

AUDIT SCOTLAND RECOMMENDATIONS	PROPOSED ACTIONS	OUTCOME	MEASURE OF SUCCESS	LEAD OFFICER	REVISED TIMEFRAME	PROGRESS UPDATE Dec 23	PROGRESS UPDATE Aug 24
The Comhairle should identify clear and specific overall priorities and actions for taking forward its vision.	Members Seminar to discuss and set overarching priorities and actions	Revised Corporate Strategy approved by Comhairle	Employees, Members and the community are able to articulate the overarching priorities of the Comhairle	Chief Executive	Jun-23	Seminar delivered in June 2023	Complete
	Redraft Corporate Strategy to provide any further clarity and reassess political priorities			Head of HR and Performance	Dec-23	Consultation underway following approval of draft Corporate Strategy.	Corporate Strategy approved by the Comhairle in December 2023. Complete
	Consistent communication of Corporate Strategy and political priorities to Members, employees and the community.			Chief Executive	Sep-24	Communications Officer developing proposals for proactive communication on priorities.	New corporate standards and Communication Strategy drafted. To be considered by the Comhairle in September 2024. Complete.
Elected members should ensure they provide strategic oversight and challenge to progress the Comhairle's vision and priorities.	Elected Members to meet and consider key areas of focus	Elected Members lead strategic decision making	Percentage of Reports detailing options for members to consider	Chief Executive	Mar-23	Corporate Strategy Seminar delivered in June 2023	Complete
	Officers to ensure that all possible policy options are further developed and set out in strategic reports to support and encourage strategic decision-making among members			CMT	Jun-23	CMT encouraged to detail options within Reports where appropriate.	Complete
	Where possible, more detailed risk and financial analysis to be included in reports			Head of Law and Governance		Risk and Financial analysis included in Performance Reporting	Complete
	Reduce volume of operational information being presented to Committee			Head of HR and Performance	Jun-23	New format of performance reporting approved with biannual reports by Directors.	Complete
	Continue Members' Update Report by Chief Executive and consider whether addition of Members Bulletin is required.			Chief Executive		Members Update by Chief Executive agreed as best way to communicate relevant information in a timely fashion.	Complete

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The Comhairle should develop medium to long-term financial planning and strategic workforce and asset management planning.	Strategic Finance function to be covered	Medium to long term financial strategy in place	Interlinked financial strategy, workforce plan and asset management plan in place	New Director for Strategic Finance or equivalent arrangements	Sep-24	Strategic Finance function covered by Consultant. Members considering financial options	New organisational structure in place. Project underway to support the identification of financial savings.
	Medium to long term Financial Plan drafted as a priority			New Director for Strategic Finance or equivalent arrangements		Consultant completed a financial plan for the Comhairle which was presented to the Budget Board.	Three year projections in the Budget Report completed February 2024. Complete
	Corporate Workforce Plan updated, and Service Plans completed	Updated three-year CWP and operational service plans in place		Head of HR and Performance	Sep-23	CWP approved by the Comhairle in September 2023 and service plans drafted.	Complete
	Revised Asset Management Plan in place	Updated Asset Management Plan in place		Chief Officer Assets and Infrastructure	Sep-23	Asset Management Plan approved by the Comhairle	Complete
In developing capital projects, including its community hub proposals, the Comhairle should ensure projects are supported by robust business cases and that lessons are learned from the Goathill project in areas such as funding and resourcing.	Capital Project Business Case Template developed	Clear and complete business cases developed for all capital project investment proposals	Percentage of capital projects with business case in place	Chief officer, Assets and Infrastructure	Sep-24		Proposals were presented to CMT on business case and evaluation/lessons learned template in July 2024. These were approved for larger projects where the funder does not have requirements for a specific template. Processes to be detailed for smaller capital projects and these will be considered by CMT. Projects templates have still to be added to the Comhairle's Intranet.
	Lessons Learned exercise undertaken with key learning points fed into future business case development	Lessons learned exercises undertaken following the completion of all capital projects	Percentage of lesson learned findings incorporated into new business cases	Chief officer, Assets and Infrastructure	Sep-24		Proposals were presented to CMT on business case and evaluation/lessons learned template in July 2024. These were approved for larger projects where the funder does not have requirements for a specific template. Processes to be detailed for smaller capital projects and these will be considered by CMT. Projects templates have still to be added to the Comhairle's Intranet.

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The Comhairle should improve its process for identifying and realising savings opportunities, including opportunities from cross-council and partnership working. It should ensure that opportunities for digital efficiencies are fully explored.	CMT to discuss potential projects and opportunities for cross service redesign	All Heads of Service understand how to deliver the efficiencies required	Prioritised programme for delivering savings in place	Chief Executive	Sep-24		Strategic Lead, Audit and Resources taking forward an initial one year project to consider service redesign and efficiency savings. Prioritised programme developed.
	Services consider the potential for digital efficiencies across all their services and propose options to CMT and Budget Board. These should be prioritised for implementation	Community engagement feedback informs the service redesign programme		CMT	Mar-25		Digital efficiencies are being incorporated by IMT/CMT following the cyber-attack in November 2023 working alongside the Digital Strategy. This work has overtaken the original action set out.
	Budget Board continue to take the lead role in discussion of options for savings			CMT	On-going	Budget Board considered options for savings in October 23.	This work is ongoing but process in place. Complete
	Community consultation exercises undertaken across the Islands and written up			CMT	Dec-24	Budget options need to first be selected by Elected Members	The Leader and ward members have held community consultation meetings in every ward area. Complete.
	Development of a business case template for all service redesign projects to ensure methodology is clearly understood and followed	Lessons learned from each project is fed back into the project guidance and template to drive improvement	Percentage of lesson learned findings incorporated into new business cases	CMT	Jun-23	Business Template developed. Approved by CMT in January 2024.	Complete
	Reviews to be undertaken after each redesign project			CMT	On-going		This will be completed following redesign projects.

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The Comhairle and partners should develop the LOIP alongside a clear performance management framework to deliver achievable shared outcomes.	CPP to agree prioritised work programme for CPP going forward	Priorities in place with clear links to partner organisations	Monitoring and reporting framework in place	CPP & Team Leader, Community Engagement	Mar-23	Recommendations approved in November 2022	Complete
	Review of working groups and remits concluded by CPP	Monitoring and reporting framework in place to support partner organisations and ensure progress can be measured and reported	Reports to partners and community in place and accessible	CPP & Team Leader, Community Engagement	Mar-23	New Working Groups approved by CPP.	Complete
	Performance Management Framework developed			CPP & Team Leader, Community Engagement	Mar-25	Discussions held in November 2023 to seek partner commitment to progress this work.	Internal recruitment underway to take this work forward.
	Annual Reports to be completed			CPP & Team Leader, Community Engagement	Mar-25	Discussions held in November 2023 to seek partner commitment to progress this work.	Internal recruitment underway to take this work forward.
The Comhairle should develop ongoing training opportunities for members and officers, including making equalities training mandatory for all staff and increasing members' uptake of training.	Training programme for Elected Members developed including LearnPro account	Detailed and tailored training programme in place for Elected Members	Satisfaction levels with training amongst Members	Head of Law and Governance	Jun-23	A training programme has been finalised The strategic thinking training session is arranged for November 2023.	Complete
	Mandatory training for all employees set out and communicated	Programme of mandatory training for employees in place	High uptake of mandatory training	Head of HR and Performance	Oct-24	Work underway to reclassify some LearnPro training as mandatory. When work complete all employees will be emailed.	The cyber-attack delayed progression of this work. This work has recommenced with input from IT to include cyber-resilience training, and HR to ensure a close alignment with the recruitment process.
	Follow up in place to ensure high uptake of prescribed training			Head of HR and Performance	On-going		Annual Reports highlight good uptake of training
	Elected Members have individual plan and record of training for Audit purposes			Head of Law and Governance	Oct-23	Meetings held with Elected Members September 2023	Complete

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The Comhairle should develop and communicate its area working arrangements more clearly, building on the good practice already in place.	Plan in place for each area forum on support available	Community groups are supported to help communities build on their own networks and local arrangements	Post support Community Group satisfaction survey results	CPP & Team Leader, Community Engagement	Jun-23	Initial discussions held with Area Forums. Follow up meetings are in the planning for the remaining 6 months.	Every area in the Western Isles has an area forum in place. Some are constituted and some are informal representatives of the community. All supported by Community Learning and Development Officers. Complete
	Support community engagement and empowerment (where communities wish) with the development of communication networks			CPP & Team Leader, Community Engagement	On-going		The Leader and ward members have held community consultation meetings in every ward area. Follow up meetings planned. This empowers the area forums as they have two way communication with the Comhairle and a CLD officer to support communication. Complete.
The Comhairle should improve communications throughout the council, including communicating the Comhairle's priorities.	Re-establish the Employee Forum with wider remit to further engage employees	Increased engagement with employees	Employees identify that there is improved communication in place	Chief Executive	Jun-23	Remit agreed.	Employee Forum re-established
	Explore options for improving employee information pages	Communication methods in place that support the sharing of ideas between employees and management		Head of HR and Performance	Oct-23	Discussions underway between HR and IT on new template for HR that can be rolled out to other services.	New intranet in place. Complete
	Refresh employee social media			CPP & Team Leader, Community Engagement	Oct-24		New corporate standards and Communication Strategy drafted. To be considered by the Comhairle in September 2024. Complete.