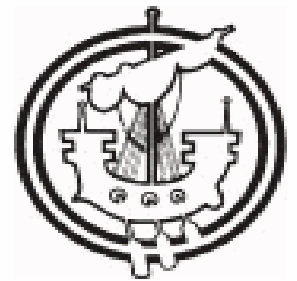


Comhairle nan Eilean Siar



Action and KPI Progress Report

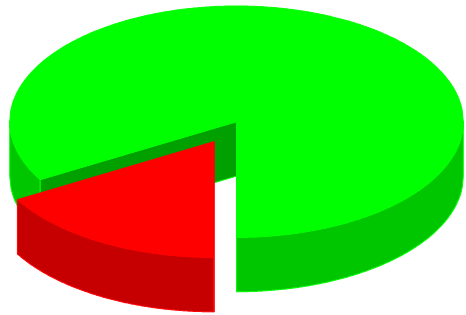
April 2025 - June 2025

HEALTH AND SOCIAL CARE (IJB)

OVERALL PERFORMANCE - HEALTH AND SOCIAL CARE (IJB)

Actions

On Track	83.3%
Monitoring Required	0.0%
Off Track	16.7%
No Targets Set/ Ongoing	0.0%
Total:	100.0%

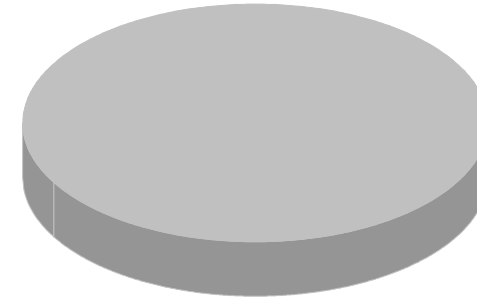


12 Actions reported on

10	Actions with at least 100% of target
0	Actions greater than 79 and less than 100% of target
2	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	0.0%
Annual	100.0%
Total:	100.0%



2 KPIs reported on

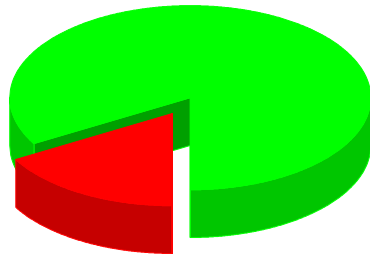
0	KPIs on track
0	KPIs monitoring required
0	KPIs off track
2	KPIs NA

Health and Social Care Services

Business Unit Overall Performance - Health and Social Care Services

Actions

On Track	83.3%
Monitoring Required	0.0%
Off Track	16.7%
No Targets Set / Ongoing	0.0%
Total:	100.0%

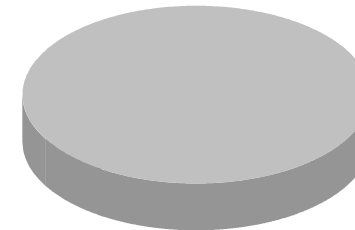


12 Actions reported on

10	Actions with at least 100% of target
0	Actions greater than 79 and less than 100% of target
2	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	0.0%
Annual	100.0%
Total:	100.0%



2 KPIs reported on

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

Comments - Health and Social Care Services

2025/26 Quarter 1 Progress Comment:

During this period, there has been an emphasis on consolidating the improvements noted in the previous quarter and maintaining the focus on addressing recruitment and retention actions. The high-profile closure of the HC-One Nursing Home concluded at the end of April. The transition of the contracted staff and the residents to Bremner Court has been successfully completed, with the valuable support of all staff groups service and corporate, the residents and their families and friends. Accepting that the change for residents, families and the workforce has proved challenging, being able to provide an on-island service for residents and continuation of employment for the affected staff has been of great benefit to all. The increase in social interaction opportunities with more tenants enjoying the communal areas and meals services is of adding to the experience of all living on the campus. The dovetailing of the transferred staff's skills with the Comhairle workforce into one staff team has enabled the residents to enjoy continuity of care and maximise the benefits of the new environment.

The impact on the local system due to the loss of the 38 nursing beds has been immediate in relation to the reduced community placement capacity. Delayed discharges and managing the publicly reported levels of unmet need is being addressed through a range of actions, operationally and strategically. At a strategic level, meetings are scheduled nationally at the beginning of September with a view to further developing the plan required to increase the opportunities available locally to access undergraduate health and social degrees. This approach is essential to provide an alternative to moving off island for people of all ages who wish to expand their career opportunities or change their employment aims to focusing on health and social care.

Emma MacSween, Chief Officer, Community Care & Partnership Services, 18 August 2025


Action Progress - Health and Social Care Services

Strategic 4.1.3. Equality of opportunity is increased.

Objective:

Service Profile

Adult Social Work, Commissioning and
Justice Services


ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.3.7. Review resources available to support the associated workforce and consideration of alternative approaches to address vacancies within this service with a view to manage service demand.	Emma MacSween - Chief Officer, Community Care and Partnership Services	In Progress	01/04/2024	31/03/2027	25%	25%	 GREEN

ACTION PROGRESS COMMENTS

Team Leaders functions have been fulfilled. Further recruitment will be undertaken in the next financial year in terms of trainees and Lead Officer roles.

Service Profile

Adult Social Work, Commissioning and
Justice Services


ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.3.8. Implement the key actions within the workforce plan to enable career progression and a revised staffing structure to provide a robust structure to aid recruitment and retention and balance the operational and strategic requirements of the statutory functions.	Emma MacSween - Chief Officer, Community Care and Partnership Services	In Progress	01/04/2024	31/03/2027	25%	0%	 GREEN

ACTION PROGRESS COMMENTS

Due to workload pressures the formalising of an alternative structure for consideration and consultation has postponed until the summer of 2025. The Departmental Management Team proposals have been approved in principle in order to now progress the associated job evaluation matters.

Service Profile

Care at Home and Reablement


ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.3.9.Consolidate the previous and current recruitment and retention improvements to inform further activity in relation to the service workforce plan in partnership with the associated professional disciplines.	Emma MacSween - Chief Officer, Community Care and Partnership Services	In Progress	01/04/2024	31/03/2027	25%	25%	 GREEN

ACTION PROGRESS COMMENTS

Work continues to embed the new career structure and recruitment offer. Scoping exercise has been progressed with another authorities in relation to Moving with Dignity - an approach to support personalised care with revisions to moving and handling practice. A workshop with key stakeholders in being scheduled for July 25.

Service Profile

Residential Care Services, Extra Care
Housing and Integrated Social Care
Services


ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.3.10.Support the transition of the residents and workforce as a result of the closure of an externally provided services and embed the new service to achieve the desired outcomes for the residents and a stabilised and integrated workforce	Emma MacSween - Chief Officer, Community Care and Partnership Services	In Progress	01/04/2025	31/03/2027	25%	25%	 GREEN

ACTION PROGRESS COMMENTS

The transition plan has been agreed and will be implemented to support the transition of the residents and staff to a new service on the a later date than intended - 30th of April.

Service Profile

Adult Services Residential, Housing
Support and Day Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.3.11.Implement the workforce plan to enable opportunities to be achieved in respect of workforce development, and effective deployment of staffing resources to address service demand and support enhanced capacity for complex care	Emma MacSween - Chief Officer, Community Care and Partnership Services	In Progress	01/04/2025	31/03/2027	25%	25%	 GREEN


ACTION PROGRESS COMMENTS

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

Objective:


Service Profile

Adult Services Residential, Housing
Support and Day Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.4.25.Review and implement service improvement plans to include best practice reviews, regulator and internal self evaluation findings to progress further actions related to scrutiny activity and service improvements through the appropriate governance processes.	Emma MacSween - Chief Officer, Community Care and Partnership Services	In Progress	01/04/2024	31/03/2027	25%	25%	 GREEN
ACTION PROGRESS COMMENTS The service improvement plan is a live document and captures the service and regulator feedback as appropriate to inform improvements. Across services the Improvement Plans are live documents and subject to review as matters arise and on a scheduled basis.							


Service Profile

Residential Care Services, Extra Care
Housing and Integrated Social Care
Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.4.26.Review and implement the service improvement plans to reflect the on-going service self evaluation, regulator activity and audit findings to prioritise service developments and drive any further scrutiny activity to enhance service performance.	Emma MacSween - Chief Officer, Community Care and Partnership Services	In Progress	01/04/2024	31/03/2027	25%	25%	 GREEN
ACTION PROGRESS COMMENTS Improvement plans are in place for services to drive findings from internal and external audit and scrutiny activity. Regulator activity provides a range of sources of scrutiny to aid self evaluation and prioritise the focus of resources. Recent regulator activity has been positive with services achieved grade of good or very good.							


Service Profile

Adult Social Work, Commissioning and
Justice Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.4.28.Include service options for evaluation as part of the commissioning arrangements supporting the IJB strategic planning priorities and the associated financial planning required to address the financial deficit.	Emma MacSween - Chief Officer, Community Care and Partnership Services	In Progress	01/04/2024	31/03/2027	25%	25%	 GREEN
ACTION PROGRESS COMMENTS Conclusion of key contractual arrangements further delayed due to the status of fee negotiations. Interim arrangements have been proposed and are subject to further discussion. Contractual agreements subject to IJB consideration.							

Service Profile

Care at Home and Reablement

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.4.30.Refresh service improvement plans to reflect regulator, self-evaluation and audit activity, with prioritisation of actions aligned to workforce deployment.	Emma MacSween - Chief Officer, Community Care and Partnership Services	In Progress	01/04/2024	31/03/2027	25%	25%	 GREEN


ACTION PROGRESS COMMENTS

The Service Improvement Plans (SIPS) continue to be updated and developed in response to improvements identified from various sources, such as Care Inspections, staff/service users/representatives feedback, other agencies as well as various audit tools.

Each service has its own SIP and registered managers are responsible for ensuring that there are actions in place to address the identified improvements, the SIP is discussed at management team meetings with steps agreed to achieve the goals set for improvement and progress noted.

Service Profile

Adult Social Work, Commissioning and Justice Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.4.32.Implement the improvement plan building on the positive findings of the Progress Review with partners to inform a refreshed service improvement plans for all service areas that captures professional, regulator and service requirements.	Emma MacSween - Chief Officer, Community Care and Partnership Services	In Progress	01/04/2025	31/03/2027	25%	25%	 GREEN


ACTION PROGRESS COMMENTS

Workshops with the Care Inspectorate, council officers, statutory partners and third sector colleagues have been completed. The learning from progress to date and the analysis of best practice has been the focus with specific file read training to aid further self evaluation and audit. Improvement plan has been refreshed.

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

Objective:**Service Profile**

Adult Social Work, Commissioning and Justice Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.79.CIAP: Implement the Social Work Services (Commissioning & Partnership Services) Internal Audit Follow Up Review (FU06-24/25) recommendations.	Graeme Miller - Commissioning Services Manager	In Progress	28/05/2024	31/05/2025	65%	100%	 RED

ACTION PROGRESS COMMENTS

As per the Social Work Services (Commissioning & Partnership Services) Internal Audit Follow Up Review (FU06-24/25) dated 12 March 2025, Internal Audit note that out of the 3 recommendations made in the original report 1 has been fully implemented. and management have confirmed that the remaining recommendations will be implemented by May 2025.

- Action (2.2) recommended: All funded external organisations must have a signed Service Level Agreement in place prior to any payments being made for the provision of services.
- Action By: Commissioning Services Manager
- Progress as at 12 March 2025: SLAs are agreed and signed annually by all external island providers; a new agreement template for external mainland providers has been agreed with the CNES Head of Law and Governance and this has been shared with the relevant providers with a view to becoming operational from April 25 to reflect the beginning of the new financial year.

- Action outstanding: Complete agreement template for all mainland providers from April 25.

Progress as at June 2025: There are agreements in place with a number of mainland providers and work continues on finalising agreements with the outstanding providers.

- Action (2.3) recommended: Funded organisations must provide full audited accounts within six months following the annual year end as part of the funding agreement. Additionally, activity reports must be provided within the timescales included in the agreement.

- Action By: Commissioning Services Manager


- Progress as at 12 March 2025: Audited accounts are due to be received in March 2025 along with the 2025/26 grant applications. Six-monthly activity reports were provided by funded organisations in October 2024 and will next be due in April 2025.

- Action outstanding: Continue monitoring of funded organisations through receipt of audited accounts and activity reports. Checks of accounts to be completed by May 2025.

Progress as at June 2025: A number of audited accounts and activity reports have been received and those outstanding will be chased up during August 2025. There are service level agreements in place with all island providers other than one and work continues on the agreement with the outstanding provider.

Service Profile

Adult Social Work, Commissioning and
Justice Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.80.CIAP: Implement the ECLIPSE – Social Care Management System Internal Audit Follow Up Review (FU15-23/24) recommendations.	Lillian Crichton - Service Improvement Office	In Progress	18/09/2024	30/06/2025	50%	100%	 RED

ACTION PROGRESS COMMENTS

As per the ECLIPSE – Social Care Management System Internal Audit Follow Up Review (FU15-23/24) dated 14 March 2025, Internal Audit note that out of the 2 recommendations made in the original report 1 has been fully implemented. and management have confirmed that the remaining recommendation will be implemented by June 2025.

- Action (2.1) recommended: Regular audit logs must be run to confirm that:

- the access levels are up to date,
- no temporary users remain on the system,
- user activity is appropriate,
- leavers are removed, and
- to give assurance to Managers the system is being monitored.

- Action By: Principal Administrative Officer

- Progress as at 14 March 2025: Controls:

Access Security

Microsoft Single Sign on is implemented across CnES and applies to all Eclipse Users. This has enhanced system security by reducing the need for a specific password, users creating weak passwords, and users sharing passwords. Authentication is enhanced. Users are automatically added or removed based on group membership through Microsoft, reducing the risk of unauthorised access.

Access Levels

1. Discretionary Access Control Access is granted based on the identity of the user. The owner of the case management system decides which roles can access the system, based on service need. Line managers complete a New User Access Form for new staff to sign off access permissions. Link to New User Access Form: https://forms.cne-siar.gov.uk/form/auto/hsc_system_access.

2. Role-Based Access Control Access is granted based on the user's role within the organisation. Roles are assigned specific permissions to access sections of a client record or specific record types. Roles are specific to job functions such as; Adult Social Worker; Adult Social Work Manager; Child Social Worker; Integration Guardian Role; Security Administrator Role; View Only Role.

3. Group of rights Instead of assigning permissions to individual users, we assign them to a group. This makes it easier to manage and update permissions. Groups are aligned to job functions, making it clear who is responsible for what actions within the system. We can track which group has access to specific resources, ensuring accountability and compliance. Example of groups are; Administer Security Rights; ACM Manage Person Rights; Admin Configuration Rights Grouping rights, or using roles and permission sets, significantly aids in

auditing by providing a structured and efficient way to manage and review access controls.

Temporary Users or Leavers

All users are required to agree to the Acceptable Use Policy and complete an Acceptable Use Form before they are given access to Eclipse. This record is logged in a spreadsheet in Sharepoint. User status is logged on a spreadsheet in Sharepoint. Temporary users are logged with their details including role, reason for temporary access and date to be cease access to the system. The User log is monitored weekly by senior administrators and checked monthly by the Principal Administrative Officer. This information for assurance is to be recorded in the minutes of the Eclipse Implementation Team going forward.

Inappropriate Usage Audit

An audit plan has been developed and is in draft format. Administrators can check log in times and dates and can check the ID of the client record. This is the extent of audit functionality in Eclipse. Administrators can log which client records the user was in and provide a report for their line manager to check if it is appropriate. This needs to be agreed with service leads.

- Action outstanding: Develop and agree an Inappropriate usage audit.

Progress update:

Scorecard - Health and Social Care Services

2025/26 SBP PIs - Health and Social Care Services	Unit	Target	Actual	Indicator	Comments
3.1.4 IJB042 - (CJSW): Proportion of diversion from prosecution cases commenced per 10,000 population aged 16 to 70.	#	3.40	Annual		
3.1.4 IJB043 - (CJSW): Proportion of drug treatment & testing orders imposed per 10,000 population aged 16 to 70.	#	0.00	Annual		Target same as the 2019/20 baseline year.