are to: support housing needs; add value to built and natural environment; provide positive advice on development, design and construction of new/renovated buildings; and, provide a quality customer experience.

### RECENT ACHIEVEMENTS

The new-build shared temporary accommodation unit, "The Acres", has been in full use for a year within the Homeless service. The Comhairle's Housing Services team has ensured the delivery of the 2015/16 Home Energy Efficiency Programme for Scotland (HEEPS), and has secured the delivery of an affordable housing programme for 2015-18 in line with the Comhairle Local Housing Strategy. Housing financial resources have been reviewed and directed to better support LHS objectives within the year. Better than national average performance on planning applications has been achieved and the Building Standards service has consistently delivered high customer satisfaction along with good performance indicators in relation to targets.

A 'Call for Sites and Issues' consultation, to raise awareness off, and participation in the Local Development Plan process was carried out. The Planning Service Published the Main Issues Report for the Local Development Plan and SEA Environmental Report for consultation, and other associated documents including the Monitoring Statement. The Service also published, for consultation, revised Wind Energy Development policy, setting out draft planning policy for all scales of wind energy development. A Housing Land Audit 2015 was also published.

### PLANNING CONTEXT

The activities of the service are influenced by a range of external factors including the Single Outcome Agreement, fee income from development proposals, ongoing service development and efficiencies, new Housing/Planning/Building Standards/Marine Planning policy and legislation, and customer feedback.

### STAKEHOLDERS

Internal stakeholders include Comhairle Members and other services within the Comhairle. External stakeholders include service users, voluntary organisations, user representative groups, Scottish Government and Government Agencies, Community Planning Partners, Key Agencies, communities, Community Councils, architects and developers' agents.

### Service Profiles

- **Building Standards**
- **Housing Services**
- **Planning Service**

**Business Unit SWOT**

**Development Services**

		<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<b>INTERNAL</b>		<ul style="list-style-type: none"> <li>• Working relationship with stakeholders / customers ~ Solution: Issue regular stakeholder updates. Meet deadlines set out in LDP Development Plan Scheme.</li> <li>• Strong outcome focused business units ~ Solution: Interplan usage and monitoring to help develop a focus on outcomes.</li> <li>• 'Investors in People' recognition ~ Solution: Consolidate and build on Investors in People recognition by implementing relevant actions.</li> <li>• Skilled, committed and adaptable workforce. ~ Solution: Ensure Development Services staff are given opportunities to broaden knowledge (informed by Departmental Training Plan).</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in long term funding for private housing sector ~ Solution: Keep under review the Scheme of Assistance for private sector housing and examine ways to optimise available resources.</li> <li>• Breadth of legislative responsibility for relatively small teams ~ Solution: Raise awareness of wider aspects of legislation through internal briefing (CPD opportunity).</li> <li>• Limited available accommodation for homeless persons ~ Solution: Look to purchase additional properties.</li> </ul>
		<b>OPPORTUNITIES</b>	<b>THREATS</b>
<b>EXTERNAL</b>		<ul style="list-style-type: none"> <li>• Changing legislative context for all services ~ Solution: Raise awareness of the changing legislative context through internal briefings (CPD opportunity).</li> <li>• Development of Marine Plan for the Outer Hebrides ~ Solution: Capitalise on the local control of Marine Planning policy.</li> </ul>	<ul style="list-style-type: none"> <li>• Potential reduction in Building Warrant fees ~ Solution: Keep Building Standards Service under review</li> <li>• Reduction in staffing within the core Homelessness Service. ~ Solution: Implement a review of how we utilise our current staff resources.</li> <li>• Potential reduction in Planning fees. ~ Solution: Train staff for redeployment in other areas.</li> <li>• Planning team - unplanned additional work. ~ Solution: Develop flexibility across functions through staff training.</li> <li>• Resources to deliver the Comhairle's Local Housing Strategy ~ Ongoing review of resources (financial and people) in order to maximise opportunities to deliver on strategy. ~ Continued lobbying to ensure appropriate financing</li> </ul>



## Service Profile: Building Standards

### Description:

The Building Standards team is responsible for determining Building Warrants and Certificates of Completion; ensuring the making safe or removal of dangerous buildings; providing a Building Standards advisory service to customers; supporting the Comhairle's Private Sector Housing Scheme of Assistance; and, promoting improvements to sustainable building techniques and access for the disabled.

### Outputs:

In addition to determining Building Warrants and Certificates of Completion and carrying out inspections of ongoing work that is subject to a Building Warrant, the Building Standards Service aims to provide advice and assistance on all aspects of Building Standards regulations and legislation including the use of low and zero carbon technology to meet the requirements of current standards. The Building Standards Service makes a positive contribution to the construction of sustainable buildings which meet the present and future needs of the Outer Hebrides. The Building Standards Service also provides advice and site inspections for the Comhairle's Scheme of Assistance for private sector households regarding the repair and maintenance of their homes.

### Primary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

### Secondary Strategic Priority:

2.1 Economy: The Comhairle will strive to create a thriving economy with support for key sectors, greater local independence and autonomy, working with the support of Scottish Government, UK Government and the European Union.

### Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
<b>Local Outcome: 2.1.9 Deliver efficient Planning and Building Services</b>				
Ensure Building Standards are responsive to business and development needs by implementing the Building Standards Continuous Improvement Plan 2016/17.	Building Standards Manager	01/04/2016	31/03/2017	Operating

## Service Profile KPIs:

KPI	Units	16/17	17/18	18/19	19/20	20/21
DD011: (LO7) KPO3a)iii: Percentage of first reports issued (without Customer Agreement) after 35 days.	%	5	5	N/A	N/A	N/A
DD012: (LO7) KPO3a)ii: Percentage of first reports issued (without Customer Agreement) within 21 - 35 working days.	%	10	10	N/A	N/A	N/A
DD013: (LO7) KPO3a)i): Percentage of first reports issued (without Customer Agreement) within 20 working days.	%	85	85	N/A	N/A	N/A
DD014: (LO7) KPO3b): Percentage of first reports issued (with Customer Agreement) within customer target.	%	80	80	N/A	N/A	N/A
DD015: (LO7) Percentage of submissions of Certificates of completion responded to within 9 days	%	80	80	N/A	N/A	N/A

## Service Profile: Housing Services

### Description:

The Housing Services Team provides an integrated Comhairle housing service and is responsible for the Local Housing Strategy; affordable housing development; the private sector housing Scheme of Assistance; addressing fuel poverty; and, homelessness. The Housing Services team is structured around the development and implementation of a Local Housing Strategy. The provision of Housing Adaptations Grant now reports to the Health and Social Care Integrated Joint Board.

### Outputs:

Key outputs for Housing Services are: achieving outcomes of the Local Housing Strategy; clients assisted through the Comhairle's Scheme of Assistance for Private Sector Housing; the provision of Homelessness assistance; provision of housing advice in line with the Comhairle's Statutory Duties; and, working with partners to deliver investment for new affordable housing units.

### Primary Strategic Priority:

- 4.1 Health and Wellbeing: The Comhairle aims to promote healthier lifestyles and to support people to live in the community for as long as they can and to have a positive experience of health and social care when they need it.

### Secondary Strategic Priority:

- 1.1 Population: The Comhairle will encourage the creation of jobs, retention of population and a positive change in the demographic balance to increase the proportion of working age population.
- 5.1 Communities: The Comhairle aims to strengthen social and economic development in the community of the Outer Hebrides.

### Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
<b>Local Outcome: 1.1.3 Provide a range of accessible services and infrastructure which meets the needs of the local population and makes the Outer Hebrides an attractive place to live and work.</b>				
Co-ordinate the delivery of 108 new affordable houses by the end of the 2015-18 Strategic Local Programme	Housing Services Manager	01/04/2015	31/03/2017	Operating
CS: Regularly monitor and review the Comhairle's Local Housing Strategy (LHS).	Housing Services Manager	01/04/2013	31/03/2017	Operating
<b>Local Outcome: 4.1.3 Work with partners in the interests of better physical and mental health and wellbeing.</b>				
CS: Deliver the Comhairle's Scheme of Assistance for private households to address Below Tolerable Standard housing.	Housing Services Manager	01/03/2013	31/03/2017	Operating
CS: Implement Local Housing Strategy targets for adaptations within households.	Housing Services Manager	01/04/2013	31/03/2017	Operating

## Service Profile KPIs:

KPI	Units	16/17	17/18	18/19	19/20	20/21
DD036: (LO4) Homelessness (Permanent): Percentage of tenancies sustained for over 12 months	%	0	0	0	0	0
DD025: (LO1) Number of new affordable houses delivered through the 2015-18 Strategic Local Programme.	#	36	36	N/A	N/A	N/A
DD033: (LO4) Homelessness: Number of applications received.	#	0	0	N/A	0	0
DD035: (LO4) Homelessness (Temporary): Percentage of roofless applicants accommodated immediately if presenting out of hours	%	0	0	0	0	0
DD034: (LO4) Homelessness: Percentage of applicants advised of decision within 28 days of interview	%	0	0	0	0	0

## Service Profile: Planning Service

### Description:

The Planning Service is responsible for the Development Plan, Marine Planning Policy, and Development Management (Planning Applications). Tasks include preparing, monitoring and reviewing the Local Development Plan and Supplementary Guidance, and the development of a Regional Marine Plan. The Service determines planning applications and takes planning enforcement action when required. Conservation and enhancement of the built heritage resources is supported through grant support and other measures. Staff provide advice and information on socio-economic matters, have technical expertise in mapping and GIS, and undertake specific projects. The service participates in pre-application discussions, meets customers and conducts site visits for approximately 550 planning applications per annum.

### Outputs:

The outputs for the Planning Service include the Outer Hebrides Local Development Plan; Regional Marine Plan; Supplementary Guidance; biennial Housing Land Audit; monitoring frameworks; related Strategic Environmental Assessment Reports; and, the number of Thatching and Conservation Area grants issued. The service produces a Planning Charter and a Planning Enforcement Charter, processes planning applications and delivers planning decisions, pre-application advice and takes planning enforcement action where necessary. The service delivers awareness raising initiatives regarding good practice and quality design together with providing regular updates on service delivery to stakeholders. Regular socio-economic updates are published and the e-Fact File is kept up-to-date. On-line planning services are delivered including public access to planning applications and the ability to submit planning applications on-line.

### Primary Strategic Priority:

6.1 Natural and Cultural Resources: The Comhairle aims to maximise benefits from the Outer Hebrides' natural, cultural, environmental and historic resources.

### Secondary Strategic Priority:

- 1.1 Population: The Comhairle will encourage the creation of jobs, retention of population and a positive change in the demographic balance to increase the proportion of working age population.
- 2.1 Economy: The Comhairle will strive to create a thriving economy with support for key sectors, greater local independence and autonomy, working with the support of Scottish Government, UK Government and the European Union.
- 7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

### Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
<b>Local Outcome: 1.1.3 Provide a range of accessible services and infrastructure which meets the needs of the local population and makes the Outer Hebrides an attractive place to live and work.</b>				
CS: Regularly review and update the Housing Land Audit.	Head of Development Services	01/03/2013	31/03/2017	Operating
<b>Local Outcome: 2.1.9 Deliver efficient Planning and Building Services</b>				
CS: Ensure up-to-date planning policy coverage, particularly the growth sectors of aquaculture and renewables	Head of Development Services	01/04/2013	31/03/2017	Operating
<b>Local Outcome: 6.1.3 Achieve a balance between economic development and environmental concerns that strengthens the community.</b>				
CS: Ensure up-to-date policy and support available for the four 'Conservation Areas' in the Outer Hebrides.	Head of Development Services	01/04/2013	31/03/2017	Operating
Prepare a Regional Marine Plan	Head of Development Services	01/04/2016	31/03/2017	Operating

Service Profile KPIs:

KPI	Units	16/17	17/18	18/19	19/20	20/21
DD016: (LO7) The average time (weeks) to deal with major planning applications determined during the year.	Weeks	16	0	N/A	N/A	N/A
DD017: (LO7) The average time (weeks) to deal with local planning applications determined during the year.	Weeks	10	0	N/A	N/A	N/A

## DEVELOPMENT DEPARTMENT - Economic Development and Regeneration

### OUR MISSION

The mission of the Economic Development and Regeneration service is to support the economic and social regeneration of the Outer Hebrides through the development and delivery of key projects in the areas of innovation, traditional industries, business, community and social enterprise support, while maximising external funding from all available sources.

### OUR VALUES

The core values of the service are to: lead on strategic projects which will regenerate the Outer Hebrides economy and communities; support the development of local businesses and community enterprises; and, direct investment into social and economic infrastructure.

### RECENT ACHIEVEMENTS

In 15/16 the service successfully developed and delivered significant projects across the Outer Hebrides. Key highlights included:

- Successful progression of the Lews Castle Museum and Archive.
- In partnership with Stornoway Trust, Heritage Lottery Fund grant of £3.9 million secured towards the Lews Castle Grounds Regeneration Project.
- Completion and launch of the Hebridean Way Walking and Cycling Route.
- Conclusion of both LEADER and EFF Axis 4 Programmes 2007-2013 and the opening of the new £3m programme.
- Partnership with An Lanntair resulting in the award of £125k 'Creative Place' status to the Outer Hebrides.
- EFF Axis 4 supported seven projects in small-scale fisheries infrastructure, investigation of new fisheries and coastal and marine-tourism development.
- £1.6m major harbour development completed at Ardveenish in Barra, which will secure safe berthing in the area for the fishing-fleet and underpin the continued success of local fish-processing there.
- The development, support and delivery of a number of community regeneration capital projects under the Comhairle's Community Capital Grant Fund and the Scottish Government Regeneration Capital Grant Fund, leveraging in significant levels of external funding into the Outer Hebrides.
- Support to progressing Community Buyouts in Pairc, Carloway, Barvas, MOD Aird Uig, Bays of Harris, Bernera and Keose Glebe.
- Organised and delivered a Community Economic Development Conference in Uist in partnership with HIE. Successful completion of the 'Outer Hebrides Small Business Assistance Scheme' (OHSBAS) - a five-year ERDF-funded Programme to support business development in the Outer Hebrides.
- Five community groups had applications approved under the Comhairle's Community Capital Grant Fund.
- Successful completion of 'Business Gateway Plus' (BG+) – a one-year ERDF-funded project to support high-value small business growth across the Outer Hebrides.

### PLANNING CONTEXT

The activities of the service are influenced by a range of external factors including the Comhairle's Corporate Strategy, Single Outcome Agreement, Comhairle budgets, declining population, wider economic downturn, reduced internal and external funding environment, ongoing service efficiencies, Single Status, audit regulations restricting the availability of Capital Grants to the community. All the activities undertaken support the delivery of wider strategic objectives of population retention, sectoral sustainability, Renewable Energy and management of key economic development risks.

### STAKEHOLDERS

Internal stakeholders include Comhairle Members and other services within the Comhairle.

External stakeholders include European, UK and Scottish Government, Government agencies, local businesses and business representative groupings, voluntary organisations, Community Planning Partners, local communities and community organisations.

### Service Profiles

- **Business and Regeneration Support**
- **Sectoral and Project Support**

## Business Unit SWOT

### Economic Development and Regeneration

	<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<b>INTERNAL</b>	<ul style="list-style-type: none"> <li>• Natural and cultural resources               <ul style="list-style-type: none"> <li>~ Solution: Natural resources will be sustainably managed through engagement with industry and environmental partners.</li> <li>~ Solution: Access to cultural resources will be expanded through appropriate investment in providers</li> </ul> </li> <li>• Business Gateway approach to business development</li> <li>• Strong local partnerships with key agencies, business partners and the community               <ul style="list-style-type: none"> <li>~ Solution: Continue to work with the CPP, JCCs and Community landowners to progress development objectives.</li> </ul> </li> <li>• A clear commitment to innovation and opportunity maximisation               <ul style="list-style-type: none"> <li>~ Solution: Respond to innovative opportunities as these arise and seek to create new opportunities.</li> </ul> </li> <li>• A skilled and adaptable island workforce               <ul style="list-style-type: none"> <li>~ Solution: Develop proposals for skills training across all sectors, particularly Harris Tweed and the Renewable Energy supply chain.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Continuing economic downturn               <ul style="list-style-type: none"> <li>~ Solution: Continue to innovate and to support new growth areas within the local economy.</li> </ul> </li> <li>• Skills shortages               <ul style="list-style-type: none"> <li>~ Solution: Support skills training across all sectors</li> </ul> </li> </ul>
	<b>OPPORTUNITIES</b>	<b>THREATS</b>
<b>EXTERNAL</b>	<ul style="list-style-type: none"> <li>• 'Meet the Funder' events - matching community groups to appropriate funders.</li> <li>• Economic and defence diversification of Uist economy               <ul style="list-style-type: none"> <li>~ Solution: Work with partners to deliver The Economic Diversification Strategy</li> </ul> </li> <li>• Improved broadband infrastructure               <ul style="list-style-type: none"> <li>~ Solution: Continue to lobby Government and regulators for necessary infrastructure investment to support next generation Broadband services.</li> </ul> </li> <li>• Growth in key sectors – Tourism, Gaelic Media, Harris Tweed, Culture and Heritage.               <ul style="list-style-type: none"> <li>~ Solution: Continue to lobby for growth and, where appropriate, invest in these sectors.</li> </ul> </li> <li>• Regeneration of Stornoway and surrounding areas               <ul style="list-style-type: none"> <li>~ Solution: Support Stornoway Regeneration Group objectives in respect of Bulk Fuels, University Town, Media Village, Stornoway Inner Harbour and Lews Castle.</li> </ul> </li> <li>• Growth in aquaculture sector</li> <li>• Maximise opportunities around tourism and the visitor economy</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of external funding to deliver key projects within Business Plan.               <ul style="list-style-type: none"> <li>~ Take a proactive approach to influencing funding bodies, and their funding streams and programmes. Aim to become aware of a wider range of funding streams, looking beyond traditional sources.</li> </ul> </li> <li>• Population decline               <ul style="list-style-type: none"> <li>~ Solution: Work with Community Planning Partners to identify and implement measures that will slow population decline.</li> </ul> </li> <li>• Limited financial and staff resources to enable delivery of all Business Plan objectives.               <ul style="list-style-type: none"> <li>~ Implement review of Economic Development as agreed from June 2014.</li> </ul> </li> <li>• Termination by the Scottish Government of the Road Equivalent Tariff pilot on island ferry routes               <ul style="list-style-type: none"> <li>~ Solution: Continue to make the case, with economic evidence, for retention of Road Equivalent Tariff beyond the current one year extension.</li> </ul> </li> </ul>

## Service Profile: Business and Regeneration Support

### Description:

The Business and Regeneration Support function consists of the Outer Hebrides Business Gateway, Outer Hebrides Leader and EMFF Programme 2014-2020; Fisheries & Marine Resources Sectoral Support; and Regeneration service teams, in addition to managing a portfolio of Economic Development sites and properties. The Business Gateway service offers a broad range of advice, support and financial assistance to new and developing businesses, including business planning guidance, marketing support, financial assistance, targeted support to young entrepreneurs through The Prince's Trust, and a range of one-to-many Business Skills Workshops. The Regeneration service provides direct support to community organisations to enable them to source external funding and deliver community economic benefit through progressing a range of strategic community economic development projects. This function also administers a range of Comhairle and Scottish Government Capital Grant schemes to community organisations. The Business & Regeneration Support function also delivers the aims of the European-funded Outer Hebrides LEADER & EMFF Programme 2014-2020 – promoting innovation and providing targeted grant support to eligible applicant bodies across the islands.

### Outputs:

The key outputs for the Business and Regeneration Support function are:

- number of new and developing businesses supported;
- number of community economic development projects supported; and,
- leverage of external funding achieved.

### Primary Strategic Priority:

- 2.1 Economy: The Comhairle will strive to create a thriving economy with support for key sectors, greater local independence and autonomy, working with the support of Scottish Government, UK Government and the European Union.

### Secondary Strategic Priority:

- 1.1 Population: The Comhairle will encourage the creation of jobs, retention of population and a positive change in the demographic balance to increase the proportion of working age population.
- 5.1 Communities: The Comhairle aims to strengthen social and economic development in the community of the Outer Hebrides.

### Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
<b>Local Outcome: 1.1.2 Prioritise sectoral areas with job creation potential.</b>				
Support the development of a Shellfish Sector Development Strategy which maximises employment and business development opportunities in the sector.	Economic Development Officer - Marine Resources	01/04/2016	31/03/2017	New Operating Initiative – One Off
<b>Local Outcome: 1.1.3 Provide a range of accessible services and infrastructure which meets the needs of the local population and makes the Outer Hebrides an attractive place to live and work.</b>				
Deliver all projects included under the Scottish Government Community Regeneration Grant Fund within the set timescales.	Development Manager – Resources, Infrastructure and Business Support	01/04/2016	31/03/2017	Operating
<b>Local Outcome: 2.1.4 Support existing and new sustainable businesses.</b>				
CS: Support the delivery of the Uist and Barra Economic Diversification Strategy.	Development Manager – Resources, Infrastructure and Business Support	01/04/2013	31/03/2017	Operating
<b>Local Outcome: 2.1.8 Attract inward investment and maximise external funding.</b>				

**Actions:**

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Deliver the objectives of the Outer Hebrides Leader & EMFF Programme 2014-2020	Development Manager – Resources, Infrastructure and Business Support	01/04/2015	31/12/2020	New Operating Initiative – One Off

**Local Outcome: 2.1.10 Continue to support the traditional industries such as crofting, agriculture, fisheries and other maritime business**

CS: Develop, support and lobby for initiatives that strengthen the traditional industries such as crofting, agriculture, fisheries and other maritime business.	Head of Economic Development	01/04/2013	31/03/2017	Operating
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**Local Outcome: 5.1.6 Strengthen community infrastructure and facilities.**

Administer two rounds per year of the Community Capital Grant Fund to secure funding for community development projects.	Development Manager – Resources, Infrastructure and Business Support	01/04/2013	31/03/2018	Operating
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**Service Profile KPIs:**

KPI	Units	16/17	17/18	18/19	19/20	20/21
DD020: (LO2) Number of jobs created/safeguarded	#	60	N/A	N/A	N/A	N/A
DD019: (LO2) Number of existing businesses supported to achieve growth	#	12	N/A	N/A	N/A	N/A
DD021: (LO2) Number of young people supported through The Prince's Trust.	#	15	N/A	N/A	N/A	N/A
DD022: (LO2) Number of new business start-ups	#	35	N/A	N/A	N/A	N/A
DD038: (LO2) Number of LEADER/EMFF applications supported.	#	35	35	25	N/A	N/A
DD018: (LO2) Number of Business Enterprise Skills Workshops delivered	#	52	N/A	N/A	N/A	N/A
DD023: (LO5) Number of funding awards (internal and external) to community projects	#	40	N/A	N/A	N/A	N/A

## Service Profile: Sectoral and Project Support

### Description:

The Sectoral and Project Support service develops and delivers economic strategy to stimulate growth and open new opportunities to drive long term development. The service manages a range of programmes and projects which support innovation within key economic sectors, including tourism, cultural and creative industries (including Arts development), ICT and traditional sectors; provides direct support for land resources (crofting, countryside access and biodiversity) and marine resources (fishing); disburses generic development funds to support economic regeneration and to maximise leverage of external funding; develops strategic relations with business, external funding partners and agencies and the community; undertakes lobbying activity and responds to consultations and policy proposals on issues affecting the local economy.

### Outputs:

The outputs of the Sectoral and Project Support service are to:

- develop local economic infrastructure and facilities;
- support tourism and increase visitor numbers;
- enhance the quality of cultural / creative activities across the Outer Hebrides;
- increase broadband take-up;
- disburse Capital Grants by sector; and,
- engage with industry.

### Primary Strategic Priority:

2.1 Economy: The Comhairle will strive to create a thriving economy with support for key sectors, greater local independence and autonomy, working with the support of Scottish Government, UK Government and the European Union.

### Secondary Strategic Priority:

- 1.1 Population: The Comhairle will encourage the creation of jobs, retention of population and a positive change in the demographic balance to increase the proportion of working age population.
- 6.1 Natural and Cultural Resources: The Comhairle aims to maximise benefits from the Outer Hebrides' natural, cultural, environmental and historic resources.

### Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
<b>Local Outcome: 1.1.2 Prioritise sectoral areas with job creation potential.</b>				
Deliver the OHCPP Creating Communities of the Future 3 Regeneration Action Plan in partnership with key stakeholders and provide quarterly update reports to the Economy Outcome Group	Development Manager	01/04/2014	31/03/2017	Operating
<b>Local Outcome: 2.1.5 Develop new and creative industries.</b>				
CS: Deliver the Lews Castle project and ensure that the benefits of the projects are dispersed across the Outer Hebrides.	Economic Development Officer - Special Projects	01/04/2013	31/03/2017	Capital
CS: Deliver the Outer Hebrides Cultural and Creative Industries (OH C&CI) Strategy to increase the number of jobs in the cultural economy.	Development Manager	01/04/2013	31/03/2017	Operating
Support the continued development of the Harris Tweed Industry by focusing on targeted initiatives related to training programmes, with partner agencies, and utilising the Harris Tweed Investment Fund to further build capacity within the industry.	Development Manager	01/04/2016	31/03/2017	Operating
<b>Local Outcome: 2.1.6 Promote the tourism sector.</b>				

**Actions:**

Action	Resp. Officer	Start Date	Comp Date	Budget Type
CS: Lead and manage the implementation of the Hebridean Way Project, ensuring the Cycle route is formally launched by Summer 2015.	Economic Development Officer	01/04/2013	31/03/2017	Capital
CS: Seek to maximise impacts from marine tourism, including growing the local cruise ship market and supporting yachting opportunities, through development of a marine tourism strategy.	Economic Development Officer - Marine Resources	01/04/2014	31/03/2017	Operating
Support the development and delivery of the new 2014 – 2020 Tourism Strategy.	Economic Development Officer	01/04/2014	31/03/2020	Operating
<b>Local Outcome: 6.1.1 Develop nature, cultural and heritage tourism.</b>				
Secure financial package and deliver the Castle Grounds Regeneration Project	Economic Development Officer - Special Projects	01/04/2015	31/03/2020	New Operating Initiative – One Off
Facilitate and support the establishment of a Countryside Trust for the Outer Hebrides.	Development Manager	01/04/2016	31/03/2017	New Operating Initiative – One Off
<b>Local Outcome: 6.1.2 Develop industries that maximise benefits from the Outer Hebrides' natural environment and resources in a sustainable way.</b>				
CS: Implement the Comhairle's Biodiversity Duty Delivery Plan and co-ordinate bio-diversity activities which are responsive to local priorities.	Development Manager	01/04/2013	31/03/2017	Operating
Delivery of Revised Core Path Plan	Development Manager	01/04/2016	31/03/2017	Operating

**Service Profile KPIs:**

KPI	Units	16/17	17/18	18/19	19/20	20/21
DD026: (LO2) Number of funding agreements within key economic sectors.	#	4	N/A	N/A	N/A	N/A

## DEVELOPMENT DEPARTMENT - Strategy Unit

### OUR MISSION

The mission of the Strategy Unit is to support the efficient operation of the Development Department by developing and embedding a culture of continuous improvement with reference to appropriate assessment frameworks. Through its Energy Unit, the Business Unit supports the development of Renewable Energy generation (all technologies) at commercial and community level.

### OUR VALUES

The core values of the service are continuous improvement, effective performance management, efficient Budgeting and Business Planning, staff development and a thriving Outer Hebrides Renewable Energy sector.

### RECENT ACHIEVEMENTS

Over 2015/16 the Strategy Unit continued to deliver all Departmental corporate obligations in relation to areas such as Business Continuity, Risk Management, Performance Reporting, Departmental Health and Safety, and Staff Development. A staff survey and Departmental Improvement Day was held again in 15/16.

Within the Energy function, activity during the year remained in line with the Business Plan and all actions were on target, notwithstanding that the level of activity in some areas remains constrained by the delivery of the radial connector. The Department continued to actively engage in the Scottish Islands Delivery Forum in order to progress this. There was also significant input into Crown Estate Reform, the Our Islands Our Future campaign in respect of fuel poverty and energy issues, and the Competition and Markets Authority investigation into the UK Electricity Market.

We continued to promote the Outer Hebrides renewable resource and supply chain at a number of conferences and exhibitions and to liaise with commercial renewable energy developers.

One new focus was on potential economic opportunities for the islands from within the Oil and Gas decommissioning sector. A strategy and economic opportunities report were concluded through close working with HIE, LCC UHI and industry, along with an agreed approach to capitalising on these opportunities which will be taken forward during 16/17.

The section continued to co-ordinate the Outer Hebrides Fuel Poverty strategy, participate in the EU-funded Energy Projects WISE and BEAST, and to support the Community Energy sector (primarily via support to Community Energy Scotland's Outer Hebrides Community Energy Support Scheme).

### PLANNING CONTEXT

The corporate activities of the service are governed by central Comhairle protocols in terms of budgeting, business planning, performance management, staff development and risk management. The corporate aspects of the service are also influenced externally by the Community Planning Partnership in terms of the Single Outcome Agreement. The activities of the Energy Unit are almost exclusively influenced by external agencies and factors, for example UK Government (Energy policy and The Crown Estate), OFGEM and DECC (transmission charging), National Grid (electricity network access), SSE (transmission infrastructure), Scottish Government (Renewable Energy support), Marine Scotland (marine Renewable Energy), commercial developers (community benefit) and community developers (community empowerment).

### STAKEHOLDERS

Internal Stakeholders include Comhairle Members, the Corporate Policy service and Technical Services Department in terms of Energy developments.

External Stakeholders include the European Commission, the UK Government, the Scottish Government, Highlands & Islands Enterprise, OFGEM, DECC, National Grid, The Crown Estate, SSE, Marine Scotland, the Community Planning Partnership, Renewable Energy developers and community generators.

### Service Profiles

- **Energy Unit**
- **Strategy (Dev)**

**Business Unit SWOT**

**Strategy Unit**

		<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<b>INTERNAL</b>		<ul style="list-style-type: none"> <li>• Strong partnerships with European, UK and Scottish Governments</li> <li>• Focus on corporate management to free up frontline services</li> <li>• Excellent links with Renewable Energy policy makers, regulators, system operators, transmission owners and developers (commercial and community)</li> <li>• Clear commitment to innovation and opportunity maximisation</li> <li>• Focus on Renewable Energy as a transformational economic driver</li> </ul>	<ul style="list-style-type: none"> <li>• Inability to influence national policy agendas in relation to energy                             <ul style="list-style-type: none"> <li>~ Solution: collaborate with other island Authorities to produce a strong, collective voice</li> </ul> </li> <li>• Limited ability to obtain buy-in across the Department with regard to business improvement programmes                             <ul style="list-style-type: none"> <li>~ Solution: establishment of a cross-function Business Improvement Group</li> </ul> </li> </ul>
		<b>OPPORTUNITIES</b>	<b>THREATS</b>
<b>EXTERNAL</b>		<ul style="list-style-type: none"> <li>• Provision of new Grid infrastructure to the Outer Hebrides</li> <li>• Local opportunities arising from major Offshore Wind developments in the long term</li> <li>• Development of business excellence through continuous improvement.</li> </ul>	<ul style="list-style-type: none"> <li>• Failure to capture renewable energy development and associated supply chain opportunities</li> <li>• Insufficient access to Grid for generation schemes throughout the islands                             <ul style="list-style-type: none"> <li>~ Solution: Lobby OFGEM and DECC for reduced Transmission Charges for the Scottish islands and support National Grid efforts to reduce the private underwriting burden for island links.</li> </ul> </li> <li>• Failure to capture renewable energy development and associated supply chain opportunities                             <ul style="list-style-type: none"> <li>~ Solution: Engage directly with Government, OFGEM, DECC and Transmission Operators to progress radial connector.</li> <li>~ Solution: Develop Energy strategy to maximise the economic benefit of renewable schemes to the local community and supply chain.</li> </ul> </li> <li>• Failure of Grid extension plans due to transmission charge obstacles                             <ul style="list-style-type: none"> <li>~ Solution: sustained lobbying of UK Ministers, OFGEM, DECC and National Grid</li> </ul> </li> </ul>



## Service Profile: Energy Unit

### Description:

The Energy Unit leads the Comhairle's Renewable Energy development and promotional efforts in relation to support to Grid issues, support to developers (both commercial and community), supply chain development, and the development of local energy supply. The Energy Unit also provides a focused framework for the progression of other energy related work, particularly in respect of European Renewable Energy projects and providing a co-ordinated approach to the reduction of fuel poverty.

### Outputs:

Key priorities for the Energy Unit are the confirmation of the £750m Western Isles Radial Connector project; development of the Outer Hebrides Energy Supply Company concept; delivery of European project outputs (WISE and BEST); and, co-ordination of the Fuel Poverty Action Plan.

### Primary Strategic Priority:

2.1 Economy: The Comhairle will strive to create a thriving economy with support for key sectors, greater local independence and autonomy, working with the support of Scottish Government, UK Government and the European Union.

### Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
<b>Local Outcome: 1.1.2 Prioritise sectoral areas with job creation potential.</b>				
Progress findings of study into economic opportunities for the Outer Hebrides arising from oil and gas decommissioning.	Strategy Manager	01/04/2016	31/03/2017	Operating
<b>Local Outcome: 2.1.1 Maximise the potential benefits of renewable energy.</b>				
CS: Engage with Scottish and UK Government; Regulators, Transmission Operators and Renewable Energy Developers to ensure that both internal and external Grid networks (including the Western Isles Radial Link) meet the strategic aspirations of the Outer Hebrides.	Strategy Manager	11/12/2012	30/04/2019	Operating
CS: Establish an Outer Hebrides Energy Supply Company, offering a community tariff by the end of 2016.	Strategy Manager	13/12/2012	31/03/2017	Operating
CS: Support businesses in the Supply Chain to improve their competitiveness to allow them to take best advantage of Renewable Energy development.	Strategy Manager	13/12/2012	31/03/2017	Operating
CS: Work with community organisations to have 50 MW of community-owned generation consented or operational by 2021.	Strategy Manager	11/12/2012	31/03/2019	Operating
CS: Work with Developers to have 500 MW of on-shore wind energy consented or operational by 2021.	Strategy Manager	11/12/2012	30/04/2019	Operating
<b>Local Outcome: 4.1.6 Remove households from fuel poverty and thus improve their health and wellbeing.</b>				
Monitor and support the delivery of the Outer Hebrides Fuel Poverty Strategy and Action Plan.	Economic Development Officer	01/04/2016	31/03/2019	Operating

## Service Profile KPIs:

KPI	Units	16/17	17/18	18/19	19/20	20/21
DD024: (LO2) Number of engagement events with Scottish and UK Government, Regulators, Transmission Operators, and Renewable Energy Developers	#	10	N/A	N/A	N/A	N/A
DD009: (LO2) Number of MW of marine renewable energy consented or operational by 2019	MW	0	0	0	0	N/A
DD008: (LO2) Number of MW of on-shore wind energy consented or operational by 2021	MW	400	450	500	500	N/A
DD007: (LO2) Number of MW of community owned generation consented or operational by 2021	MW	35	40	45	50	N/A

## Service Profile: Strategy (Dev)

### Description:

The Strategy service supports the corporate requirements of the entire Department in terms of Budget preparation, Business Plan compilation, Single Outcome Agreement contribution, performance management, staff development and training and risk management. The Strategy service supports the Department in relation to continuous improvement and oversees the Staff Development & Appraisal scheme.

### Outputs:

Key outputs for the Strategy service are: Budgets prepared accurately on time and monitored throughout the year; Business Plan submitted on time and monitored throughout the year; promotion of Interplan as an embedded performance management tool; and, delivery of the Staff Development & Appraisal regime across the Department (including the Departmental Training Plan).

### Primary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

### Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
<b>Local Outcome: 7.1.1 Deliver Best Value services to meet the needs of the community.</b>				
Participate in corporate improvement agenda, including Public Service Improvement Framework	Strategy Manager	01/04/2016	31/03/2017	Operating
<b>Local Outcome: 7.1.3 Have in place a programme of continuous improvement.</b>				
Delivery of Departmental Business Improvement Plan 2016/17	Economic Development Officer	01/04/2016	31/03/2017	Operating

### Service Profile KPIs:

KPI	Units	16/17	17/18	18/19	19/20	20/21
DD010: (LO7) Percentage of staff receiving annual performance appraisals (Development Department)	%	80	80	80	N/A	N/A