



Comhairle nan Eilean Siar

Management Plan by Department

Period: 14/15 - 18/19

DEVELOPMENT DEPARTMENT



DEVELOPMENT DEPARTMENT

The Development Department provides a focus on the regeneration and ongoing development of the economy and communities of the Outer Hebrides. The Department's four Business Units – Consumer & Environmental Services; Development Services; Economic Development & Regeneration; and, the 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 key strategic projects and initiatives which the Comhairle may prioritise from time to time.

Over the past year, the Department has been engaged in a range of significant activity. The Consumer & Environment Services function has dealt with a significant food incident involving international product withdrawal and has successfully prosecuted an illegal abattoir. Meanwhile, the Development Services function has successfully concluded the Stornoway Townscape Heritage Initiative, overseen the construction of a Shared Temporary Accommodation Unit for homeless people and developed Supplementary Planning Guidance for adoption by the Comhairle. The Economic Development function has led on a funding package for the prestigious £13m Lews Castle Hotel and Museum project and work has now commenced on site. With Renewable Energy a key economic driver for the Comhairle, the Department's Energy Unit has liaised closely with Government at European, UK and Scottish levels, Regulators and Developers to develop the case for a significant Grid upgrade to the Outer Hebrides. The Department continues to lead on considerable lobbying activity, particularly in relation to the 'Our Islands, Our Future' campaign, Crown Estate Reform and diversification of the Uist economy.

The Development Department promotes an ethos of openness and continuous improvement, continuing to build on its recent achievement of continued Investors in People Bronze Status (with Credit). The Staff Forum continues to develop ways in which the staff can be fully involved in developing the business of the Department.

The present economic outlook continues to present real challenges to the Comhairle but a re-focusing of other areas of the public sector has enabled the Department to become more innovative and to lead in key areas of economic recovery. For 2014/15, the Department looks forward to a year when the textile industry will continue to grow, when diversification of the Uist economy will expand, when the long awaited Lews Castle vision becomes reality and when the £750m Western Isles Radial Connector project will be finally confirmed, unlocking private investment of £1.5 billion in island Renewable Energy schemes. And the Department will ensure that all this is underpinned by improved design, increased community engagement and a comprehensive public protection regime.

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

The Service has been heavily involved and dealt with a significant food incident which included international product withdrawals and has also been part of a successful prosecution in relation to an illegal abattoir. The service has also had a successful audit of local standards in relation to weights and measures.

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.

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

		STRENGTHS	WEAKNESSES
INTERNAL		<ul style="list-style-type: none"> • 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. • Skilled and adaptable workforce ~ Solution: Through the Departmental Training Plan, encourage cross boundary working and access to wider training. 	<ul style="list-style-type: none"> • 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. • Limited awareness among staff of a growing and varied service portfolio ~ Solution: Awareness raising through internal briefings (CPD opportunity)
		OPPORTUNITIES	THREATS
EXTERNAL		<ul style="list-style-type: none"> • 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. • Reliance on small number of specialist staff to deliver wide range of regulatory services. ~ Develop existing staff through training. 	<ul style="list-style-type: none"> • Ongoing efficiency savings ~ Solution: Continually review the structure and operation of the service to optimise efficiencies. • Transfer of some functions to private service providers ~ Solution: Culture of continuous improvement evidenced by clear performance reporting. • Inadequate staff to carry out effective Food Safety Enforcement, including management of major foodborne outbreaks. ~ Through a Memorandum of Understanding, agree access to staff from neighbouring Local Authorities during emergencies.



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 Service comprises three functions:

- 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.
- 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.
- 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
Strategic Objective: 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.				
Provision of Services in accordance with the Consumer and Environmental Services Plan 2014-15 - with particular focus on the priorities listed in the plan	Consumer and Environmental Services Manager	01/04/2014	31/03/2015	Operating
Strategic Objective: 2.1.4 Support existing and new sustainable businesses.				
Implement new health and safety enforcement programme in line with revised Health and Safety Guidance.	Consumer and Environmental Services Manager	01/04/2014	31/03/2015	Operating
Strategic Objective: 7.1.4 Report regularly and publicly the performance of services.				
Increase online profile of the Consumer and Environmental Services.	Consumer and Environmental Services Manager	01/04/2014	31/03/2015	Operating

Service Profile KPIs:

KPI	Units	14/15	15/16	16/17	17/18	18/19
DD: (LO7) SPI3: ENV5 - Cost of Trading Standards and Environmental Health per 1,000 population	£	0	0	0	0	N/A
DD: (LO7) The number of complaints of domestic noise received during the year settled without the need for attendance on site.	#	0	0	0	0	N/A
DD: (LO7) The number of complaints of domestic noise received during the year requiring attendance on site and not dealt with under Part V of the Antisocial Behaviour etc (Scotland) Act 2004.	#	0	0	0	0	N/A
DD: (LO7) SPI3: CORP5b2 - (Domestic Noise) Average time (hours) between time of complaint and attendance on site, for those requiring attendance on site.	#	0	0	0	0	N/A

DEVELOPMENT DEPARTMENT - Development Services

OUR MISSION

Development Services is committed to providing forward thinking, professional and efficient planning, housing and building standard services to facilitate 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 Outer Hebrides Local Development Plan is adopted along with more recent Supplementary Guidance. Above national average performance on planning applications has been achieved. The Outer Hebrides Design agenda is enhanced the delivery of the Comhairle's design awards. The Building Standards service consistently delivers very high customer satisfaction along with very good performance indicators in relation to targets set. The Comhairle's Housing Services team delivered the Universal Home Insulation Scheme 3, secured significant resources for a current energy efficiency programme of works, and has secured additional funding for the affordable housing programme to 2018. A new build shared temporary accommodation unit is nearing completion.

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 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

		STRENGTHS	WEAKNESSES
INTERNAL		<ul style="list-style-type: none"> • Working relationship with stakeholders / customers ~ Solution: Issue regular stakeholder updates. Meet deadlines set out in LDP Development Plan Scheme. • Strong outcome focused business units ~ Solution: Interplan usage and monitoring to help develop a focus on outcomes. • 'Investors in People' recognition ~ Solution: Consolidate and build on Investors in People recognition by implementing relevant actions. • Skilled, committed and adaptable workforce. ~ Solution: Ensure Development Services staff are given opportunities to broaden knowledge (informed by Departmental Training Plan). 	<ul style="list-style-type: none"> • 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. • Breadth of legislative responsibility for relatively small teams ~ Solution: Raise awareness of wider aspects of legislation through internal briefing (CPD opportunity). • Limited available accommodation for homeless persons ~ Solution: Implement the Shared Temporary Accommodation project in tandem with a review of temporary accommodation
		OPPORTUNITIES	THREATS
EXTERNAL		<ul style="list-style-type: none"> • Changing legislative context for all services ~ Solution: Raise awareness of the changing legislative context through internal briefings (CPD opportunity). • Development of Shared Accommodation Unit for Homeless ~ Solution: Implement proposals for the provision of a new Accommodation Unit which will help the service meet legislative homelessness targets. 	<ul style="list-style-type: none"> • Potential reduction in Building Warrant fees ~ Solution: Keep Building Standards Service under review • Legislative targets for Homelessness presentations ~ Solution: Further develop our Housing Options approach and proactively explore a range of housing options with all clients on first contact. • Potential reduction in Planning fees. ~ Solution: Train staff for redeployment in other areas. • Unplanned additional work. ~ Solution: Develop flexibility across functions through staff training. • Resources to deliver the Comhairle's Local Housing Strategy ~ Solution: Continued lobbying to ensure appropriate financing



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
Strategic Objective: 2.1.9 Deliver efficient Planning and Building Services				
CS: Ensure Building Standards are responsive to business and development needs.	Building Standards Manager	01/04/2013	31/03/2017	Operating

Service Profile KPIs:

KPI	Units	14/15	15/16	16/17	17/18	18/19
DD: (LO7) KPO3a)iii: Percentage of first reports issued (without Customer Agreement) after 35 days.	%	5	5	5	5	N/A
DD: (LO7) KPO3a)ii: Percentage of first reports issued (without Customer Agreement) within 21 - 35 working days.	%	10	10	10	10	N/A
DD: (LO7) KPO3a)i: Percentage of first reports issued (without Customer Agreement) within 20 working days.	%	85	85	85	85	N/A
DD: (LO7) KPO3b): Percentage of first reports issued (with Customer Agreement) within customer target.	%	80	80	80	80	N/A
DD: (LO7) Percentage of submissions of Certificates of completion responded to within 9 days	%	80	80	80	80	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.

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
Strategic Objective: 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.				
CS: Regularly monitor and review the Comhairle's Local Housing Strategy.	Housing Services Manager	01/04/2013	31/03/2017	Operating
CS: Co-ordinate and increase the provision of new affordable housing to address needs.	Housing Services Manager	01/04/2013	31/03/2017	Operating
CS: Maximise Comhairle funding available to support the Local Housing Strategy.	Housing Services Manager	01/04/2013	31/03/2017	Operating
CS: Identify opportunities within the Comhairle's asset portfolio to enable housing provision.	Housing Services Manager	01/04/2013	31/03/2017	Operating
CS: Provide services and infrastructure at a level that will attract and support individuals and families to live and work in the Outer Hebrides.	Housing Services Manager	01/04/2013	31/03/2017	Operating
Strategic Objective: 4.1.1 Plan according to the needs of local people and involve them in the design of services.				
CS: Achieve a decline in the use of Bed and Breakfast accommodation by 2015 by the Comhairle's Homeless Service.	Housing Services Manager	01/04/2013	31/12/2015	Operating
CS: Ensure households can access housing information and advice throughout the Outer Hebrides.	Housing Services Manager	01/04/2013	31/03/2016	Operating
Strategic Objective: 4.1.3 Work with partners in the interests of better physical and mental health and wellbeing.				
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

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
CS: Implement Local Housing Strategy targets for adaptations within households.	Housing Services Manager	01/04/2013	31/03/2017	Operating
Strategic Objective: 4.1.6 Remove households from fuel poverty and thus improve their health and wellbeing.				
CS: Deliver Local Housing Strategy targets for fuel poverty.	Housing Services Manager	01/04/2013	31/03/2016	Operating
CS: Take opportunities to develop new fuel poverty initiatives in partnership with others.	Housing Services Manager	01/04/2013	31/03/2016	Operating
Strategic Objective: 5.1.2 Ensure that the Local Housing Strategy is responsive to needs for affordable housing.				
CS: Undertake regular monitoring and review of the Comhairle's Local Housing Strategy.	Housing Services Manager	01/04/2013	31/03/2016	Operating
CS: Ensure programme for Affordable Housing reflects Local Housing Strategy targets for rural areas outwith the Stornoway Housing Market Area.	Housing Services Manager	01/04/2013	31/03/2016	Operating
CS: Undertake a review of the Comhairle's Housing Need and Demand Assessment for housing.	Housing Services Manager	01/04/2014	31/03/2016	Operating

Service Profile: Planning Service

Description:

The Planning Service is responsible for the Development Plan, and Development Management (Planning Applications). Tasks include preparing, monitoring and reviewing the Local Development Plan and Supplementary Guidance. 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; 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 the Online Local Development Plan and public access to planning applications.

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.
- 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.
- 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
Strategic Objective: 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.				
CS: Regularly review and update the Housing Land Audit.	Development Plan Manager	01/03/2013	31/03/2017	Operating
Strategic Objective: 2.1.9 Deliver efficient Planning and Building Services				
CS: Ensure Planning Service is responsive to Business and development needs.	Planning Manager (Development Management)	01/04/2013	31/03/2017	Operating
CS: Ensure up-to-date planning policy coverage, including the growth sectors of aquaculture and renewables	Development Plan Manager	01/04/2013	31/03/2017	Operating
Strategic Objective: 6.1.1 Develop nature, cultural and heritage tourism.				
CS: Identify opportunities for a further Townscape Heritage Initiative.	Development Plan Manager	01/04/2014	31/03/2015	Operating
Strategic Objective: 6.1.3 Achieve a balance between economic development and environmental concerns that strengthens the community.				

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
CS: Ensure up-to-date policy and support available for the four 'Conservation Areas' in the Outer Hebrides.	Development Plan Manager	01/04/2013	31/03/2017	Operating

Service Profile KPIs:

KPI	Units	14/15	15/16	16/17	17/18	18/19
DD: Total number of major planning applications determined (i.e. decision issued to the applicant).	Weeks	0	0	0	0	N/A
DD: The average time (weeks) to deal with major planning applications determined during the year.	Weeks	0	0	0	0	N/A
DD: Total number of weeks to deal with local planning applications determined (i.e. decision issued to the applicant)	Weeks	0	0	0	0	N/A
DD: Total number of weeks to deal with major planning applications determined (i.e. decision issued to the applicant)	Weeks	0	0	0	0	N/A
DD: Total number of local planning applications determined (i.e. decision issued to the applicant).	Weeks	0	0	0	0	N/A
DD: The average time (weeks) to deal with local planning applications determined during the year.	Weeks	0	0	0	0	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 and social enterprise support, and community regeneration, while maximising external funding from all 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

During 2013/14, the service led and managed a number of key capital projects across a range of sectors - the funding package for Ardevenish Harbour was finalised and after a successful procurement exercise, a local contractor appointed; Phase 2 main contract for the Lews Castle and Museum nan Eilean was awarded and works began on site in August 2013; the An Tosgan Gaelic hub main contract was awarded and is due for completion in November 2013; the Hebridean Way project is also progressing well with Phase 1 works (Uist & Barra) underway and additional ERDF funding for a second phase to Stornoway secured, discussions are on-going with partners to secure funding for the final leg from Stornoway to Ness; a funding package of over £1.1m was secured for the Bhalto Outdoor Centre project;

A package of support was agreed for the Katie Morag production and further work is being undertaken to secure a second series.

A new Community Capital Grant Fund (CCGF) was launched to support community regeneration projects.

The sixth round of the Harris Tweed Investment fund was approved continuing the support for the Industry, which now shows significant progress with new looms being procured for the first time in 20 years.

Funding has also been secured for the Cultural Tourism initiative "Hebtember", a project aimed at lengthening the visitor season in collaboration with industry and cultural/arts interests.

An interim evaluation of LEADER was completed and, in summary, LEADER assisted 75 projects up to February 2012 with funding of over £2.9m and levered over £8.05m in to the economy of the Outer Hebrides, achieving a return on investment of 2.8:1. A total of 97 projects have been assisted to date.

Annual leverage of external funding amounts to approximately £10m.

Development funding of £295k was secured for the Castle Grounds Regeneration Project under the HLF Parks for People Fund. Officers are providing management oversight for the development of the Round 2 application.

The number of business start-ups has exceeded targets and there has been significant interest in applications for the Fisheries Investment Scheme. Additional ERDF funding was secured for the Business Gateway Plus project. Discussions were held with Town Centre businesses to consider the future of the town centre and funding of £30k was approved for a Town Centre Manager.

A successful bid was submitted to the Scottish Government Regeneration Fund for the South Uist and Barra Regeneration Programme.

The Service has provided a range of briefings and consultation responses in relation to Crofting and Fisheries matters affecting the Outer Hebrides. Support has also been provided for the Our Islands Our Future campaign.

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 Community Support*
- *Regeneration*

Business Unit SWOT

Economic Development and Regeneration

	STRENGTHS	WEAKNESSES
INTERNAL	<ul style="list-style-type: none"> • Natural and cultural resources ~ Solution: Natural resources will be sustainably managed through engagement with industry and environmental partners. ~ Solution: Access to cultural resources will be expanded through appropriate investment in providers • Business Gateway approach to business development • Strong local partnerships with key agencies, business partners and the community ~ Solution: Continue to work with the CPP, JCCs and Community landowners to progress development objectives. • A clear commitment to innovation and opportunity maximisation ~ Solution: Respond to innovative opportunities as these arise and seek to create new opportunities. • A skilled and adaptable island workforce ~ Solution: Develop proposals for skills training across all sectors, particularly Harris Tweed and the Renewable Energy supply chain. 	<ul style="list-style-type: none"> • Continuing economic downturn ~ Solution: Continue to innovate and to support new growth areas within the local economy. • Skills shortages ~ Solution: Support skills training across all sectors
	OPPORTUNITIES	THREATS
EXTERNAL	<ul style="list-style-type: none"> • Economic and defence diversification of Uist economy ~ Solution: Work with partners to deliver The Economic Diversification Strategy • Failure to capture renewable energy development and associated supply chain opportunities. ~ Solution: Engage directly with OFGEM, DECC and Transmission Operators to resolve. • Improved broadband infrastructure ~ Solution: Continue to lobby Government and regulators for necessary infrastructure investment to support next generation Broadband services. • Growth in key sectors – Tourism, Gaelic Media and Harris Tweed ~ Solution: Continue to lobby for growth and, where appropriate, invest in these sectors. • Regeneration of Stornoway and surrounding areas ~ Solution: Support Stornoway Regeneration Group objectives in respect of Bulk Fuels, University Town, Media Village, Stornoway Inner Harbour and Lews Castle. • Growth in aquaculture sector • Implementation of Local Outcome Agreements • Maximise opportunities around tourism and the visitor economy 	<ul style="list-style-type: none"> • Reduction in funding for community and cultural projects ~ Solution: Provide non-cash support to community and cultural events. • Population decline ~ Solution: Work with Community Planning Partners to identify and implement measures that will slow population decline. • (Regeneration) - Limited financial and staff resources to enable delivery of all Business Plan objectives ~ Solution: Develop flexibility across functions and enhance revenue generation • Reduction in external funding available for projects ~ Solution: Establish a Funding Unit within the Department to maximise inward investment. • (Business & Community Support) - Limited financial and staff resources to enable delivery of all Business Plan objectives. ~ Solution: Develop flexibility across functions and enhance revenue generation. • Termination by the Scottish Government of the Road Equivalent Tariff pilot on island ferry routes ~ Solution: Continue to make the case, with economic evidence, for retention of Road

	Equivalent Tariff beyond the current one year extension.
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Service Profile: Business and Community Support

Description:

The Business and Community Support function consists of the Business Gateway, LEADER Innse Gall Programme and Community Gateway 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 PSYBT, and a range of one-to-many Business Development Workshops. The Community Gateway service provides direct support to organisations to enable them to source funding and deliver community benefit through progressing a range of strategic community economic development projects. Community Gateway also administers a range of Capital Grant schemes to community organisations. The Business & Community Support function also delivers the aims of the European-funded LEADER Innse Gall Programme – promoting innovation and providing targeted grant support to eligible applicant bodies across the islands.

Outputs:

The key outputs for the Business and Community 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.
- 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
Strategic Objective: 2.1.4 Support existing and new sustainable businesses.				
Deliver the ERDF funded Business Gateway Plus project.	Development Manager – Resources, Infrastructure and Business Support	01/04/2014	31/03/2015	New Operating Initiative – One Off
Strategic Objective: 2.1.6 Promote the tourism sector.				
CS: Seek to maximise impacts from marine tourism, including growing the local cruise ship market and supporting yachting opportunities.	Economic Development Officer	01/04/2014	31/03/2017	Operating
Strategic Objective: 2.1.8 Attract inward investment and maximise external funding.				
Develop the new 2014 - 2020 Outer Hebrides LEADER Strategy and Programme for consideration by the Comhairle.	Development Manager – Resources, Infrastructure and Business Support	01/04/2013	31/03/2015	New Operating Initiative – One Off
Strategic Objective: 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
Strategic Objective: 5.1.6 Strengthen community infrastructure and facilities.				

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Deliver the Community Capital Grant Fund to secure funding for community development projects.	Development Manager – Resources, Infrastructure and Business Support	01/04/2013	31/03/2017	Operating
Deliver the four projects included under the South and Barra Regeneration Programme.	Development Manager – Resources, Infrastructure and Business Support	01/04/2014	31/03/2015	Capital

Strategic Objective: 7.1.5 Work with partners to provide shared and integrated services.

CS: Promote and develop shared service opportunities with Partners.	Head of Economic Development	01/04/2013	31/03/2017	Operating
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Service Profile: Regeneration

Description:

The Regeneration 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 the key sectors, including tourism, cultural and creative industries (including Arts development), ICT and traditional sectors; provides direct support for land resources (crofting) 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 Regeneration service are to: enhance reputation for innovation and creativity; 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:

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
Strategic Objective: 1.1.2 Prioritise sectoral areas with job creation potential.				
Deliver the OHCPP Creating Communities of the Future 3 Regeneration Action Plan in partnership with key stakeholders and provide regular update reports to the Economy Outcome Group	Development Manager	01/04/2014	31/03/2016	Operating
Strategic Objective: 2.1.4 Support existing and new sustainable businesses.				
CS: Support the delivery of Hebrides Range Taskforce Economic Diversification Strategy.	Development Manager – Resources, Infrastructure and Business Support	01/04/2013	31/03/2017	Operating
Strategic Objective: 2.1.5 Develop new and creative industries.				
CS: Deliver the Outer Hebrides Creative Industries Strategy to increase the number of jobs in the cultural economy.	Development Manager	01/04/2013	31/03/2017	Operating
CS: Deliver a package of support to the Harris Tweed industry focused on loom development, training, accreditation and the further development of the Harris Tweed Investment Fund.	Development Manager	01/04/2013	31/03/2017	New Operating Initiative – One Off
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
Strategic Objective: 2.1.6 Promote the tourism sector.				
CS: Lead and manage the implementation of the Hebridean Way Project.	Economic Development Officer	01/04/2013	31/03/2017	Capital

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Support the development and delivery of a new 2014 – 2020 Tourism Strategy.	Economic Development Officer	01/04/2014	31/03/2020	Operating
Strategic Objective: 6.1.1 Develop nature, cultural and heritage tourism.				
CS: Support the implementation of the “Parks for People” project.	Economic Development Officer - Special Projects	01/04/2013	31/03/2017	New Operating Initiative – One Off
Strategic Objective: 6.1.2 Develop industries that maximise benefits from the Outer Hebrides’ natural environment and resources in a sustainable way.				
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

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

The Strategy Unit, under the leadership of the Strategy Manager, was established in November 2010 and the Energy Unit was added in April 2011. The service has supported the Department through its first Investors in People review and has overseen the development of Business Planning Days as an effective means of embedding a performance culture. The service leads on the uptake of Interplan as a performance management tool and oversees the development and uploading of the Department's Operational Risk Register. The front office service has been reviewed to reflect changes in Departmental priorities. The Energy Unit continues to engage with OFGEM, DECC, the Scottish Government, SSE and developers to lobby for a reduction in island electricity transmission charges. This will improve the feasibility of island schemes and enable island developers to underwrite the necessary 450MW Radial Connector. The Energy Unit also supports the emergence of a Marine Renewable Energy industry in the waters of Western Hebrides, working with Marine Scotland and The Crown Estate to identify optimum deployment areas.

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**

Business Unit SWOT

Strategy Unit

		STRENGTHS	WEAKNESSES
INTERNAL		<ul style="list-style-type: none"> • Strong partnerships with European, UK and Scottish Governments • Focus on corporate management to free up frontline services • Excellent links with Renewable Energy policy makers, regulators, system operators, transmission owners and developers (commercial and community) • Clear commitment to innovation and opportunity maximisation • Focus on Renewable Energy as a transformational economic driver 	<ul style="list-style-type: none"> • Inability to influence national policy agendas in relation to energy <ul style="list-style-type: none"> ~ Solution: collaborate with other island Authorities to produce a strong, collective voice • Limited ability to obtain buy-in across the Department with regard to business improvement programmes <ul style="list-style-type: none"> ~ Solution: establishment of a cross-function Business Improvement Group
		OPPORTUNITIES	THREATS
EXTERNAL		<ul style="list-style-type: none"> • Provision of new Grid infrastructure to the Outer Hebrides • Local opportunities arising from major Offshore Wind developments in the long term • Development of business excellence through the Investors in People framework 	<ul style="list-style-type: none"> • Insufficient access to Grid for generation schemes throughout the islands <ul style="list-style-type: none"> ~ 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. • Failure of Grid extension plans due to transmission charge obstacles <ul style="list-style-type: none"> ~ - Solution: sustained lobbying of UK Ministers, OFGEM, DECC and National Grid



Service Profile: Energy Unit

Description:

The Energy Unit was established in April 2011 to focus the Comhairle's Renewable Energy promotional efforts (commercial and community). The Energy Unit also provides a focused framework for the progression of other energy related work, particularly in respect of European Renewable Energy projects. Key priorities for the Energy Unit during 2013 / 2014 will be a lowering of island Transmission Charges, confirmation of the 450MW Western Isles Radial Connector contract for delivery in 2016; exploration of the feasibility of an Energy Supply Company for the Outer Hebrides; continued involvement in the ISLENET European Energy Network for islands; and, participation in relevant European Renewable Energy projects.

Outputs:

Key outputs of the Energy Unit are: effective lobbying for the reduction of Transmission Charges; support for OFGEM, SSE and island developers in the confirmation of the 450MW Western Isles Radial Connector contract for delivery in 2016; development of the Marine Energy potential (Wave and Offshore Wind) West of Hebrides; maximisation of Community Benefit from island generation schemes; support for small community generators seeking to enter the market; exploration of the concept of an Outer Hebrides Energy Supply Company; and, production of a Carbon Management Plan for the Development Department.

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
Strategic Objective: 2.1.1 Maximise the potential benefits of renewable energy.				
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	30/04/2017	Operating
CS: Work with Developers to have 500 MW of on-shore wind energy consented or operational by 2015.	Strategy Manager	11/12/2012	30/04/2017	Operating
CS: Work with community organisations to have 50 MW of community-owned generation consented or operational by 2017.	Strategy Manager	11/12/2012	31/03/2017	Operating
CS: Work with developers to have 50MW of Marine Renewable Energy consented or operational by 2019.	Strategy Manager	13/12/2012	31/12/2017	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: Establish an Outer Hebrides Energy Supply Company	Strategy Manager	13/12/2012	31/03/2017	Operating
CS: Work with Western Isles Development Trust to maximise Community Benefit from Renewable Energy projects	Strategy Manager	13/12/2012	31/03/2017	Operating
CS: Identify opportunities to use Renewable Energy sources within the Comhairle's assets	Strategy Manager	13/12/2012	31/03/2017	Operating

Service Profile: Strategy

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 through the Investors in People programme and oversees the Staff Development & Appraisal scheme.

Outputs:

Key outputs for the Strategy service are: retention (or improvement upon) Investors in People bronze status for the Department; 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
Strategic Objective: 7.1.3 Have in place a programme of continuous improvement.				
CS: Self evaluation, including comparisons with other local authorities.	Strategy Manager	01/04/2013	31/03/2017	Operating
CS: Work positively with external audit and inspection agencies.	Strategy Manager	01/04/2013	31/03/2017	Operating
CIP: Develop a Performance Management Framework to support the Comhairle and its Elected Members.	Director of Development	01/04/2012	31/03/2017	Operating