



Our vision is to have a sustainable population and socially and economically thriving communities with a focus on our quality of life, natural heritage, and Gàidhlig language and culture.

ASSETS AND INFRASTRUCTURE

SERVICE BUSINESS PLAN

For the Period 1 April 2025 to 31 March 2026

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INTRODUCTION

- 1.1. I am pleased to introduce the Service Business Plan (SBP) for 2025/26 which sets out our priorities and desired outcomes for the coming year. The SBP is the main annual business planning document for the Assets and Infrastructure Service. It reflects the Comhairle's key priorities as set out in the Corporate Strategy 2024-2027 and provides an overview of the Service's main areas of activity.
- 1.2. The Service provides a range of support both internally to the Comhairle and externally to, and on behalf of, the community. The eight service areas within Assets and Infrastructure help to ensure that the Comhairle operates successfully in an increasingly complex and challenging environment, and although diverse, each service is essential to the running of the council and the delivery of its vision, values, and priorities. Our vision is to effectively manage the Comhairle's property, roads and IT infrastructure, maintaining serviceability and maximising improvements from available resources.
- 1.3. **Assets, Property Management and Maintenance** - It is vitally important that the Comhairle makes the best possible use of its current assets, understands the maintenance requirements, and has a vision of what is required in the future. Assets, Property Management and Maintenance will collate and manage key asset information across Comhairle Departments. This information will be the basis used to enable operational efficiencies to be realised and strategic decisions on investment to be made. There is significant potential in rationalising assets, making a reduction in the number of buildings required and benefiting financially from the surplus assets in terms of capital receipt and a reduction in maintenance costs. The service is currently organised around two operational areas and support services:
 - **Property Maintenance** is responsible for undertaking maintenance works on Comhairle property and grounds. This involves close liaison with Departmental clients and the organisation of work delivered by in house trades persons or external contractors.
 - **Property Management** is responsible for the operational management of Comhairle's property assets. This includes ensuring that appropriate maintenance and investment is identified and undertaken and that the Service Department's requirements are met in terms of condition and suitability, all within available resources.
 - **Service Delivery** provides business support across all areas of the service.
- 1.4. **Building Projects** is responsible for designing, procuring, and overseeing the construction of major and minor building projects for the Comhairle together with providing a project management and Construction and Design Management (CDM) advisory service for Comhairle.
- 1.5. **Civil Engineering** oversees the management and maintenance of the Comhairle's Road Network; management and delivery of the Comhairle's Flood Risk Management Plan; and the design and construction of civil engineering projects.
- 1.6. **Energy and Net Zero** are responsible for reducing the Comhairle's carbon emissions, enhancing energy efficiency, and promoting sustainable practices across the Comhairle's estate. All of which, contribute towards meeting the Comhairle's net zero target of 2045.
- 1.7. **Environmental Health and Trading Standards** aims to deliver the Comhairle's statutory functions relating to environmental health, health & safety in the private sector, private water supplies, food & feed safety, animal health & welfare, trading standards and the administration and issuing of various licences and registrations. The Consumer & Environmental Services Manager also administers and monitors the outcomes from the grant given to the Western Isles Citizens Advice Service.

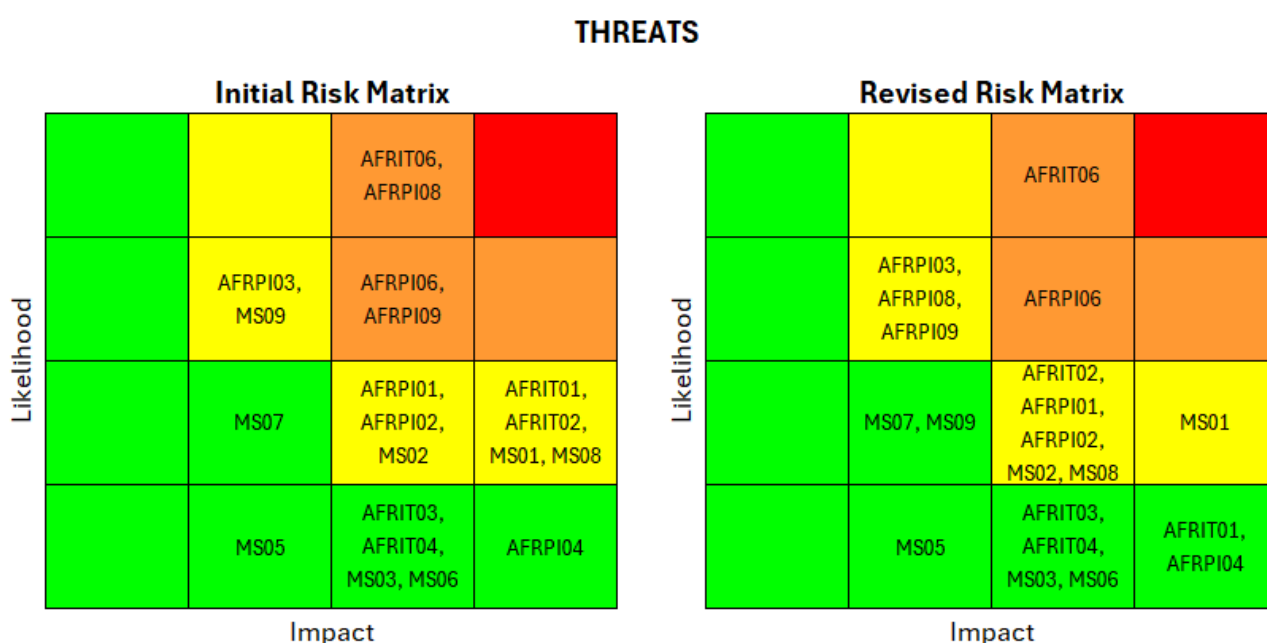
- 1.8. **Information Technology** develops, implements and maintains information technology related strategies and policies and manages the technical infrastructure over which the Comhairle transacts its business.
- 1.9. **Marine Operations** oversees the management and ongoing maintenance of Comhairle owned piers and harbours. Discharging the Comhairle's roles and responsibilities as statutory Harbour Authority. Provision of marine support and advice to Comhairle colleagues. Providing fuel services at several fishery piers. Discharging the Comhairle's role as Local Lighthouse Authority.
- 1.10. **Municipal Services** mission is to provide quality services which are recognised for excellence and efficiency. The service is currently organised around four operational areas:
- **Cleansing** aims to deliver the core municipal services of refuse collection; recycling collection; inter-island waste transfer; bulky waste uplift services; community skips; community managed household waste recycling centres; street cleansing; burial grounds; public conveniences and operates a seasonal abattoir in Stornoway.
 - **Environmental Management** aims to deliver the core municipal services of waste disposal and recycling processing and treatment, including the direct management of Comhairle household waste recycling centres.
 - **Garage & Fleet** aims to provide a one stop facility which covers maintenance, repairs, 24-hour recovery and insurance claim management for Comhairle owned vehicles as well as facilitating the purchase, hire and lease of vehicles used by the Comhairle. The Garage and Fleet Manager is also the Duty Holder for the Comhairle's HGV Transport Operators Licence.
 - **Transport** aims to provide public transport that is responsible for the day-to-day delivery and monitoring of school and public transport contracts across the islands; Public Service Obligation (PSO) contracted air services; and preparing, tendering awarding and monitoring approximately 90 contracts for school and public bus services for both internal and external clients and Community Transport. The Transport Manager is also responsible for the strategic and day to day management of Bus na Comhairle.

Calum Mackenzie
Chief Officer, Assets and Infrastructure

KEY AREAS OF RISK FOR THE YEAR AHEAD

- 2.1 The Comhairle currently recognises three levels of risk: Strategic risk aligned to the Comhairle's Corporate Strategy; Operational risk aligned to Service Business Plans; and Project risk concerned with specific projects.
- 2.2 Operational risks represent threats that may affect the achievement of service business plan actions, and the Service has identified significant risks for the coming year, and these shall be reviewed periodically.
- 2.3 The Initial Risk Matrix at Figure 1 represents the current risk profile of Assets and Infrastructure, and the Revised Risk Matrix represents the target risk profile once risk actions have been successfully implemented. 2.4 contains a list of identified risks, categorised by risk treatment.

Figure 1: Assets and Infrastructure Operational Risk Matrices



- 2.4 The Service has identified 20 threats, and these are listed below categorised by Risk Treatment:

Risks retained (acceptable level of risk)

14 risks identified are at an acceptable level and will continue to be monitored:

- AFRIT03 Loss of PSN Compliance.
- AFRIT04 Loss of Network provider.
- AFRPI01 Winter Maintenance budget exceeded.
- AFRPI02 Buildings become unsuitable for service delivery.
- AFRPI03 Reactive road maintenance is not undertaken.
- AFRPI04 Failure to adequately fulfil Health and Safety responsibilities.
- AFRPI06 Unavailability of a building due to flooding.
- AFRPI08 Delay to construction projects.
- MS001 Serious injury or death of employee or member of the public.
- MS002 Breakdown in specialist plant.
- MS003 Vehicles (Bus na Comhairle or Garage operations) fail inspections by Traffic Commissioners.
- MS005 Breach of regulations or PPC conditions at landfill site.
- MS006 Loss of pool of specialist vehicles (buses or refuse collection vehicles) or vehicle maintenance provision.
- MS007 Shortage of HGV drivers.

Risks reduced (action will be taken to reduce the risk to an acceptable level)

6 risks identified will be reduced:

- AFRIT01 Loss of Data.
 - *Risk Action:* Request for capital spend to purchase a third layer of data back-up.
- AFRIT02 Loss of access to computer systems due to a disaster situation at the Comhairle
 - *Risk Action:* Advance the draft Disaster Recovery Plan.
- AFRIT06 Switch off of analogue by BT.
 - *Risk Action:* BT have compiled list of sites and numbers. IT can then identify services associated with analogue numbers and discuss potential impact with services. Separate risk assessments may have to be undertaken at service level.
- AFRPI09 Inadequate operational resources.
 - *Risk Action:* Carry out a review of resources required across service areas and restructure as necessary.
- MS008 The ban on landfilling of Biodegradable Municipal Waste (BMW) Disposal, post 1 January 2026.
 - *Risk Action:* Secure haulage and disposal of 6000 tonnes of BMW to approved EfW plants.
- MS009 Shortage of Passenger Carrying Vehicles (PCV) drivers.
 - *Risk Action:* Look at options for supporting training for PCV drivers from other Services' staff.

- 2.5 Elected Members can view the full risk register in the Comhairle's performance management system, Interplan, within the Integrated Risk Management (IRM) module.

DELIVERING THE SERVICE BUSINESS PLAN AND ACHIEVING BEST VALUE

Strategic Outcomes

- 3.1 Assets and Infrastructure contribute to the strategic outcomes listed in Table 1 to support the delivery of the Comhairle's Strategic Priorities.

Table 1: Service alignment to Strategic Outcomes

LOIP	Strategic Priorities	Strategic Outcomes
1. Local Economy and Employment	1.1 Strengthen the local economy	1.1.2 Digitalisation supports the local infrastructure, customer engagement and business development. 1.1.3 Investment in our buildings and infrastructure maximises effectiveness of available internal and external funding source

LOIP	Strategic Priorities	Strategic Outcomes
2. Population and Connectivity	2.1 Support children, families, and young people	2.1.3 Schools are centres for lifelong learning and key assets for the community.
3. Housing and Community	3.1 Support caring and resilient communities and quality of life	3.1.1 The Gaelic language, natural heritage and cultural of our communities is supported and promoted. 3.1.3 Planning and infrastructure meet the needs of our communities. 3.1.4 Our communities are safe, inclusive, and resilient.
4. Governance Framework	4.1 Deliver Community Leadership	4.1.2 Reduction in our carbon footprint and development of an island route map to net zero. 4.1.3 Equality of opportunity is increased. 4.1.4 Efficient and sustainable services are provided to the community. 4.1.5 Effective governance of the Comhairle is in place.

Best Value

- 3.2 In working towards the ten strategic outcomes, the service aims to ensure that there is good governance and effective management of resources, with a focus on improvement, to deliver the best possible outcomes for the public and to make arrangements for the reporting to the public of the outcome of the performance of its functions. Table 2 lists the service outcomes established to support the delivery of the Service Business Plan (SBP) and to achieve Best Value.

Table 2: Service Outcomes

Delivering the SBP and achieving Best Value
<p>Service Outcomes</p> <ul style="list-style-type: none"> The Comhairle will be 'Technology Aware', at the forefront of efficiencies, and alert to security risks. The service demonstrates its aim for betterment and efficiency. Working together, the service ensures a focused team approach with deliverables that are clearly understood. The service provides Customer Excellence, including open communications and managed expectations. The service provides professional and efficient Consumer and Environmental services to facilitate the economic, environmental, and social development of the Outer Hebrides.

MEASURES AND ACTIONS

- 4.1 The next Best Value thematic focus is transformation, and the Accounts Commission will be auditing councils' plans for transformation as part of the 2024/25 annual audit. As set out in their [Transformation in councils](#) report (2024), "councils must prioritise and progress the delivery of their plans for transformation." The Commission's [Local government in Scotland: Financial bulletin 2023/24](#) (2025) highlights that "Scotland's councils continue to face severe financial pressures. The need to consult with communities, clearly communicate the impact on local services, whilst working together to shape and deliver urgently needed transformation, is more important than ever."
- 4.2 In December 2024, the Commission published a new Statutory Performance Information Direction. [Direction 2024](#) requires the Comhairle to report information about its performance in a way that enables the council to draw comparisons and make judgements in relation to the Comhairle's performance over time in comparison to other councils. The performance measures for the Service are detailed in Tables 3 - 11.
- 4.3 The Corporate Strategy was reviewed in 2023 to ensure that it continues to state and communicate the ambition, aspirations and commitments of the Comhairle. The overarching aim and ambition of the Corporate Strategy 2024-2027 is to retain and increase the population of the Outer Hebrides. It takes account of national priorities and local needs but does not include actions to achieve its strategic outcomes as these have been developed by the Corporate Management Team and included in the appropriate SBP for monitoring and reporting to ensure that the Comhairle's mission is achieved. The actions for the Service are detailed in Tables 12 - 17.

How we will measure our performance

- 4.4 The tables below are grouped by Strategic Priority and include the Corporate Strategy 'Measures of Success' Strategic Outcome KPIs that the service contributes to, the Local Government Benchmarking Framework (LGBF) SPIs that the service have prioritised for improvement, and the LPIs chosen by the service to strengthen its focus on improvement.
- 4.5 Each performance measure includes the baseline year and data, the target for 2025/26, and the aspirational target for 2030. The latest corporate performance reports are available on the Comhairle's [Best Value Performance Reporting](#) web page.

Strategic Priority **1.1 Strengthen the local economy.**

Strategic Outcome: **1.1.2 Digitalisation supports the local infrastructure, customer engagement and business development.**

Table 3: Performance Measures

Measure (KPI title)	Baseline	Target 2025/26	Target 2030	Service
1.1.2.CS01 - CD131 (DD075) (LGBF: ECON8 / SLAED:IG8): The percentage of residential and non-residential addresses where superfast broadband is available.	2019/20 83.1%	Scottish Average	Scottish Average	Assets and Infrastructure
1.1.2.CS02 - CD130 (SLAED:IG7): Percentage of residential and non-residential premises unable to access 10Mbps/s Broadband.	2019 6.4%	5%	5%	Assets and Infrastructure
1.1.2.CS03 - CD137 (SHS7.1): Percentage of Households with home internet access.	2019 81%	85%	85%	Assets and Infrastructure

Strategic Outcome: 1.1.3 Investment in our buildings and infrastructure maximises effectiveness of available internal and external funding source

Table 4: Performance Measures

Measure (KPI title)	Baseline	Target 2025/26	Target 2030	Service
1.1.3.CS02 - TS001 (LGBF: CORPAM1): Proportion of operational buildings that are suitable for their current use.	2019/20 76%	77%	80%	Assets, Property Management and Maintenance
1.1.3.CS03a - TS009ii (LGBF: ENV4a): Condition of the roads network: Cost of maintenance per kilometre of roads (both capital and revenue costs).	2019/20 £4,354	£5,451	£5,018	Civil Engineering
1.1.3.CS03b - TS010 (LGBF: ENV4b): Condition of the roads network: Percentage of A class roads that should be considered for maintenance treatment.	2018-20 34%	33%	30%	Civil Engineering
1.1.3.CS03c - TS011 (LGBF: ENV4c): Condition of the roads network: Percentage of B class roads that should be considered for maintenance treatment.	2018-20 37%	36%	30%	Civil Engineering
1.1.3.CS03d - TS012 (LGBF: ENV4d): Condition of the roads network: Percentage of C class roads that should be considered for maintenance treatment.	2018-19 48%	44%	35%	Civil Engineering
1.1.3.CS03e - TS013 (SPI2: ENV4e): Condition of the roads network: Percentage of Unclassified class roads that should be considered for maintenance treatment.	2016-20 44%	49%	45%	Civil Engineering
1.1.3.CS08: CD141: Marine sector – GVA: Na H-Eileanan Siar. (Trend)	2018 £49m	N/A	N/A	Marine Operations
1.1.3.CS09 – CD142: Marine sector - Turnover: Na H-Eileanan Siar. (Trend)	2018 £123m	N/A	N/A	Marine Operations
1.1.3.CS10 - CD143: Marine sector - Employment (000's): Na H-Eileanan Siar. (Trend)	2018 1.4	N/A	N/A	Marine Operations
1.1.3.CS11 - CD144: Fishing – (£M) GVA by Local Authority of vessel registration: Na H-Eileanan Siar. (Trend)	2018 £6.9	N/A	N/A	Marine Operations
1.1.3.CS12 - CD145: Fishing – (£M) value of landings by Local Authority of vessel registration: Na H-Eileanan Siar. (Trend)	2018 £13.9	N/A	N/A	Marine Operations
1.1.3.CS13 - CD146: Fishing – Employment headcount by Local Authority of vessel registration: Na H-Eileanan Siar. (Trend)	2018 303	N/A	N/A	Marine Operations
1.1.3.CS14 - CD147: Freight water transport - All freight traffic through Scottish ports by Scottish Marine Region: Outer Hebrides. (Trend)	2018 189,000T	N/A	N/A	Marine Operations

Strategic Priority 2.1 Support children, families, and young people**Strategic Outcome: 2.1.3 Schools are centres for lifelong learning and key assets for the community.**

Table 5: Performance Measures

Measure (KPI title)	Baseline	Target 2025/26	Target 2030	Service
2.1.3.CS02 - ECS201: The proportion of Primary schools reported as being in a good or satisfactory condition (measures the current state of the fabric of the school and with safety and security).	2020 100%	90%	90%	Assets, Property Management and Maintenance
2.1.3.CS03 - ECS202: The proportion of Secondary schools reported as being in a good or satisfactory condition (measures the current state of the fabric of the school and with safety and security).	2020 75%	75%	90%	Assets, Property Management and Maintenance
Measure (KPI title) – Capital Projects*	Baseline 2013-18	Outturn 2018-23	Budget 2023-28	Service
2.1.3.CS06 - Number of school capital projects completed / underway / started.	2013-18 26	56	48	Assets, Property Management and Maintenance
2.1.3.CS07 - Percentage completion of school capital projects budget spent.	2013-18 85%	76%	TBA	Assets, Property Management and Maintenance
2.1.3.CS08 - Percentage of school capital projects completed that are within budget.	2013-18 90%	100%	TBA	Assets, Property Management and Maintenance

* Removed from CS KPI Progress Report, as performance against budget is presented periodically to the Policy and Resources Committee in the Capital Monitoring Reports.

Strategic Priority 3.1 Support resilient communities and quality of life**Strategic Outcome: 3.1.1 The Gaelic language, natural heritage and cultural of our communities is supported and promoted.**

Table 6: Performance Measures

Measure (KPI title)	Baseline 2021/22	Target 2025/26	Target 2030	Service
3.1.1.CS01 – CE175: Number of assets in community ownership (Trend).	2019 59	N/A	N/A	Assets, Property Management and Maintenance
3.1.1.CS06 – CE176: Number of Community Asset Transfer (CAT) applications (received in any year) still to be determined as at 31 March (Trend).	2020/21 1	N/A	N/A	Assets, Property Management and Maintenance

Strategic Outcome: 3.1.3 Planning and infrastructure meet the needs of our communities.

Table 7: Performance Measures

Measure (KPI title)	Baseline	Target 2025/26	Target 2030	Service
3.1.3.CS05 - CD033 (TS020/TS021): Number of bus passengers recorded on all Outer Hebrides routes.	2019/20 326,488	320,000	320,000	Municipal Services - Transport

Bus passenger numbers take account of the slow return to normality post COVID-19. There was also a service reduction following the 2019 tender, so passenger number may not reach the 2019 baseline.

Strategic Priority **4.1 Deliver Community Leadership.**

Strategic Outcome: **4.1.2 Reduction in our carbon footprint and development of an island route map to net zero.**

Table 8: Performance Measures

Measure (KPI title)	Baseline	Target 2025/26	Target 2030	Service
4.1.2.CS03 - CD164: The amount (Tonnes) of household waste generated.	2019/20 13,710	14,300	14,700	Municipal Services - Environmental Management
4.1.2.CS04 - TS014 (LGBF: ENV06): Percentage of total household waste arising that is recycled.	2019/20 21%	36%	40%	Municipal Services - Environmental Management
4.1.2.CS05 - CD165: The amount (kilograms) of household waste generated and managed per person.	2019/20 513kg	540kg	550kg	Municipal Services - Environmental Management

Strategic Outcome: **4.1.3 Equality of opportunity is increased.**

Table 9: Performance Measures

Measure (KPI title)	Baseline	Trend 2025/26	Target 2030	Service
4.1.3.CS05 – CE166: Accessible transport: Number of concessionary fare passes issued to older people (60+). (Trend)	2020 8154	N/A	N/A	Municipal Services - Transport
4.1.3.CS05 – CE186: Accessible transport: Number of concessionary fare passes issued to people aged under 22. (Trend)	2022 1462	N/A	N/A	Municipal Services - Transport
4.1.3.CS06 – CE168: Accessible transport: Number of concessionary fare passes issued to disabled and visually impaired people, including companion. (Trend)	2020 329	N/A	N/A	Municipal Services - Transport

Strategic Outcome: **4.1.4 Efficient and sustainable services are provided to the community.**

Table 10: Performance Measures

Measure (KPI title)	Baseline	Target 2025/26	Target 2030	Service
4.1.4. CD133 (DD001) (LGBF: ENV05): Cost of Trading Standards and Environmental Health per 1,000 population.	2019/20 £36,302	£40,000	£37,000	Environmental Health and Trading Standards
4.1.4. CD132 (DD003) (LGBF: ENV05a): Cost of Trading Standards per 1,000 population.	2019/20 £12,537	£15,000	£13,000	Environmental Health and Trading Standards
4.1.4. CD135 (DD002) (SPI2: ENV05b): Cost of Environmental Health per 1,000 population.	2019/20 £23,765	£25,000	£24,000	Environmental Health and Trading Standards

Strategic Outcome: 4.1.5 Effective governance of the Comhairle is in place.

Table 11: Performance Measures

Measure (KPI title)	Baseline	Target 2025/26	Target 2030	Service
4.1.5. - AFR004: Percentage of system availability Mon-Fri 8am - 6pm (A).	2014/15 98%	95%	95%	Information Technology
4.1.5. - AFR005: Percentage (avg.) of Helpdesk calls responded to within agreed time.	2014/15 87%	95%	95%	Information Technology
4.1.5. - AFR066: Percentage of Customers satisfied with IT Services	2021/22 75%	85%	90%	Information Technology

What actions we will take

- 4.6 The SBP strengthens the links with the Corporate Strategy and the LOIP. The actions take into consideration the key areas of focus identified at section two whilst focusing on progressing the strategic outcomes.

Strategic Priority: 1.1 – Strengthen the local economy

Strategic Outcome: 1.1.2 Digitalisation supports the local infrastructure, customer engagement and business development.

Table 12: SBP Actions

Action	Service
1.1.2.1 Continue to lobby government for full fibre rollout to every community.	Information Technology

Strategic Outcome: 1.1.3 Investment in our buildings and infrastructure maximises effectiveness of available internal and external funding source

Table 13: SBP Actions

Action	Service
1.1.3.2 Deliver approved investment in the Comhairle's property estate.	Building Projects
1.1.3.7 Compile Roads Asset Status and Options Report Annually	Civil Engineering
1.1.3.8 Assess Condition and Suitability of Comhairle properties to inform investment requirements.	Assets, Property Management and Maintenance
1.1.3.9 Manage WISP operating contract and lifecycle fund delivery	Assets, Property Management and Maintenance
1.1.3.11 Manage service contracts to provide best value to Comhairle	Assets, Property Management and Maintenance
1.1.3.12 Manage operational handover process of new assets	Assets, Property Management and Maintenance
1.1.3.13 Develop IT solutions to enable flexible working and digitalisation of systems	Information Technology

Strategic Priority **3.1 Support resilient communities and quality of life**

Strategic Outcome: **3.1.3 Planning and infrastructure meet the needs of our communities.**

Table 14: SBP Actions

Action	Service
3.1.3.5 Manage Marine Infrastructure within Port Marine Safety Code	Marine Operations

Strategic Outcome: **3.1.4 Our communities are safe, inclusive, and resilient.**

Table 15: SBP Actions

Action	Service
3.1.4.3 Deliver the Consumer and Environmental Services Annual Plan.	Environmental Health and Trading Standards
3.1.4.9 Report on Progress with Local Road Safety Implementation Plan	Civil Engineering

Strategic Priority: **4.1 Deliver Community Leadership.**

Strategic Outcome: **4.1.2 Reduction in our carbon footprint and development of an island route map to net zero.**

Table 16: SBP Actions

Action	Service
4.1.2.1 Implement a waste management plan which meets the environmental considerations of the Outer Hebrides.	Municipal Services - Environmental Management

Strategic Outcome: **4.1.5 Effective governance of the Comhairle is in place.**

Table 17: SBP Actions

Action	Service
4.1.5.14 Manage corporate IT security and disaster recovery	Information Technology

RESOURCING THE PLAN

- 5.1 The funding and staffing resources identified to implement our SBP is summarised in Tables 18 - 20 as per the budget approved by Comhairle in February 2025 and the annual budget setting salary estimates exercise.

Revenue Budget 2025/26

- 5.2 Assets and Infrastructure has a Net Revenue Budget of £22,980,750, which is allocated across the service within the sections detailed in Table 18.

Table 18: Net Revenue Budget by Service Profile 2025/26

Detail	£	%
Assets, Property Management and Maintenance	3,196,826	13.91
Building Projects	26,571	0.12
Civil Engineering	4,509,859	19.62
Energy and Net Zero	-270,228	-1.18
Environmental Health and Trading Standards	906,272	3.94
Information Technology	1,640,389	7.14
Marine Operations	-527,309	-2.29
Municipal Services	13,498,370	58.74
Total	22,980,750	100

Capital Budget 2025/26

- 5.3 The Service has a Capital Budget of £9,899k which is allocated within the Service across the projects listed in Table 19.

Table 19: Capital Budget

Projects Capital Programme 2025/26	£000	%
Analogue to Digital Transformation	500	5
Burial Grounds	50	1
Information Technology	125	1
Marine Infrastructure	63	1
Property	930	9
Roads Maintenance	5,330	54
Scalpay Bridge	2,901	29
Total	9,899	100

Service Employees

- 5.4 Assets and Infrastructure have 233.44 FTE employees working across the service within the sections listed in Table 20. We support these employees to deliver their duties through a range of policies including personal appraisal and a robust training framework.

Table 20: FTE Employees

Service Profile	Number of FTE employees	%
Assets, Property Management and Maintenance	28.46	12
Building Projects	10.31	4
Civil Engineering	31.63	14
Energy and Net Zero	2.00	1
Environmental Health and Trading Standards	16.54	7
Information Technology	16.00	7
Marine Operations	4.41	2
Municipal Services	124.09	53
Total	233.44	100