



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

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

*Period: 17/18 - 21/22*

## ***DEVELOPMENT DEPARTMENT***



## DEVELOPMENT DEPARTMENT

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

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

In 2016/17, the Department successfully delivered on a number of key Comhairle corporate priorities and strategic objectives. Highlights during the year included the public opening of the Lews Castle Museum and Archive. The £3.5m Outer Hebrides LEADER and European Maritime and Fisheries Fund (EMFF) 2014-2020 was launched for applications in April 2016. The Hebridean Way Cycling route was completed and formally launched in Spring 2016. The Comhairle's Community Capital Grant Fund committed £1.5m to 26 projects, with Comhairle funding leveraging in other external funding sources at a rate of 1:10.3. Three applications to Stage 2 of the Scottish Government Regeneration Capital Grant Fund (Round 4) were submitted.

Performance across statutory and regulatory services within the Department such as Planning, Building Standards, Homelessness, Trading Standards, Environmental Health and Libraries, remained at an excellent level and continue to evidence high levels of customer satisfaction. The Planning Service submitted its Annual Planning Performance Framework Report to the Scottish Government in July 2016 and its feedback report allocated a GREEN RAG rating to each of the 15 Performance markers against which Planning Authorities are assessed.

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

Despite on-going challenges in the external working environment, the Development Department continues to show its capacity to provide high quality services, lead on key areas of development opportunity, and deliver key infrastructure projects for the Outer Hebrides. This focus will continue into 2017/18.

### DEVELOPMENT DEPARTMENT - Development Services

#### OUR MISSION

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

#### OUR VALUES

Core values of the service are to: promote Food, Animal and Environmental Health; provide high quality Consumer & Trading Standards Advice; support housing needs; add value to the built and natural environment; provide positive advice on development, design and construction of new/renovated buildings; and, provide a quality customer experience across services.

#### RECENT ACHIEVEMENTS

During 2016/17 the Department carried out a review of the last Local Housing Strategy (2011-2016) and found that 22 out of 24 Priority Actions had been achieved. Of the 28 Key Targets set out in the LHS, 18 were fully achieved, 9 partially achieved and 1 was not achieved.

The Comhairle's Housing Services Team secured £2m of Home Energy Efficiency Programme for Scotland (HEEPS) funding in 2016/17, and this was delivered to over 400 properties in partnership with Tighean Innse Gall and Hebridean Housing Partnership.

The number of new affordable houses in the Comhairle's Strategic Local Plan for 2015-2018 was increased from 108 to 117.

Following the comments received from the Main Issues Report consultation for a new Local Development Plan, further engagement with key stakeholders and Members was undertaken to prepare a full Proposed Plan which was published for consultation in January 2017. The Comhairle adopted revised statutory Supplementary Guidance for Wind Energy Development, which covered all scales of wind energy development.

Following a Review of Category 'A' Listed Buildings, a series of recommendations were determined and some actions in response to these have been initiated.

The Consumer & Environmental Services team were highlighted as a "best performer" by the Association for Public Service Excellence (ASPE) in their Environmental Health category. The team set up and managed a multi-agency Safety Advisory Group (SAG) under the Western Isles Emergency Planning Co-ordinating Group (WIEPCG), which successfully managed safety at various public events throughout the year. We also continued partnership working with Police Scotland, targeting doorstep crime, which saw the destruction of various seized power tools.

### **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 national policy and legislation, and customer feedback.

### **STAKEHOLDERS**

Internal stakeholders include Comhairle Members and other services within the Comhairle. External stakeholders include service users, Business, consumers, 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**
- **Consumer and Environmental Services**
- **Housing Services**
- **Planning Service**

**Business Unit SWOT**

**Development Services**

		<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<b>INTERNAL</b>		<ul style="list-style-type: none"> <li>• Working relationship with stakeholders / customers ~ Solution: Issue regular stakeholder updates.</li> <li>• Strong outcome focused business units ~ Solution: Interplan usage and monitoring to help develop a focus on outcomes.</li> <li>• Skilled, committed and adaptable workforce. ~ Solution: Ensure Development Services staff are given opportunities to broaden knowledge (informed by Departmental Training Plan).</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in long term funding for private housing sector ~ Solution: Keep under review the Scheme of Assistance for private sector housing and examine ways to optimise available resources.</li> <li>• Breadth of legislative responsibility for relatively small teams ~ Solution: Raise awareness of wider aspects of legislation through internal briefing (CPD opportunity).</li> <li>• Reduced staff complement. ~ Solution: Plan for the future training and development of the workforce.</li> <li>• Limited available accommodation for homeless persons ~ Solution: Look to purchase additional properties.</li> <li>• Reliance on small number of specialist staff to deliver wide range of regulatory services.</li> </ul>
		<b>OPPORTUNITIES</b>	<b>THREATS</b>
<b>EXTERNAL</b>		<ul style="list-style-type: none"> <li>• Changing legislative context for all services ~ Solution: Raise awareness of the changing legislative context through internal briefings (CPD opportunity).</li> <li>• Development of Marine Plan for the Outer Hebrides ~ Solution: Capitalise on the local control of Marine Planning policy.</li> </ul>	<ul style="list-style-type: none"> <li>• Potential reduction in fees ~ Solution: Keep services under review</li> <li>• Reduction in ability to provide existing services due to financial constraints. ~ Solution: On-going review of services.</li> </ul>



## Service Profile: Building Standards

### Description:

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

### Outputs:

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

### Primary Strategic Priority:

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

### Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
<b>Local Outcome: 2.1.9 Deliver efficient Planning and Building Services</b>				
Ensure Building Standards are responsive to business and development needs by measuring and publishing performance data in accordance with the Key Performance Outcomes as set out in the Verification Performance Handbook.	Building Standards Manager	01/04/2017	31/03/2018	Operating

### Service Profile KPIs:

KPI	Units	17/18	18/19	19/20	20/21	21/22
Percentage of building warrants and amendments to building warrant issued (following a first or subsequent report) within 6 working days.	%	80	N/A	N/A	N/A	N/A
Percentage of first reports issued within 15 working days.	%	80	N/A	N/A	N/A	N/A
Percentage of first reports issued within 20 working days.	%	95	N/A	N/A	N/A	N/A

## 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.

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

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

### Outputs:

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

### Primary Strategic Priority:

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

### Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
<b>Local Outcome: 1.1.3 Provide a range of accessible services and infrastructure which meets the needs of the local population and makes the Outer Hebrides an attractive place to live and work.</b>				
Business advice and promotion on the new mandatory nutritional food labelling requirements which came into effect at the end of 2016.	Consumer and Environmental Services Manager	01/04/2016	31/03/2018	Operating
Provision of Services in accordance with the Consumer and Environmental Services Plan 2017-18, with a particular focus on the following priorities : (1) Food Safety Inspection programme. (2) Reviewing operational and administrative procedures.	Consumer and Environmental Services Manager	01/04/2017	31/03/2018	Operating

## Service Profile KPIs:

KPI	Units	17/18	18/19	19/20	20/21	21/22
DD030: (LO1) Percentage of food hygiene medium risk premises inspected (24 month inspection).	%	60	60	60	N/A	N/A
DD028: (LO1) Percentage of food hygiene high risk premises inspected (12 month inspection).	%	100	100	100	N/A	N/A
DD032: (LO1) Percentage of food standards medium risk premises inspected (24 month inspection).	%	80	80	80	N/A	N/A
DD031: (LO1) Percentage of food standards high risk premises inspected (12 month inspection).	%	100	100	100	N/A	N/A
DD027: (LO1) Percentage of food hygiene high risk premises inspected (6 month inspection).	%	100	100	100	N/A	N/A
DD029: (LO1) Percentage of food hygiene medium risk premises inspected (18 month inspection).	%	80	80	80	N/A	N/A

## Service Profile: Housing Services

### Description:

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

### Outputs:

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

### Primary Strategic Priority:

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:

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.

### Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
<b>Local Outcome: 1.1.3 Provide a range of accessible services and infrastructure which meets the needs of the local population and makes the Outer Hebrides an attractive place to live and work.</b>				
Co-ordinate the delivery of 117 new affordable houses by the end of the 2015-18 Strategic Local Programme.	Housing Services Manager	01/04/2015	31/03/2018	Operating
CS: Regularly monitor and review the Comhairle's Local Housing Strategy (LHS).	Housing Services Manager	01/04/2013	31/03/2018	Operating



## Service Profile KPIs:

KPI	Units	17/18	18/19	19/20	20/21	21/22
DD036: (LO4) Homelessness (Permanent): Percentage of tenancies sustained for over 12 months	%	0	0	0	0	N/A
DD025: (LO1) Number of new affordable houses delivered through the 2015-18 Strategic Local Programme.	#	36	N/A	N/A	N/A	N/A
DD033: (LO4) Homelessness: Number of applications received.	#	155	N/A	0	0	N/A
DD035: (LO4) Homelessness (Temporary): Percentage of roofless applicants accommodated immediately if presenting out of hours	%	100	N/A	N/A	N/A	N/A
DD034: (LO4) Homelessness: Percentage of applicants advised of decision within 28 days of interview	%	0	0	0	0	N/A

## Service Profile: Planning Service

### Description:

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

### Outputs:

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

### Primary Strategic Priority:

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
<b>Local Outcome: 2.1.9 Deliver efficient Planning and Building Services</b>				
CS: Ensure up-to-date planning policy coverage, particularly the growth sectors of aquaculture and renewables.	Development Plan Manager	01/04/2013	31/03/2018	Operating
Adoption of second Outer Hebrides Local Development Plan.	Development Plan Manager	01/04/2017	31/03/2018	Operating
Determine preparatory actions to progress Regional Marine Plan.	Head of Development Services	01/04/2017	31/03/2018	Operating
Conclude actions from Review of Category 'A' Listed Buildings.	Development Plan Manager	01/04/2017	31/03/2018	Operating

### Service Profile KPIs:

KPI	Units	17/18	18/19	19/20	20/21	21/22
DD016: (LO7) The average time (weeks) to deal with major planning applications determined during the year.	Weeks	16	N/A	N/A	N/A	N/A
DD017: (LO7) The average time (weeks) to deal with local planning applications determined during the year.	Weeks	9	N/A	N/A	N/A	N/A

## DEVELOPMENT DEPARTMENT - Economic Development and Regeneration

### OUR MISSION

The mission of the Economic Development and Regeneration service is to support the economy of the Outer Hebrides through business, community and social enterprise support, maximising external funding from all available sources, and developing and delivering key innovative projects across the creative, cultural, tourism, and traditional sectors.

### OUR VALUES

The core values of the service are to proactively regenerate the Outer Hebrides' local economy and communities, support the development of business and community enterprises, and to lead on strategic projects which contribute direct investment into the economic and social infrastructure across the Outer Hebrides.

### RECENT ACHIEVEMENTS

In 16/17 the service successfully developed and delivered significant projects across the Outer Hebrides.

Particular achievements included the public opening of the Lews Castle Museum and Archive, official completion and opening of the Hebridean Way Cycling Route, and the launch of the new £3.5m LEADER and EMFF CLLD Programmes 2014-2020, with over £1m of LEADER funding allocated by the end of 2016. We partnered with An Lanntair to support the delivery of the £125k 'Creative Place' programme in the Outer Hebrides.

Within the fisheries sector, a £1.6m major harbour development at Ardveenish in Barra was completed, which will secure safe berthing for the local fishing-fleet and underpin the continued success of local fish-processing. EFF CLLD supported a total of eight projects for the sustainable development of fisheries communities.

The Regeneration team continued to support the delivery of community economic development capital projects under the Comhairle's Community Capital Grant Fund (CCGF) and the Scottish Government Regeneration Capital Grant Fund (SGRCGF) leveraging significant levels of external funding into the Outer Hebrides economy. The team also supported community Buyouts in Pairc, Carloway, Barvas, MOD Aird Uig, Bays of Harris, Bernera and Keose Glebe.

Business Gateway team continued to support business development under a suite of funds including the Revolving Loan Fund, Fisheries Investment Scheme and The Prince's Trust. A new fund was launched - 'Grants for Growth' - a two-year, ERDF-funded Programme to support small business growth in the Outer Hebrides.

Libraries Service received a Creative Scotland/SLIC award towards the development of film clubs in two libraries, and successfully progressed the 'Every Child a Library Member' project.

### 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 restricting the availability of Capital Grants to the community, on-going service efficiencies, Single Status, and audit regulations. All the activities undertaken support the delivery of wider strategic objectives of population retention, sectoral sustainability, Renewable Energy and management of key economic development risks.

### STAKEHOLDERS

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

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

**Service Profiles**

- *Business and Regeneration Support*
- *Heritage Service*
- *Libraries Services*
- *Sectoral and Project Support*

**Business Unit SWOT**

**Economic Development and Regeneration**

		<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<b>INTERNAL</b>		<ul style="list-style-type: none"> <li>• Natural and cultural resources ~ Solution: Natural resources will be sustainably managed through engagement with industry and environmental partners.</li> <li>~ Solution: Access to cultural resources will be expanded through appropriate investment in providers</li> <li>• Business Gateway approach to business development</li> <li>• 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.</li> <li>• A clear commitment to innovation and opportunity maximisation ~ Solution: Respond to innovative opportunities as these arise and seek to create new opportunities.</li> <li>• A skilled and adaptable island workforce ~ Solution: Develop proposals for skills training across all sectors, particularly Harris Tweed and the Renewable Energy supply chain.</li> </ul>	<ul style="list-style-type: none"> <li>• Building safety and access issues at Torlum Museum Store, Benbecula.</li> <li>• Continuing economic downturn ~ Solution: Continue to innovate and to support new growth areas within the local economy.</li> <li>• Skills shortages ~ Solution: Support skills training across all sectors</li> </ul>
		<b>OPPORTUNITIES</b>	<b>THREATS</b>
<b>EXTERNAL</b>		<ul style="list-style-type: none"> <li>• 'Meet the Funder' events - matching community groups to appropriate funders.</li> <li>• Economic and defence diversification of Uist economy ~ Solution: Work with partners to deliver The Economic Diversification Strategy</li> <li>• Improved broadband infrastructure ~ Solution: Continue to lobby Government and regulators for necessary infrastructure investment to support next generation Broadband services.</li> <li>• Growth in key sectors – Tourism, Gaelic Media, Harris Tweed, Culture and Heritage. ~ Solution: Continue to lobby for growth and, where appropriate, invest in these sectors.</li> <li>• 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.</li> <li>• Growth in aquaculture sector</li> <li>• Maximise opportunities around tourism and the visitor economy</li> </ul>	<ul style="list-style-type: none"> <li>• Population decline ~ Solution: Work with Community Planning Partners to identify and implement measures that will slow population decline.</li> <li>• Limited financial and staff resources to enable delivery of all Business Plan objectives. ~ Consideration of how services are delivered due to reduction in staff numbers through workforce planning. ~ Implement review of Economic Development as agreed from June 2014.</li> </ul>



## Service Profile: Business and Regeneration Support

### Description:

The Business and Regeneration Support function consists of the Outer Hebrides Business Gateway, Outer Hebrides Leader and EMFF Programme 2014-2020; Fisheries & Marine Resources Sectoral Support; and Regeneration service teams, in addition to managing a portfolio of Economic Development sites and properties.

The Business Gateway service offers a broad range of advice, support and financial assistance to new and developing businesses, including business planning guidance, marketing support, financial assistance, targeted support to young entrepreneurs through The Prince's Trust, and a range of one to many Business Skills Workshops.

The Regeneration service provides direct support to community organisations to enable them to source external funding and deliver community economic benefit through progressing a range of strategic community economic development projects. This function also administers a range of Comhairle and Scottish Government Capital Grant schemes to community organisations.

The Business & Regeneration Support function also delivers the aims of the European funded Outer Hebrides LEADER & EMFF CLLD Programme 2014-2020 – promoting innovation and providing targeted grant support to eligible applicant bodies across the islands.

### Outputs:

Key outputs for the Business and Regeneration Support function are:

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

### Primary Strategic Priority:

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

### Secondary Strategic Priority:

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

### Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
<b>Local Outcome: 1.1.3 Provide a range of accessible services and infrastructure which meets the needs of the local population and makes the Outer Hebrides an attractive place to live and work.</b>				
Progress the delivery of all Scottish Government Community Regeneration Capital Grant Funded projects within set timescales.	Senior Regeneration Officer	01/04/2016	31/03/2018	Operating
<b>Local Outcome: 2.1.4 Support existing and new sustainable businesses.</b>				
Deliver the objectives of the ERDF-funded Business Gateway 'Grants for Growth' Project.	Senior Business Development Officer	01/04/2017	31/03/2019	Operating
<b>Local Outcome: 2.1.6 Promote the tourism sector.</b>				
Develop marine tourism opportunities through the production of an Outer Hebrides Marine Tourism Strategy.	Economic Development Officer - Marine Resources	01/04/2017	31/03/2018	Operating
<b>Local Outcome: 2.1.8 Attract inward investment and maximise external funding.</b>				

**Actions:**

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Deliver the objectives of the Outer Hebrides LEADER Programme 2014-2020.	Outer Hebrides LEADER Coordinator	01/04/2015	31/12/2020	Operating
Deliver the objectives of the Outer Hebrides EMFF CLLD Programme 2014-2020.	Economic Development Officer - Marine Resources	01/04/2017	31/12/2020	Capital
Maximise value of external funding leverage achieved per £1 of Comhairle Economic Development investment.	Development Manager – Resources, Infrastructure and Business Support	01/04/2017	31/03/2018	Operating

**Local Outcome: 5.1.6 Strengthen community infrastructure and facilities.**

Progress the delivery of all Comhairle Community Capital Grant funded projects within set timescales.	Senior Regeneration Officer	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
DD020: (LO2) Number of jobs created/safeguarded.	#	90	N/A	N/A	N/A	N/A
DD019: (LO2) Number of existing businesses supported to achieve growth.	#	15	N/A	N/A	N/A	N/A
DD021: (LO2) Number of young people supported in business.	#	15	N/A	N/A	N/A	N/A
DD022: (LO2) Number of new business start-ups.	#	40	N/A	N/A	N/A	N/A
DD064: (LO2) Number of EMFF CLLD applications supported.	#	12	N/A	N/A	N/A	N/A
DD038: (LO2) Number of Leader applications supported.	#	30	N/A	N/A	N/A	N/A
DD018: (LO2) Number of Business Enterprise Skills Workshops delivered.	#	52	N/A	N/A	N/A	N/A
DD023: (LO5) Number of funding awards (internal and external) to community projects.	#	40	N/A	N/A	N/A	N/A

## Service Profile: Heritage Service

### Description:

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

### Outputs:

Access to:

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

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

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

### Primary Strategic Priority:

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

### Secondary Strategic Priority:

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

### Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
<b>Local Outcome: 6.1.1 Develop nature, cultural and heritage tourism.</b>				
Develop and implement an Archaeology Strategy by working with commercial archaeologists, UHI, Comainn Eachdraidh and Tourism Outer Hebrides.	Heritage Manager	01/04/2017	31/03/2018	Operating
Ensure the benefits of the Lews Castle project are dispersed across the Outer Hebrides by developing and implementing a Heritage Strategy and holding a Heritage Network Conference in the Uists.	Heritage Manager	01/04/2017	31/03/2018	Operating
Maximise the commercial and fundraising potential of Lews Castle to meet revenue targets.	Heritage Manager	01/04/2017	31/03/2018	Operating
Develop a public engagement plan for Lews Castle with the commercial operator in order to encourage interest in the history of the building, its people and its recent restoration.	Heritage Manager	01/04/2017	31/03/2018	Operating
<b>Local Outcome: 7.1.1 Deliver Best Value services to meet the needs of the community.</b>				
Develop a sustainable solution to the problem of museum and archive storage by working with other interested organisations and discussions with potential funders.	Heritage Manager	01/04/2017	31/03/2018	Operating
<b>Local Outcome: 7.1.3 Have in place a programme of continuous improvement.</b>				



**Actions:**

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Retain Museum Accreditation for Museum nan Eilean and attain Archive Accreditation for Tasglann nan Eilean.	Heritage Manager	01/04/2017	31/03/2018	Operating

**Service Profile KPIs:**

KPI	Units	17/18	18/19	19/20	20/21	21/22
DD055: Number of training, advice and support activities to local heritage groups.	#	200	N/A	N/A	N/A	N/A
DD059: Percentage of visitors 'highly likely' to recommend a visit to Museum nan Eilean Lews Castle.	%	75	N/A	N/A	N/A	N/A
DD052: Number of grants to Heritage Groups.	#	20	N/A	N/A	N/A	N/A
DD053: Number of museum enquiries (Museum nan Eilean).	#	250	N/A	N/A	N/A	N/A
DD058: Percentage of Visitors recording a 'very enjoyable' visit to Museum Nan Eilean Lews Castle.	%	75	N/A	N/A	N/A	N/A
DD057: Total number of people participating in learning and outreach activities (Heritage).	#	2,000	N/A	N/A	N/A	N/A
DD054: Number of museum visits (Museum nan Eilean) in person.	#	37,000	N/A	N/A	N/A	N/A

## Service Profile: Libraries Services

### Description:

The library and information service provides access to reading, learning, digital and information resources which support literacy, digital inclusion, culture, creativity and economic and social well-being. The service is delivered online and through branch public libraries and the mobile library service. Community engagement is further supported through a range of programmes and activities.

### Outputs:

- Develop the service to meet the aims of the National Library Strategy.
- Support early years attachment and literacy through co-ordinating the Bookbug programme in the Western Isles.
- Maintain and develop a robust and responsive collection of physical and online resources to support the information, learning, creative and cultural needs of the community.

### Primary Strategic Priority:

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

### Secondary Strategic Priority:

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

### Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
<b>Local Outcome: 6.1.1 Develop nature, cultural and heritage tourism.</b>				
Develop a digital preservation strategy for the library service to support preservation and increased access to local history resources.	Library Service Manager	01/04/2017	31/03/2018	Operating
<b>Local Outcome: 7.1.1 Deliver Best Value services to meet the needs of the community.</b>				
Conclude the procurement of two new mobile library vehicles.	Library Service Manager	01/04/2017	31/03/2018	Capital
Review and refresh the Library Forward Plan 2015-18, ensuring that the development and delivery of the service is in line with the National Library Strategy.	Library Service Manager	01/04/2017	31/03/2018	Operating
Deliver the Early years 'Bookbug' and 'Gaelic Bookbug' Programme in the Outer Hebrides.	Library Service Manager	01/04/2017	31/03/2018	Operating
Roll out the 'Every Child a Library Member' programme, focussing on schools and new families in the Outer Hebrides.	Library Service Manager	01/04/2017	31/03/2018	Operating
Upgrade the Library Management System to improve service delivery and increase online access to library resources.	Library Service Manager	01/04/2017	31/03/2018	Operating
Deliver the Digital and Film Education Projects funded via the Scottish Library and Information Council.	Library Service Manager	01/04/2017	31/03/2018	Operating
<b>Local Outcome: 7.1.3 Have in place a programme of continuous improvement.</b>				
Undertake an assessment of the Libraries Service using the 'How Good Is Our Public Libraries Service' framework.	Library Service Manager	01/04/2017	31/03/2018	Operating

**Service Profile KPIs:**

<b>KPI</b>	<b>Units</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
SCS: Number of library members	#	13,000	N/A	N/A	N/A	N/A
DD037 (SCS070): Percentage of adults satisfied with libraries (Local Survey)	%	95	95	95	N/A	N/A
DD045b (LO7) SPI3: C&L2 - Number of Library Visits.	#	210,321	N/A	N/A	N/A	N/A
DD045bi (SCS002bi): Number of Library enquiries	#	8,045	N/A	N/A	N/A	N/A

## Service Profile: Sectoral and Project Support

### Description:

The Sectoral and Project Support service develops and delivers economic strategy to stimulate growth and open new opportunities to drive long term development.

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

### Outputs:

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

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

### Primary Strategic Priority:

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

### Secondary Strategic Priority:

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

### Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
<b>Local Outcome: 1.1.2 Prioritise sectoral areas with job creation potential.</b>				
CS: Identify and progress initiatives to support traditional industries such as crofting, agriculture, fisheries and other maritime business, facilitated by holding a minimum of 2 sectoral Joint Consultative Committee meetings.	Development Manager	01/04/2017	31/03/2019	Operating
Support the continued development of the Harris Tweed Industry, utilising the Harris Tweed Investment Fund to further build capacity within the industry.	Economic Development Officer	01/04/2017	31/03/2019	Operating
<b>Local Outcome: 2.1.4 Support existing and new sustainable businesses.</b>				
Support the delivery of the priorities identified by the Uist Economic Taskforce.	Economic Development Officer	01/04/2013	31/03/2018	Operating
<b>Local Outcome: 2.1.5 Develop new and creative industries.</b>				
CS: Deliver the Outer Hebrides Cultural and Creative Industries (OH C&CI) Strategy.	Economic Development Officer	01/04/2013	31/03/2019	Operating

**Actions:**

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Continue to support arts and culture by assisting key local partners to secure three year funding agreements with Creative Scotland.	Arts Development Officer	01/04/2017	31/03/2019	Operating
<b>Local Outcome: 2.1.6 Promote the tourism sector.</b>				
Support the delivery of the Tourism Outer Hebrides 2020 Strategy.	Economic Development Officer	01/04/2014	31/03/2020	Operating
Work with the Tourism Outer Hebrides 2020 Steering Group to maximise the benefits arising from the Hebridean Way walking and cycling routes.	Economic Development Officer	01/04/2017	31/03/2019	Operating
Support the 2017 Island Visitor Survey to inform future tourism development activities.	Economic Development Officer	01/04/2017	31/03/2018	Operating
<b>Local Outcome: 6.1.1 Develop nature, cultural and heritage tourism.</b>				
Establish a Countryside Trust for the Outer Hebrides.	Development Manager	01/04/2016	31/03/2019	New Operating Initiative – One Off
Support financial package to enable delivery of Castle Grounds Regeneration Project.	Economic Development Officer - Special Projects	01/04/2015	31/03/2019	New Operating Initiative – One Off
<b>Local Outcome: 6.1.2 Develop industries that maximise benefits from the Outer Hebrides' natural environment and resources in a sustainable way.</b>				
CS: Implement the Comhairle's Biodiversity Duty Delivery Plan and co-ordinate bio-diversity activities which are responsive to local priorities.	Development Manager	01/04/2013	31/03/2019	Operating
Delivery of Revised Core Path Plan.	Development Manager	01/04/2016	31/03/2019	Operating

**Service Profile KPIs:**

KPI	Units	17/18	18/19	19/20	20/21	21/22
DD026: (LO2) Number of funding agreements within key economic sectors.	#	5	N/A	N/A	N/A	N/A

## DEVELOPMENT DEPARTMENT - Strategy Unit

### OUR MISSION

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

### OUR VALUES

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

### RECENT ACHIEVEMENTS

The Strategy Unit continued to deliver all Departmental corporate obligations in relation to areas such as Business Continuity, Risk Management, Performance Reporting, Departmental Health and Safety, and Staff Development.

Within the Energy function, activity during the year remained in line with the Business Plan and all actions were on target, notwithstanding that the level of activity in some areas remains constrained by the delivery of the radial connector. The Department continued to actively engage in the Scottish Islands Delivery Forum in order to progress this. Liaison with commercial developers continued, as did support to the community renewable sector through another one year funding agreement with Community Energy Scotland towards its activity in the Outer Hebrides.

We continued to support the operation and development of the Hebrides Energy Company. Following last year's decommissioning strategy, we facilitated the creation of an industry-led steering group to identify and support market opportunities for the local economy within the oil and gas sector.

The section continued to co ordinate the Outer Hebrides Fuel Poverty strategy, successfully concluded our involvement in the EU funded Energy Projects WISE and BEAST, and were invited to participate in a 3 year INTERREG Atlantic Area project 2016-2020 looking at energy planning, integration of renewable resources and demand side management in island areas. We were able to bring CES and LCC UHI into this partnership, which will generate around 470,000 euros for partners in the Outer Hebrides.

### PLANNING CONTEXT

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

### STAKEHOLDERS

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

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

### Service Profiles

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

**Business Unit SWOT**

**Strategy Unit**

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



## Service Profile: Energy Unit

### Description:

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

### Outputs:

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

### Primary Strategic Priority:

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

### 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.

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.

### Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
<b>Local Outcome: 1.1.2 Prioritise sectoral areas with job creation potential.</b>				
Respond to economic opportunities for the Outer Hebrides in the oil and gas sector as identified by the industry-led Energy group.	Strategy Manager	01/04/2017	31/03/2018	Operating
<b>Local Outcome: 2.1.1 Maximise the potential benefits of renewable energy.</b>				
CS: Engage with Scottish and UK Government; Regulators, Transmission Operators and Renewable Energy Developers to ensure that both internal and external Grid networks (including the Western Isles Radial Link) meet the strategic aspirations of the Outer Hebrides.	Strategy Manager	11/12/2012	30/04/2019	Operating
CS: 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	31/03/2019	Operating
CS: Work with community organisations to have 50 MW of community-owned generation consented or operational by 2021.	Strategy Manager	11/12/2012	31/03/2019	Operating
CS: Work with Developers to have 500 MW of on-shore wind energy consented or operational by 2021.	Strategy Manager	11/12/2012	30/04/2019	Operating
Support the continued development of the Hebrides Energy Company (ESCO)	Strategy Officer	01/04/2017	31/03/2018	Operating
<b>Local Outcome: 4.1.6 Remove households from fuel poverty and thus improve their health and wellbeing.</b>				
Monitor and support the delivery of the Outer Hebrides Fuel Poverty Strategy and Action Plan.	Strategy Officer	01/04/2016	31/03/2019	Operating



**Actions:**

Action	Resp. Officer	Start Date	Comp Date	Budget Type
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**Service Profile KPIs:**

KPI	Units	17/18	18/19	19/20	20/21	21/22
DD024: (LO2) Number of engagement events with Scottish and UK Government, Regulators, Transmission Operators, and Renewable Energy Developers	#	10	N/A	N/A	N/A	N/A
DD008: (LO2) Number of MW of on-shore wind energy consented or operational	MW	323	323	323	N/A	N/A
DD007: (LO2) Number of MW of community owned generation consented or operational	MW	22	22	22	N/A	N/A

## Service Profile: Strategy (Dev)

### Description:

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

### Outputs:

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

### Primary Strategic Priority:

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

### Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
<b>Local Outcome: 7.1.1 Deliver Best Value services to meet the needs of the community.</b>				
Participate in corporate improvement agenda, including Public Service Improvement Framework	Strategy Manager	01/04/2016	31/03/2018	Operating
<b>Local Outcome: 7.1.3 Have in place a programme of continuous improvement.</b>				
Delivery of Departmental Business Improvement Plan	Strategy Officer	01/04/2016	31/03/2018	Operating

### Service Profile KPIs:

KPI	Units	17/18	18/19	19/20	20/21	21/22
DD010: (LO7) Percentage of staff receiving annual performance appraisals (Development Department)	%	80	80	N/A	N/A	N/A
DD044: (LO7) Development Department - Percentage of exit interviews completed	%	0	0	0	0	0