

Comhairle nan Eilean Siar



Action and KPI Progress Report

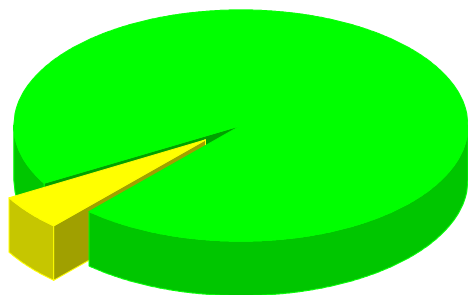
April 2025 - June 2025

*CHIEF EXECUTIVE'S DEPARTMENT: Assets and
Infrastructure*

OVERALL PERFORMANCE - CHIEF EXECUTIVE'S DEPARTMENT: ASSETS AND INFRASTRUCTURE

Actions

On Track	95.0%
Monitoring Required	5.0%
Off Track	0.0%
No Targets Set/ Ongoing	0.0%
Total:	100.0%

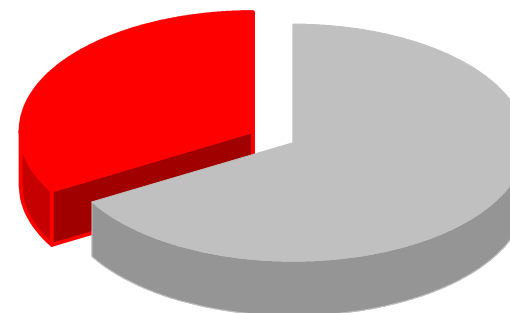


20 Actions reported on

19	Actions with at least 100% of target
1	Actions greater than 79 and less than 100% of target
0	Actions with less or equal to 79% of target
0	Actions with no target set / ongoing

KPIs

On Track	0.0%
Monitoring Required	0.0%
Off Track	33.3%
Annual	66.7%
Total:	100.0%



3 KPIs reported on

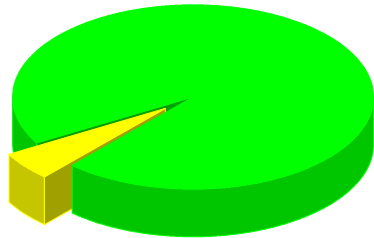
0	KPIs on track
0	KPIs monitoring required
1	KPIs off track
2	KPIs NA

Assets and Infrastructure

Business Unit Overall Performance - Assets and Infrastructure

Actions

On Track	95.0%
Monitoring Required	5.0%
Off Track	0.0%
No Targets Set / Ongoing	0.0%
Total:	100.0%

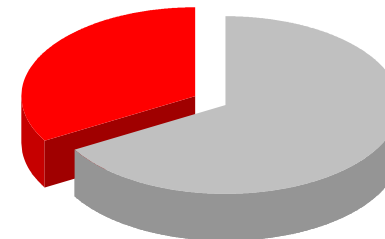


20 Actions reported on

19	Actions with at least 100% of target
1	Actions greater than 79 and less than 100% of target
0	Actions with less or equal to 79% of target
0	Actions with no target set / ongoing

KPIs

On Track	0.0%
Monitoring Required	0.0%
Off Track	33.3%
Annual	66.7%
Total:	100.0%



3 KPIs reported on

	KPIs on track
0	KPIs monitoring required
1	KPIs off track
2	KPIs NA

Comments - Assets and Infrastructure

2025/26 Quarter 1 Progress Comment:

The Assets and Infrastructure Business Unit reports to the Chief Executive through the Chief Officer, Assets and Infrastructure and includes services provided by Municipal Services and Consumer and Environmental Services.

The key challenges for the Assets and Infrastructure Business Unit include the effective maintenance of all Comhairle infrastructure, which supports public service provision and economic stability, and the delivery of key public services such as transportation, waste management and cleansing. This is in the context of increasing utility and construction costs, against a background of decreasing capital and revenue funding.

Comhairle officers are working together to capture as much additional funding for investment as possible. Specific examples relating to Roads Investment are that of Scottish Government's Roads Safety Strategy, which is providing focussed investment based on its Framework to 2030, and SG's commitment to investment in Active Travel interventions. Updates will be provided through relevant Comhairle Committees.

In light of all these challenges and diminishing resources it is more important now than ever to have strategic investment plans to enable effective decision making. The "Place" principle is being promoted and modelled for use in the context that such process will be fundamental to Government Investment Sources.

Climate Change issues, including Net Zero route-mapping, and Climate Adaptation are growing commitments for National and Local Government. Resources required to meet the various commitments are being discussed through COSLA. The Comhairle will also consider resources and structures required during the development of the corporate strategy and the imminent Major Offshore and Onshore developments. A number of workstreams have taken place in collaboration with SFT and other local authorities to share knowledge and experience in these areas and also to identify funding sources for relevant interventions. A Major Developments Oversight Board has been established and discussions have commenced with developers with regard to construction traffic management planning.

A major challenge for the Comhairle is the implementation of regulation in respect of the disposal of non-recyclable municipal waste to landfill. A draft Waste Management Strategy has been prepared for consideration at the April 2025 committee series. Meantime a pilot project in Benbecula is being established in an attempt to reduce waste volumes and cost of disposal.

A review of the property estate is underway in the context of devolved and flexible working. Priority is being put on identifying accommodation options in Benbecula and Stornoway, whilst work continues on developing the Barra and Vatersay Community Campus. Employees have predominantly opted for hybrid work arrangements and there is a marked increase in occupancy of the Stornoway office in particular. A policy for hybrid working has been agreed through CMT. SEPA has taken up residence in the Stornoway Offices and discussions are ongoing with other partner agencies in relation to co-occupancy.

The IT Section has had to focus attention on recovery from a cyber attack incident in November 2023. Consistent progress has been made in the rebuilding of corporate systems through an Incident Management Team, which has now discharged its duties and management of ongoing actions has reverted to Business as Usual. An interim management structure has been implemented and recruitment to vacant posts is complete. A consultation on the merging of Corporate and Schools IT sections is currently in progress.

The Chief Officer, Assets and Infrastructure and the Head of Law and Governance are Leading the Comhairle's Digital Transformation and Innovation Project and will report progress through CMT, Budget Board and P&R Committee.

Contact has been made with Scottish Government officials with regard to digital connectivity across the Western Isles. A SG representative provided an update at the April T&I Committee meeting and there was a further meeting with officers on 22 July where an update on current survey locations was provided. An update on the percentage of properties within the Western Isles to benefit from R100 and Project Gigabyte is yet to be provided.

Contact has also been made with Scottish Government's Flood Risk team with regards to ongoing support with the management of the potential Climate Change impacts across the Western Isles, however with a specific focus in the Uists. A Caledonian University project has been established in Barra and Vatersay (Muir is Tir) where specific elements in relation to climate change

and coastal impacts are being considered.

Restructuring exercises for all sections within the Assets and Infrastructure business unit will be reviewed and aligned with corporate strategy and the revised corporate structure. Meantime proposals are being developed for consultation.

The impact of the cyber attack, combined with diminishing resources, has impacted on the ability to deliver some of the Business Plan Actions. A number of actions have been marked as complete in light of the revised budget strategy approved in February 2023, and emerging service priorities.

Budgets have been set for 2025/26 and constant monitoring will be required to remain within tolerances.

Investment in existing infrastructure remains challenging in the financial environment. Deterioration in asset condition is to be expected with investment having to be prioritised across various asset types and services.

Marine investment requirements in relation to the Little Minch replacement vessels are progressing through consultation with Transport Scotland, as are developments with the Small Vessel Replacement Programme, which serves the Sound of Barra and Sound of Harris.

The first phase of investment at Lochmaddy Pier to accommodate the new Little Minch vessels is complete. Further works required to accommodate the change in vessel will be confirmed on conclusion of further investigations.

Work to replace expansion joints on Scalpay bridge are complete. Further works on bearing replacement are being programmed for September 2025.

Capital investment in the education estate is presenting challenging timescales for delivery, which are being prioritised with the Department. Additional Support Needs adaptations are currently on site at The Nicolson Institute and Castlebay School.

Calum Mackenzie, Chief Officer, Assets and Infrastructure, 18 August 2025.


Action Progress - Assets and Infrastructure

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

Objective:

Service Profile

Information Technology

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.2.1.Continue to lobby government for full fibre rollout to every community.	Calum Mackenzie - Chief Officer, Assets and Infrastructure	In Progress	01/04/2022	31/03/2027	25%	25%	 GREEN
ACTION PROGRESS COMMENTS <p>The Scottish Government has committed to providing superfast broadband access - speeds of at least 30Mbps - to every home and business in Scotland. Unique in the UK, the Reaching 100% (R100) programme builds on the success of the Digital Scotland Superfast Broadband DSSB programme and will ensure universal superfast broadband access.</p> <p>Achieving 100% high-speed broadband coverage throughout the Outer Hebrides is a strategic priority for the Comhairle and a key action from the joint Comhairle / HIE Economic Recovery Strategy. Covid-19 has highlighted and accelerated the increasing importance of digital connectivity to our communities providing a number of direct economic and social benefits. While the Scottish Government has always maintained that the initial R100 programme will not reach every premises in Scotland and that additional funding, or alternatively, innovative technological solutions will be required to ensure delivery, it is now imperative that every premise across the Outer Hebrides receives equitable coverage notwithstanding geographical and dispersed population challenges.</p> <p>The scope of the R100 rollout has now been finalised, and all individual addresses can be checked online on the Digital Scotland website, at:</p>							



<https://www.scotlandsuperfast.com/how-can-i-get-it/check-my-address>, to see if they will be:

- getting fibre by the end of 2021
- getting it in the next phase (2022-2027)
- they are not going to be included at all

It is also estimated that there are a further c.2000 property in the Western Isles which are not going to be included in the R100 rollout, and so they will be eligible for a voucher worth up to £5000 towards installation. These vouchers can be combined within communities, and this would be done by a community fibre partnership through BT Openreach, with one member of the community acting as the lead. BT Openreach has appointed Community Fibre Partnership Engagement Managers.

The Comhairle will continue to lobby government for full fibre rollout to every community and provide regular updates to the public on the rollout of the R100 accordingly.

Officers have engaged with Colleagues in HIE regarding the provision in Uist through the re-population zone initiative.

Scottish Government representatives attended T&I Committee April 25.


SG and BT Openreach representatives met with Comhairle Officers on 22 July 25 to provide overview of current survey work for rollout of R100 and Project Gigabyte. Extent of coverage to be achieved not yet available.

Strategic 1.1.3. Investment in our buildings and infrastructure maximises effectiveness of available internal and external funding sources.

Objective:

Service Profile

Building Projects

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.3.2.Deliver approved investment in the Comhairle's property estate.	Norrie MacDonald - TS - Building Projects Manager	Completed	01/04/2022	31/03/2026	100%	25%	 GREEN

ACTION PROGRESS COMMENTS

Significantly progress was made in the completion of design and issue to the market of several works projects. A number of projects are developing through detailed stages toward tender issue. Feasibility studies and cost estimates have been provided, or are ongoing, for a number of projects. However, significant delivery risks continue with a volatile market due to construction cost increases and availability of contractor resources and skilled labour.


A number of new projects have arisen in 2024/25 that have strict delivery timelines, linked to external grant funding. These have resulted in reassessment and re-ordering of priorities.

Project list being maintained on monthly basis for management use. Not publicly available due to commercial sensitivity of information.

All projects being managed in context of construction industry challenges relative to national and local economic conditions.

Service Profile

Marine Operations

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.3.6.Compile investment needs for Marine Infrastructure within Marine Assets Masterplan	Kenneth Morrison - TS - Harbour Master	Completed	01/04/2022	31/03/2027	100%	25%	 GREEN

ACTION PROGRESS COMMENTS

Capital Investment budgets have been agreed for Comhairle services and infrastructure requirements for the period 2023 to 2028.

Audits continue to be undertaken across the marine assets estate which highlight investment needs and priorities.

Investment requirements and desirable interventions will be updated as part of the Corporate Asset Management Process agreed by the Comhairle in March 2023.

Targets have been adjusted to reflect the ongoing nature of asset planning which is required to be adaptable to financial resource and investment opportunities as they arise.

Requirements in relation to Little Minch Infrastructure required for new vessels being progressed through Transport Scotland.

Infrastructure upgrades for the Small Vessels Replacement programme (Sound of Harris and Sound of Barra) being considered.


Masterplanning in progress with data being recovered and re-presented in GIS following data loss through cyber attack.

Minor works projects for 2024/25 being delivered. 2025/26 minor projects highlighted for delivery by SPF Funding.

Consideration given to projects through CRF.

Service Profile

Civil Engineering

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.3.7.Compile Roads Asset Status and Options Report Annually	Colin Maciver - Civil Engineering Manager	In Progress	01/04/2022	31/03/2026	25%	25%	 GREEN


ACTION PROGRESS COMMENTS

2021/22 ASOR presented to committee in February 2023.

Cyber attack has seriously impacted the ability to access data required to compile ASOR for 2022/23. Efforts being made to ensure relevant data is captured while systems are rebuilt to enable the 2024/25 ASOR to be prepared and presented to T&I Committee in September 2025.

Service Profile

Assets, Property Management and Maintenance

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.3.8.Assess Condition and Suitability of Comhairle properties to inform investment requirements.	Murdo Murray - Mo - Property Manager	In Progress	01/04/2022	31/03/2026	25%	25%	 GREEN

ACTION PROGRESS COMMENTS


Investment Needs continue to be collated in relation to Service and Statutory requirements. Historic templates and data are unable to be accessed due to the cyber incident on 7 November 2023. This has led to a delay in concluding surveys for 2023/24, however departmental priorities are being progressed as resources allow.

12/07/2024 - 2023/24 condition and suitability surveys have been completed. Department priorities continue to be progressed as resources allow.

12/08/25 – 2024/2025 Condition and Suitability Surveys have been completed. Corporate and Client Department priorities are being progressed within available resources.

Service Profile

Assets, Property Management and Maintenance

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.3.9.Manage WISP operating contract and lifecycle fund delivery	Murdo Murray - Mo - Property Manager	In Progress	01/04/2022	31/03/2026	25%	25%	 GREEN

ACTION PROGRESS COMMENTS


Operating contract being managed through regular meetings with Education Service and Contractor. Monthly contract and finance review being undertaken.

Lifecycle investment plans being delivered.

12/08/25 – Management of the WISP FM/LCM contract continues to be administered through regular performance and financial monitoring meetings held with both the Operational contractor and Client Department.

Service Profile

Assets, Property Management and Maintenance

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.3.11.Manage service contracts to provide best value to Comhairle	Chris Martin - Operations Manager	In Progress	01/04/2022	31/03/2026	25%	25%	 GREEN


ACTION PROGRESS COMMENTS

All service contracts continue to be managed strictly in accordance with the terms and conditions of the Trades Framework Agreement 2021-2025

Grounds Maintenance Contract being managed throughout season.

Service Profile

Assets, Property Management and Maintenance


ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.3.12.Manage operational handover process of new assets	Chris Martin - Operations Manager	In Progress	01/04/2022	31/03/2026	25%	25%	 GREEN

ACTION PROGRESS COMMENTS

Both the Property and the Maintenance teams were represented throughout the recent handover and commissioning phase of the Lewis Residential Care project.

Service Profile

Information Technology

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.3.13.Develop IT solutions to enable flexible working and digitalisation of systems	Malcolm Nicol - IT Manager	In Progress	01/04/2022	31/03/2026	25%	25%	 GREEN

ACTION PROGRESS COMMENTS


IT solutions for flexible working in place.

Project Team established to progress digital solutions. Members of team participating in SG Digital Office Data Maturity Assessment which will allow the current organisational status to be assessed and improvements prioritised.

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

Objective:**Service Profile**

Marine Operations


ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.3.5.Manage Marine Infrastructure within Port Marine Safety Code	Kenneth Morrison - TS - Harbour Master	In Progress	01/04/2022	31/03/2026	25%	25%	 GREEN
ACTION PROGRESS COMMENTS <p>The Comhairle continues to comply with the requirements of the Port Marine Safety Code (The Code). In recognition of its duties to comply with The Code, Comhairle Harbour's there is an externally appointed external Designated Person (DP) who will provide independent assurance to the Harbour Board (T&I Committee) on compliance. The Designated Person provides 3 reports per year to the Harbour Board.</p> <p>The DP has confirmed the Comhairle's current compliance with the Code.</p>							

Strategic 3.1.4.Our communities are safe, inclusive, and resilient.

Objective:


Service Profile

Environmental Health and Trading Standards

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.4.3.Deliver the Consumer and Environmental Services Annual Plan.	Christine M. Morrison - Com - Consumer & Environmental Services Manager	In Progress	01/04/2022	31/03/2027	25%	25%	 GREEN
ACTION PROGRESS COMMENTS <p>The Service continues to work towards its Annual Service Plan, including carrying out 180 Food Visits, issuing over 375 licences and Registrations. The Services also dealt with over 310 recorded service requests.</p>							


Service Profile

Civil Engineering

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.4.8.Compile a Local Road Safety Strategy and Implementation Plan aligned with Scotland's Road Safety Framework to 2030.	Colin Maciver - Civil Engineering Manager	In Progress	01/04/2022	31/03/2026	25%	25%	 GREEN
ACTION PROGRESS COMMENTS <p>Review of existing Road Safety Policy commenced, discussion with partners regarding strategy and future funding opportunities ongoing. This is being progressed in parallel with Scotland's Road Safety Framework to 2030.</p> <p>Various initiatives being progressed, however Policy yet to be completed. Target dates adjusted to reflect resource availability.</p> <p>Cyber incident has impacted on preparation of Plan, however initiatives consistent with SG framework being progressed.</p> <p>Road Safety Improvement Fund for 2024/25 accepted, installation of further High Friction Surfacing undertaken through the summer of 2024. Efforts continue to recover draft documentation of the Local Road Safety Plan following cyber attack.</p> <p>Collaboration being undertaken with partner organisations and other LAs in relation with casualty reduction targets.</p>							

Service Profile

Civil Engineering


ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.4.9.Report on Progress with Local Road Safety Implementation Plan	Colin Maciver - Civil Engineering Manager	In Progress	01/04/2022	31/03/2026	25%	25%	 GREEN
ACTION PROGRESS COMMENTS <p>Creation of a formal implementation plan has been delayed due to the loss of data following the cyber attack. Delivery of local road safety actions continue. Liaison with national and local external organisations through the Western Isles Operation Road Safety Group and the Road Safety Framework Local Partnership Forum - North continues.</p> <p>Local actions being progressed alongside active travel initiatives.</p> <p>20mph limits implemented in Castlebay.</p> <p>Update Report to November 2025 Committee</p>							

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

Objective:

Service Profile

Municipal Services - Environmental Management


ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.2.1.Implement a waste management plan which meets the environmental considerations of the Outer Hebrides.	Iain N Campbell - TS - Senior Recycling and Community Officer	In Progress	01/04/2019	31/12/2025	25%	25%	 GREEN
ACTION PROGRESS COMMENTS <p>A (Draft) Waste Strategy is due to be considered at T&I on 30th April 2025 covering waste management operations 2025 - 2030 in line with Scotland's Circular Economy and Waste Route Map to 2030.</p> <p>The final stages of installation are taking place for plant to be installed in Market Stance to allow residual waste from Uist and Barra to be treated before being sent to Energy from Waste, meaning this waste will no longer be sent to Landfill at Bennadrove. It is intended to have this plant operational by mid September 2025. CNES will utilise data from this new plant and consider options for the proposed ban on Biodegradable Municipal Waste to landfill expected to take effect at the start of 2026.</p>							

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

Objective:

Service Profile


Information Technology

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.14.Manage corporate IT security and disaster recovery	Malcolm Nicol - IT Manager	In Progress	01/04/2022	31/03/2026	25%	25%	 GREEN
ACTION PROGRESS COMMENTS <p>On premises and back-up infrastructure re-built.</p> <p>Revised procedures and contracts for 24/7 Offsite monitoring in place.</p>							

Systems audited by external agencies with positive feedback.


Service Profile

Information Technology

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.25.(4.1.1.120) CIAP: Implement the Information Management self-assessment recommendations	Calum Mackenzie - Chief Officer, Assets and Infrastructure	In Progress	22/06/2021	31/12/2026	90%	90%	 GREEN
ACTION PROGRESS COMMENTS <p>The key findings of the Information Management self-assessment were presented to the Audit and Scrutiny Committee 22 June 2021. The two priority recommendations and the area for future development identified from the self-assessment were found to be partly implemented as at 31 March 2024. As further work is required to meet the objectives, this CIAP Action is carried forward to the 2024/25 business plan for implementation by late 2024 and the End Date in Interplan updated accordingly. The progress will be reported to the Audit and Scrutiny Committee within the Continuous Improvement Action Plan (CIAP) for scrutiny.</p> <p>The two priority recommendations include (1) a refresh of the IT Strategy and (2) a review of IT security, with consideration to be given to the continued change from office to home working environments and the effects this may have on information security moving forward to ensure the integrity of corporate information in a home working environment. Work on both priorities is underway.</p> <p>The area for future development requires the continuation of employee training to raise awareness of the importance of, and legal requirements relating to, information security.</p> <p>The IT Strategy is required to reflect service and operational requirements of the Comhairle, which to date have not been clarified, as services have been adapting to COVID restrictions and return to office working. Various actions have been undertaken to improve information management and security over the period, such as implementing two-factor (2FA) authentication. Work continues on modes of working and targets changed to account for further development in these areas.</p> <p>The Comhairle experienced a criminal cyber incident on 7 November 2023. The IT strategy is under revision following the cyber incident. Key themes will include cloud based solutions where appropriate. Due to the impact and resource implications of the cyber incident, the IT Strategy will need to be considerate of the ongoing learning outcomes and financial implications of the IT system rebuild. These are currently being reviewed through the Incident Management Team (IMT).</p> <p>The IMT has discharged its duties and remaining action are incorporated into Business as Usual.</p> <p>Action 1 Review of strategy remains ongoing. Target times have been revised to allow the strategy to be developed alongside a business digitalisation transformation project.</p> <p>Action 2 is complete as revised security infrastructure and procedures are in place.</p>							

Service Profile

Municipal Services - Transport

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.72.CIAP: Implement the Garage and Fleet Trading Operation Internal Audit Follow Up Review (FU09-23/24) recommendations.	Colm Fraser - Head of Municipal Services	In Progress	03/10/2023	31/03/2026	65%	70%	 YELLOW
ACTION PROGRESS COMMENTS <p>As per the Garage and Fleet Trading Operation Internal Audit Follow Up Review (FU09-23/24) 6 January 2025, Internal Audit note that out of the 11 follow up recommendations made in the original report 6 appear to have been fully implemented, and management have confirmed that the remaining recommendations will be implemented as soon as is feasible.</p> <p>- Action (2.1) recommended: Good practice would be for the Comhairle to have Corporate Fleet Replacement policy in order to promote best value and ensure a consistent approach across all departments. In order to be put in place as soon as is practicably possible consideration should be given to a consultancy review into best practices for Fleet Management and Replacement to identify and quantify the level of efficiencies that could be made. Action By: CMT/Head of Municipal Services</p> <p>- Progress as at (06/01/2025): A number of sections within the Comhairle have an agreed fleet replacement programme (e.g. Cleansing Services, Roads). However, there is no overall fleet policy. An external consultancy review has been suggested by Municipal Services.</p>							

- Action outstanding: A Corporate Fleet Replacement Policy and Strategy should be progressed.

Progress update:

Head off Municipal Services is looking at options for Cleansing Services vehicles, in terms of leasing, new and second-hand purchase to determine best value. If successful can be rolled out to other services. A consultancy review is also still being considered. (1/8/25)

- Action (2.2) recommended: Manual stocktakes must take place to identify any errors and to ensure an accurate position prior to the implementation of the new fleet management system. Consideration should also be given to undertaking regular sectional stocktakes during the year to ensure a higher level of accuracy in stock recording. Action By: Garage & Fleet Services Manager

- Progress as at (06/01/2025): Fleet Management Systems were lost following cyber-attack. Work is ongoing to reinstate data. When this task is completed, it is the intention to carry out numerous mini stock check during the year. An apprentice has also started in 2025, which will help speed up the data entry allowing an effective stocktake.

- Action outstanding: A full stocktake should be undertaken asap, and therein completed annually prior to the end of the financial year, with mini stock takes throughout the year to supplement. In addition, consideration should be given to the installation of CCTV in the stockroom.

Progress update:

Stock take undertaken and CCTV installed . Looking at mini stocktakes with utilising new fleet management system (1/8/25)

- Action (2.3) recommended: Consideration should be given to the setting up of a Vehicle Framework for hired-in vehicles so as a consistent approach is adopted for costly long term hires, as well as ensuring best value practices. Action By: Senior Procurement Officer

- Progress as at (06/01/2025): Framework still due to be implemented, progress was halted following the cyber-attack but is expected to be in place in early 2025.

- Action outstanding: Still to be implemented but progress is being made.

Progress update:

Initial discussion between Head of Municipal Services and Senior Procurement Officer (1/8/25)

- Action (2.6) recommended: Staff training of the new system and use of tablets prior to the system being implemented as well as how to use the tablets for allocating stock, job cards and other digitised processes. Action By: Garage & Fleet Services Manager

- Progress as at (06/01/2025): Implementation of new system (Distinctive Systems) delayed due to cyber-attack. Access to system only recently achieved but all information entered has been lost. A new member of staff has just been employed to assist with entering relevant data and get the system to a position to go live, this is likely to take up to 12 months to achieve.

- Action outstanding: New system training to be undertaken prior to system going fully live.

Progress update:

Most data now on system however, system has still not gone fully live as there are some connectivity issues that have to be resolved.(1/8/25)

- Action (2.10) recommended: SLAs should be signed, returned and kept on file to indicate agreement with the information and terms and to ensure best practice. Action By: Garage & Fleet Services Manager

- Progress as at (06/01/2025): SLA's issues in 2024 were requested to be signed and returned.

- Action outstanding: These should be returned and filed, with a process in place to review regularly.


Progress update:

New SLA's issued annually requiring Service users to sign and return.

Complete (1/8/25)

Service Profile

Marine Operations

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.77.CIAP: Implement the Piers – Marine Fuel Internal Audit Follow Up Review (FU14-23/24) recommendations.	Kenneth Morrison - TS - Harbour Master	In Progress	24/05/2024	31/03/2026	60%	60%	 GREEN

ACTION PROGRESS COMMENTS

As per the Piers – Marine Fuel Internal Audit Follow Up Review (FU14-23/24) 16 December 2024, Internal Audit note that out of the 5 follow up recommendations made in the original 2

appear to have been fully implemented, and management have confirmed that the remaining recommendations will be implemented shortly.

- Action (2.1) recommended: The Harbour Master ensures that Health and Safety guidance specific to marine fuel is put in place at all the piers or provided to all users and evidence provided of receipt. Action By: Harbour Master
- Progress as at 16 December 2024: A Health and Safety Guidelines for Marine Fuel Users has been created aiming to ensure safe and efficient operations, protect the environment, and minimise risks to users and the public.
- Action outstanding: The Guidelines to be sent to all users of the Comhairle Marine Fuel System. We are working with the Fuel Management Provider to have a process where having read and agreed with the guidelines is required before access to fuelling.

Progress update:

- Action (2.2) recommended: A risk assessment should be undertaken initially at all the facilities which will inform the Health and Safety guidance. Action By: Harbour Master
- Progress as at 16 December 2024: Risk Assessment for Vessels Refuelling at Unmanned Fuelling Facilities has been undertaken. The Oil spill Contingency Plan is out for MCA approval and includes site specific risk assessments
- Action outstanding: The Risk Assessment is to be shared with users at same time as The Health and Safety Guidelines for Marine Fuel Users document. Once on-site process for acknowledgement is agreed these documents will be sent out to all users.


Progress update:

- Action (2.5) recommended: Consideration be given for training to be provided to an additional member of staff in the event of such eventualities in order that the operation can be run without disruption to the service. Action By: Harbour Master
 - Progress as at 16 December 2024: There are currently 2 members of staff who are able to carry out all the required duties to ensure that the operation will operate without disruptions. New Admin Apprentice recruited.
 - Action outstanding: The Admin Support Apprentice recruited and based in Balivanich started in August and is expected to be trained in Marine fuel and other harbour related work in the New Year.
- Progress update: Admin support in Balivanich are now able to carry out invoicing

Targets adjusted to allow for resource management

Service Profile

Information Technology

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.78.CIAP: Implement the Cyber Attack Response Internal Audit Follow Up Review (FU08-24/25) recommendations.	Calum Mackenzie - Chief Officer, Assets and Infrastructure	In Progress	04/11/2024	31/03/2026	50%	25%	

ACTION PROGRESS COMMENTS

The Internal Audit Report on the Cyber-Attack of November 2023, and the Lessons Learnt Final report Ref: 23/24-24 was issued on the 23 October 2024, with an initial follow up undertaken in January 2025 and an additional follow up undertaken in May 2025. Recovery work is still ongoing. From their follow up testing so far, Internal Audit note that out of the 10 recommendations made in the original report 5 have now been fully implemented as far as is possible and work is underway on the remainder. Internal Audit will continue to track progress.

Recommendations Partly implemented:

- Action (2.2) recommended: Implement the advice of the NCSC as well as following industry best practices to implement a series of additional security measures which are up to current global standards. Action By: IT Manager
- Progress to 23 May 2025 - Please see here for full details of the NCSC cyber security principals - 10 Steps to Cyber Security: <https://www.ncsc.gov.uk/collection/10-steps>.
- Engagement and Training – Information Security Training course updated. IT Manager engaging with Improvement Service regarding cyber security training to allow the usage of funding for section online training for whole department. IT regularly send out security updates to all staff. 13/03/2025 – Training deployed and monitored. Fully Implemented.
 - Architecture and configuration – redesign of our architecture was carried out and a multi-layer secure configuration put in place. Immutable backups on prem and in the cloud deployed and tested weekly. Email is protected via the Email Security blue print. Lateral movement significantly reduced. MXDR deployed. Management network significantly restricted.
 - Vulnerability Management – We run ad hoc Nessus scans across the network. Notifications from the Scottish Government monitored, 3rd party Cyber security sites regularly used to

inform on latest threats.

- Identity and access management – Geo locked MFA in place for all users including M365 admin users. Some systems do not have MFA capabilities built into them. Nobody is given access to data they don't need access.
- Data Security – Valuable cloud data is protected at rest and in transit via various methods: disk encryption, SSLVPN, IPSEC VPN. Only authorised users have access to council data. Email is protected via the Email Security blue print. Immutable backups on prem and in the cloud deployed and tested weekly.

• Logging and Monitoring – 24/7/365 Monitoring and logging has been put in place.

- Incident management – Cyber incident response plan currently being developed Supply Chain Security – Systems and Software are generally known as good, the Comhairle does not use unknown software on its estate, any cloud systems that are procured are asked for their responses to the NCSC 13 cloud principles and also their compliance with CAIQ framework is checked. Generally IT systems and products are bought through government frameworks which have additional controls in place for supply chain security.

Progress update 22/05/2025 – Asset management is available via a number of tools that IT use so this point is completed, Exercise in a box is something that will be planned in before the end of 2025, Nessus Scans will be run quarterly, and the denial of service attack process is documented in the CIRP. IT Manager will add detailed cyber risks to departmental risk register by end of July 2025.

- Action outstanding as at 23 May 2025:

- Risk Management – Detailed specific cyber security risks to be added to departmental risk register.
- Testing and Exercise in a box when plans are complete.

- Action (2.6) recommended: Any future merger of the corporate and schools IT sections should ensure that they are maintained on separate networks to minimise any future cyber-attack impacts. Action By: Chief Officer Assets & Infrastructure/ Chief Officer Education & Children's Services

- Progress as at 14 January 2025: Document being prepared for consultation to commence January 2025.

- Action outstanding as at 23 May 2025: For this action to complete the potential merger process needs to be looked at in more detail. No further action required at this time.

- Action (2.7) recommended: Where further improvements to IT security can be made, consider that these should be put forward to CMT and, if required, Members at the earliest opportunity should the costs involved be significant to the Comhairle. Action By: IT Manager

- Progress to date: No work has been carried out on this action point.

13/03/2025 IT Manager and Infrastructure and Security Manager meet monthly to discuss current security issues and future security requirements, along with reviews of how current security products are performing, a report will be produced for CMT seeking additional funding for additional security measures.

22/05/2025 At present we have not identified any new additional security products that would require additional funding via CMT, during recovery CMT approved funding for a number of additional tools that have been deployed and we have added a few additional monitoring tools through our existing budget, however this is an ongoing process due to the continually changing threat landscape, we will continue to review the security threats and if we feel additional tools are required a report will be presented to CMT for consideration. I consider this action point complete.

- Action outstanding as at 23 May 2025: Request to CMT / Members for additional funding for security products only when required. No further action at present.

- Action (2.8) recommended: Investment in training and development should be planned as part of IT workforce plans from a staffing resiliency perspective. Action By: IT Manager

- Progress as at 14 January 2025: IT Manager engaging with Improvement Service regarding cyber security training to allow the usage of funding to be used for a subscription to an online training platform so all the IT Section can benefit and upskill, if unsuccessful IT Manager will request budget to procure the platform internally.

Progress update 13 March 2025: No funding is available from the Improvement Service as it is being directed to other public sector bodies. IT Manager to report to Head of Service to request additional funding for an Online training platform for IT staff with mandatory cyber training and personal development training.

Progress update 22/05/2025 – A training plan will be produced detailing IT training requirements and suitable training will be put in place before the end of 2025.

- Action outstanding: Investment in training and development

- Action (2.9) recommended: Ensure that training on cyber resiliency and awareness is mandatory for all staff and monitored closely to ensure the training itself remains relevant and that staff are undertaking said training. Action By: Chief Officer HR & Performance

- Progress as at 14 January 2025: Internal Training and IT are developing an updated training course on cyber security. List of mandatory training courses now on LearnPro.

- Progress update 13 March 2025: Information security training has been rolled out to all staff and has received high praise, training department to follow up with end users who have not

completed the course.

The IT Manager conducted a Phishing exercise organisation wide, breached users were directed to a phishing training exercise, IT manager followed up the exercise with results, further instruction and a reminder to complete the phishing training.

- Action outstanding 23/05/25: Training department to follow up with users who have not completed the training on learn pro.

- Action (2.10) recommended: Cyber Disaster Recovery Plans and Cyber Incident Response Plans as detailed in previous Audit Scotland recommendations, should be prepared and tested, primarily as a measure to enable appropriate responses to future attacks, attempted or actual. Action By: IT Manager

- Progress as at 14 January 2025: Cyber incident response plan, Disaster recovery plan and Business continuity plan are all currently in development.


- Progress update 13 March 2025: Plans continue to be written.

- Progress update 22 March 2025: Plans will be available for June committees'. Testing will be an ongoing process carried out throughout the year.

- Action outstanding 23/05/25: Testing to be carried out.

Service Profile

Municipal Services - Cleansing

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.81.CIAP: Implement the Waste Disposal & Refuse Collection Internal Audit Follow Up Review (FU02-24/25) recommendations.	Colm Fraser - Head of Municipal Services	In Progress	10/07/2024	31/12/2025	65%	50%	 GREEN

ACTION PROGRESS COMMENTS

As per the Waste Disposal & Refuse Collection Internal Audit Follow Up Review (FU02-24/25) dated 28 May 2025, Internal Audit note that out of the 8 recommendations made in the original report 3 have been fully implemented and management have confirmed that the remaining recommendations will be implemented by December 2025.

- Action (2.1) recommended: Annual review of the Comhairle nan Eilean Siar Waste Management Strategy and timely reviews of the document to ensure it remains relevant.

- Action By: Head of Municipal Services

- Progress as at 28 May 2025: A draft 2025-30 Strategy went to the April 2025 Series of meetings and the final version will go to the June Series.

- Action outstanding: Final version to be submitted to committee in June 2025.

Progress update: Complete Final version submitted to June Series (1/8/25)

- Action (2.4) recommended: Succession planning to be looked at within the department and business continuity plan.

- Action By: Head of Municipal Services

- Progress as at 28 May 2025: Ongoing, Reviewing staffing structures and age profile of teams. The Chief Officer, Assets and Infrastructure is also looking at this across the wider area.

- Action outstanding: Ongoing with Service review report due by December 2025.

Progress update:

Ongoing work being done across all teams. (1/8/25)

- Action (2.5) recommended: Rebuild training records database for the depot including expiry dates for qualifications, and consideration to be given to creating an electronic database for the training card data held at Marybank.

- Action By: A Mackenzie/ R Shirkie

- Progress as at 28 May 2025: Many records have been rebuilt from emails and staff input. The 2018 Server is being examined to see if there is anything relevant but, so far, most information is outdated. The aim is to get all records onto the new Municipal Services SharePoint server.

- Action outstanding: Target date of October 2025 for completion.

Progress update:

Sharepoint server in place and is being populated with training data - on schedule for October 2025.(1/8/25)



- Action (2.7) recommended: Replacement schedule for Bennadrove to be created and implemented similar to the system utilised at Marybank Depot.

- Action By: Head of Municipal Services

- Progress as at 28 May 2025: The services are working on wider fleet, plant, and skip replacement schedule for all Municipal Services, including plant and machinery at Bennadrove.
 - Action outstanding: Ongoing
 Progress update:
 Ongoing- compiling list of plant and equipment with condition status and recommend replacement status. (1/8/25)

- Action (2.8) recommended: Advise of the progress on when the Hydrogen vehicle is fully operational using hydrogen, and, provide details on the resolution of the electric vehicle issues.
 - Action By: Head of Municipal Services
 - Progress as at 28 May 2025: The plant at the Hydrogen Refuelling Station was not working and there will be no Hydrogen provision now until completion of the new centre at Creed Park. The electric vehicle is on the mainland for repairs, as highlighted in a Report to the last Committee Series. The latest update is the repairs have been completed, and it is undergoing testing.
 - Action outstanding: Ongoing – target date of August 2025
 Progress update:
 There will be no Hydrogen provision until completion of the new centre at Creed Park.
 An update of the electric vehicle status was given at the June Series. (1/8/25)

Scorecard - Assets and Infrastructure

2025/26 SBP PIs - Assets and Infrastructure	Unit	Target	Actual	Indicator	Comments
4.1.5. - AFR004: Percentage of system availability Mon-Fri 8am - 6pm (A). Responsible Officer: Murdo Morrison	%	95.00	Annual		Target set by service.
4.1.5. - AFR005: Percentage (avg.) of Helpdesk calls responded to within agreed time. Responsible Officer: Murdo Morrison	%	95.00	61.93		3 Hour Response: 1st/2nd Line 59.93% Business Support 66.03% 5 Day Resolution: 74.66% overall
4.1.5. - AFR066: Percentage of Customers satisfied with IT Services. Responsible Officer: Murdo Morrison	%	85.00	Annual	