



Comhairle nan Eilean Siar

Management Plan by Department

Period: 17/18 - 21/22

CHIEF EXECUTIVE'S DEPARTMENT



CHIEF EXECUTIVE'S DEPARTMENT

The Chief Executive's Department supports the Comhairle's political structures and decision-making processes and ensures that these meet strategic objectives, implement principles of good governance and deliver operational requirements. The Department comprises the following Services:

- Chief Executive's Office
- Executive Office
- Human Resources

The Department is responsible for the core functions of Legal and Democratic support, Human Resources and Organisational Development, Corporate Communications, Corporate Policy, 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
- secure continuous improvement of 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.

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

- Communications;
- Project Management advice to service Departments;
- Sgioba na Gàidhlig

PLANNING CONTEXT

The Comhairle's Corporate Strategy 2012-2017
 Single Outcome Agreement (SOA) 2013-23
 National Review of Community Planning Partnership (CPP)
 Health and Social Care Integration
 Corporate Improvement Plan
 Best Value Audit
 Local Scrutiny Plan (LSP)
 Public sector funding constraints
 Our Islands: Our Future, including the Islands Bill
 Public Sector Reform

STAKEHOLDERS

Internal

- Members of the Comhairle
- Other departments of the Comhairle

External

- Scottish Government and Government Agencies
- Community Planning Partners
- UK Government and Agencies
- Service Users
- Third Sector/Voluntary Organisations
- Locality Planning Groups
- User representative groups
- NHS Western Isles
- Integration Joint Board (IJB)
- Police Scotland
- Care Commission
- Unions
- Communities
- European Commission
- Media

Service Profiles

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

Business Unit SWOT

Chief Executive's Office

		STRENGTHS	WEAKNESSES
INTERNAL		<ul style="list-style-type: none"> • Gaelic communications • Experienced team • Ability to manage competing policy priorities • Established Communications team • Communications strategy 2012-17 in place 	<ul style="list-style-type: none"> • Small teams • Limited resources
		OPPORTUNITIES	THREATS
EXTERNAL		<ul style="list-style-type: none"> • Increased level of Gaelic on the Comhairle's website • Further Gaelic development in the Comhairle's communications • Achieving the Comhairle's objectives through effective campaigning and lobbying • Further improvements in performance management • Gaelic Support for other Agencies' Gaelic Plans 	<ul style="list-style-type: none"> • Retirement of long serving staff with high levels of knowledge and experience <ul style="list-style-type: none"> ~ Solution: Effective succession planning. • Skills, knowledge and experience are lost. Over reliance on single members of staff <ul style="list-style-type: none"> ~ Solution: Flexible and multi-disciplinary working. • Absence of staff <ul style="list-style-type: none"> ~ Solution: Business Continuity • Insufficient resources to meet the demands on the Service <ul style="list-style-type: none"> ~ Solution: Efficient and effective work prioritisation. • Files are saved on PCs rather than on servers <ul style="list-style-type: none"> ~ Solution: Increase awareness. Training provided. Included in induction process.



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
Local Outcome: 7.1.1 Deliver Best Value services to meet the needs of the community.				
Development of Gaelic within Comhairle communications.	Communications Officer	01/04/2013	31/03/2018	Operating
To review and report on the Comhairle's Communications Strategy 2012-17 and commence the formulation of the Communications Strategy 2017 - 2022	Communications Officer	01/04/2017	31/03/2018	Operating

Service Profile KPIs:

KPI	Units	17/18	18/19	19/20	20/21	21/22
CE067a: (LO7) Chief Executive's Office (inc. Directorate) - Number of Annual performance appraisals due.	#	14	0	0	0	0
CE001: (LO7) Percentage of positive uptakes of press releases (Local Media)	%	80	80	80	80	80

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

The post of Head of Devolved Services was disestablished on 31 March 2017, and those functions of the post which fell within Chief Executive's Department have been reallocated as follows:

Depute Returning Officer for Uist and Barra: Within the Election Team in Chief Executive's Department and, in the first instance, by Allan MacDonald, Solicitor, who is mainly based in the Balivanich Office;

Complaints Co-ordination: Complaints originating from Uist and Barra are now dealt with on the same basis as complaints originating from Lewis and Harris;

Elected Member Support and Advice: This function is now exercised through Members' Services;

Civic Events: The Chief Executive's Office will arrange with Uist and Barra colleagues the organisation of civic events;

Gaelic Language Plan: Implementation of Plana Canan is a corporate responsibility falling on all departments; and

Emergency Planning Sub Group: The Emergency Planning Sub Group for Uist and Barra will elect its own Chair to replace the former Head of Devolved Services.

Functions within the Development Department and Technical Services Department which were previously supported by the Head of Devolved Services will now revert in full to those Departments.

Primary Strategic Priority:

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:

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

Outputs:

- 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:

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
Local Outcome: 7.1.5 Work with partners to provide shared and integrated services.				
Provide the necessary support and advice to enable all client departments / stakeholder groups to progress their project to the next key stage.	Senior Projects Manager	01/04/2014	31/03/2018	Operating

Service Profile KPIs:

KPI	Units	17/18	18/19	19/20	20/21	21/22
CE026: (LO7) Percentage of client departments satisfied with the Project Management Advice Service.	%	100	100	100	100	100

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; and
- 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:

- 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 and
- Assist local Community Planning Partners with the development of their Gaelic Language Plans 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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Local Outcome: 6.1.8 Continue to support Gaelic language and cultural development.

To review and report on the Comhairle's Gaelic Language Plan 2013-17 and commence the formulation of the Comhairle's Gaelic Language Plan 2018-22.	Oifigear Poileasaidh Gàidhlig	01/04/2017	31/03/2018	Operating
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Service Profile KPIs:

KPI	Units	17/18	18/19	19/20	20/21	21/22
CE028: (LO6) Number of Organisations receiving financial assistance from the Sgioba na Gàidhlig Small Grants Budget	#	2	2	2	2	2
CE029: (LO6) Number of staff completing the Comhairle's Gaelic course	#	50	50	50	50	50
CE030: (LO6) Number of Reports to Committee re progress on implementing Gaelic Language Plan.	#	4	4	4	4	4
CE031: (LO6) Number of significant cultural events supported per annum throughout the Outer Hebrides	#	4	4	4	4	4
CE032: (LO6) Level of funding secured from Bòrd na Gàidhlig (trend analysis PI - no targets set).	£	0	0	0	0	0

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 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

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;
 Single Outcome Agreement 2013-23 approved by Scottish Government and published;
 Successful CPP participation in Early Years Collaborative with over 40 practitioners delivering tests of change;
 Ongoing delivery of the Data Sharing Partnership;
 Ongoing delivery of 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;
 Ongoing lobbying, in partnership with the Highlands and Islands European Partnership, to secure the best possible settlement in terms of the governance and delivery of the next EU programmes 2014-2020 in the region;
 Providing a facilitating role in successful transnational projects (EU);
 FOI Publication Scheme reviewed; and
 Completion of first phase of Orders under the Disabled Persons' Parking Places (Scotland) Act 2009.

PLANNING CONTEXT

Our Islands Our Future Campaign;
 UK Government's "A Framework for the Islands";
 Scottish Government's "Empowering Scotland's Island Communities";
 Post-referendum Scotland;
 Smith Commission Report 2014;
 Corporate Strategy 2012-2017;
 Corporate Improvement Plan;
 Single Outcome Agreement (SOA) 2013-23;
 National review of Community Planning Partnerships (CPPs);
 Health and Social Care Integration;
 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**

Business Unit SWOT

Executive Office

		STRENGTHS	WEAKNESSES
INTERNAL		<ul style="list-style-type: none"> • Commitment to stronger working partnerships • Efficient organisation and administration of Elections • 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. • Effective and responsive Legal Service • A Community Planning Partnership (CPP) that is functioning well, in which partners participate 	<ul style="list-style-type: none"> • Skills loss through staff departure and organisational restructuring • Small teams vulnerable to absences • Increasing demands on small team from results of the national CPP review • Limited staffing and budgetary resources • Local Partners’ differing priorities which may lead to difficulties in achieving consensus • Comhairle meetings: lack of understanding by Officers submitting documentation for sugarsyncing - leads to increased pressure on workforce. <ul style="list-style-type: none"> ~ Solution: Develop a sugarsyncing training plan and roll out training to personnel as required. • Public sector funding constraints • Officers’ failure to adhere to deadlines. <ul style="list-style-type: none"> ~ Solution: Ensure that a structured, definitive deadline for submissions is adhered to.
		OPPORTUNITIES	THREATS
EXTERNAL		<ul style="list-style-type: none"> • Development of electronic agendas and minutes. <ul style="list-style-type: none"> ~ Solution: Training plan for submitting documentation for sugarsyncing. • Robust and informed lobbying, at National, UK and EU level • Integrated Services • The review of SOA and CPPs gives a further opportunity to increase robustness of OHCPP • Promote better community engagement through E-Sgìre, the Comhairle’s Communities Portal • Enhance working relationships with client departments through effective Legal Services SLAs • Financial and resource efficiencies achieved through partnership working • Increased resilience in Legal Services through structured sharing of knowledge • Development of electronic delivery of agendas and minutes • Effective succession planning to offset skills loss 	<ul style="list-style-type: none"> • The 20 working days FOI statutory response date is missed. <ul style="list-style-type: none"> ~ Solution: Substitute FOI departmental reps. ~ Solution: Expand Publications Scheme. ~ Solution: Formalised relationships with FOI representatives and processes. • Existing demands on CPP team. • Impact on existing administrative resources as a result of Election demands • Impact on Democratic Services and Support Unit workload in relation to the operation and management of electronic agendas. • Impact of Public sector funding constraints on Services • Resource issues on the Democratic Services during Elections. • Ineffective Partnerships



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 Local Outcome Improvement Plan (LOIP) and Locality Planning (LP) and the CPP's future developments;
- Participating in appropriate working groups on behalf of the CPP;
- Monitoring of current targets and outcomes for the new LOIP;
- Liaising with Community Planning Partners;
- Liaising with Scottish Government;
- Supporting the LOIP and LP 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, Community Justice;
- 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:

LOIP and LPs associated action plans
LOIP and LP annual reporting

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
Local Outcome: 7.1.2 Engage regularly with the community to plan and prioritise the delivery of Comhairle services				
Facilitate two way communication between the Outer Hebrides Community Planning Partnership (OHCPP) and the Communities of the Outer Hebrides	Community Partnership Manager	01/04/2013	31/03/2018	Operating
Local Outcome: 7.1.3 Have in place a programme of continuous improvement.				
CIP: Develop a Performance Management Framework to support the Outer Hebrides Community Planning Partnership (OHCPP).	Community Partnership Manager	01/04/2012	31/03/2018	Operating
Local Outcome: 7.1.5 Work with partners to provide shared and integrated services.				
Co-ordinate the Outer Hebrides Community Planning Partnership (OHCPP).	Community Partnership Manager	01/04/2013	31/03/2018	Operating
Facilitate Partnership Working on new Outer Hebrides Community Planning Partnership (OHCPP) Initiatives	Community Partnership Manager	01/04/2013	31/03/2018	Operating

Service Profile KPIs:

KPI	Units	17/18	18/19	19/20	20/21	21/22
CE019: (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 (Jan-Dec)	#	4	4	4	4	4

Service Profile: Corporate Policy

Description:

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

Review and report on the Corporate Strategy;

Corporate Policy Development and management of such Corporate Projects as appropriate;

Responses to consultations as necessary;

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.

The Corporate Policy team provides a supportive role in departmental business planning, risk management monitoring and reporting on Interplan.

Outputs:

Committee and CMT Reports

Consultation responses

Successful European Programmes

Departmental Risk Register

CPMR, HIEP, COSLA & COHI briefings

Corporate Strategy 2017-21

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:

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
Local Outcome: 2.1.8 Attract inward investment and maximise external funding.				
Assess and report on the impact of EU 2020 Funds locally.	Corporate Policy Manager	01/04/2015	31/03/2018	Operating
Ensure the Comhairle's effective participation as a member of the Conference of Peripheral Maritime Regions (CPMR).	Corporate Policy Manager	01/04/2013	31/03/2018	Operating
Manage, monitor and report progress on the ERASMUS + transnational programme.	Corporate Policy Manager	01/04/2015	31/03/2018	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	31/03/2018	Operating
Provide support to the Our Islands Our Future team and campaign.	Corporate Policy Manager	01/04/2015	31/03/2018	Operating
To report the progress of the Europe Direct Information Centre - Outer Hebrides (EDIC) on a half yearly basis.	Corporate Policy Officer	01/04/2014	31/03/2018	New Operating Initiative – One Off

Local Outcome: 7.1.2 Engage regularly with the community to plan and prioritise the delivery of Comhairle services

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Manage, monitor and develop e-Sgìre in the interests of better community engagement.	Corporate Policy Manager	09/05/2014	31/03/2018	Operating
Respond to consultations in the areas of Corporate and EU Policy and Programmes, as these arise.	Corporate Policy Manager	01/04/2013	31/03/2018	Operating
Local Outcome: 7.1.3 Have in place a programme of continuous improvement.				
To review and report on the Comhairle's Corporate Strategy 2012-17 and commence the formulation of the Corporate Strategy 2017 - 2021.	Corporate Policy Manager	01/04/2017	31/03/2018	Operating
Local Outcome: 7.1.5 Work with partners to provide shared and integrated services.				
Monitor the progress of the Western Isles Employability Programme, along with the Strategic Intervention Manager and Finance	Corporate Policy Manager	01/04/2017	31/03/2018	Operating
Provide the role of Strategic Intervention Manager to the Western Isles Poverty and Social Inclusion Programme.	Corporate Policy Manager	01/04/2017	31/03/2018	Operating

Service Profile KPIs:

KPI	Units	17/18	18/19	19/20	20/21	21/22
CE003: (LO2) Total amount of European funding approved (all EU Programmes) for which application has been made by the Comhairle.	£	0	0	0	0	0

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 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
Local Outcome: 4.1.3 Work with partners in the interests of better physical and mental health and wellbeing.				
Provide support to Children's Panel Area Support Team, including recruitment and training of Children's Panel Members.	Democratic Services Manager	01/04/2013	31/03/2018	Operating
Local Outcome: 5.1.6 Strengthen community infrastructure and facilities.				
Undertake Community Ballots on behalf of Local Community Groups.	Democratic Services Manager	01/04/2013	31/03/2018	Operating
Undertake Elections in line with: Legislation; Electoral Commission Guidance; and Election Management Board directions.	Democratic Services Manager	01/04/2013	31/03/2018	Operating
Local Outcome: 7.1.3 Have in place a programme of continuous improvement.				
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	31/03/2018	Operating
Roll out the number of Committee agendas and minutes on the website.	Democratic Services Manager	01/04/2014	31/03/2018	Operating
Local Outcome: 7.1.4 Report regularly and publicly the performance of services.				
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	31/03/2018	Operating
Local Outcome: 7.1.5 Work with partners to provide shared and integrated services.				

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Provide support to the Highlands and Islands Transport Partnership (HITRANS) in relation to their Governance and Decision Making arrangements.	Democratic Services Manager	01/04/2015	31/03/2018	Operating

Service Profile KPIs:

KPI	Units	17/18	18/19	19/20	20/21	21/22
CE033: (LO7) Percentage of Minutes delivered within 10 working days of the meeting.	%	100	100	100	100	100

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
Local Outcome: 7.1.3 Have in place a programme of continuous improvement.				
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	31/03/2018	Operating
Update of Contract Regulations and Standard Terms and Conditions	Head of Executive Office	01/04/2014	31/03/2018	Operating

Service Profile KPIs:

KPI	Units	17/18	18/19	19/20	20/21	21/22
CE034: (LO7) Debt Recovery – Percentage of letters issued within 10 working days, the SLA timescale with Finance and Corporate Resources.	%	95	95	95	95	95
CE020: (LO7) Percentage of Data Protection - Subject Access Requests (SARs) responded to within 40 calendar days of request (statutory timescale).	%	80	80	80	80	80
CE035: (LO7) Disposal of Surplus Assets: Percentage of sale transactions completed within nine months of instruction	%	75	75	75	75	75
CE027: (LO7) Procurement – Percentage of contracts awards or standstill letters issued within 5 working days of receipt of finalised tender report.	%	95	95	95	95	95
CE021: (LO7) Percentage of Freedom of Information (FOI) requests responded to in the period within 20 working days of request (statutory timescale).	%	80	80	80	80	80
CE036: (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
Licensing (Scotland) Act 2005

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
Local Outcome: 7.1.1 Deliver Best Value services to meet the needs of the community.				
Process and determine applications for licences under the Civic Government (Scotland) Act 1982, the Gambling Act 2005 and other relevant legislation.	Head of Executive Office	01/04/2013	31/03/2018	Operating
Provide support, as required, to the Western Isles Licensing Board in relation to the Licensing (Scotland) Act 2005.	Head of Executive Office	01/04/2013	31/03/2018	Operating

Service Profile KPIs:

KPI	Units	17/18	18/19	19/20	20/21	21/22
CE004: (LO7) Percentage of taxi/private hire licences issued within statutory time limits (6 months)	%	100	100	100	100	100
CE005: (LO7) Percentage of public entertainment licences issued within statutory time limits (6 months)	%	100	100	100	100	100

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; and
- 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
Local Outcome: 7.1.1 Deliver Best Value services to meet the needs of the community.				
Maintain and update Members' Register of Interests and Members' Register of Expenses to comply with Statutory requirements.	Member Services	01/04/2013	31/03/2018	Operating
Provide a Corporate Travel Facility.	Member Services	01/04/2013	31/03/2018	Operating
Provide secretarial and administrative support to Elected Members together with advice on approved duties and expense reclaims.	Member Services	01/04/2013	31/03/2018	Operating

Service Profile KPIs:

KPI	Units	17/18	18/19	19/20	20/21	21/22
CE037: (LO7) Corporate Travel Record: Number of Flight bookings	#	1,094	0	0	0	0
CE038: (LO7) Corporate Travel Record: Number of Ferry bookings	#	749	0	0	0	0
CE039: (LO7) Corporate Travel Record: Number of Hotel bookings	#	977	0	0	0	0
CE040: (LO7) Corporate Travel Record: Number of Transport bookings (excl: Flight, Ferry and Car Hire)	#	66	0	0	0	0
CE041: (LO7) Corporate Travel Record: Number of Car Hire bookings	#	169	0	0	0	0
CE042: (LO7) 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

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

Development of the HR Strategy to include workforce planning to support the Comhairle's strategic and financial plans;
 Revised Risk Strategy approved;
 Implemented Risk Module;
 Developed graduate apprenticeship programme;
 Settlement of all outstanding equal pay claims;
 Customer Satisfaction Survey developed for recruitment;
 Improved winter planning in partnership with WIEPCG;
 Improved benchmarking data for complaints;
 Healthy Working Lives Silver Award maintained;
 Officers gained Health and Safety SVQ Level 4 qualification;
 Modern Apprenticeships programme based on workforce planning;
 Community Resilience Workshops undertaken;
 Tactical Officers Media Training undertaken; and
 Positive feedback from External Audit on continuous improvement activity.

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;
 Health and Social Care Integration;
 Best Value 2 Audit Report;
 HR Strategy which includes workforce planning;
 Public Sector funding constraints; and
 Public sector reform.

STAKEHOLDERS

Internal

- The Comhairle
- Officers and Members

External

- Scottish Government and Government Agencies
- Recognised Trade Unions
- Department for Work and Pensions
- Partner Agencies
- The Highlands and Islands Transport Partnership
- Stòrlann Nàiseanta na Gàidhlig
- Skills Development Scotland (SDS)
- Scottish Qualifications Authority (SQA)

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)

		STRENGTHS	WEAKNESSES
INTERNAL		<ul style="list-style-type: none"> • Ongoing and increased Risk Management maturity • Experienced staff working in small teams • Benchmarking of business units and Self Evaluation to guide continuous improvement • Continuous evaluation and updating of practices and policies • More frequent and flexible performance reporting facilitated via Interplan, the Comhairle's online performance management system • A commitment towards the implementation of a more robust Business Planning and Performance Monitoring process • Collaboration with Community Partners • Apprenticeships being piloted. • Development and monitoring of HR Strategy • Sound Business Planning and Performance Monitoring 	<ul style="list-style-type: none"> • Corporate development work curtailed • Diminished resources - increased customer demand • Public sector funding restraints
		OPPORTUNITIES	THREATS
EXTERNAL		<ul style="list-style-type: none"> • Improve our forecasting re Skills Development Scotland bids ~ (OR) Improve monitoring by building key contacts within depts and build relationships through proactive engagement with local business • Allowing for creative and flexible options • Improve customer feedback • Sharing resources with Community Partners • Regular and improved monitoring and reporting of risk progress in line with performance monitoring 	<ul style="list-style-type: none"> • Health & Safety incident ~ (OR) Ongoing training. Electronic incident reporting • Failure to identify and realise required budget savings ~ (OR) Quarterly monitoring of savings. Identify potential areas of underspend. Monitor risks to achieving savings • Unable to fully recover Apprenticeship Levy conditions • Continuous improvement activity not being prioritised in service areas. • Further cuts to Human Resources budgets ~ Present business case for retention of service • Unplanned absences ~ (OR) Workforce planning, succession planning, structured sharing of knowledge, access to files, training plans • Occupational Health resources are unable to meet minimum legal requirements • Increase in living wage rate. ~ (OR) Continue pay model negotiations with Trade Unions • Equal Pay Claims ~ (OR) Continue pay model negotiations with Trade Unions • Corporate changes may result in business being transferred to other bodies



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; and
- 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
Local Outcome: 7.1.2 Engage regularly with the community to plan and prioritise the delivery of Comhairle services				
Manage and monitor complaints.	Organisational Development Manager	01/04/2013	31/03/2018	Operating

Service Profile KPIs:

KPI	Units	17/18	18/19	19/20	20/21	21/22
CE043: (LO7) Percentage of complaints closed at stage 2 within 20 working days, excluding escalated stage 1 complaints.	%	85	90	90	90	90
CE044: (LO7) Total number of complaints received per 1000 population	#	0	0	0	0	0
CE045: (LO7) Percentage of complaints closed at stage 1 within five working days.	%	85	90	90	90	90
CE046: (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
- Management of sickness absence

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
Local Outcome: 7.1.3 Have in place a programme of continuous improvement.				
Aim to reduce sickness absence levels and improve the health and wellbeing of employees.	Human Resources Manager	01/04/2013	31/03/2018	Operating
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	31/03/2018	Operating
Monitor implementation of the local government job evaluation scheme.	Human Resources Manager	01/04/2016	31/03/2018	Operating

Service Profile KPIs:

KPI	Units	17/18	18/19	19/20	20/21	21/22
CE060: (LO7) Sickness Absence - Average Days per Employee	Days	3	0	0	0	0
CE002: (LO7) Percentage of job evaluation gradings completed within 28 days, subject to receipt of appropriately completed documentations.	%	95	97	100	100	100

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 preparation 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.
- Ensuring the implementation of employment legislation.

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
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Local Outcome: 7.1.1 Deliver Best Value services to meet the needs of the community.

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	31/03/2018	Operating
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Local Outcome: 7.1.5 Work with partners to provide shared and integrated services.

Support the implementation of the Integration Joint Board (IJB) Strategic Planning for all Human Resources (HR) aspects.	Head of Human Resources	01/04/2016	31/03/2018	Operating
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Service Profile KPIs:

KPI	Units	17/18	18/19	19/20	20/21	21/22
CE047: (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
CE048: (LO7) Leavers in the last year as a percentage of the average total staff.	%	0	0	0	0	0
CE049: (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, development of business plans, public performance reporting and performance management through a range of methods including employee surveys, benchmarking, performance monitoring and reporting, management information, development projects and policy work.

Outputs:

- Performance Management and continuous improvement
- Service Business Plans
- Performance Monitoring Reports
- Public Performance Reports
- Compliance with Equality and Diversity Legislation
- Employee Surveys
- Employee Learning and Development
- Accredited Skills and Training

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:

- 3.1 Education and Training: The Comhairle aims to continue to provide excellent bilingual educational provision that prepares young people for life.
- 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
Local Outcome: 5.1.3 Provide training and employment and opportunities for young people.				
Manage and develop the Comhairle's Scottish Qualification Approved (SQA) Accredited Centre.	Accredited Training Manager	01/04/2015	31/03/2018	Operating
Work with Skills Development Scotland (SDS) to support the development and delivery of new and embedded training and accreditation in line with local economic needs.	Apprenticeship Manager	01/04/2016	31/03/2018	Operating
Provide employers with support in delivering vocational training.	Accredited Training Manager	01/04/2017	31/03/2018	Operating
Local Outcome: 7.1.3 Have in place a programme of continuous improvement.				
CS: Work positively with external audit and inspection agencies.	Organisational Development Manager	01/04/2015	31/03/2018	Operating
Develop the use of management information and benchmarking data to support continuous improvement and the transformational change agenda.	Organisational Development Manager	01/04/2016	31/03/2018	Operating
Ensure that business planning and performance management continue to be improved and embedded in the Comhairle.	Organisational Development Manager	01/04/2013	31/03/2018	Operating

Service Profile KPIs:

KPI	Units	17/18	18/19	19/20	20/21	21/22
CE058 (SCS051): (LO3) Percentage of returned Exit Questionnaires that rate Employability Fund training Good or Better	%	70	80	80	80	80
CE059 (SCS062): (LO3) Percentage of returned Exit Questionnaires that rate Modern Apprenticeship (MA) Training Good or Better	%	70	80	80	80	80
CE063: (LO3) Percentage of leavers on Employability Fund programme achieving positive outputs.	%	0	0	0	0	0
CE061 (SCS050): (LO7) Percentage of Health & Social Care staff achieving target SVQ qualification through CNES Approved Training Centre	%	0	0	0	0	0
CE056: (LO7) Gender Profile: percentage of Elected Members that are female	%	0	0	0	0	0
CE053: (LO7) Percentage of employees in the highest 10% of earners that are female (exc. Teachers)	%	0	0	0	0	0
CE062 (SCS057): (LO3) Percentage of Completers on Modern Apprenticeship Programme achieving target qualifications.	%	0	0	0	0	0

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
Local Outcome: 7.1.3 Have in place a programme of continuous improvement.				
Improve continuously Health & Safety (H&S) performance across the Comhairle.	Risk and Emergency Planning Manager	01/04/2013	31/03/2018	Operating
Increase the level of risk maturity within the Comhairle using a recognised "Risk matrix" system.	Risk and Emergency Planning Manager	01/04/2013	31/03/2018	Operating
Local Outcome: 7.1.5 Work with partners to provide shared and integrated services.				
Develop Resilience across the Comhairle and the Community.	Risk and Emergency Planning Manager	01/04/2013	31/03/2018	Operating

Service Profile KPIs:

KPI	Units	17/18	18/19	19/20	20/21	21/22
CE014: (LO7) Percentage of Departments holding Health and Safety Committee Meetings (Jan-Dec)	%	100	100	100	100	100
CE015: (LO7) Percentage of premises that have received a Health and Safety Audit, Inspection, Survey or Tour	%	30	30	30	30	30