



ECONOMIC AND COMMUNITY REGENERATION SERVICE: OUTCOME DELIVERY REPORT

Report by Chief Officer, Economic & Community Regeneration

PURPOSE

- 1.1 The purpose of the Report is to present the end of year progress update on the 2024/25 Strategic Priorities for the Economic & Community Regeneration Service.

EXECUTIVE SUMMARY

- 2.1 This report provides a 2024 / 25 end of year progress report on the strategic priorities aligned to the service. An update on key areas of strategic risk is included, along with progress on the strategic outcomes and the resources identified to implement the business plan.
- 2.2 Strategic risk is aligned with the Corporate Strategy 2024-2027. There are two key areas of strategic risk identified in relation to the work of the service, one with a High rating and one with a Medium rating. These are reduced to Medium and Low respectively after risk actions have been implemented. Strategic risk is monitored on Interplan and reported externally via the Comhairle's website. Graphical representation of the Comhairle's strategic risk is provided at paragraph 6.
- 2.3 The Business Plan is aligned to three strategic priorities, and the Service contributes to the fulfilment of ten strategic outcomes. Progress on the outcome delivery plans is detailed in the main body of the report at paragraph 7.
- 2.4 Full detail in regard to Business Plan progress for the Economic & Community Regeneration Service can be viewed at: [Service Business Plan Progress Reports](#). In line with Audit Scotland's recommendations, Elected Members are also encouraged to access the Comhairle's online performance monitoring and reporting system Interplan, which contains all departmental Business Plans.
- 2.5 Financial performance is detailed in paragraph 8 and progress on workforce planning for the service is provided in paragraph 9.

RECOMMENDATIONS

- 3.1 **It is recommended that the Comhairle notes the end of year progress of the 2024/25 Outcome Delivery Plan for the Economic & Community Regeneration Service.**

Contact Officer: Anne Murray, Chief Officer, Economic & Community Regeneration
Background Papers: Corporate Strategy 2024-27

IMPLICATIONS

- 4.1 The following implications are applicable in terms of the Report.

Resource Implications	Implications/None
Financial	There are no financial implications associated with this Report
Legal	There are no legal implications associated with this Report
Staffing	There are no staffing implications associated with this Report
Assets and Property	There are no asset and property implications associated with this Report
Strategic Implications	Implications/None
Risk	Risk Management associated with the Service Business Plan is identified at paragraph 6 of the Report
Equalities	There are no identified equality issues within this Report
Corporate Strategy	The Service Business Plan is aligned with the Corporate Strategy 2024-27.
Environmental Impact	There are no identified environmental impacts within this Report
Consultation	There is no consultation associated with this Report. The Business Plan and the quarterly progress updates are published on the Comhairle's webpages.

BACKGROUND

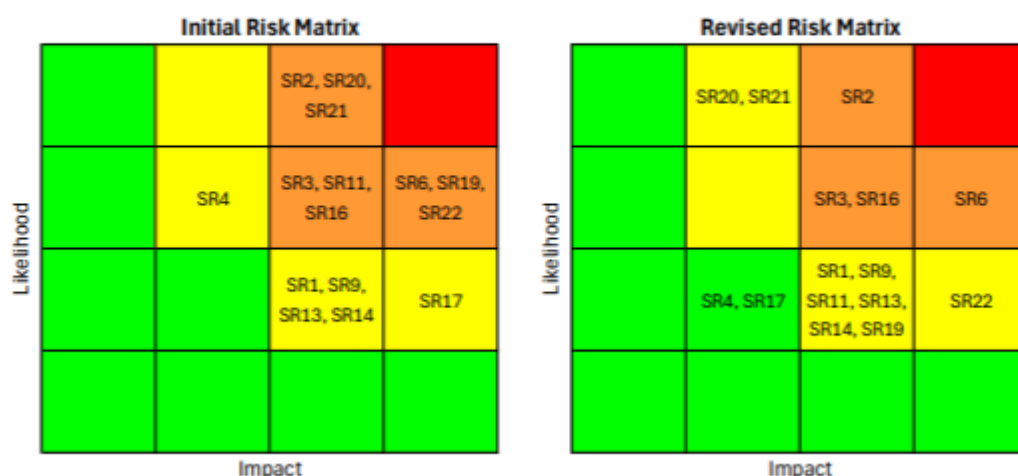
- 5.1 While previous quarterly reporting provided an update on business plan progress, this report is designed to provide Members with information on progress of the strategic priorities that the department is aligned to. The report includes an update on key areas of strategic risk, progress on the strategic outcomes that services contribute to, and the resources identified to implement the business plan.
- 5.2 The Corporate Strategy has four strategic priorities and 20 strategic outcomes.

RISK MANAGEMENT

- 6.1 The Comhairle has identified 17 strategic threats and two are monitored by the Economic and Community Regeneration Service (SR4 and SR22). SR4 is rated Medium and SR22 is rated High. After controls are implemented, SR4 risk is rated as Low and SR22 is rated as Medium.
- 6.2 The full risk register details can be accessed via the Interplan Risk Management Module.

STRATEGIC RISK MATRICES - September 2024

THREATS



OUTCOME DELIVERY PLANS

- 7.1 The Business Plan is aligned to three strategic priorities, and the Service contributes to the fulfilment of ten Strategic Outcomes. Progress on the outcome delivery plans is reported below under each of these.

Priority 1.1: Strengthen the local economy.

Outcome 1.1.1 Development projects associated with the Islands Deal are delivered.

- 7.2 Funding of £11m from the Islands Growth Deal is in place for the Outer Hebrides Energy Hub, which proposes to produce Green Hydrogen for local industry, transport, and conversion of the Stornoway Town Centre Gas Network. During Q4, work was commissioned from the Net Zero Technology Centre to re-define the Energy Hub project given uncertainty over hydrogen for heat in homes. This re-scoping of the project included discussions with local industrial and commercial partners, and an Outline Business Case for the revised project will be available in Q1 of 25 / 26.
- 7.3 In respect of the Primary Industries strand of the Islands Deal programme, the £500k Acarsaid Harbour development project in Eriskay was successfully completed during 24 / 25 and a number of other projects continued to progress. A range of surveys have been commissioned to assist in developing the Brevig Harbour Dredging project and the final survey is due to be completed by the end of Q1, 25 / 26. This project will ensure the viability of the facility and enable existing and additional vessels to operate from the harbour. Storass Uist, Meat Processing Facility is currently at the concept/ design stage, with plans anticipated to be submitted for approval early in 2025-26. Vatersay Gear Storage plans have been prepared with planning consent in place and the project is expected to commence during 2025-26. This project will facilitate diversification of fishing activities in the area and help bolster a remote fishing fleet.

Outcome 1.1.5 Growth in small and medium sized businesses demonstrated.

- 7.4 Business Gateway continued to provide a range of support to businesses across the Outer Hebrides. The support included advice, information, business skills courses and funding. Despite a dip in local business start-up activity, overall performance indicators were encouraging - with significant increases in the number of business inquiries received and the number of existing businesses supported to achieve growth. Additionally, over 100 FTE jobs were created or safeguarded due to Business Gateway interventions.

- 7.5 Notably, the number of inquiries received increased by 20% compared to the previous year. Inquiries dealt with across the Outer Hebrides (per 10,000 working-age population) occupy the number-one spot in Scotland. Performance in relation to start-ups was challenging, with a 20% decrease on the previous year, though the target for start-ups was nevertheless achieved. However, the number of growth businesses supported doubled compared to 2023-24. This heightened activity can be attributed to promotional efforts, including: extensive press coverage; enhanced social media engagement; and mail-outs. In addition, the launch of a digital grant scheme in Q3 - financed through the UK Shared Prosperity Fund (UKSPF) - boosted the number of growth engagements significantly.
- 7.6 Due to low demand for Workshops, this offering will not continue beyond the current year. Instead, it will be replaced by the Business Gateway national Webinar Programme. Additionally, HIE and BG hosted several joint drop-in sessions across the islands, which received very positive local engagement and feedback. These sessions are expected to continue into 2025-26.
- 7.7 The UKSPF-funded 'Outer Hebrides Young Enterprise Programme' (OHYEP) aimed to support young entrepreneurs through aftercare, mentoring, and small revenue grants. However, due to lower-than-expected uptake, a new digital scheme was launched in November 2024, which successfully boosted activity and overall UKSPF expenditure. OHYEP has now concluded, with a new digital scheme proposed for 2025-26.
- 7.8 Seven Business Gateway funding schemes were operational during the period: 'Micro Business Loan'; 'Business Loans'; 'Fisheries Investment Scheme'; 'OHBDS'; 'OHYESS'; 'OHYEP'; and more recently - a new short-life UKSPF-financed digital support scheme - 'OHDSS'. Applications to these were relatively slow in the first half of 2024-25, though recent positive press coverage - and a successful ongoing Facebook campaign - appeared to generate more interest in the second half of the year, resulting in an increased number of applications during Q3 and Q4. In total, 53 applications for loan and grant funding of £222,287 were made during 2024-25.
- 7.9 The new Business Gateway initiative, the 'Outer Hebrides Business Development Scheme' (OHBDS), was launched in 2024-25, attracting 19 applications from both new and existing businesses. Additional partnership funding from HIE has enabled the continuation of the 'OHYESS' joint initiative for another two years, with seven applications processed during 2024-25.
- 7.10 A range of projects located at marine facilities across the Outer Hebrides were supported with over £250k in UKSPF grant in the last quarter of 2024-25 - with a number of similar proposals under consideration for UKSPF support in 2025-26. Those projects assisted in 2024-25 included:
- Ardveenish - Shore-power installation for up to eight vessels. Upgrade to the ice-plant, with new internal working parts securing the plants future.
 - Vatersay - Fendering to be installed on both slipways, enabling landings at all tidal states.
 - Acarsaid - Chains for existing pontoons supplied.
 - Leverburgh - Chains for existing pontoons supplied and fitted.
 - Carloway - Additional fendering for landing area supplied.
 - Additional Shore-power - 30 shore-power boxes for installation across the Outer Hebrides pier & harbours network purchased and supplied.
 - Lochboisdale Fish Processing - pelagic fish-processing equipment purchased/ supplied to Storas Uibhist.
 - Kallin Harbour Development - plans have been prepared for a new building, sited on an area which was cleared in 2024, which will improve facilities at that Harbour.
- 7.11 The Comhairle is in contact with Marine Scotland in order to ensure that a share of additional fishing quota is allocated to the Outer Hebrides through a locally managed Community Quota Scheme. Additional purchase of quota to be explored to help diversify fishing opportunities and increase the existing quota availability.

Priority 3.1: Support resilient communities and quality of life.

Outcome 3.1.1 The Gaelic language, natural heritage and cultural of our communities is supported and promoted.

- 7.12 Work commenced with Nature Scot to deliver projects through the Nature Restoration Fund announced for 25/26. Meeting proposed with Nature Scot to discuss new Biodiversity 30/30 plans introduced by SG. Some additional mapping and Nature Networks will be required to meet the 2030 targets.
- 7.13 The Economic Development service continued to work with the Tourism Leadership Group on visitor economy priorities and to work directly with the sector through its representative body, Outer Hebrides Tourism, to support implementation of the Tourism Outer Hebrides 2030 visitor strategy. Along with Orkney and Shetland, the Comhairle commissioned work looking at the feasibility of introducing a Transient Visitor Levy across the islands. Outcomes were reported to a Members Seminar on 7th May.
- 7.14 Comhairle representatives attend meetings of the Scottish Government Cross-Party Group on Crofting - which includes MSPs, Crofters Commission representatives and other relevant stakeholders/ agencies - to represent the views of the Outer Hebrides crofting sector at these meetings. The Comhairle continues to work with partners - including SCF and HIASG (Highlands & Islands Agriculture Support Group) to ensure any emerging replacement schemes deliver benefits for the Outer Hebrides Crofting sector. A consultation on the new Crofting Bill was released and officers attended consultation meetings held across the islands, in addition to responding to the consultation. A report on the consultation was presented to the Primary Industries MOWG and Sustainable Development committee. The Comhairle recently formed an Abattoir Member Officer Working Group (MOWG) to support and improve the Stornoway abattoir operation and assist the wider crofting and agriculture sector in the Outer Hebrides. A further meeting of the Primary Industries MOWG was held in Q4.
- 7.15 A Report on Tasglann nan Eilean's Forward Plan and suite of policies to guide the delivery and strategic objectives of Tasglann nan Eilean (the Comhairle's archive service) over the next four years was submitted to the Sustainable Development Committee on 24 September 2024 and approved by Comhairle. The report detailed that when Tasglann nan Eilean relaunched at Lews Castle in 2016 it had been an ambition to apply for Archive Service Accreditation, but due to the level of resource which has been available to the service in terms of budget and staffing, this is not currently a realistic aspiration. The detrimental effect of the cyber-attack on data and information systems also makes accreditation an unrealistic goal at present. As this SBP Action cannot be taken forward it has, therefore, been marked as complete.
- 7.16 Heritage Service staff finalised plans for the 2025 Emigration Exhibition 'Cianalas 's Dochas' which will be on display in both museum venues from end May – end Oct 2025, and the Emigration Conference in early October 2025, which is the final planned event for Hebridean Homecoming. The loans requests for the Emigration Exhibition were agreed with NMS, Fleming Foundation and Scottish Diaspora Tapestry, and case layouts have been agreed. The Heritage Team continue to work on gallery layouts, text panels, object labels and imagery and the conference booking system opened in Q4.
- 7.17 Tasglann nan Eilean is working on a partnership project 'Following the Fish' with Highland Archive, Suffolk Archive and Norfolk Records Office to research the stories of the women who worked as Herring Girls, following their stories through their journeys with a view to ultimately creating a travelling and online exhibition. The project research phase has been completed. Text writing of panels is in progress.

- 7.18 Due to the impact of the criminal cyber incident experienced by the Comhairle in November 2023, we were required to alert Museum and Galleries Scotland as our Accreditation body due to our collections data being inaccessible. The Accreditation Panel's decision was to reduce our accreditation level from Full Accreditation to Provisional Accreditation (for 12 months). The Accreditation Return was resubmitted on 14 March 2025, and a response is anticipated within six months.
- 7.19 The Heritage Service continues to support Comann Dualchas Innse Gall (Outer Hebrides Heritage Forum) in implementation of the Great Place Strategy. The Heritage Forum have identified priorities from the Great Place Strategy to take forward, including retaining the Heritage Forum Coordinator and two new posts to support them. The Heritage Team have been supporting the Forum to recruit staff for the funded posts – three new members of staff have been recruited and will start in Q1 of 25/26.
- 7.20 Work continued in delivery of the Comhairle's Gaelic Language Plan. The Comhairle is in the process of contracting an experienced team at Edinburgh University to undertake a feasibility study into the establishment of a dedicated secondary Gaelic school, with the aim of submitting a report on the findings to the Committee series in September 2025. This work is being funded by Scottish Government. "Seachdain na Gàidhlig" ("Gaelic Week") was held from 24th February to 2nd March and involved the promotion of the language by the Comhairle amongst school pupils in a range of activities.
- 7.21 In March, it was confirmed that the Comhairle would be awarded a total of £157,500 over three years from Bord na Gaidhlig for the delivery of two projects, as follows: the establishment by Sgioba na Gàidhlig of a new Gaelic Community Officer post (0.4fte) (£120,000); and the running of the Gaelic Student Placement Scheme (£37,500).
- 7.22 The Gaelic Community Officer will: promote and develop the use of Gaelic within the Comhairle and across all services by assisting in the implementation of the Comhairle's Gaelic Language Plan and Gaelic First Policy; ensure that Gaelic communication and usage within the Comhairle increases across all services and with partner and community agencies; and act as the Comhairle's representative in partnership working with Gaelic community organisations in order to ensure that the Comhairle's interests are best served. In April, it was also confirmed, that the Comhairle would receive a grant of £60,000 from the Scottish Government to establish the new post of Gaelic Evaluation and Information Officer at the Comhairle.
- 7.23 In April, a Teams-based Gaelic support initiative for all Comhairle nan Eilean Siar employees and Members was launched, called "Cuidich Mi!" ("Help Me!"). This allows a Comhairle employee or Member to submit a Gaelic language query they may have, which is then posted on the Cuidich Mi! Teams channel. One member of a group of Comhairle employees and community members who have volunteered to act as facilitators responds to the query in text or voicemail, depending on the nature of the enquiry. This initiative is currently at pilot stage and geared towards increasing Gaelic capacity across all Comhairle Departments, in line with the Comhairle's Gaelic Language Plan and Gaelic First Policy.

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

- 7.24 In the second half of 2024-25, work on the Evidence Report stage for the new LDP has included: concluding the policy context review work; continuing with data analysis; issuing a formal 'Call for Ideas' and promoting an engagement portal / use of forms template including the LDP flier in Council Tax bills. Mechanisms to best manage, catalogue and record representations are being assessed. The Key Agency Group assistance we received through Architecture and Design Scotland has come to an end but has left a good legacy of evidence gathering and engagement tools. We continue to liaise with communities, agencies and individuals on how they can best engage in the Plan process, whether through representations, use of the Place Standard tool, and Local Place Plans. Work on the Play Sufficiency Assessment and Strategic Flood Risk Assessment which will inform the LDP are being

progressed. The baseline data for scoping the Strategic Environmental Assessment (SEA) process which must run concurrently with the LDP is being assembled.

- 7.25 In a dynamic policy and procedural environment, training and learning remain important, and staff took part in training events on hydrogen, battery energy storage and flooding. Planning managers also delivered a further statutory planning training session for elected members in December. At the end of February, the Planning Service hosted Dr Fiona Simpson, the national Chief Planner, and relayed the extent and pressure of development and service resource requirements ahead. We continue to support Housing and Development Management colleagues in delivery of development, with strategic policy input into work on housing, energy, and infrastructure proposals in this period.
- 7.26 Further work to assess the efficacy and application of new or updated supplementary guidance will be incorporated into the broader new LDP work programme and may be brought forward as appropriate in the future. Accordingly, this action is set aside currently.
- 7.27 Affordable Housing Supply Programme: The Affordable Housing Programme continues to make steady progress. There are currently 107 units at different stages of development. These can be broken down as follows:
- 57 Units currently on site: Leverburgh (12), Blackwater (39) and Cleit Ph 2, Barra (6)
 - a further 50 units are going through assessment, financial appraisal, or Planning: Gravir (4), Bernera (4), Scott Rd (22), Grimsay (8), Low Flyer, Balivanich (4) and Cross Skigersta Road, Ness (8).
- 7.28 In addition, since the start of the current funding programme in 2018, a further 293 units have been completed at: Tom na Ba (4), Stag Road (12), Cleascro Road (10), Back Care Unit (3), Corran Cismul (6), Horgabost (4), An Glib (2), Mackenzie Avenue (50), Breasclete (10), Tolsta (4), Garrabost Care Unit (2), Torlum (2), Winfield (1), Scotland Street (6), Edgemoor (2), Garrynamonie (5), South Dell (6), Goathill (74), Shawbost (4), Tarbert (8), Howmore (4), Barvas (8), Balivanich (10), Crowlista (5), Cleit Barra (6), Lochmaddy (12) and Blackwater Phase 1 (33).
- 7.29 Homelessness Strategy: While the fundamental aspirations of rapid rehousing were not fully realised within the five years of the Comhairle's Rapid Rehousing Transition Plan 2019/20 to 2023/24, work continues to build on the good progress which was made.
- 7.30 Homelessness presentations decreased by 7% in 2024/25 compared to the preceding year. The average waiting times to being permanently housed in the Outer Hebrides increased by 5% to 270 days, and lengths of stay in temporary accommodation for cases closed in the year increased by 11% to 210 days for the same period. However, the overall backlog of statutory homeless households awaiting a permanent offer decreased to 69 households as of 31 March 2025, the lowest figure since 2008. Of those 69 households, 20 had been waiting for more than one year and eight for more than two years.
- 7.31 HHP agreed to continue to permanently house at least 25 single person homeless households in Stornoway for the year from June 2024. Due to a decrease in void properties becoming available, only 22 allocations of this type were made in 2024/25 representing 76% of all two apartment Stornoway allocations.
- 7.32 The Comhairle continues to make little use of Bed and Breakfasts for temporary accommodation. Only three households were accommodated by the Comhairle in this type of accommodation in 2024/25 with an average stay of four nights. All stays were in Uist. This is a significant decrease from the nine households accommodated for an average length of stay of 32 weeks in 2019/20.
- 7.33 Eight households are currently being provided with housing first support in their permanent tenancy. All these tenancies are being successfully sustained. A further two households are being supported

while they await an offer of a housing first tenancy. The Comhairle also works in partnership with HHP to provide support to tenants, when required, to prevent homelessness by offering support to those at threat of eviction because of rent arrears or antisocial behaviour.

- 7.34 Homelessness prevention will be a significant ongoing strategic focus for the Comhairle in light of new duties for public bodies included in the Housing (Scotland) Bill, introduced to the Scottish Parliament in March 2024 and currently at Stage 2. Detailed guidance is anticipated to accompany the forthcoming legislation.
- 7.35 The Local Housing Strategy 2025-2030 (LHS) is underway. A Housing Supply Target was prepared and approved by Sustainable Development Committee in April 2024. In-person engagement commenced in Uist and Barra in May 2024, and a further engagement event was held with students and staff in UHI in May 2024. Two online engagement events were held with Uist/Barra and Lewis/Harris Community Councils in June 2024. Owing to long-term absences within the Housing Services Team, LHS work slowed during the remainder of the year, but community engagement recommenced with five events in Lewis and Harris in early 2025, and a stakeholder workshop was held in April 2025 to consider new and revised Outcomes and Actions. It is anticipated that a consultative draft of the LHS will be available in September 2025. The Local Housing Strategy Steering Group meets on the last Thursday of each month to discuss and direct associated work.

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

- 7.36 The November 2023 cyber incident has severely disrupted monitoring and reporting due to the loss of the Uniform system. The loss of the building standards webpages has also impacted on our ability to provide the level of e-building standards and KPI reporting and publishing required by the Scottish Government. However, despite this, we are continuing to deliver an effective Building Standards Service in accordance with the Scottish Government Framework documents. The Scottish Government Building Standards Division has been made aware of the situation and are we are holding regular meetings to keep them updated.

Outcome 3.1.5: Reduce inequality and poverty and promote social mobility

- 7.37 Outer Hebrides Fuel Poverty Strategy: The key activity is the delivery of the Energy Efficient Scotland (EES) programme (formerly known as HEEPS). The EES programme is delivered by Warmworks, the Comhairle's Managing Agent for the scheme, through a network of local sub-contractors. EES aims to deliver a range of insulation and energy efficiency measures to private sector households throughout the islands. Warmworks is also the national agent for the Scottish Government's 'Warm Homes Scotland' scheme and is able to deliver both programmes locally. Due to the retirement of the Housing Services Manager, scope for delivery of the ECO4 scheme in the Outer Hebrides has been paused and will be examined further in 25/26.
- 7.38 The concept of a Local Energy Economy where local (renewable) generation supplies local demand is under consideration. Direct supply from turbine to home / business is not possible because the island electricity network cannot accept intermittent generation from wind turbines. Wider work around Fuel Poverty continues with the Comhairle fully engaged with Orkney and Shetland Island Councils in the 'Island Councils Affordable Energy Group' where initiatives like a discounted Island Tariff or VAT exemption for island fuels are under consideration. In Q4, work progressed, led by 'Power Circle' looking at local energy supply options

Priority 4.1: Be a sustainable and inclusive Council.

Outcome 4.1.1 Communities are empowered and continue to be at the heart of our decision making.

- 7.39 Implementation of the 2024-25 CLLD Programme has been completed and all finances and reporting wound-up. During 2024-25 both LAG and YLAG offered two grant schemes respectively, allocating a total of £325k to community groups and other eligible organisations. In February, the LAG engaged in a strategy development workshop to discuss future priorities. One key outcome of this was that LAG and YLAG members held a joint meeting at the end of April 2025 (Q1) to discuss how the two groups might work together and support each other more effectively. Three YLAG members attended a Rural Youth Action Network (RYAN) residential at the end of February at which they met and collaborated with young people from other YLAGs as well as other youth groups from across rural Scotland, before presenting their demands to a number of MSPs. They look forward to meeting up with their peers again at the European Rural Youth Parliament due to be held in Aberdeenshire in October and an Outer Hebrides YLAG member has been accepted onto the steering group for this event. The LAG has been assured of continued funding for 2025-26 by Scottish Government (SG), and an initial allocation of £225k received. Additional funding may once again become available through further tranches in future, however, due to a cut in the national CLLD allocation, a slight reduction is expected at local level. SG has indicated that the 2025-26 allocation will principally be capital rather than revenue.
- 7.40 In relation to marine planning, work on the statutory terrestrial Development Plan has been prioritised. However, Planning staff continue to engage with Marine Directorate colleagues, and input to work to inform the new National Marine Plan 2.

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

- 7.41 SSEN Transmission are now committed to construction of the new 1.8GW Transmission Link for delivery by 2030. Work starts on site in Spring 2026 and the Major Developments Forum is now meeting in plenary and through sub-groups on Worker Accommodation, Supply Chain, Skills, Freight / Logistics and Project Comms. Onshore Wind Farm developers will commence construction in 2027, and Offshore Wind developers will follow in 2028. Shared Ownership and Community Benefit agreements are being taken forward at pace.

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

- 7.42 In June 2021, the Comhairle approved the prioritisation of two LGBF indicators for the Service areas relevant to this Report:

Sustainable Development Committee

- cost of museums per visit
- % of adults satisfied with museums and galleries

- 7.43 The relevant service areas continue to review budgets and activity with a view to achieving the outlined reductions and improvements.

RESOURCING THE PLAN

Financial Performance

- 8.1 The Economic and Community Regeneration Service had a Net Revenue Budget of £3.5m for 2024/25. Draft outturn figures for 2024/25 as these relate to the services which report to the Sustainable Development Committee, are detailed below. Expenditure in 24/25 was within budget.

	Total Budget £k	Actual £k	Actual Over/(Under) £k
Chief Officer E&CR			
Housing Services	1,062	1,057	-5
Business & Regeneration Support	157	167	10
Total	1,219	1,224	5
Economic Development & Planning			
Business & Regeneration Support	373	429	56
Development Planning	869	755	-114
Sectoral & Project Support	2	78	76
Renewable Energy	128	43	-85
Total	1,372	1,305	-67
Culture & Heritage			
Museums	681	561	-120
Archaeology	84	84	0
Heritage	122	116	-6
Total	887	761	-126
Committee Total	3,478	3,290	-188

Workforce Planning

- 9.1 The 25/26 Workforce Plan for the Economic & Community Regeneration Service is expected to be presented for approval to the Comhairle's Human Resources Sub-Committee in June.

CONCLUSION

- 10.1 The Economic and Community Regeneration Service has maintained good controls on business planning and governance during 2024 / 25. In addition to its core functions and responsibilities, key tasks include working to review, update and implement the Comhairle's Corporate Strategies and political priorities while delivering a strong set of services on behalf of the community across a broad service portfolio and seeking to take best advantage of new and emerging economic opportunities.