

AUDIT SCOTLAND RECOMMENDATIONS	PROPOSED ACTIONS	OUTCOME	MEASURE OF SUCCESS	LEAD OFFICER	TIMEFRAME	PROGRESS UPDATE
The Comhairle should identify clear and specific overall priorities and actions for taking forward its vision.	<p>Members Seminar to discuss and set overarching priorities and actions.</p> <p>Redraft Corporate Strategy to provide any further clarity and reassess political priorities.</p> <p>Consistent communication of Corporate Strategy and political priorities to Members, employees, and the community.</p>	Revised Corporate Strategy approved by Comhairle.	Employees, Members, and the community are able to articulate the overarching priorities of the Comhairle.	<p>Chief Executive</p> <p>Head of HR and Performance</p>	<p>February 2023</p> <p>April 2023</p>	<p>Seminar delivered in June 2023.</p> <p>Redrafted Corporate Strategy approved by the Comhairle in December 2023.</p> <p>Proactive communication on priorities developed.</p>
Elected members should ensure they provide strategic oversight and challenge to progress the Comhairle's vision and priorities.	<p>Elected Members to meet and consider key areas of focus.</p> <p>Officers to enhance development and presentation of possible policy options in strategic reports to support, encourage and improve strategic decision-making among members.</p> <p>Where possible, provide enhanced risk and financial analysis in reports.</p>	Elected Members lead strategic decision making.	Percentage of Reports detailing options for members to consider.	<p>Chief Executive</p> <p>All CMT Members</p> <p>Head of Law and Governance</p>	<p>March 2023</p> <p>June 2023</p> <p>June 2023</p>	<p>Corporate Strategy Seminar delivered in June 2023</p> <p>CMT detail options within Reports where appropriate.</p> <p>Use of Budget and Strategy Board and Member/Officer Working Groups to discuss policy options.</p>

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	<p>Review volume of operational information being presented to Committee.</p> <p>Continue Members' Update Report by Chief Executive and consider whether addition of Members Bulletin is required to convey information on operational matters.</p>		Evidence of assessment of strategic policy options at political level.	<p>Head of HR and Performance</p> <p>Elected Members</p>	<p>June 2023</p> <p>Throughout Comhairle term</p>	<p>Risk and Financial analysis included in Performance Reporting</p> <p>New format of performance reporting approved with biannual reports by Directors.</p> <p>Members' Update (issued approximately fortnightly) by Chief Executive agreed as best way to communicate relevant information in a timely fashion.</p>
The Comhairle should develop medium to long-term financial planning and strategic workforce and asset management planning.	<p>Strategic Finance function to be covered.</p> <p>Medium to long term Financial Plan drafted as a priority.</p> <p>Corporate Workforce Plan updated, and Service Plans completed.</p>	<p>Medium to long term financial strategy in place.</p> <p>Updated three-year CWP and operational</p>	Interlinked financial strategy, workforce plan and asset management plan in place	<p>New Director for Strategic Finance or equivalent arrangements</p> <p>Head of HR and Performance</p>	<p>June 2023</p> <p>June 2023</p>	<p>Strategic Finance function was assessed by Consultant and Medium Term Financial Strategy developed.</p> <p>Corporate Workforce Plan was approved by the Comhairle in September 2023.</p>

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	Revised Asset Management Plan in place.	service plans in place.  Updated Asset Management Plan in place.		Chief Officer Assets and Infrastructure	June 2023	Asset Management Plan now approved by the Comhairle.
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 Programme Business Case Template developed.  <i>Lessons Learned</i> exercise undertaken with key learning points fed into future business case development.	Clear and complete business cases developed for all capital programme investment proposals.  Lessons learned exercises undertaken following the completion of all capital projects.	Percentage of capital programme with business case in place.  Percentage of lesson learned findings incorporated into new business cases.	Director for ID  Director for Strategic Finance /Chief Financial Officer  CMT	June 2023  December 2023  On-going	Draft allocation of Capital Programme undertaken by CMT and thereafter approved by the Comhairle.  The Capital Strategy 2023-28 was approved by the Comhairle in April 2023 which included the governance arrangements for each strand of the programme.  Business case templates for projects in excess of £1M yet to be developed.  Lessons learned exercise recently concluded for Little Minch Project.

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						Goathill lessons learnt to be collated.
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  All CMT Members	June 2023	Delivering service redesign and potential digital efficiency projects to be part of 2024/25 commitment on community consultation and as part of cyber-attack recovery work. This work is made more challenging by one-year budgets from Scottish Government.
	Services consider the potential for digital efficiencies across all their services and propose options to CMT and Budget Board – (these options to be prioritised for implementation).	Community engagement feedback informs the service redesign programme.	Percentage of lesson learned findings incorporated into new business cases.		October 2023	
	Budget Board continue to take the lead role in discussion of options for savings.	Lessons learned from each project is fed back into the project guidance and template to drive improvement.			On-going	Budget and Strategy Board continues to have a lead role in discussions on financial options.
	Community consultation exercises, through area forums in the first instance, undertaken across the Islands and added to Budget Board assessment of options.				December 2023	Budget options selected by Elected Members
	Development of a business case template for all service redesign projects to ensure				June 2023	Business Template developed and reviewed by CMT.

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	methodology is clearly understood and followed.  Reviews to be undertaken after each redesign project.				On-going	
The Comhairle and partners should develop the LOIP alongside a clear performance management framework to deliver achievable shared outcomes.	<p>CPP to agree prioritised work programme for the Partnership.</p> <p>Review of working groups and remits concluded by CPP.</p> <p>Performance Management Framework developed.</p> <p>Annual Reports to be completed.</p>	<p>Priorities in place with clear links to partner organisations.</p> <p>Monitoring and reporting framework in place to support partner organisations and ensure progress can be appropriately measured and reported.</p>	<p>Monitoring and reporting framework in place.</p> <p>Reports to partners and community in place and accessible.</p>	Chief Executive	<p>March 2023</p> <p>March 2023</p> <p>October 2023</p> <p>March 2024</p>	<p>Recommendations approved in November 2022</p> <p>New Working Groups approved by CPP.</p> <p>Discussions held in November 2023 to seek partnership commitment to progress this work.</p> <p>Lead for Annual Reports still to be identified.</p>
The Comhairle should develop ongoing training opportunities for members and officers, including making equalities	<p>Training programme for Elected Members developed including LearnPro account</p> <p>Mandatory training for all employees set out and communicated.</p>	Detailed and tailored training programme in place for Elected Members	Satisfaction levels with training amongst Members	Head of Law and Governance	June 2023	The strategic thinking training sessions completed in November/December 2023.

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training mandatory for all staff and increasing members' uptake of training.	Follow up in place to ensure high uptake of prescribed training.  Elected Members have individual plan and record of training for Audit purposes.	Programme of mandatory training for employees in place	High uptake of mandatory training	Head of HR and Performance	October 2023  On-going  October 2023	Work underway to reclassify some LearnPro training as mandatory. When work complete all employees will be emailed.  Meetings held with Elected Members in 2023
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.  Support community engagement and empowerment (where communities wish) with the development of communication networks.	Community groups are supported to help communities build on their own networks and local arrangements.	Post support Community Group satisfaction survey results	Chief Executive	June 2023  On-going	Initial discussions held with Area Forums.  Follow up meetings are in the planning for the remaining 6 months.  Barra and Vatersay Area Plan recently approved.
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.  Explore options for improving employee information pages.  Refresh employee social media	Increased engagement with employees.  Communication methods in place that support the sharing of ideas between	Employees identify that there is improved communication in place	Chief Executive  Head of HR and Performance  Chief Officer Assets and Infrastructure	June 2023  October 2023  October 2023	Remit agreed.  New HR intranet pages developed to support employee engagement.  Plans for refreshed employee social media still being considered.

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		employees and management.				