



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

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

*Period: 14/15 - 18/19*

## ***CHIEF EXECUTIVE'S DEPARTMENT***



## CHIEF EXECUTIVE'S DEPARTMENT

The Chief Executive's Department is the corporate hub of the Comhairle, supporting its political structures and ensuring that it meets its strategic objectives and operational challenges. The Department comprises the following Services:

- Chief Executive's Office
- Devolved Services (Uist and Barra)
- Executive Office
- Human Resources

The Department is responsible for the core functions of legal and democratic support, Human Resources and organisational development, corporate communications, European policy and funding, Committees, Elections, business planning and performance management, public performance reporting and Best Value.

The Chief Executive's Department works with all other departments and services to:

- ensure that the Comhairle receives sound policy advice
- promote good governance
- perform the Comhairle's role as lead Community Planning Partner
- support sound management of resources and corporate governance
- focus on continuous improvement in the Department's Services

### CHIEF EXECUTIVE'S DEPARTMENT - Chief Executive's Office

#### OUR MISSION

To provide necessary support to the Chief Executive, the Leader and Convener.

The Chief Executive is Head of the Paid Service of the Comhairle and is the Comhairle's chief policy adviser. He works with all services to:

- Provide sound, objective advice to the Comhairle, its Committees, Working Groups, and the Outer Hebrides Community Planning Partnership (OHCPP);
- Develop and maintain effective leadership;
- Provide strategic thinking and forward planning;
- Develop and support quality assurance;
- Represent and promote the Comhairle and the CPP;
- Promote continuous improvement;
- Act as Returning Officer for all elections.

The Chief Executive's Office provides the link between the political and organisational elements of the Comhairle and includes the following services:

- Communications;
- Devolved Services (Uist and Barra);
- Project Management advice to service Departments.

#### RECENT ACHIEVEMENTS

These are largely set out in the Services' sections; in addition, the Department has successfully integrated structural changes within the organisation into our day to day work.

Communications:

Review of the Comhairle's Communications Strategy.  
Implementation of the Comhairle's Communications Strategy 2012 - 2017.

**PLANNING CONTEXT**

The Comhairle's Corporate Strategy 2012-2017  
Single Outcome Agreement (SOA) 2013-23  
National review of Community Planning Partnership (CPP) and SOA review  
Corporate Improvement Plan  
Best Value 2 Audit Report  
Public sector funding constraints  
Public sector reform

**STAKEHOLDERS**

Internal

- Members of the Comhairle
- Other departments of the Comhairle

External

- Community Planning Partners
- Service Users
- Voluntary Organisations
- Locality Planning Groups
- User representative groups
- NHS Western Isles
- Northern Constabulary
- Care Commission
- Scottish Government and Government Agencies
- Citizens
- Unions
- Agencies
- Communities
- European Commission
- Media

**Service Profiles**

- **Communications**
- **Devolved Services (Uist and Barra)**
- **Project Management advice to service Departments**

**Business Unit SWOT**

**Chief Executive's Office**

		<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<b>INTERNAL</b>		<ul style="list-style-type: none"> <li>• Gaelic communications</li> <li>• Experienced team</li> <li>• Devolved management and delivery of services</li> <li>• Ability to manage competing policy priorities</li> <li>• Established Communications team</li> <li>• Communications strategy 2012-17 in place</li> </ul>	<ul style="list-style-type: none"> <li>• Small teams</li> <li>• Limited resources</li> </ul>
		<b>OPPORTUNITIES</b>	<b>THREATS</b>
<b>EXTERNAL</b>		<ul style="list-style-type: none"> <li>• Further Gaelic development in the Comhairle's communications</li> <li>• Achieving the Comhairle's objectives through effective campaigning and lobbying</li> <li>• Further improvements in performance management.</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient resources to meet the demands on the Service. ~ Efficient and effective work prioritisation.</li> </ul>

## Service Profile: Communications

### Description:

The Communications team is responsible for the following areas:

- Implementation of the Comhairle's Communications Strategy;
- Media monitoring as it relates to the Comhairle and the Outer Hebrides;
- Media Relations (proactive and reactive) for the Comhairle and the Outer Hebrides Community Planning Partnership (OHCPP);
- Monitoring developments at a political level relating to the Comhairle and the Outer Hebrides;
- Providing advice at Officer and Member levels on all aspects of communication;
- Identifying opportunities for achieving the Comhairle's objectives through campaigning and lobbying;
- Identifying opportunities to maintain a positive profile for the Comhairle and the Outer Hebrides;
- Giving advice on internal communications;
- Drafting speeches for Members as required;
- Providing a Communication Service for other agencies as required.

### Outputs:

Press releases.

Communications Strategy 2012-17.

### 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>Strategic Objective: 7.1.1 Deliver Best Value services to meet the needs of the community.</b>				
Development of Gaelic within Comhairle communications.	Communications Officer	01/04/2013	31/03/2017	Operating
CIP: Implement the Comhairle's Communications Strategy 2012 - 2017.	Communications Officer	01/04/2013	31/03/2017	Operating
<b>Strategic Objective: 7.1.3 Have in place a programme of continuous improvement.</b>				
CIP: Evaluate and improve the effectiveness of the Comhairle's communication strategy against external benchmarks.	Chief Executive	01/04/2012	31/03/2017	Operating

### Service Profile KPIs:

KPI	Units	14/15	15/16	16/17	17/18	18/19
CE001: (LO7) Percentage of positive uptakes of press releases (Local Media) (c)	%	80	80	80	80	N/A

**Service Profile: Devolved Services (Uist and Barra)****Description:**

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The Head of Devolved Services acts on behalf of the Chief Executive in respect of issues concerning Uist and Barra and provides support for a number of functions within the Development Department, the Social and Community Services Department and the Waste Management Services function of the Technical Services Department.

**Outputs:**

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Depute Returning Officer role for all Elections in Uist and Barra;  
Complaints Co-ordination Service for Uist and Barra complaints;  
Elected Member Support and Advice;  
Responsibility for organisation of Comhairle-related civic events in Uist and Barra;  
Responsibility for implementation of Gaelic Language Policies; and  
Co-ordination of Emergency Planning Sub Group for Uist and Barra.

**Primary Strategic Priority:**

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

## Service Profile: *Project Management advice to service Departments*

**Description:**

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To undertake client project management in relation to the delivery of the Capital Programme and other large capital projects.

**Outputs:**

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To provide a cost effective, efficient and quality project management service for specified projects;

To ensure that expenditure is controlled, and projects completed on time and within approved budgets;

Assisting the ongoing development of Best Value and Risk Management practices within the Comhairle, in particular, the development of project strategy;

To contribute to the Comhairle's ongoing improvement in procurement of works, services and goods contracts;

To establish process management arrangements and liaise with identified stakeholders, external advisers, Government departments, and Third Sector and community organisations; and

To support the Comhairle's development of Asset Management Plans and to ensure that projects are developed in accordance with approved Asset Management and other plans.

**Primary Strategic Priority:**

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

**CHIEF EXECUTIVE'S DEPARTMENT - Executive Office****OUR MISSION**

To provide sound, objective advice to Comhairle nan Eilean Siar, promote the highest standards of governance, develop and maintain effective leadership to ensure corporate commitment to a clear vision and to provide strategic thinking and planning. In addition, we aim to promote innovative ways of improving public services and community engagement.

**OUR VALUES**

To ensure the smooth running of the Comhairle.

To promote good governance.

To protect the Comhairle's interests and to provide sound legal advice.

To develop and implement effective policies and procedures.

To promote Gaelic within the Comhairle and the wider community.

To embed a robust Business Planning and Performance Management culture.

To promote the Comhairle's interests at Scottish UK and EU level and support its efforts in maximising external funding.

To promote and support Partnership and the Shared Services Agenda.

To provide a comprehensive governance and secretariat function to the Comhairle and its Committees.

The maintenance of accurate records in relation to the democratic process.

To provide sound procedural advice

**RECENT ACHIEVEMENTS**

Continuous roll out of Interplan, the online Performance Monitoring and Reporting System, to improve corporate proficiency with the system;  
 Successful implementation of electronic absent vote identifier system for elections;  
 Production of e-Agendas and Minutes;  
 Delivery of electronic agenda system to Members and Officers;  
 Delivery of electronic agendas for the public via the Comhairle website;  
 All premises' licences in terms of the Licensing (Scotland) Act 2005 issued on time;  
 Public Performance Report 2012/13;  
 Single Outcome Agreement 2013-23 approved by Scottish Government and published;  
 Successful first year of CPP participation in Early Years Collaborative with over 40 practitioners delivering tests of change;  
 Successfully secured funding for the Data Sharing Partnership;  
 Successfully secured funding for the ESOL partnership;  
 Developed SOA Action Plans for each of the Outcome Groups;  
 Delivery and monitoring of the SOA 2011-13 through the Outcome Groups;  
 Improved performance reporting within the CPP and the Comhairle on SOA;  
 Supplying Children and Families to achieve the best outcomes for vulnerable children;  
 Providing a facilitating role in successful European Regional Development Fund (ERDF), European Social Fund (ESF), European Fisheries Fund (EFF), and OHCPP / EU bids;  
 Providing a facilitating role in successful transnational projects (EU);  
 Successful outcome of judicial review in relation to school closures;  
 FOI Publication Scheme reviewed;  
 Completion of first phase of Orders under the Disabled Persons' Parking Places (Scotland) Act 2009; and,  
 Secured approval of the Comhairle's Gaelic Language Plan 2013-2017.



**PLANNING CONTEXT**

Corporate Strategy 2012-2017;  
Corporate Improvement Plan;  
Single Outcome Agreement (SOA) 2013-23;  
National review of Community Planning Partnerships (CPPs);  
Agreement on Joint Resourcing;  
Best Value 2 Audit Report;  
Assurance and Improvement Plan;  
Public Sector funding constraints; and,  
Public sector reform.

**STAKEHOLDERS**

Communities  
Community Councils  
The Comhairle (Officers, Members)  
Community Planning Partners  
Scottish Government  
UK Government  
European Commission  
EU Agencies / Directorates  
Unions  
External Agencies

**Service Profiles**

- **Community Planning**
- **Corporate Policy**
- **Democratic Services**
- **Legal Services**
- **Licensing**
- **Members' Services / Support Unit**
- **Sgioba na Gàidhlig**

## Business Unit SWOT

### Executive Office

		<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<b>INTERNAL</b>		<ul style="list-style-type: none"> <li>• More frequent and flexible performance reporting facilitated via Interplan, the Comhairle's online performance management system</li> <li>• Commitment to stronger working partnerships</li> <li>• Efficient organisation and administration of Elections</li> <li>• The Chief Executive's Department's Support Staff in the provision of comprehensive cover for the Legal and Democratic Services and also Member Services' corporate travel bookings.</li> <li>• Effective and responsive Legal Service</li> <li>• A commitment towards the implementation of a more robust Business Planning and Performance Monitoring process</li> <li>• A Community Planning Partnership (CPP) that is functioning well, in which partners participate</li> </ul>	<ul style="list-style-type: none"> <li>• A reduction in staffing levels in Support Unit and possible impacts on service delivery - increasing demands on the existing workforce.</li> <li>• Skills loss through staff departure and organisational restructuring</li> <li>• Small teams vulnerable to absences</li> <li>• Increasing demands on small team from results of the national CPP review</li> <li>• Limited staffing and budgetary resources</li> <li>• Local Partners' differing priorities which may lead to difficulties in achieving consensus</li> <li>• Comhairle meetings: lack of understanding by Officers submitting documentation for sugarsyncing - leads to increased pressure on workforce.               <ul style="list-style-type: none"> <li>~ Solution: Develop a sugarsyncing training plan and roll out training to personnel as required.</li> </ul> </li> <li>• Public sector funding constraints</li> <li>• Officers' failure to adhere to deadlines.               <ul style="list-style-type: none"> <li>~ Solution: Ensure that a structured, definitive deadline for submissions is adhered to.</li> </ul> </li> </ul>
		<b>OPPORTUNITIES</b>	<b>THREATS</b>
<b>EXTERNAL</b>		<ul style="list-style-type: none"> <li>• Robust and informed lobbying, at National, UK and EU level, for continued EU Structural and Rural Development Funding to the Highlands and Islands post 2013</li> <li>• Gaelic Support for other Agency Gaelic Plans</li> <li>• Integrated Services</li> <li>• The review of SOA and CPPs gives a further opportunity to increase robustness of OHCPP</li> <li>• Increased level of Gaelic on the Comhairle's website</li> <li>• Promote better community engagement through E-Sgìre, the Comhairle's Communities Portal</li> <li>• Enhance working relationships with client departments through effective Legal Services SLAs</li> <li>• Financial and resource efficiencies achieved through partnership working</li> <li>• Increased resilience in legal services through structured sharing of knowledge</li> <li>• Development of electronic delivery of agendas and minutes</li> <li>• Effective succession planning to offset skills loss</li> </ul>	<ul style="list-style-type: none"> <li>• Failure to implement the Comhairle's Gaelic Language Plan 2013-17.               <ul style="list-style-type: none"> <li>~ Solution: Increase in staff resource (0.5 FTE).</li> </ul> </li> <li>• Limited trained Registration staff which impacts on service delivery and performance               <ul style="list-style-type: none"> <li>~ Solution: Implement training plan with co-operation of customer service team</li> </ul> </li> <li>• Failure to respond to enquiries/requests for information within statutory timescales.               <ul style="list-style-type: none"> <li>~ Solution: Effective Tracking system.</li> <li>~ Solution: Dedicated staffing resource.</li> </ul> </li> <li>• Impact on existing administrative resources as a result of Election demands</li> <li>• Impact on Democratic Services and Support Unit workload in relation to the operation and management of electronic agendas.</li> <li>• Over reliance on Interplan system administrators.               <ul style="list-style-type: none"> <li>~ Solution: Broadening the knowledge and skills of staff within the Department in the use of the Interplan system.</li> </ul> </li> <li>• Lack of preparedness for scrutiny in selected areas and an adverse Report from Audit Scotland</li> <li>• Impact of Public sector funding constraints on Services</li> <li>• Failure to implement the recommendations of the Corporate Improvement Plan.               <ul style="list-style-type: none"> <li>~ Solution: To implement the Corporate Improvement Plan.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"><li>• Failure to develop business plans and report publicly our performance.<ul style="list-style-type: none"><li>~ Solution: Improving ease of access to public performance information.</li><li>~ Solution: Address the requirements stipulated by the Accounts Commission and by the Local Government Benchmarking Framework.</li><li>~ Solution: Report Service performance to Committee at each series and publish on the Comhairle's website</li></ul></li><li>• Ineffective Partnerships</li></ul>
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## Service Profile: Community Planning

### Description:

The Community Planning team is responsible for:

- The development of the Outer Hebrides Community Planning Partnership (OHCPP);
- Community Planning – Policy and Implementation;
- Write and drive delivery of the Single Outcome Agreement (SOA) and the CPP's future developments;
- Participating in appropriate working groups on behalf of the CPP;
- Monitoring of current SOA targets and outcomes;
- Liaising with Community Planning Partners;
- Liaising with Scottish Government;
- Supporting the SOA reporting structures;
- Management of Community Planning financial resources;
- Community Engagement relating to Community Planning;
- Developing and management of Outer Hebrides Data Sharing Partnership (DSP);
- Development and oversight of national initiatives including ESOL, Early Years Collaborative, Autism Strategies;
- Developing the CPP's public profile;
- Developing new partnership initiatives; and,
- Ensure diversity and equality, community engagement and community planning information are central to Community Planning.

### Outputs:

Single Outcome Agreement (SOA) and Action Plan  
SOA Annual Report

### 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>Strategic Objective: 7.1.2 Engage regularly with the community to plan and prioritise the delivery of Comhairle services.</b>				
Facilitate two way communication between the Outer Hebrides Community Planning Partnership (OHCPP) and the Communities of the Outer Hebrides	Community Partnership Coordinator	01/04/2013	31/03/2017	Operating
<b>Strategic Objective: 7.1.3 Have in place a programme of continuous improvement.</b>				
CIP: Develop a Performance Management Framework to support the Outer Hebrides Community Planning Partnership (OHCPP).	Chief Executive	01/04/2012	31/03/2017	Operating
<b>Strategic Objective: 7.1.5 Work with partners to provide shared and integrated services.</b>				
Co-ordinate the Outer Hebrides Community Planning Partnership (OHCPP).	Community Partnership Coordinator	01/04/2013	31/03/2017	Operating
Develop, monitor and support the delivery of the Outer Hebrides Community Planning Partnership (OHCPP) Single Outcome Agreement (SOA).	Community Partnership Coordinator	01/04/2013	31/03/2017	Operating
Facilitate Partnership Working on new Outer Hebrides Community Planning Partnership (OHCPP) Initiatives	Community Partnership Coordinator	01/04/2013	31/03/2017	Operating

## Service Profile KPIs:

KPI	Units	14/15	15/16	16/17	17/18	18/19
CE031: (LO7) Public engagement with community planning engagement events (number of people)	#	20	20	20	20	20
CE009: (LO7) Number of Community Planning Partnership meetings held	#	5	5	5	5	5
CE030: (LO7) Level of funding secured by Outer Hebrides Community Planning Partnership (OHCPP) through successful applications to funding streams (Dependant on level and amount of external funding streams). (Trend Analysis PI).	£	0	0	0	0	0

## Service Profile: Corporate Policy

### Description:

The Corporate Policy team provides a lead role in the following areas:

Development of Business Plans and quarterly Performance Monitoring and Reporting;  
 Review and report on the Corporate Strategy;  
 Corporate Policy Development and management of such Corporate Projects as appropriate;  
 Public Performance Reporting;  
 Management of Interplan (Online Performance Management System);  
 SOLACE Benchmarking (and a supporting role in Corporate Self Evaluation);  
 Responses to consultations as necessary;  
 Providing a supportive role in Departmental Risk Management monitoring and reporting on Interplan;  
 Corporate coordination of European Policy and Funding, including:

- Participation in European Policy development at a local, Scottish, UK and European level;
- enabling full participation of the Comhairle as a member of the Conference of Peripheral Maritime Regions;
- identifying European funding opportunities;
- monitoring and evaluating European Policy issues as these affect the Comhairle and the Outer Hebrides ;
- representing the Comhairle's interests on any external body, as appropriate, in the area of EU Policy and Funding; and
- provision of EU information through the Europe Direct Information Centre.

### Outputs:

Service Business Plans  
 Committee and CMT Reports  
 Consultation responses  
 Performance Monitoring Reports  
 Public Performance Reports  
 Successful mainstream European bids  
 European Strategy and Plan  
 Departmental Risk Register

### 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.
- 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>Strategic Objective: 2.1.8 Attract inward investment and maximise external funding.</b>				
CS: Develop Outer Hebrides EU Strategy and Plan 2014 – 2020.	Corporate Policy Manager	01/04/2013	31/03/2017	Operating
CS: Establish External Funding Member Officer Working Group.	Head of Executive Office	01/04/2013	31/03/2017	Operating
Ensure the Comhairle's effective participation as a member of the Conference of Peripheral Maritime Regions (CPMR).	Corporate Policy Manager	01/04/2013	31/03/2017	Operating
Participate in, monitor and evaluate European Policy and Programme development as it pertains to the Comhairle, at Regional, Scottish, and EU level.	Corporate Policy Manager	01/04/2013	31/03/2017	Operating

**Actions:**

Action	Resp. Officer	Start Date	Comp Date	Budget Type
To report the progress of the Europe Direct Information Centre - Outer Hebrides (EDIC) on a half yearly basis.	Corporate Policy Officer	01/04/2014	31/03/2017	New Operating Initiative – One Off
<b>Strategic Objective: 7.1.2 Engage regularly with the community to plan and prioritise the delivery of Comhairle services.</b>				
Respond to consultations in the areas of Corporate and EU Policy and Programmes, as these arise.	Corporate Policy Manager	01/04/2013	31/03/2017	Operating
<b>Strategic Objective: 7.1.3 Have in place a programme of continuous improvement.</b>				
Ensure that business planning and performance management continue to be improved and embedded in the Comhairle.	Corporate Policy Manager	01/04/2013	31/03/2017	Operating
To monitor, review and report on the Comhairle's Corporate Strategy 2013-17.	Corporate Policy Manager	01/04/2013	31/03/2017	Operating
To facilitate and monitor the Comhairle's Corporate Improvement Plan post-Best Value 2 (BV2).	Head of Executive Office	01/04/2013	31/03/2017	Operating
To continue to support the Corporate Improvement Member Officer Working Group (MOWG).	Head of Executive Office	01/04/2013	31/03/2017	Operating
<b>Strategic Objective: 7.1.4 Report regularly and publicly the performance of services.</b>				
CS: Publish regularly performance information on e-Sgìre – the Communities Portal.	Corporate Policy Manager	01/04/2013	31/03/2017	Operating
CS: Produce an annual Public Performance Report.	Corporate Policy Manager	16/11/2013	31/03/2017	Operating

**Service Profile KPIs:**

KPI	Units	14/15	15/16	16/17	17/18	18/19
CE010: (LO2) Total amount of European Funding brought in.	£	0	0	0	0	N/A

## Service Profile: Democratic Services

### Description:

Democratic Services is responsible for the overall management of the decision making process within the Comhairle, the administration of Elections and Registration Services.  
Provision of procedural advice and of support to Elected Members, Officers, Outside Bodies and the Public.

### Outputs:

Agendas, Minutes, Reports (including electronic delivery of agendas and minutes).  
Production, operation and review of Constitutional Documents  
Overseeing the Electoral Process.  
Providing advice to Members and Officers on governance and the decision making process .  
Management of Registration Services in the Outer Hebrides on behalf of the General Register Office for Scotland .  
Management of the Comhairle's quasi judicial meetings.  
Providing support and guidance to Community Councils with Members Services.

### 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:

- 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.
- 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>Strategic Objective: 4.1.3 Work with partners in the interests of better physical and mental health and wellbeing.</b>				
Provide support to Children's Panel Area Support Team, including recruitment and training of Children's Panel Members.	Democratic Services Manager	01/04/2013	31/03/2017	Operating
<b>Strategic Objective: 5.1.6 Strengthen community infrastructure and facilities.</b>				
Undertake Community Ballots on behalf of Local Community Groups.	Democratic Services Manager	01/04/2013	31/03/2017	Operating
Undertake Elections in line with: Legislation; Electoral Commission Guidance; and Election Management Board directions.	Democratic Services Manager	01/04/2013	31/03/2017	Operating
<b>Strategic Objective: 7.1.1 Deliver Best Value services to meet the needs of the community.</b>				
Continue to compile and maintain accurate registers containing high quality, up-to-date information.	Democratic Services Manager	01/04/2013	31/03/2017	Operating
Coordinate the review of Local Government Wards on behalf of the Comhairle.	Democratic Services Manager	01/04/2014	31/03/2017	Operating
<b>Strategic Objective: 7.1.3 Have in place a programme of continuous improvement.</b>				
Provide advice and guidance to Elected Members in relation to governance and democratic processes and application of constitutional documents.	Democratic Services Manager	01/04/2013	31/03/2017	Operating
Implement a programme of review for the Constitutional Documents.	Democratic Services Manager	01/04/2014	31/03/2017	Operating
Roll out the number of Committee agendas and minutes on the website.	Democratic Services Manager	01/04/2014	31/03/2017	Operating



**Actions:**

Action	Resp. Officer	Start Date	Comp Date	Budget Type
<b>Strategic Objective: 7.1.4 Report regularly and publicly the performance of services.</b>				
Ensure the Agendas, Minutes and Reports on the Comhairle's web site are up to date and progress electronic agendas to agreed Information Security, Freedom of Information Act and internal standards.	Democratic Services Manager	01/04/2013	31/03/2017	Operating
<b>Strategic Objective: 7.1.5 Work with partners to provide shared and integrated services.</b>				
Provide support to Sgoiltean Ùra LLP (SULLP) and Highlands and the Highlands and Islands Transport Partnership (HITRANS) in relation to their Governance and Decision Making arrangements.	Democratic Services Manager	01/04/2013	31/03/2017	Operating

**Service Profile KPIs:**

KPI	Units	14/15	15/16	16/17	17/18	18/19
CE034: (LO7) SPI3: CORP2 - Cost of Democratic Core per 1,000 population	£	0	0	0	0	N/A
CE: (LO7) Percentage of Minutes delivered within 10 working days of the meeting	%	90	90	100	100	N/A

## Service Profile: Legal Services

### Description:

Provide a comprehensive range of Legal Services including:

- Advice to the Comhairle through its Committees and sub-committees
- Advice and assistance to the Departments of the Comhairle
- Representing the Comhairle at Court, Tribunals and other hearings
- Purchase and sale of land on behalf of the Comhairle
- Leasing of land on behalf of the Comhairle
- Handling all legal matters relating to land
- Assistance to Clerk of the Western Isles Licensing Board
- Advice and assistance to some external bodies e.g. Scottish Courts Service

### Outputs:

Guidance Notes e.g. Records Management Guidelines

### 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>Strategic Objective: 7.1.3 Have in place a programme of continuous improvement.</b>				
Ensure compliance with the Public Records (Scotland) Act 2011 and guidance issued by the Keeper of the Registers of Scotland.	Head of Executive Office	01/04/2013	31/03/2017	Operating
Update of Contract Regulations and Standard Terms and Conditions	Head of Executive Office	01/04/2014	31/03/2017	Operating

## Service Profile KPIs:

KPI	Units	14/15	15/16	16/17	17/18	18/19
CE: (LO7) Business Loans: Debt Recovery – Percentage of letters issued in terms of timescales of SLA with Finance and Corporate Resources	%	95	95	95	95	95
CE032: (LO7) Percentage of Data Protection - Subject Access Requests (SAR) responded to within 40 calendar days of request (statutory timescale).	%	80	80	80	80	80
CE: (LO7) Disposal of Surplus Assets: Percentage of sale transactions concluded within nine months of instruction	%	75	75	75	75	75
CE: (LO7) Procurement – Percentage of 'Issue of contract award and standstill' issued within 5 working days of receipt of finalised tender report	%	95	95	95	95	95
CE033: (LO7) Percentage of Freedom of Information (FOI) requests responded to within 20 working days of request (statutory timescale).	%	80	80	80	80	80
CE: (LO7) Business Gateway – Percentage of 'Offers of loans' issued within 10 working days of instructions	%	95	95	95	95	95

## Service Profile: Licensing

### Description:

The purpose of the Licensing service is:

- to provide support to the Western Isles Licensing Board in its determination of licences under the Licensing (Scotland) Act 2005 including the services of a Licensing Standards Officer
- to process and determine applications for licences under the Civic Government (Scotland) Act 1982, the Gambling Act 2005 and other relevant legislation

### Outputs:

Civic Government (Scotland) Act 1982

### 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>Strategic Objective: 7.1.1 Deliver Best Value services to meet the needs of the community.</b>				
Provide support, as required, to the Western Isles Licensing Board in relation to the Licensing (Scotland) Act 2005.	Licensing Standards Officer / Paralegal	01/04/2013	31/03/2017	Operating
Process and determine applications for licences under the Civic Government (Scotland) Act 1982, the Gambling Act 2005 and other relevant legislation.	Licensing Standards Officer / Paralegal	01/04/2013	31/03/2017	Operating

### Service Profile KPIs:

KPI	Units	14/15	15/16	16/17	17/18	18/19
CE004: (LO7) Percentage of taxi/private hire licences issued within statutory time limits (6 months)	%	100	100	100	100	N/A
CE005: (LO7) Percentage of public entertainment licences issued within statutory time limits (CE)	%	100	100	100	100	N/A

## Service Profile: Members' Services / Support Unit

### Description:

The purpose of the Members' Services / Support Unit is to provide:

- secretarial and administrative support to Elected Members in the performance of their duties as Councillors and representatives of their communities
- arrangements for travel and accommodation for Elected Members, Co-opted Members, Comhairle Employees and Children's Panel members when attending meetings within the Western Isles, mainland and overseas
- provision of advice to Elected Members on operation of Comhairle procedures, approved duties, expense reclaims, etc
- first point of Comhairle contact with Community Councils for the provision of support and advice on constitutional and other Community Council issues.
- processing of annual Administrative/Social Grant and Challenge Fund Grants to Community Councils
- Clerical and administrative support to Democratic and Legal Services

### Outputs:

Travel Procurement

### 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>Strategic Objective: 7.1.1 Deliver Best Value services to meet the needs of the community.</b>				
Maintain and update Members' Register of Interests and Members' Register of Expenses to comply with Statutory requirements.	Member Services	01/04/2013	31/03/2017	Operating
Provide secretarial and administrative support to Elected Members together with advice on approved duties and expense reclaims.	Member Services	01/04/2013	31/03/2017	Operating
Provide a Corporate Travel Facility.	Member Services	01/04/2013	31/03/2017	Operating

**Service Profile KPIs:**

<b>KPI</b>	<b>Units</b>	<b>14/15</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>
Corporate Travel Record: Number of Flight bookings	#	0	0	0	0	0
Corporate Travel Record: Number of Ferry bookings	#	0	0	0	0	0
Corporate Travel Record: Number of Hotel bookings	#	0	0	0	0	0
Corporate Travel Record: Number of Transport bookings (excl: Flight, Ferry and Car Hire)	#	0	0	0	0	0
Corporate Travel Record: Number of Car Hire bookings	#	0	0	0	0	0
CE: (L07) Percentage of Community Council Challenge fund applications processed within 20 working days of application closing date or any extension thereof.	%	80	80	80	80	80

## Service Profile: Sgioba na Gàidhlig

### Description:

The Sgioba na Gàidhlig Service will:

- Promote and develop Gaelic within the Comhairle and the Community.
- Provide bilingual translation service for Comhairle meetings
- Provide translation for all Comhairle documents as required
- Provide organisational and administrative support to key cultural events in the Outer Hebrides.
- Provide support to Comhairle departments in developing and implementing specific areas of the Comhairle's Gaelic Language Plan for which they have responsibility.

### Outputs:

Implementation of the Comhairle's Gaelic Language Plan 2013-2017:

- Increase the number of Gaelic Speakers within the Outer Hebrides
- Support initiatives which strengthen Gaelic within families
- Promote and develop Gaelic under the auspices of the Comhairle's Gaelic Language Plan 2013-2017
- Assist local Community Planning Partners with the development of their Gaelic Language Plans 2013-2017 as necessary

### 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.

### Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
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**Strategic Objective:** 6.1.8 Continue to support Gaelic language and cultural development.

CS: Implement the Comhairle's Gaelic Language Plan 2013-2017.	Gaelic Policy Officer	01/04/2013	31/03/2017	Operating
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### Service Profile KPIs:

KPI	Units	14/15	15/16	16/17	17/18	18/19
(LO6) Number of Organisations receiving financial assistance from the Sgioba na Gàidhlig Small Grants Budget	#	8	N/A	N/A	N/A	N/A
CE: (LO6) Number of staff completing the Comhairle's Gaelic course	#	50	50	50	50	50
CE: (LO6) Number of Reports to Committee re progress on implementing Gaelic Language Plan.	#	4	4	4	4	4
CE: (LO6) Number of significant cultural events supported per annum throughout the Outer Hebrides	#	4	4	4	4	4
CE: (LO6) Level of funding secured from Bòrd na Gàidhlig	£	0	0	0	0	0

## CHIEF EXECUTIVE'S DEPARTMENT - Human Resources (HR)

### OUR MISSION

We aim to develop quality assurance systems to ensure that the Comhairle delivers results, especially by linking corporate and business plans to performance appraisal and personal development plans for employees and to develop new ways of communicating with employees.

### RECENT ACHIEVEMENTS

The development of an HR Strategy with workforce planning which is supporting the Comhairle's strategic and financial planning  
 Risk and Business Continuity workshops  
 Healthy Working Lives Silver Award  
 Barra Emergency Planning Group formed  
 Modern Apprenticeships programme based on workforce planning  
 Community Resilience Workshops  
 Tactical Officers Media Training

### PLANNING CONTEXT

Corporate Strategy 2012 2017  
 Corporate Improvement Plan  
 Single Outcome Agreement (SOA) 2013 23.  
 National review of Community Planning Partnership (CPP) and SOA review  
 Best Value 2 Audit Report  
 HR Strategy which includes workforce planning  
 Public Sector funding constraints.  
 Public sector reform.

### STAKEHOLDERS

Internal

- The Comhairle
- Officers and Members

External

- Scottish Government and Government Agencies
- Recognised Trade Unions
- DWP
- Partner Agencies

### Service Profiles

- **Complaints**
- **Employee, Remuneration and Health**
- **Human Resource (HR) Support and Recruitment**
- **Organisational Development**
- **Risk and Emergency Planning**



**Business Unit SWOT**

**Human Resources (HR)**

		<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<b>INTERNAL</b>		<ul style="list-style-type: none"> <li>• Ongoing and increased Risk Management maturity</li> <li>• Experienced staff working in small teams</li> <li>• Continuous evaluation and updating of practices and policies</li> <li>• Collaboration with Community Partners</li> <li>• Development and monitoring of HR Strategy</li> <li>• Sound Business Planning and Performance Monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate development work curtailed</li> <li>• Diminished resources - increased customer demand</li> <li>• Public sector funding restraints</li> </ul>
		<b>OPPORTUNITIES</b>	<b>THREATS</b>
<b>EXTERNAL</b>		<ul style="list-style-type: none"> <li>• Benchmarking of business units and Self Evaluation to guide continuous improvement</li> <li>• Allowing for creative and flexible options</li> <li>• Improved internal and external communication</li> <li>• HR/Payroll system project underway to quality assure management information reporting</li> <li>• Sharing resources with Community Partners</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous improvement activity not being prioritised in service areas.</li> <li>• Corporate changes may result in business being transferred to other bodies</li> </ul>



## Service Profile: Complaints

### Description:

The Team is responsible for the following areas:

- implementation of the Complaints Handling Procedure that enables the Comhairle to deal with complaints accordingly and within timescales;
- liaison with Scottish Public Services Ombudsman;
- ensuring that the Complaints Procedure is a vehicle for improving the Comhairle's services and customer satisfaction;
- ongoing monitoring and reporting of complaints.

### Outputs:

- Monitoring and reporting on complaints

### 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>Strategic Objective: 7.1.2 Engage regularly with the community to plan and prioritise the delivery of Comhairle services.</b>				
Implement the Comhairle's complaints handling procedure based on the SPSO model and ensure that it is being implemented throughout all Comhairle departments.	Human Resources Manager	01/04/2013	31/03/2015	Operating
Manage and monitor complaints.	Human Resources Manager	01/04/2013	31/03/2017	Operating

### Service Profile KPIs:

KPI	Units	14/15	15/16	16/17	17/18	18/19
CE: (LO7) Percentage of stage 2 complaints received that were responded to in full within 20 working days.	#	0	0	0	0	0
CE: (LO7) Total number of complaints received per 1000 population	#	0	0	0	0	0
CE: (LO7) Percentage of stage 1 complaints received that were responded to in full within five working days.	%	0	0	0	0	0
CE: (LO7) Complaints escalated to Stage 2 by the complainant following Stage 1 responses as a % of all Complaints responded to in full at Stage 1	%	0	0	0	0	0

## Service Profile: Employee, Remuneration and Health

### Description:

The Employee, Remuneration and Health team is responsible for pay and reward, managing the operation of the Comhairle's pay model, undertaking job design, evaluations, etc. Advice is also provided in relation to the structural redesign solutions in respect of remuneration, grading and equal pay issues.

The team is also responsible for Occupational Health. Advice and support is provided to managers in reducing absence levels as well as improving the health and wellbeing of employees.

### Outputs:

- Healthy Working Lives
- Maintenance of pay model and ongoing job evaluation

### 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>Strategic Objective: 7.1.3 Have in place a programme of continuous improvement.</b>				
Implement and monitor pay and conditions of service in relation to the Single Status pay model and Equal Pay.	Human Resources Manager	01/04/2013	31/03/2015	Operating
Aim to reduce sickness absence levels and improve the health and wellbeing of employees.	Human Resources Manager	01/04/2013	31/03/2015	Operating

### Service Profile KPIs:

KPI	Units	14/15	15/16	16/17	17/18	18/19
CE037: (LO7) SPI3: CORP6 - Sickness Absence Days per Employee (Days Lost per FTE Employee)	Days	9	9	9	9	9

## Service Profile: Human Resource (HR) Support and Recruitment

### Description:

This team provides a full professional personnel advisory service and support to Managers in dealing with all Comhairle HR Policies including issues on disciplinary, grievance, sickness absence, work performance and ensuring the implementation of terms and conditions of employment. This includes fostering good employee relations with staff and trade union representatives.

The HR Support and Recruitment Team ensure that departments apply recruitment and selection procedures correctly and are involved in the development of all recruitment documentation (from the job advert through the job description and person specification). In addition, advice is given on all recruitment issues along with all the support work necessary, including working with the national recruitment portal and being responsible for reparation and issuing of all Contracts of Employment. The team is responsible for ensuring the maintenance of accurate HR records and files and contributes to the development of the integrated payroll/HR system.

### Outputs:

- Successful recruitment against workforce planning targets.
- Complying with statutory deadlines regarding issuing of contracts of employment.
- Ensuring that all national and local agreements are applied equally and consistently.

### 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>Strategic Objective: 7.1.1 Deliver Best Value services to meet the needs of the community.</b>				
Continue to develop and implement a Human Resources Strategy to reflect the business needs and financial position of the Comhairle.	Head of Human Resources	01/04/2013	31/03/2015	Operating
Redesign recruitment procedure to update recent developments such as Psychometric testing	Head of Human Resources	01/04/2014	31/03/2015	Operating

### Service Profile KPIs:

KPI	Units	14/15	15/16	16/17	17/18	18/19
CE: (LO7) Average number of working days from a Vacancy occurring (post VPA) to the acceptance of an offer for the same post	Days	0	0	0	0	0
CE: (LO7) Percentage of employees who have received an Annual performance appraisal	%	60	65	70	75	80
CE: (LO7) Leavers in the last year as a percentage of the average total staff	%	0	0	0	0	0
CE: (LO7) Percentage of people still in post after 12 months service	%	0	0	0	0	0

## Service Profile: Organisational Development

### Description:

The Organisational Development team works with departments to support continuous improvement, performance management and internal communication through a range of methods including employee surveys, benchmarking, internal Best Value, management information, development projects and policy work.

### Outputs:

- Performance Management and continuous improvement
- Compliance with Equality and Diversity Legislation
- Internal Communication
- Employee Learning and Development

### 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>Strategic Objective: 7.1.3 Have in place a programme of continuous improvement.</b>				
Deliver a programme of continuous improvement activity throughout the Comhairle.	Organisational Development Manager	01/04/2013	31/03/2015	Operating
To support the production of quality management information available to the Comhairle.	Organisational Development Manager	01/04/2013	31/03/2015	Operating
To commence a programme of change to learning activity and internal training to meet business requirements.	Organisational Development Manager	01/04/2014	31/03/2017	Operating
<b>Strategic Objective: 7.1.5 Work with partners to provide shared and integrated services.</b>				
Human Resources will work with key partners in health and social care to integrate the care received in the community.	Organisational Development Manager	01/04/2013	31/03/2015	New Operating Initiative – One Off

### Service Profile KPIs:

KPI	Units	14/15	15/16	16/17	17/18	18/19
CE: (LO7) Average annual in-house training hours per employee	#	0	0	0	0	0
CE: (LO7) Cost of all Learning and Development Activity as a percentage of the total pay-bill costs	%	0	0	0	0	0
CE036: (LO7) SPI3: CORP3b - Percentage of employees in the highest 5% of earners that are female	%	31	31	31	31	31
CE035: (LO7) Percentage of employees in the highest 2% of earners that are female	%	27	27	27	27	27

## Service Profile: Risk and Emergency Planning

### Description:

This team ensures that the Comhairle's statutory Health & Safety obligations are undertaken as well as providing proactive, customer focused support to Services. This involves Health & Safety auditing, risk assessments, fire surveys, accident investigations, workplace assessments and skills training, including moving and handling and crisis and anger limitation management.

Emergency Planning meets the Comhairle's statutory and humanitarian obligations to be prepared, in the form of contingency plans, to respond to and mitigate the effects of emergencies on communities in the Western Isles. The Comhairle also supports local businesses with advice on Business Continuity matters to ensure that essential services can be delivered during and following any disruptive challenge to our communities. The planning process covers the full spectrum of hazards, and requires multi agency working, related training and exercising with regular plan review.

The team will proactively take the lead in developing the Corporate Risk Management Strategy, advising and supporting Corporate and Department Management teams on the identification of new or existing risks and the actions that may be considered to minimise these risks. Quarterly monitoring reports will be prepared and reported to Corporate Management Team and Comhairle Committees.

### Outputs:

- To provide competent advice on risk areas across Comhairle Departments.
- A resilience framework capable of preparing for, responding to, and recovering from emergencies.

### 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>Strategic Objective: 7.1.3 Have in place a programme of continuous improvement.</b>				
Increase the level of risk maturity within the Comhairle using a recognised "Risk matrix" system.	Risk and Emergency Planning Manager	01/04/2013	31/03/2017	Operating
Improve continuously Health & Safety performance across the Comhairle.	Risk and Emergency Planning Manager	01/04/2013	31/03/2017	Operating
<b>Strategic Objective: 7.1.5 Work with partners to provide shared and integrated services.</b>				
Develop Resilience across the Comhairle and the Community	Risk and Emergency Planning Manager	01/04/2013	31/03/2017	Operating

## Service Profile KPIs:

KPI	Units	14/15	15/16	16/17	17/18	18/19
CE029: (LO7) Number of days lost due to reported accidents	#	221	221	221	221	221
CE014: (LO7) Percentage of Departments holding Health and Safety Committee Meetings	%	100	100	100	100	100
CE015: (LO7) Percentage of premises that have received a Health and Safety Audit, Inspection, Survey or Tour	%	100	100	100	100	100
CE016: (LO7) Rate of HSE reportable accidents per 1000 employees	#	5	5	5	5	5