

# Shared risk assessment: Assurance and improvement plan 2010–13

Comhairle nan Eilean Siar



social work  
inspection agency



THE SCOTTISH  
HOUSING  
REGULATOR



**HMIe**

improving Scottish education  
leasachadh foghlam na h-Alba



AUDIT SCOTLAND

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# 1. Introduction

## The assurance and improvement plan

1. The Assurance and Improvement Plan (AIP) sets out the planned scrutiny activity for Comhairle Nan Eilean Siar from April 2010 to March 2013. It sets out the basis of our risk assessment of the Comhairle. The scrutiny activity is proportionate based on the assessed risks.
2. The AIP is the product of a collaborative approach adopted by the following scrutiny bodies:
  - Audit Scotland
  - Care Commission
  - HM Inspectorate of Education (HMIE)
  - Scottish Housing Regulator (SHR)
  - Social Work Inspection Agency (SWIA).
3. The AIP draws on a number of sources of information, including:
  - Reports from Audit Scotland, including the annual audit report to the Controller of Audit and elected members for 2008/09<sup>1</sup>, national studies, reports from the external auditor, and the 2006 audit of Best Value and Community Planning in Comhairle nan Eilean Siar<sup>2</sup>.
  - Statutory performance indicators<sup>3</sup>, the Comhairle's own website<sup>4</sup>, self-evaluation and supporting evidence.
  - Reports and data from HMIE, SWIA, SHR and the Care Commission (including published inspection reports and other supporting evidence).

## What do we mean by scrutiny risk assessment?

4. All local government scrutiny bodies have agreed the definition of shared risk assessment as:  
***'A joint approach using key information about local government to plan scrutiny activity that is proportionate and based on risk'***
5. When we determine 'risk' we mean risk that will trigger scrutiny work and not inherent risk for example as in the risk of harm to an individual. We categorise risk as:

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<sup>1</sup> [Report to Members and the Controller of Audit on the 2008-09 Audit](#)

<sup>2</sup> [CNES The Audit of Best Value and Community Planning - August 2006](#)

<sup>3</sup> [Audit Scotland's local authority profiles 2008/09](#)

<sup>4</sup> [Comhairle nan Eilean Siar](#)

- Red, where there are significant concerns which would indicate that we would need to undertake some scrutiny activity in order to provide public assurance.
  - Amber, where there are areas of uncertainty or gaps in the information available to us to determine whether or not we need to undertake some scrutiny activity.
  - Green, where we have no significant concerns.
6. In many cases, identified risks or uncertainties will trigger scrutiny work that is simply a continuation of the link/district inspector or auditor's role in monitoring improvement actions or in providing assistance and support. This is contained within Appendices 1 and 2. However, in other cases the identified risks or uncertainties will trigger more focussed scrutiny work as highlighted at Appendix 3.
7. The Comhairle is expected to initiate contact with the LAN lead where significant events occur that are likely to influence scrutiny activity. Councils are encouraged to maintain contact with LAN leads to discuss any concerns arising from the AIP or any joint scrutiny activity.

## What does proportionate scrutiny mean?

8. When considering the appropriate level of scrutiny activity for each council we consider the following points to ensure that is proportionate:
- Is scrutiny activity the best driver for improvement?
  - If so, how can we tailor that activity to the areas where it will have the most impact?
  - How can we tailor that activity in terms of its frequency, intensity and scope?
  - What is the minimum level of scrutiny is required to provide assurance to the public?
  - How can we work together to minimise the impact of the scrutiny activity on the council?
9. The overall objectives of this collaborative approach are to maximise the efficiency and effectiveness of scrutiny work and minimise the impact of scrutiny activity on the Comhairle. This will be achieved by: coordinating the timing and approach of our risk assessment work; helping to identify and monitor key risks through the sharing of intelligence and information; building on each other's work to maximise its value; drawing on, and taking account of each other's work; and avoiding duplication of effort.

## National risk priorities

10. National risk priorities have been identified by the Scottish Government and these are reflected in national scrutiny priorities which have been considered in the shared risk assessments for all councils. The national scrutiny priorities are:

- The protection, welfare and access to opportunities for: children, adults in need of support and protection<sup>5</sup>, and older people. This is encapsulated in the Comhairle's defined objectives and in the work carried out by SWIA, HMIE and the Care Commission. Overall, we are satisfied with the services provided by the Comhairle in these areas. However, there are risks to service delivery if the improvements required to the fostering and adoption service identified by the Care Commission are not addressed. The Care Commission will follow up the steps being taken by the Comhairle to address this.
- Assuring public money is being used properly. No significant issues or risks have arisen in recent years, however, Audit Scotland will continue to assess this as part of their annual audit activity.
- The impact of the greater financial pressure faced by councils associated with the current financial climate. The Comhairle have minimised this risk by ensuring that they enter this period of financial uncertainty in a stable financial position. However, the Comhairle now have to make difficult choices regarding service priorities and delivery if they are to continue to set a balanced budget. This risk of maintaining a balanced budget is heightened by the risks inherent within the Western Isles Schools Project, the largest capital contract the Comhairle have carried out. Audit Scotland will assess steps being taken by the Comhairle as part of the annual audit process, and will focus attention on how the budget is formed and the strategic steps taken by the Comhairle to address increases in demand coupled with reductions in income. Audit Scotland will also assess whether the service Best Value reviews and diagnostic pathway project are leading to strategic reductions in costs; and whether the difficult choices over service priorities are addressed.

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<sup>5</sup> For scrutiny purposes, this definition should include all adults in the care of the State.

## 2. Summary

### Overall scrutiny risk assessment

Comhairle nan Eilean Siar has made improvements in recent years and has addressed most of the issues raised in the 2006 Best Value report. However, there are uncertainties regarding the impact or extent of some of these improvements. The Comhairle's self-evaluation needs further development and the newly implemented performance management arrangements require to fully bed in. These factors increase the risk that strategic and service objectives may not be fully met.

Some uncertainties and areas where general improvement is required will be addressed as part of each inspection agencies ongoing follow up and monitoring arrangements through the link inspector or local auditor as noted at appendices 1 and 2. However, we have specific concerns regarding recycling performance and the improvements required to the fostering and adoption service. Specific scrutiny in these areas will be carried out as explained in Appendix 3. We are also concerned regarding the pace of delivery of some of the corporate assessment areas. We therefore intend to complete a phased BV2 review during year 2 once the new performance management system has had time to bed in and thus more fully demonstrate the extent to which strategic objectives are being implemented and leading to improvements.

### Outcomes

11. Progress by the Comhairle is mixed. There are strategic objectives such as *Strengthening Connections, Strengthening Communities* where objectives are clearly well advanced; whereas there are others such as *Green Council, Green Islands* where further progress needs to be made, particularly regarding the very low recycling rate. In other strategic objectives there is insufficient performance data (and sometimes only anecdotal information) to demonstrate the progress the Comhairle has made or the impact that this is having on the community. The recent introduction of the Interplan performance management system will, if properly utilised, help to more clearly demonstrate outcomes in future years. We intend to scope BV2 work around the areas of uncertainty and identify whether actions are leading to improved outcomes.
12. The Comhairle are embarking on a significant long term project to improve the schools estate. School closures form an important element of the strategic review of the school provision on the islands. Within the terms of the legislation on the Schools Consultation Bill (April 2010), HMIE will be involved in consideration of the educational aspects of the proposal for any school closure and will produce a post-consultation report which will be submitted to the Comhairle.

### Services

13. Each of the inspection agencies has highlighted areas of good practice and areas where improvements are required. Each agency has committed to carrying out follow up work through its link/district inspector to help the Comhairle in its desire to improve performance and minimise service risk.
14. Serious issues were identified during the 2009/10 inspection of adoption and fostering services in terms of inadequacies in risk assessment and previous requirements not being met. The follow up

inspection is therefore brought forward to Autumn 2010. This will be carried out by the Care Commission, keeping SWIA and HMIE informed of the inspection progress.

## **Corporate assessment**

15. Following the Audit Scotland Best Value report in 2006, the Comhairle have regularly monitored the progress of its action plan in relation to the corporate assessment areas. Satisfactory progress has been made in many cases. Progress in the areas of public performance reporting, performance management, risk management, and asset management has been from a low starting point, or has been implemented very recently and it is still too early to gauge the impact this is making. This is highlighted in more detail at Appendix 2. The Comhairle has carried all 'live' actions from its action plan to a new Comhairle-wide Improvement Plan based on this and future audit/inspection reports. Audit Scotland, with collaborative assistance from other inspection agencies, will continue to monitor improvement action taken. These areas will also feature in our BV2 work in year 2.

## **Self-evaluation**

16. Until recently, the Comhairle's approach to self-evaluation has been under-developed and not uniformly applied. Departments use different means to monitor performance. This has impacted the Comhairle's ability to demonstrate how its actions are leading to improvements in service delivery or in the outcomes for citizens.
17. The recent implementation of a more robust performance management framework is helping to bring a more structured approach to recording and monitoring performance. This also helps to promote a more uniform approach throughout the Comhairle. Since December 2009, business plans and performance indicators have been monitored quarterly. Since this is a very recent development we will continue to review how well this is working in practice. The level of external scrutiny may be reduced once this becomes embedded and demonstrates that it produces reliable performance information that is monitored by management to influence performance improvements and thus minimise risk.

## **Summary of planned scrutiny activity**

18. The shared risk assessment process is designed to ensure the level of scrutiny activity is proportionate based on the assessed risks. The audit and scrutiny activities that are planned over the next three years include:
  - Focussed scrutiny such as BV2 scoped work which will address the Comhairle's capacity for change and whether strategic objectives are being met; follow up the recent inspection of fostering and adoptions services; and review of waste management arrangements.
  - Ongoing monitoring, assessment and follow up. This includes HMIE consideration of the educational aspects of the proposed school closures; impact of joint working between Education and Community Learning & Development (CLD); HMIE follow up inspections of services to protect children; ongoing monitoring, follow-up and support of education services and housing/

homelessness services; and SWIA monitoring and support for the programme of improvement. It also includes the annual audit. This will address a range of financial, governance and performance issues together with how management are addressing them.



### 3. The council's context

19. With a population of around 26,500, Comhairle nan Eilean Siar is the 3<sup>rd</sup> smallest of any local authority in Scotland. Conversely, it covers the 7<sup>th</sup> largest land area of all local authorities and has a population density of 9 people per km sq, making it the least densely populated area in Scotland.
20. The Western Isles is an area facing many challenges – in particular a declining (but ageing) population, and a fragile economy that is very dependent on the public sector. As a result, the employment percentage of the working age is less than the Scottish average. This presents additional pressures for Comhairle financial resources. Crime and disorder offences are almost half the national average. Healthy lifestyles for both men and women are higher than the Scottish average, however, male life expectancy is below the national average. For more information on public health intelligence for the Western Isles please refer to <http://www.scotpho.org.uk>.
21. The remoteness of the islands, combined with the natural and environmental resources attracts a large number of visitors. These resources have the potential to enable the islands to become a major player in renewable energy generation and technology. The Comhairle is also committed to preserving the Gaelic language and its social infrastructure.
22. Education attainment in the Western Isles is higher than the national average with the highest “staying on” rate of any part of Scotland. A high rate of school leavers go on to attend higher education or gain employment. Consequently, a low rate of school leavers go on to attend further education at local colleges. The poor condition of school buildings, falling school rolls, and widespread location of schools presents the Comhairle with particular challenges.
23. The Comhairle has carefully managed its financial resources in previous years and there were no significant audit issues. However, it faces significant challenges over the medium term. Required savings from 2011/12 to 2013/14 have been identified. The Comhairle are in the process of setting out how budget resources will be cut or prioritised to meet these challenges. The budget process for 2011/12 has been brought forward to address this. This is set against the financial risks of the imminent award of the Schools PPP contract, the largest capital project the Comhairle has undertaken. These issues were highlighted in Audit Scotland's 2008/09 Report to Members.
24. The factors outlined above all help to shape the Comhairle' corporate objectives which, in turn, were subsequently linked to the seven local outcomes within the single outcome agreement (SOA). The five corporate objectives, which are geared towards improved population retention and improvement in services, are as follows:
  - Growing prosperity in a growing economy
  - Strong communities, strong roots, strong culture
  - Quality education in quality buildings
  - Green council, green islands

- Strengthening connections, strengthening communities.

At Appendix 1 we have recorded our evidence regarding the extent to which the Comhairle is addressing each of these objectives, and whether or not it is providing improvements to stakeholders.

# 4. Delivering outcomes for communities

## Strategic priorities

**The Comhairle can demonstrate varying degrees of success in achieving its strategic priorities. While we have no specific concerns, the absence of sufficient performance information in some cases increases the risk that the Comhairle are unaware of the extent to which its objectives are being met. We will therefore carry out BV2 work which will address these uncertainties.**

25. Strong and sustainable communities lie at the heart of the Comhairle's strategic objectives. Following criticism in the 2006 Best Value report regarding the vagueness of its corporate priorities, the Comhairle set more specific and measurable priorities in 2007. There are clear links between these and the local outcomes recorded in the Single Outcome Agreement.
26. We have relied on PIs and other information to establish how the Comhairle is performing in relation to its objectives. However, baselines and readily available performance management information has not been available for all objectives until very recently. This has contributed to some uncertainties in establishing the improvements or pace of change regarding some of the strategic priorities.
27. **Growing prosperity in a growing economy.** The Comhairle can demonstrate a number of initiatives and actions to protect or increase the local economy. There are indications that the Outer Hebrides Business Gateway service (part funded by the Comhairle) is helping to create business start ups and employment opportunities. However, more sustainable data is required regarding the new jobs created, business start ups etc to more fully demonstrate the impact this is having to the local economy or to population retention. As a result, Audit Scotland BV 2 activity will address this area.
28. **Strong communities, strong roots, strong culture.** The Western Isles benefits from having low crime rates and a strong community and cultural identity. The Comhairle plays a central role in achieving this, and have taken steps to protect and promote the Gaelic language. In some areas, though, there is insufficient data at present to demonstrate the impact of initiatives aimed at enhancing communities, such as the impact of investment in pier and harbour infrastructure. Many targets are action orientated or have only recently established a baseline, for example the objective to complete 75 per cent of the coast protection and flood alleviation scheme by March 2012. As a result, Audit Scotland BV 2 activity will carry out work in this area.
29. **Quality education in quality buildings.** There is evidence of good performance in a range of education services and initiatives. These are reported in greater detail in the Education and Children's Services section later in this report. However, this is mitigated by the poor condition of many of the Comhairle's school buildings. The Comhairle has taken a strategic approach to addressing this and is in the process of implementing the WISP which will build new schools for 40 per cent of the school population. The scale of this project carries long term risks and consequences

which require consultation and rationalisation over the future education provision. The Comhairle are in the process of undertaking a strategic review of the education provision. HMIE will be involved in consideration of the educational aspects of the proposal for any school closure.

30. **Green council, green islands.** There are initiatives to derive the maximum benefit from the islands' natural resources, whilst at the same time safeguarding resources for future generations. However, the Comhairle has poor recycling performance. It is the lowest in Scotland at nearly half the national average and reduced in 2008/09. The poor recycling performance is a fundamental drawback to achieving the Comhairle's strategic priority. Audit Scotland plan to follow up the findings from the national Sustainable Waste Management report (September 2007) and apply its findings to the Comhairle.
31. **Strengthening connections, strengthening communities.** The Comhairle successfully lobbied for the introduction of the Road Equivalent Tariff (RET) to help increase the number of passengers on ferries. There have been improvements to the spinal route between the islands. While we will continue to monitor developments, there is no specific scrutiny planned in this area.

## Services

**Services demonstrate mixed levels of performance. Waste management has particularly poor performance and there is a risk that the national recycling target will not be met. Audit Scotland plan to carry out work in this area in year 2. Our other area of concern relates to the adoption and fostering services and the serious issues identified during the 2009/10 inspection in terms of inadequacies in risk assessment and that previous requirements were not met. The Care Commission will follow this up in Year 1.**

**There are no other areas of significant concern regarding service performance, however, SWIA and the Care Commission have highlighted the risks if improvements required to adult protection, homecare and performance management are not met. District inspectors will continue to monitor progress in relation to action plans and will provide support to services where required. The LAN will review the impact that the new performance management system has regarding the quality of performance information available to monitor improvements in service delivery.**

32. **Education and children's services.** The Comhairle has received generally favourable reports from HMIE. Attainment in SQA examinations is above the national average and has improved at S4 and S5. There are significant challenges ahead regarding the future strategy for provision of education in the Western Isles and the modernization of the schools estate. As previously noted, HMIE will be involved in consideration of the educational aspects of any proposal for school closure. There is a shortage of fostering and adoption services. Services to meet the longer term needs of looked after children, particularly those with disabilities or needing care that can't presently be provided on the island, need to be strengthened. These issues will continue to be monitored by the district inspectors. In year 1 the Care Commission will follow up the issues that were raised in their recent inspection of adoption and fostering services and will keep SWIA and HMIE informed of progress.
33. The recently created Department of Education and Children's Service has the potential to deliver improvements in service quality and outcomes for children and young people. The department is still at an early stage of development. It is exploring ways to deploy shared resources to achieve improvements: particularly in the work of inclusion services and children and families services; and in

drawing on the expertise of the education department's quality improvement team. HMIE and SWIA will provide support to improvements planned by the service and will monitor the impact of the new integrated arrangements through HMIE link inspectors and the SWIA link inspector.

34. **Social and community services.** Some adult care services are performing well. However, an aging population, the increasing costs necessary to address the impact of this, and delays in completing capital projects present clear challenges to future service delivery. It is not yet wholly clear how the Comhairle plans to address these. SWIA will continue to monitor this via their link inspector.
35. SWIA and Care Commission inspections have identified the need for improvements in a number of service areas including adult protection, home care and performance management. The pace of change and improvement has been slow and needs to quicken now that management capacity has been strengthened and departmental restructuring achieved. SWIA and the Care Commission will continue to monitor progress and support service improvements via their link inspectors.
36. **Development department.** The high level of homelessness and limited housing supply is a concern. SHR will monitor the Comhairle's progress in these areas with the Improvement Plan update due in March 2011. This risk area is offset by the excellent quality of support services provided to homeless people.
37. Based on the evidence available there are no significant concerns within planning, building standards, and other regulatory services hence no scrutiny activity is planned here. Economic and Community Development provides the Business Gateway Service and a range of other funded projects in partnership with Community Planning partners. It is still not clear what impact this has had to improve employment opportunities and job retention. Audit Scotland will therefore continue to monitor the impact that business gateway (and other initiatives) has on promoting economic development in the islands.
38. **Finance & corporate services.** The department provides a good support service to the Comhairle and is taking steps to make improvements and streamline costs. We do not plan to carry out any detailed scrutiny. However, Audit Scotland will continue to monitor budgetary control and budget setting, particularly in the light of the impending replacement of the FMS financial ledger, tightening financial settlements, and the significant costs associated with the WISP. We will also continue to monitor the cost of collection of council tax, time to pay invoices, and disabled access to buildings - all of which are in the lowest quartile in Scotland or are falling.
39. **Technical services.** Poor recycling rates are a concern and will be subject to separate audit activity by Audit Scotland in year 2. The perceived high level of costs incurred by the Commercial Operation Unit (COU) and the notional internal client/contractor split is the subject of an internal Best Value review. Audit Scotland will monitor the outcome of this review. There are ongoing improvements to the roads network, and we have no specific concerns regarding the transport and marine services. Despite the intention to reduce the level of gritting service to those provided by comparable authorities, the severe winter contributed to a significant overspend.

### **Good practice – homelessness support**

40. We identified one potential area of exceptional practice. The homeless support service provides support tailored to the needs of the individual, including budgeting skills, welfare rights and an addictions service. This is particularly impressive given the rural and island environment. Since the introduction of this service repeat homelessness has reduced from 11 per cent to 2 per cent.

### **Implications for scrutiny activity**

41. The issues noted above are recorded in more detail at Appendix 1, together with a note of the related scrutiny work we plan to carry out to address these. In most other cases our scrutiny will be a continuation of the monitoring and guidance role provided by the district/ link inspectors (e.g. HMIE and SWIA will provide support to, and monitor the impact of the new integrated arrangements within Education and Children's services). Audit Scotland will carry out a more focussed review of services as part of the BV2 work. This will highlight the extent to which service plans and objectives are being met.
42. Where possible, the LAN will carry out collaborative work to avoid duplication of effort and to help reduce the Comhairle's resources in supporting inspection activity. For example, HMIE Child Protection/SWIA will monitor steps taken by the Comhairle to address the longer term planning and resource aspects to address the needs of looked after children, including the additional off island placements and arrangements to identify a more cost effective solution.

## 5. Corporate assessment

43. The shared risk assessment reveals a mixed account of risk and improvement need across the Comhairle. Many of these issues have been the subject of ongoing development, monitoring and improvement by the Comhairle since the 2006 Best Value review. We are satisfied with these monitoring arrangements within the Comhairle and note that the Comhairle have addressed most of these issues. However, there continue to be risks for some corporate areas where progress has been slower than planned or where further development is required. These are recorded in detail at Appendix 2, but are summarised as follows:
- Public performance reporting – prior to March 2010 there have been no public performance reports since 2005/06. The Comhairle recently issued its first integrated performance report for several years. The Interplan system will help provide relevant and balanced information in future years.
  - Performance Management – until 2009, there was slow development of performance management. There was a significant improvement in 2009 with the electronic system now in place. However, there is a need to continue to embed a performance management culture across the Comhairle, ensure all staff are appropriately trained, and ensure that timely, accurate information is produced.
  - Risk management – this requires to be further developed and embedded within departmental plans and decision making processes.
  - Financial management – the real reduction in financial resources from 2011/12 onwards presents a significant challenge to the Comhairle, who still need to identify service priorities and agree strategic reductions in service delivery. This is against the backdrop of a major capital project to finance the construction of five new schools through the hybrid PPP.
  - Asset management – many of the Comhairle's properties are in poor condition or have not been assessed. Some properties are not being used and there is a high proportion of the property budget incurred on unplanned maintenance due to the poor condition of some buildings.
  - Partnership working with NHS WI – The CHaSCP is not progressing as well as planned. Opportunities for sharing services with the NHS have been explored, however, these have not led to implementation.
44. There are various reasons for the slower than expected progress in more fully addressing these issues, but an underlying reason is due to competing priorities. Audit Scotland's BV2 work and ongoing audit work will focus on these risk areas. It will also focus on how the leadership and culture within the Comhairle influences and drives changes for improvement and whether the extent to which the slow progress in some areas is due to limited capacity.
45. The Comhairle has demonstrated improved arrangements for conveying its vision and strategic direction; working with partners in the community; community engagement; customer focus and

responsiveness; and equalities issues. We do not plan to carry out any significant scrutiny in these areas. The Education & Children's Services Department has demonstrated good practices towards staff development and succession planning. However, progress by other departments is less obvious and we will continue to monitor progress through normal ongoing liaison.



# 6. Conclusion

## Summary of planned scrutiny activity

46. The appendices to this plan show a summary of the evidence we considered and the overall risk assessments made by the local area networks (LAN) on the outcome, service and corporate risk assessments. They show what scrutiny response the LAN has decided is appropriate in each area. The shared risk assessment process is designed to ensure the level of scrutiny activity is proportionate based on the assessed risks. These results are then reflected in the Assurance and Improvement Plan (AIP) at Appendix 3 which sets out the basis of our scrutiny risk assessment and the planned scrutiny activity for the Comhairle for the period from April 2010 to March 2013.

## Baseline scrutiny activity

47. The focus of the AIP is strategic scrutiny activity which is focused at corporate or whole service level, but there will also be baseline scrutiny at unit level ongoing throughout the period of the AIP. This will include, for example, school and residential home inspections. Scrutiny bodies also reserve the right to make unannounced scrutiny visits. These will generally be made in relation to care services for vulnerable client groups. In addition, other work may be undertaken as a result of a specific ministerial request. Audit Scotland's annual audit includes work on the audit of housing and council tax benefit arrangements.

## Ongoing monitoring

48. We recognise that risk levels will change as significant events occur and as councils take action to address identified risks. Scrutiny bodies, through LAN contacts, will maintain awareness of activity. As new information comes to light the LAN lead, in consultation with other LAN members will update the AIP as appropriate. LAN members will draw any significant matters to the attention of the LAN who will determine what action should be taken.

## Appendix 1

| Performance Assessment Comhairle Nan Eilean Siar       |                                     |   |   |
|--|-------------------------------------|---|---|
| Corporate plan strategic priorities                    | Initial risk assessment             | Evidence/rationale  | What we plan to do  |
| <p><b>Growing prosperity in a growing economy.</b></p> | <p><b>Areas of uncertainty.</b></p> | <ul style="list-style-type: none"> <li>• The Comhairle can demonstrate a number of initiatives and actions to protect or increase the local economy. However, there is insufficient data to demonstrate the impact this is having to the local economy or to population retention.</li> <li>• Many of the baselines/targets are difficult to report or are not readily available. The Comhairle has not reported whether there have been new jobs created in the renewable energy or Gaelic media sectors.</li> <li>• The baseline for Job Seekers Allowance (JSA) in 2006/07 was 3.3%, however, the SOA does not specify what the target is for 2010/11. In July 2008 the percentage of the resident working age population claiming JSA fell to 2%, however, this figure is steadily climbing and in February 2009, 4.2% were claiming JSA; the equivalent figure for Scotland and for the UK was 3.8%.</li> <li>• A joint strategy with partners successfully averted major job losses (up to 150) following QinetiQ's proposals to rationalise command and control functions at Hebrides Range on Benbecula.</li> <li>• In November 2009, the office for national statistics showed the estimated rate of unemployment in the Western Isles was 7.4%. This was an increase from the previous year which was 3.8%. The estimated unemployment for Scotland in 2009 was 7.2%.</li> <li>• A new Creative Industries and Media Centre is planned in Stornoway. This will support the growth of media businesses in the Outer Hebrides. The £2.6m project is funded by CNES, HIE and ERDF grant income. Once this project is up and running it will be beneficial to the Comhairle to demonstrate its impact on the local economy.</li> <li>• The single point Outer Hebrides Business Gateway Service was established in April 2009 and is co-located with HIE. This is located in Stornoway, but further locations are planned. There</li> </ul> | <ul style="list-style-type: none"> <li>• BV2 will address this area in year 2.</li> <li>• We will continue to monitor progress reports against outcomes as part of the annual audit.</li> </ul> |

| Performance Assessment Comhairle Nan Eilean Siar        |                              |   |   |
|---|------------------------------|---|---|
| Corporate plan strategic priorities                     | Initial risk assessment      | Evidence/rationale  | What we plan to do  |
|   |                              | <p>were 16 business start ups in the 6 months to September 2009 compared to a half year target of 18, however, the target increases to 80 by 2010/11.</p> <ul style="list-style-type: none"> <li>The Connected Hebrides project aims to take the Outer Hebrides to the forefront of next generation broadband. Building on the existing Connected Communities project, it now requires transformation investment in order to implement the campaign and maximise the economic opportunities that can accrue to the area. However, agreement still requires to be secured regarding funding from HIE, NHS Eilean Siar, and SG Pathfinder to agree.</li> <li>It is not clear what impact the Harris Tweed investment fund is having on achieving the SOA target of having 21,500 metres of production supported by the fund.</li> </ul>   |   |
| <b>Strong communities, strong roots, strong culture</b> | <b>Areas of uncertainty.</b> | <ul style="list-style-type: none"> <li>The Western Isles benefits from having low crime rates, and a strong community and cultural identity. There is insufficient data at present to demonstrate the impact of initiatives aimed at enhancing these, or whether SOA targets are being met.</li> <li>Most of the “communities” objectives are action orientated rather than demonstrating any improvement in performance (e.g. there are no SOA targets for the Comhairle, working with its partners, regarding crime reduction – other than drunkenness related statistics).</li> <li>Previous SWIA/HMIE work has identified that there is an un-coordinated approach to addressing domestic abuse issues.</li> <li>Alcohol is recognised as a key factor in many aspects of community safety, from under 18 alcohol consumption to alcohol related crime. Alcohol related crime figures show over 1000 incidents in 2006/07. The SOA set a target of reducing the rate of drunkenness offences recorded per 10,000 population from its baseline of 18.3. It has also set a target of reducing alcohol related hospital discharges.</li> <li>In 2007/08 there were 970 Group 1-5 crimes recorded. This was a reduction of 13.8% from the previous year.</li> </ul> | <ul style="list-style-type: none"> <li>BV2 will address this area in year 2.</li> <li>We will continue to monitor progress reports against outcomes as part of the annual audit.</li> </ul> |

| Performance Assessment Comhairle Nan Eilean Siar |                         |   |  |
|--|-------------------------|---|--|
| Corporate plan strategic priorities              | Initial risk assessment | Evidence/rationale  | What we plan to do   |
|  |                         | <ul style="list-style-type: none"> <li>The Comhairle facilitate Gaelic Learners courses in partnership with Lews College, has carried out two Gaelic information days, and are leading the bid to take the Celtic Media Festival to the Western Isles in 2011.</li> <li>A programme of coast protection and flood alleviation schemes are in place and form an objective in the SOA. It is intended to have 75% of the programme completed by March 2012; and to complete the Coast Adapt project by January 2012.</li> <li>Investment in Pier and Harbour infrastructure to support growth in maritime leisure and local fishing industry is underway. However, while the Kallin Harbour extension is complete, other planned projects at Stornoway inner harbour and Ardveinish are dependant on EU funding which could impact on their ability to progress.</li> </ul>   |  |
| Quality education in quality buildings           | Areas of uncertainty.   | <ul style="list-style-type: none"> <li>There is evidence of good performance in a range of education services, initiatives, and attainment. These are reported in greater detail in the Education and Children's Services section later in this report. However, this is mitigated by the poor condition of many of the Comhairle's school buildings.</li> <li>The Comhairle are in the process of implementing the Western Isles Schools Project (WISP) which will bring new or renovated school places to 40% of the current school population. The affordability gap for the WISP will be met from within Education resources. .</li> <li>The Comhairle has set a challenging timeline to carry out consultation on the proposed rationalisation in order to ascertain potential financial savings (and meet the legislative requirements of the Schools Consultation Bill). The proposal states that no amalgamation should take place until the receiving school is categorised as condition B or above or has plans for such remodelling as would be required to bring about the necessary condition improvement.</li> <li>Repairs and maintenance budgets for the school estate are</li> </ul> | <ul style="list-style-type: none"> <li>Within the terms of the forthcoming legislation on the Schools Consultation Bill (April 2010), HMIE will be involved in consideration of the educational aspects of the proposal for any school closure and will produce a post-consultation report which will be submitted to the authority.</li> <li>The annual audit will continue to monitor the Comhairle's project management arrangements; ascertain whether the actual affordability gap is quantified following identification of the preferred bidder; and monitor the steps taken to address the affordability gap.</li> </ul> |

| Performance Assessment Comhairle Nan Eilean Siar |                                     |  |   |
|--|-------------------------------------|--|---|
| Corporate plan strategic priorities              | Initial risk assessment             | Evidence/rationale   | What we plan to do  |
|  |                                     | <p>inadequate, particularly in light of weather conditions in the islands and the number, age and structure of the Comhairle's schools. While the Comhairle is not alone among councils in having significant issues with regard to building fabric, it is notable that the 2007 condition survey of schools identified none of the Comhairle's schools as being in "good" condition.</p> <ul style="list-style-type: none"> <li>The total roll (primary and secondary) 30 years ago was 6,300 while in September 2008, this had fallen to 3730.</li> </ul>  |   |
| <b>Green council, green islands</b>              | <b>Significant risks identified</b> | <ul style="list-style-type: none"> <li>There are initiatives to derive the maximum benefit from the islands' natural resources, whilst at the same time safeguarding resources for future generations. However, the poor recycling performance is a fundamental drawback to achieving this.</li> <li>The Comhairle has poor recycling performance, at nearly half the national average. 18.6% of municipal waste was recycled/composted in 2008/09. This is less than the previous year (approx 21%) and is the lowest in Scotland. A target of 25% has been set for 2010/11.</li> <li>The cleanliness index for the Comhairle of 72 is a slight reduction from previous years and is similar to the Scottish average.</li> <li>The tender documents for the new schools pro-actively address environmental and sustainable issues.</li> <li>Waste collection options, such as co-mingled collections, are being evaluated to help increase recycling at household and commercial level. There is an agreement with Highland Council to recycle a return load of their green/garden waste when the Comhairle export paper to mainland recyclers.</li> <li>In April 2009 the Comhairle and NHS Western Isles jointly approved a Carbon Management Plan with a commitment to reduce carbon emissions by 20% (7,000 tonnes) by 2014.</li> <li>The corporate plan states that the Comhairle will procure goods in the most sustainable way. Procurement practices are improving, however, the Comhairle has yet to fully develop a contract</li> </ul> | <ul style="list-style-type: none"> <li>Audit Scotland will follow up the findings from the national Sustainable Waste Management report (September 2007) and apply findings locally. This will be carried out in year 2.</li> </ul> |

## Performance Assessment Comhairle Nan Eilean Siar

| Corporate plan strategic priorities                                 | Initial risk assessment                     | Evidence/rationale  | What we plan to do  |
|---|---|---|---|
|   |   | <p>register, fully identify the amount of procurement expenditure through contracts, or establish the amount it purchases from local suppliers/payments to local post codes</p> <ul style="list-style-type: none"> <li>• The SOA includes objectives for the Comhairle and its partners relating to the quality of water and to increase the % of nature sites in favourable condition. Performance on these has still to be reported.</li> <li>• This corporate objective includes deriving the maximum benefit from cultural resources. As noted in strong communities, strong roots, strong culture, the Comhairle are pro-active in promoting and preserving Gaelic.</li> </ul>   |   |
| <p><b>Strengthening connections, strengthening communities.</b></p> | <p><b>No significant scrutiny risks</b></p> | <ul style="list-style-type: none"> <li>• The Comhairle successfully lobbied for the introduction of the RET to help increase the number of passengers on ferries and planes.</li> <li>• There have been improvements to the spinal route between the islands. Further sections continue to be developed, together with roads to communities. It is intended to increase the length of double track road by 8km by 2012.</li> <li>• Some of the key capital building works have yet to be completed, including Harris House care home, Stornoway town hall redevelopment, and the creative industries and media centre.</li> <li>• The initial three year (2005 – 2008) connected communities broadband network was successfully introduced. This consisted of a wireless spine running the length of the island chain. Phase 2 of this project is now being addressed.</li> <li>• Recent social infrastructure developments focussed on new multipurpose community schools, which combine a range of social infrastructure, such as leisure facilities, educational opportunities (for children and adults) and health within one building or a cluster of buildings on the same site e.g. the redevelopment of the Sir E Scott School, Tarbert, Harris.</li> <li>• The customer services project has been completed within the service access points at the Town Hall, Stornoway. The Comhairle</li> </ul> | <ul style="list-style-type: none"> <li>• No scrutiny activity.</li> </ul> |

| <b>Performance Assessment Comhairle Nan Eilean Siar</b> |                                |   |                           |
|---|--------------------------------|---|---------------------------|
| <b>Corporate plan strategic priorities</b>              | <b>Initial risk assessment</b> | <b>Evidence/rationale</b>   | <b>What we plan to do</b> |
|   |                                | aims to increase the number of community access points from 4 in 2006/07 to 13 by March 2011. |                           |

## Performance assessment Comhairle Nan Eilean Siar

| Service Area                             | Initial risk assessment   | Evidence/rationale  | What we plan to do   |
|--|---|---|--|
| <b>Education and children's services</b> | <b>Children's services and inclusion</b><br><b>Areas of uncertainty.</b>        | <ul style="list-style-type: none"> <li>• There is a well-considered and effectively implemented early years and early intervention strategy (2009-2014). There has been a significant increase in the number of staff with appropriate qualifications and in the number of groups directly managed by the Comhairle. Integrated inspections of pre-five establishments by HMIE are generally positive.</li> <li>• The recently restructured Education and Children's Services has the potential to deliver improvements in service quality and outcomes for children and young people. The department is still at an early stage of development and is exploring ways to deploy shared resources to achieve improvements particularly in the work of inclusion services, children and families services, and using the expertise of the education department's quality improvement team.</li> <li>• The recent HMIE child protection inspection <a href="#">Western Isles SFCU - January 2010</a> and SWIA inspection follow ups showed some effective practice in working to keep children safe and in meeting their immediate needs. There was a need to improve longer term planning for children. The key processes of regular assessment care planning and review needed to be better embedded and recording practice improved. Prioritising work and managing workloads and staff absences also needed to improve.</li> <li>• There are 12 registered early years services owned and run by CNES. All were graded good or very good in the Care Commission's 2009 inspections. The 17 private or voluntary groups supported by CNES also provide a good service.</li> </ul> | <ul style="list-style-type: none"> <li>• Service managers are aware of the main issues that require to be addressed and have firm plans for service improvement. HMIE and SWIA have offered assistance through their respective link inspectors, working closely together.</li> <li>• HMIE and SWIA provide support to improvements planned by the service and will monitor the impact of the new integrated arrangements through the District Inspector.</li> </ul> |
|  | <b>Children's services and inclusion</b><br><b>Significant risks identified</b> | <ul style="list-style-type: none"> <li>• The 2010 Care Commission Inspection of adoption and fostering services found weaknesses in risk assessment procedures that required to be addressed urgently.</li> </ul>   | <ul style="list-style-type: none"> <li>• Care commission to follow up inspection of adoption and fostering services (and keep SWIA and HMIE Child Protection informed in relation to their action plans). Due to the seriousness of issues identified this will be brought forward into year 1.</li> </ul>   |



## Performance assessment Comhairle Nan Eilean Siar

| Service Area | Initial risk assessment  | Evidence/rationale  | What we plan to do   |
|--------------|--|---|--|
|              | <p><b>Quality improvements/schools and human resources</b></p> <p><b>No significant scrutiny risks</b></p> | <ul style="list-style-type: none"> <li>• HMIEs 2009 inspection of the Education functions <a href="#">HMIE Reports - Eilean Siar (Western Isles) Council</a> concluded with a positive report with almost all quality indicators evaluated as “good”. Leadership and direction was evaluated as “satisfactory”. The main points for action included the need to improve aspects of the Comhairle’s strategic and political leadership and direction.</li> <li>• The proportion of secondary-aged learners who are not in education, employment or training is well below that of comparator authorities and nationally.</li> <li>• The authority is making steady progress in improving the attainment of the lowest 20% of pupils. The authority compares favourably with those in the comparator group in relation to this measure.</li> <li>• The numbers of young people involved in Skills for Work programmes, and other related National Qualification courses, has increased rapidly in recent years and significant numbers of young people are now involved in these programmes. The HMIE inspection of the authority found that staff had yet to ensure that all pupils moving on from S3/S4, including those with additional support needs, had positive options for building on their Skills for Work experience. (INEA Feb 2009).</li> <li>• The follow through HMIE inspection of the education psychology (EP) service (published in March 2010) noted that the improvements in service focus and development have resulted in greater access to EP services for an increased number of stakeholders across the Western Isles.</li> </ul> | <ul style="list-style-type: none"> <li>• HMIE will continue to monitor performance through the District Inspector.</li> <li>• HMIE will carry out a further visit in a year’s time to review the ways in which the EPS has continued to engage with stakeholders to deliver improved outcomes for children and young people in line with ECS priorities and objectives.</li> </ul> |

## Performance assessment Comhairle Nan Eilean Siar

| Service Area | Initial risk assessment   | Evidence/rationale  | What we plan to do  |
|--------------|---|---|---|
|              | <p><b>Quality improvements/schools and human resources</b><br/> <b>No significant scrutiny risks.</b></p> | <ul style="list-style-type: none"> <li>• Attainment results are a mixed picture. Overall the authority has strong performance in national examinations. The authority is above the national average in all measure and above the average of comparator authorities in almost all SQA measures. At S4 and S5 there was improvement in almost all measure in 2009.</li> <li>• At primary stages and S1 and S2, the picture is less positive in 2009. There has been a sharp dip in national attainment levels in reading, writing and mathematics in primary schools and at S2 in 2009. Across primary schools, most pupils attain appropriate national levels in reading and mathematics. The majority do so in writing. At S2, the majority of pupils achieve national levels in reading and mathematics. Less than half do so in writing. Senior officers assert that the reasons for the dip was due to teachers delaying testing until pupils were secure in their knowledge and understanding.</li> <li>• Pupils' attendance in primary and secondary schools is better than those in comparator authorities and nationally; and fewer children are excluded from schools.</li> <li>• Over the last three years, inspection reports of schools have been mainly positive across sectors.</li> </ul> | <ul style="list-style-type: none"> <li>• HMIE will continue to monitor performance through the District Inspector.</li> </ul>   |
|              | <p><b>Quality improvements/schools and human resources</b><br/> <b>Areas of uncertainty.</b></p>          | <ul style="list-style-type: none"> <li>• One school has experienced a very difficult period in recent years. Clear direction, leadership and support from the Comhairle will continue to be crucial in securing improvement.</li> <li>• The geography and demography of the islands presents challenges in recruiting and retaining staff in specific instances in ensuring capacity for improvement.</li> </ul>  | <ul style="list-style-type: none"> <li>• HMIE will engage with senior officers of the Comhairle about the action plan to take forward improvement in order to ensure that appropriate strategies are in place to address key points raised in the inspection report. HMIE will also make a visit to the school to support staff as they work to build on progress.</li> </ul> |

## Performance assessment Comhairle Nan Eilean Siar

| Service Area                         | Initial risk assessment  | Evidence/rationale  | What we plan to do   |
|--------------------------------------|--|---|--|
| <b>Social and community services</b> | <b>Community learning and development</b><br><br><b>Areas of uncertainty.</b>  | <ul style="list-style-type: none"> <li>• HMIE identified the need to strengthen partnership working between the Education Department and community learning and development staff to ensure effective continuity and progression in learning for children, young people and adults.(INEA February 2009)</li> <li>• Steps taken to address the above have included attendance of CLD representatives at Learning Community management meetings and CLD representation on the strategic group for Curriculum for Excellence.</li> <li>• The Inspection of the Learning Community surrounding Lionel School in September 2008- improving performance and improving services were evaluated as “weak”. As a result, HMIE have recently been involved in a follow-through inspection and will visit again within one year for a further follow-through.</li> </ul>   | <ul style="list-style-type: none"> <li>• HMIE will continue to monitor the impact of joint working between Education and CLD through the District Inspector and HMIE CLD link.</li> </ul>  |
|                                      | <b>Community care and criminal justice</b><br><br><b>Areas of uncertainty.</b> | <ul style="list-style-type: none"> <li>• The SWIA performance inspection report of November 2006 found some satisfactory outcomes for service users but a number of weaknesses in the way services were managed and delivered.</li> <li>• SWIA’s most recent follow up report (January 2010) found recently strengthened management capacity and solid evidence of some effective work.</li> <li>• Community care service PIs show that access to services is good, there is reasonable performance in respect of adults with learning disabilities, strong performance in proportion of adults over 65 receiving services at home (although the sustainability of more intensive home care packages has yet to be fully addressed).</li> <li>• The numbers of direct payments is on the increase although it is still below the Scottish average.</li> <li>• There has been some progress regarding single shared assessments, however, the lack of baseline data and the ongoing training and improvements required to the carefirst</li> </ul> | <ul style="list-style-type: none"> <li>• Increased capacity now affords managers the opportunity to address these issues and they have plans for taking forward a programme of service improvements. SWIA will continue to monitor this via their link inspector.</li> </ul> |

**Performance assessment Comhairle Nan Eilean Siar**

| Service Area | Initial risk assessment | Evidence/rationale  | What we plan to do |
|--------------|-------------------------|---|--------------------|
|              |                         | <p>system mean that further progress is required.</p> <ul style="list-style-type: none"> <li>• The SWIA inspection follow up found that there was still room for improvement in a number of areas. These included assessment and care planning, performance and workload management, training and workforce planning, and linking service and financial planning. Implementing adult protection procedures and practices was a particular priority.</li> <li>• Some capital projects have been completed, but others are slipping. The two care homes due for replacement are in poor condition. It is essential that the asset management plan integrates better with service priorities.</li> <li>• The 2009 Care Commission inspection of care homes assessed all care home services as above adequate for all quality themes, most of which were very good or excellent. Day care support services were graded good/ very good across the quality themes.</li> <li>• There is 100% compliance regarding older people/other adults that are in single rooms with en-suite facilities in Comhairle/ voluntary sector premises. There has been an Increase in the number of people aged 65+ receiving homecare and in the number of hours received.</li> </ul> |                    |

## Performance assessment Comhairle Nan Eilean Siar

| Service Area                         | Initial risk assessment  | Evidence/rationale   | What we plan to do  |
|--------------------------------------|--|--|---|
|                                      | <p><b>Leisure and learning</b><br/> <b>No significant scrutiny risks</b></p> | <ul style="list-style-type: none"> <li>• Usage of libraries has increased steadily and is well above the Scottish average.</li> <li>• The usage of learning access points has slightly fallen in recent years but is well above the Scottish average.</li> <li>• The Scottish Library &amp; Information Council reviewed the Comhairle's personal and community participation in the library service in 2009. This resulted in a mixed assessment, varying from "weak" in approaches to promoting personal and community development" to "good" in supporting, recording and providing access to community heritage and culture.</li> <li>• There have been increases in the number of attendances at pools, indoor and outdoor leisure facilities. Each is above the Scottish average. However, costs are increasing.</li> </ul>  | <ul style="list-style-type: none"> <li>• No scrutiny activity.</li> </ul>   |
| <p><b>Development department</b></p> | <p><b>Housing</b><br/> <b>Areas of uncertainty</b></p>                       | <ul style="list-style-type: none"> <li>• The high level of homelessness and limited housing supply is a concern. However, this is offset by the good quality of support services provided to homeless people.</li> <li>• The Comhairle agreed a target of building 40 new houses p.a. until 2011 with the Hebridean Housing Partnership the main social landlord in the area, however, this may not meet demand.</li> <li>• The condition of private housing is also a concern, with the islands having a higher than average number of properties failing the Tolerable Standard</li> <li>• On average the Comhairle receives 250 homelessness cases per year. The Comhairle faces a challenge to meet the national 2012 Homeless targets re assessment of priority need. The Comhairle has taken actions to increase the numbers of homeless people assessed in priority need, just failed by 1% to achieve the interim target in 2009 and predicts it will meet the 2012 target.</li> </ul> | <ul style="list-style-type: none"> <li>• SHR will monitor the Comhairle's progress in addressing the high number of homelessness cases and how these are being taken up with the main social landlord. This will be addressed via the Improvement Plan update due in March 2011.</li> </ul> |

## Performance assessment Comhairle Nan Eilean Siar

| Service Area | Initial risk assessment   | Evidence/rationale   | What we plan to do   |
|--------------|---|--|--|
|              | <b>Housing support services</b><br>No significant scrutiny risks  | <ul style="list-style-type: none"> <li>The 2009-10 Care Commission inspection graded the homeless support service as 'very good' and 'excellent'. This was endorsed by SHR, who found that homeless support services are excellent</li> <li>The homeless support service provides support tailored to the needs of the individual, including budgeting skills, welfare rights and an addictions service. This is particularly impressive given the rural and island environment. Since the introduction of this service repeat homelessness has reduced from 11% to 2%.</li> <li>The Comhairle does not have an accurate assessment of need for temporary accommodation, places heavy reliance on Bed &amp; Breakfast accommodation and has sometimes breached the Temporary Accommodation Order. However the Comhairle has agreed an improvement plan with SHR to tackle these weaknesses.</li> </ul> | <ul style="list-style-type: none"> <li>No scrutiny activity.</li> </ul>  |
|              | <b>Planning</b><br>No significant scrutiny risks                  | <ul style="list-style-type: none"> <li>Household planning applications dealt with within 2 months exceed the government target, however, non- householder planning applications dealt with within 2 months are only 65% compared to 80% target. Both showed improvements compared to 2007/08.</li> <li>Planning applications are now accepted electronically.</li> </ul>   | <ul style="list-style-type: none"> <li>No scrutiny activity.</li> </ul>  |
|              | <b>Economic and community development</b><br>Areas of uncertainty | <ul style="list-style-type: none"> <li>The service delivers a wide range of EU and other funded projects in partnership with Community Planning partners, including investment in piers and harbours and investment in the business infrastructure through the community renewable support fund</li> <li>Provides the Business Gateway service.</li> <li>Helped secure the future of Hebridean Range in Uist. and preserve 150 jobs.</li> </ul>  | <ul style="list-style-type: none"> <li>The LAN will continue to monitor the impact that business gateway has on promoting economic development in the islands. This will feature in the BV2 work.</li> </ul> |
|              | <b>Building standards</b><br>No significant scrutiny risks        | <ul style="list-style-type: none"> <li>85%of customer survey responses are satisfied with the Building Standards service.</li> <li>Over 80% of building warrants are issued within six days of</li> </ul>  | <ul style="list-style-type: none"> <li>No scrutiny activity.</li> </ul>  |

## Performance assessment Comhairle Nan Eilean Siar

| Service Area  | Initial risk assessment   | Evidence/rationale  | What we plan to do   |
|---|---|---|--|
|   |   | satisfactory drawings.  |  |
|   | <b>Other regulatory</b><br><b>No significant scrutiny risks</b> | <ul style="list-style-type: none"> <li>The % of trading standards complaints dealt with within 14 days in 2008/09 is 76% for consumers and 88% for businesses. This is better than average, is broadly in line with targets and an improvement on previous years. Cost are higher than average.</li> <li>Environmental health performance is good, with experience of neighbourhood problems in particular much better than average.</li> </ul>   | <ul style="list-style-type: none"> <li>No scrutiny activity.</li> </ul>  |
| <b>Finance and corporate services</b><br>Covering: <ul style="list-style-type: none"> <li>Accountancy</li> <li>Customer and central services</li> <li>Exchequer services</li> <li>IT</li> <li>Internal audit</li> </ul> | <b>No significant scrutiny risks</b>                            | <ul style="list-style-type: none"> <li>The department provides a good support service to the Comhairle and is taking proactive steps to make improvements.</li> <li>Council tax collection rates have increased and are about average for Scotland. The cost of collection of council tax and the cost of processing benefit claims is high compared to other councils, however, a primary reason for this is the low numbers involved and the difficulty to achieve economies of scale. The proportion of invoices paid within 30 days is the lowest in Scotland.</li> <li>The % of public buildings suitable for access to disabled people is one of the lowest in Scotland.</li> <li>The benefits service obtained a generally satisfactory performance inspection by Audit Scotland. There are, however, areas where improvements could be made, particularly in fraud prevention.</li> <li>Service targets include improve customer services and improve customer satisfaction. However, there are no procedures in place within the new customer service project to measure how this will benefit the community.</li> <li>There is a satisfactory budgetary control system. Financial Information is provided to budget holders in a timely fashion. There have been unqualified audit reports for many years. There</li> </ul> | <ul style="list-style-type: none"> <li>Audit Scotland will continue to monitor budgetary control.</li> <li>Audit Scotland will monitor council tax collection rates, costs, payment of invoices and improvements to disabled access to buildings.</li> </ul> |

## Performance assessment Comhairle Nan Eilean Siar

| Service Area       | Initial risk assessment   | Evidence/rationale   | What we plan to do  |
|--------------------|---|--|---|
|                    |   | is a properly timetabled and planned approach to setting budgets.  |   |
| Technical services | <b>Waste management services</b><br><b>Significant risks identified</b>             | <ul style="list-style-type: none"> <li>Waste Management performance is mixed. Recycling is the worst in Scotland having decreased from last year, while littering is much better than average. The cleanliness index remains around average. Costs are significantly higher than average and have increased from last year.</li> </ul>   | <ul style="list-style-type: none"> <li>Audit Scotland will follow up the findings from the national Sustainable Waste Management report (September 2007) report and apply findings locally. (Year 2)</li> </ul> |
|                    | <b>Roads, transport and marine services</b><br><b>No significant scrutiny risks</b> | <ul style="list-style-type: none"> <li>The Community Appraisal Survey in 2008 identified that only 34% were satisfied with the road repairs carried out.</li> <li>Most residents are satisfied with the gritting service, however, the level of gritting provided had to be scaled down from 2009/10 due to the unsustainably high cost of the service.</li> <li>Performance is mixed, as carriageway condition, as recorded in the SPIs is poorer than average, however, there have been improvements in recent years and there are targets in the SOA to further increase the length of the spinal route.</li> <li>Traffic light repairs have improved, but street light repairs has fallen and remain slower than average. Costs are significantly higher than average, having increased substantially from last year.</li> </ul> | <ul style="list-style-type: none"> <li>No scrutiny activity.</li> </ul>   |
|                    | <b>Commercial operations COU</b><br><b>Areas of uncertainty</b>                     | <ul style="list-style-type: none"> <li>No significant complaints regarding the standard of service delivered.</li> <li>There is concern regarding the level of costs incurred and the notional internal client/contractor split. This is the subject of an internal BV review.</li> </ul>  | <ul style="list-style-type: none"> <li>Audit Scotland will monitor the outcome of the internal BV review of the COU and the steps taken in response. This is likely to be some time during 2010.</li> </ul>     |



## Appendix 2

| CORPORATE ASSESSMENT COMHAIRLE NAN EILEAN SIAR |                               |   |  |
|--|-------------------------------|---|--|
| Corporate assessment area                      | Initial risk assessment       | Evidence/rationale  | What we plan to do   |
| Vision and strategic direction                 | No significant scrutiny risks | <ul style="list-style-type: none"> <li>The 2006 BV report criticised the Comhairle's corporate plan for being too vague. The Comhairle's 2007-2011 corporate plan was more objective and provided more specific means by which success would be measured.</li> <li>The SOA now forms the basis for the Comhairle's business plans, and links to the corporate strategy. Its objectives are incorporated into departmental business plans and performance measures and outcomes for 2009/10 and 2010/11 are/will be monitored by services and reported to the P &amp; R Committee and to the OHCPP.</li> <li>Members have a good understanding of the issues facing the Western Isles and their communities. While these have helped drive change and improvement, the pace of change has been slow in some cases.</li> <li>The Comhairle are acutely aware of the impact that changes in demographics will have on service delivery. More elderly people are putting pressure on care services and an ongoing reduction in school roles will highlight excess capacity.</li> <li>There is good communication of priorities and expectations with businesses and community planning partners. However, the inspection of the education functions found that the department has not yet fully secured the support of all elected members for its vision. An IPSOS Mori poll in 2008 identified that only 31% of staff feel they are informed of corporate policies and priorities, compared to the Scottish LA average of 44%. The findings of the poll have been fed into a communications improvement plan currently being monitored by the Comhairle.</li> </ul> | <ul style="list-style-type: none"> <li>BV2 will address the extent to which the Comhairle's vision and strategic direction is driving corporate objectives.</li> </ul> |

| CORPORATE ASSESSMENT COMHAIRLE NAN EILEAN SIAR |                               |   |  |
|--|-------------------------------|---|--|
| Corporate assessment area                      | Initial risk assessment       | Evidence/rationale  | What we plan to do   |
| Leadership and culture                         | No significant scrutiny risks | <ul style="list-style-type: none"> <li>The Audit Scotland BV report in 2006 identified that the lack of a defined administration might increase the risk of a lack of leadership or direction. However, it went on to note that there is leadership at the political level. Following the best value review, the Chief Executive carried out a review of the Comhairle, including the political and managerial structures and processes to help foster a more corporate approach. The revised structures are now firmly in the place.</li> <li>Since October 2008 the Comhairle has operated with a leader and convener (previously convener and vice convener). It is widely considered by officers that this has helped to distinguish the characteristics of each role.</li> <li>All members have carried out a needs assessment and agreed their personal development plan (PDP). These will be reviewed in 2010, when it is also intended to provide a review of the effectiveness of training provided to date.</li> </ul>  | <ul style="list-style-type: none"> <li>No scrutiny activity.</li> </ul>  |
|  | Areas of uncertainty          | <ul style="list-style-type: none"> <li>In 2009 HMIE evaluated all quality indicators as good apart from leadership and direction which was evaluated as satisfactory. The report highlighted strengths including the well judged leadership of the then Director of Education and the effectiveness of the senior management team. The current Director took up post within the new structure of Education and Children's Services in October 2009. The department is at an early stage in implementing new integrated arrangements, including leadership development arrangements.</li> <li>The need to review the service delivery for Children's Services was highlighted in the SWIA report of November 2006 which judged the Social Work department to be weak in leadership and capacity for change. The follow up report in 2008 noted that the quality of planning still suffered because of the lack of leadership, management capacity, and because data (e.g. demographic, performance) was still insufficient to properly inform plans.</li> <li>The development of the performance management system, asset</li> </ul> | <ul style="list-style-type: none"> <li>HMIE and SWIA will provide support to improvements planned by the service and will monitor the impact of the new integrated arrangements through the District Inspector.</li> <li>Due to the slow pace of change in some areas, BV2 will assess how the Comhairle's leadership and culture is influencing the development of corporate assessment areas.</li> </ul> |

| CORPORATE ASSESSMENT COMHAIRLE NAN EILEAN SIAR    |                                      |   |  |
|---|--------------------------------------|---|--|
| Corporate assessment area                         | Initial risk assessment              | Evidence/rationale  | What we plan to do   |
|   |                                      | management plan, public performance reporting, strategic best value service reviews, joint working and the diagnostic pathway programme has been slow. The Comhairle's leadership and capacity for change could be a factor in this that needs to improve.  |  |
| <b>Planning and resource alignment</b>            | <b>Areas of uncertainty</b>          | <ul style="list-style-type: none"> <li>• Corporately, there was a more visible link between service and financial plans in 2009/10 than in previous years.</li> <li>• The three year strategic Business Plan for Education and Children's Services sets out clear links to the Comhairle's Corporate Strategy, and are aligned to the national outcomes. The Business Plan sets out key improvement priorities and is used by schools to inform their improvement plans. The HMIE 2009 report noted that recent steps have been taken to ensure that resources were directed towards key priority areas. However, the Schools Estate Management Plan acknowledged that the existing budget for the repair and maintenance of the schools estate was not sufficiently linked to requirements.</li> <li>• There continues to be an increasing number of off island placements for accommodated children. There is therefore scope to further examine how local provision can be developed and strengthened to help increase the number of children who remain at home or in their home community. The Comhairle proposes to carry out a detailed option appraisal to assess the viability of developing alternative residential / respite resources on the Western Isles for children and young people with a range of disabilities, and a separate option appraisal will look into the development of a wider range of foster care provision.</li> <li>• There is insufficient evidence to demonstrate how service priorities are being implemented at the expense of lower priorities.</li> </ul> | <ul style="list-style-type: none"> <li>• HMIE Child Protection/SWIA will monitor steps taken by the Comhairle to address the longer term planning and resource aspects to address the needs of looked after children, including the additional off island placements and arrangements to identify a more cost effective solution.</li> <li>• Audit Scotland will monitor how service priorities are identified, prioritised and financed against real term reductions in financing.</li> </ul> |
| <b>Partnership working and community planning</b> | <b>No significant scrutiny risks</b> | <ul style="list-style-type: none"> <li>• Good progress was made on community partnership working when developing the Single Outcome Agreement. There are projects such as the hub initiative and the carbon management plan that are progressing with partners.</li> <li>• Education and Children's Services work effectively with a range of partner agencies to support the needs of young people with</li> </ul>   | <ul style="list-style-type: none"> <li>• No scrutiny activity.</li> </ul>  |

| CORPORATE ASSESSMENT COMHAIRLE NAN EILEAN SIAR |                             |   |  |
|--|-----------------------------|---|--|
| Corporate assessment area                      | Initial risk assessment     | Evidence/rationale  | What we plan to do   |
|  |                             | <p>additional support needs. Partnerships between the Comhairle, schools and employers are strong and improving. The Comhairle has developed a productive partnership with Lews Castle College. This has assisted the expansion in Skills for Work provision in schools and in adult learning opportunities through CLD.</p> <ul style="list-style-type: none"> <li>• There have been improvements in links between pre-five, primary and secondary schools to build on prior learning within the context of Curriculum for Excellence. However, more remains to be done within this area.</li> </ul>   |  |
|  | <b>Areas of uncertainty</b> | <ul style="list-style-type: none"> <li>• The CHaSCP is not progressing as well as planned due to the challenge of reconciling partners' different priorities with existing competing demands and decreasing resources. The structures are currently being reviewed.</li> <li>• The Comhairle and NHS Western Isles have committed to the integrated service delivery project and funding has been secured to facilitate this. Opportunities for sharing include estates management services and printing facilities. However, it is uncertain if this and the other projects will proceed to implementation and we do not observe significant activity to progress shared services.</li> <li>• The recent HMIE Child Protection report highlighted the need to improve the effectiveness of approaches to meet the needs of children affected by domestic abuse. The domestic abuse strategic partnership is under review with the aim of improving the identification and uptake of support services.</li> </ul> | <ul style="list-style-type: none"> <li>• The LAN will monitor whether the CHaSCP is delivering objectives.</li> <li>• Audit Scotland will monitor progress in identifying and delivering shared services. This will form part of the annual audit, but will also be addressed as part of BV2 work.</li> <li>• HMIE Child Protection monitor improvements to the effectiveness of approaches to meet the needs of children affected by domestic abuse. The Link Inspector will provide support and advice.</li> </ul> |

| CORPORATE ASSESSMENT COMHAIRLE NAN EILEAN SIAR |                               |  |   |
|--|-------------------------------|--|---|
| Corporate assessment area                      | Initial risk assessment       | Evidence/rationale   | What we plan to do  |
| Community engagement                           | No significant scrutiny risks | <ul style="list-style-type: none"> <li>The lack of formal community engagement was identified as an issue in the 2006 BV report.</li> <li>There has been progress with Community Engagement Action Plans, taking the Scottish Government's forthcoming Community Empowerment Action Plan as the model. From October 2009, four of the six annual meetings of the OHCPP will be at geographical locations (spread out in Lewis, Harris, Uist, and Barra).</li> <li>Members have led community engagement workshops across the council area. The outcomes of the community engagement workshops were reported to Education and Children's Services Committee in October this year. It is not clear what actions have been taken as a result.</li> <li>The Western Isles Youth Council receives strong support from community education. Members are effective in representing the views of young people in the Western Isles through Area Youth Voice networks and some links to school pupil councils.</li> </ul> | <ul style="list-style-type: none"> <li>No scrutiny activity.</li> </ul>   |
|  | Areas of uncertainty          | <ul style="list-style-type: none"> <li>The HMIE Inspection of the education functions found that plans to evaluate the effectiveness of community capacity building activity were unclear. The engagement of community representatives and organisations in joint evaluations with the Education and Children's Services was limited.</li> </ul>   | <ul style="list-style-type: none"> <li>HMIE CLD link to continue to work with CLD staff to improve processes.</li> </ul>  |
| Governance and accountability                  | No significant scrutiny risks | <ul style="list-style-type: none"> <li>Overall we are satisfied with the Comhairle's financial systems, and with the corporate governance arrangements.</li> <li>There is evidence of the BVIP that was agreed following the 2006 BV report being regularly monitored and developed.</li> <li>Members are engaged, attendance at meetings is generally good, and training arrangements for members are in place.</li> <li>There are good governance arrangements in Education dept.</li> </ul>   | <ul style="list-style-type: none"> <li>No specific scrutiny activity other than ongoing monitoring via the annual audit.</li> </ul>   |
| Public performance reporting                   | Significant risks identified  | <ul style="list-style-type: none"> <li>There have been no public performance reports (PPR) since 2005/06. It is intended that the new performance management system will help deliver this in a variety of accessible formats, including the Communities Connect Portal.</li> </ul>  | <ul style="list-style-type: none"> <li>Monitor progress and report position in Audit Scotland final report for year.</li> <li>Each inspectorate to address its concerns regarding public performance</li> </ul> |

| CORPORATE ASSESSMENT COMHAIRLE NAN EILEAN SIAR |                               |  |   |
|--|-------------------------------|--|---|
| Corporate assessment area                      | Initial risk assessment       | Evidence/rationale   | What we plan to do  |
|  |                               | <ul style="list-style-type: none"> <li>The first integrated PPR for a number of years was published on the Comhairle's web site in March 2010. It is intended to publish these biannually from now on.</li> <li>The Education and Children's Services Department has an annual Standards and Quality Report. There is scope for this report to be more evaluative.</li> <li>There is evidence of good internal reports (e.g. on homelessness statistics and approach) which could be transferred into a format accessible to the public.</li> </ul>  | <p>reporting and performance management in its routine inspection reports.</p> <ul style="list-style-type: none"> <li>Audit Scotland will assess PPR as part of the annual audit and during BV2.</li> </ul> |
| Customer focus and responsiveness              | No significant scrutiny risks | <ul style="list-style-type: none"> <li>There is good customer focus in place at a local level.</li> <li>Members have placed particular emphasis on seeking community views on the future strategy for education.</li> <li>Changes and improvements have been introduced as a result of services looking closely at their work and deciding what needs to be done better. These include taking positive action to improve services giving advice to young people on sexual health and a stronger emphasis on effective working in children's early years.</li> <li>Evidence from HMIE inspections of schools indicates that schools promote involvement of children and young people well.</li> </ul>   | <ul style="list-style-type: none"> <li>No scrutiny activity.</li> </ul>   |
|  | Areas of uncertainty          | <ul style="list-style-type: none"> <li>The customer services project in Stornoway is designed to provide a one stop shop for all services and to free department resources. The Comhairle aims to increase the number of community access points from 4 in 2006/07 to 13 by March 2011. However, it is not clear how it will be rolled out or where savings will come from to match set up costs. It is also not clear how the Comhairle plans to identify and measure the benefits that the service provides.</li> <li>The Outer Hebrides Community Appraisal Survey 2007/08, conducted by Ipsos Mori, determined how satisfied citizens were with various services of the Comhairle. It is not clear what actions were taken in response to the findings of the survey.</li> </ul> | <ul style="list-style-type: none"> <li>Monitor the impact of the customer services project and report position in Audit Scotland final report for year.</li> </ul>  |

| CORPORATE ASSESSMENT COMHAIRLE NAN EILEAN SIAR |                              |   |   |
|--|------------------------------|---|---|
| Corporate assessment area                      | Initial risk assessment      | Evidence/rationale  | What we plan to do  |
| Performance management                         | Significant risks identified | <ul style="list-style-type: none"> <li>• There has been considerable work carried out by the Comhairle in the last year to implement its performance management system. However, until 2009, there had been slow progress. With the electronic system now in place, there is a need to continue to embed a performance management culture across the Comhairle, ensure all staff are appropriately trained, and ensure that timely, accurate information is produced.</li> <li>• There is a need to manage the vast amount of performance information that is now being generated by the Interplan system (some 670 PIs at last count), to focus on those that really matter, and to link PIs to corporate objectives.</li> <li>• The Education Department has put in place a helpful system for analysing pupils' attainment. There are arrangements to evaluate the quality of education in schools via quality assurance visits. This, and other, information should be used more effectively to inform self-evaluation and strategic planning for improvement.</li> </ul> | <ul style="list-style-type: none"> <li>• Monitor progress of the use being made of the Interplan system and report position in Audit Scotland final report for year.</li> <li>• The LAN will assess progress of performance management. This will feature as part of BV2.</li> </ul>  |
| Risk management                                | Significant risks identified | <ul style="list-style-type: none"> <li>• Risk management is still not fully embedded throughout the Comhairle and the link with departmental plans and reports to members needs improvement.</li> <li>• There is a lack of up to date risk registers, a lack of promoting and using best practice risk management techniques throughout the organisation and a lack of direction in the dissemination of the importance of risk management.</li> <li>• The Education Department are more structured at evaluating risks than other departments.</li> </ul>  | <ul style="list-style-type: none"> <li>• Audit Scotland will assess risk management during the annual audit and as part of BV2.</li> </ul>  |
| Financial management                           | Areas of uncertainty         | <ul style="list-style-type: none"> <li>• The Comhairle has carefully managed its financial resources in previous years and there were no significant audit issues. However, it faces significant challenges over the medium term. Required savings have been identified and the Comhairle are in the process of establishing how budget resources will be cut or prioritised to meet these challenges. The budget process for 2011/12 has been brought forward to address this. This is set against the financial risks of the imminent award of the Schools PPP contract, the</li> </ul>   | <ul style="list-style-type: none"> <li>• Monitor financial position and progress of future budgets and report position in Audit Scotland final report for year.</li> <li>• The annual audit will continue to monitor the Comhairle's project management arrangements; ascertain whether the actual affordability gap is quantified following identification of the</li> </ul> |

| CORPORATE ASSESSMENT COMHAIRLE NAN EILEAN SIAR |                                     |  |  |
|--|-------------------------------------|--|--|
| Corporate assessment area                      | Initial risk assessment             | Evidence/rationale   | What we plan to do   |
|  |                                     | <p>largest capital project the Comhairle has undertaken.</p> <ul style="list-style-type: none"> <li>• The Comhairle has maintained its uncommitted general fund balance above the desired minimum balance of £3 million. The forecast overspend for 2009/10 means that it could fall below this.</li> <li>• The Comhairle has met most efficiency targets set in recent years. The target for 2010/11 is £1.3m (on top of the £2m incorporated into the 2009/10 budget). It has identified where these savings will be achieved, however, some of these are not long term savings and need to be more strategically based.</li> <li>• Over the medium/ long term, the Comhairle has identified the major areas that are likely to continue to put pressure on resources. This includes an unsustainable level of home care due to changes in demographics.</li> <li>• The Comhairle recognises that significant efficiencies or cuts are required to achieve a balanced budget. It aims to achieve much of its targets through the implementation of the findings of the Diagnostic Pathway project. However, progress has been slow.</li> <li>• A programme of BV reviews is currently underway with 3 services being reviewed in 2009/10. However, if the Comhairle is to meet the challenges faced by the recession and real term reductions in funding it will have to fundamentally review how services are provided, make difficult choices over service priorities, and ensure BV reviews are strategically based and lead to savings. It will also need to more pro-actively address potential areas of shared services. The Comhairle does not have a track record of demonstrating action taken and consequential results from addressing these issues.</li> <li>• There was an absence of integration with partners regarding financing required when agreeing the integrated children's plan.</li> </ul> | <p>preferred bidder; and monitor the steps taken to address the affordability gap.</p> <ul style="list-style-type: none"> <li>• Audit Scotland will monitor progress of BV service reviews, Diagnostic Pathway project, and proposals for service reductions or cuts.</li> <li>• Report position in Audit Scotland final report for year.</li> </ul> |
| <b>Asset management</b>                        | <b>Significant risks identified</b> | <ul style="list-style-type: none"> <li>• There has been slow progress in implementing the Corporate Asset Management Policy, Strategy and Plan.</li> <li>• The assessment of the physical condition of all properties is progressing slowly and the Comhairle are spending a high</li> </ul>   | <ul style="list-style-type: none"> <li>• Monitor progress and report position in Audit Scotland final report for year.</li> <li>• Audit Scotland will assess asset management as part of BV2.</li> </ul>   |



| CORPORATE ASSESSMENT COMHAIRLE NAN EILEAN SIAR |                             |   |  |
|--|-----------------------------|---|--|
| Corporate assessment area                      | Initial risk assessment     | Evidence/rationale  | What we plan to do   |
|  |                             | <p>proportion of their property budget on unplanned maintenance as many buildings are in poor condition.</p> <ul style="list-style-type: none"> <li>• The Comhairle faces significant challenges in relation to falling school rolls and the fabric of school accommodation.</li> <li>• Some capital projects have experienced slippage or have been shelved. There is a risk that the resources required to complete the WISP will significantly impact residual capital funding meaning the Comhairle cannot progress some of its capital plans.</li> </ul>   |  |
| <b>People management</b>                       | <b>Areas of uncertainty</b> | <ul style="list-style-type: none"> <li>• The Comhairle has a challenge regarding succession planning due to the location of the islands, the ageing population, and the recent retirement of several senior officers. The varying recruitment arrangements across departments and historical inconsistencies in the approach to staff development add to this challenge.</li> <li>• Following pilot work, a corporate performance appraisal scheme was approved in September 2009 and rolled out across the Comhairle. It is not yet clear how successful this has been. Training plans have still to be completed by some departments</li> <li>• The Education &amp; Children's Services Department has a clear and effective commitment to the development of staff. The Department gained 'Investors in People' recognition in 1998, and has achieved this standard every year since then. Staff development opportunities are linked appropriately to the services' priorities, including Curriculum for Excellence.</li> </ul> | <ul style="list-style-type: none"> <li>• Monitor progress in the uptake and embedding of the new performance appraisal scheme and delivery of training plans. Report position in Audit Scotland final report for year.</li> </ul>  |
| <b>Procurement</b>                             | <b>Areas of uncertainty</b> | <ul style="list-style-type: none"> <li>• There has been some progress on procurement but better information is required to assess improvements.</li> <li>• The Comhairle needs to continue to develop a register of Comhairle contracts and identify the proportion of purchasing with companies with whom a contract is in place.</li> <li>• There is an absence of SLAs in place when commissioning services for children placements, although some improvements have been made.</li> </ul>   | <ul style="list-style-type: none"> <li>• Monitor progress of the contract register and the proportion of purchasing where a contract is in place and report position in Audit Scotland final report for year.</li> <li>• Monitor the extent to which appropriate benchmarking is being used to improve practices.</li> </ul> |

| CORPORATE ASSESSMENT COMHAIRLE NAN EILEAN SIAR |                                      |   |   |
|--|--------------------------------------|---|---|
| Corporate assessment area                      | Initial risk assessment              | Evidence/rationale  | What we plan to do  |
| <b>Competitiveness</b>                         | <b>Areas of uncertainty</b>          | <ul style="list-style-type: none"> <li>• Prior to 2008/09 there were very few BV service reviews. A programme of three reviews were carried out in 2009/10.</li> <li>• The Comhairle's trading operations have made losses in recent years. A BV review of the Commercial Operations Unit is currently underway. There is a likelihood that the notional client/contractor split may be removed.</li> <li>• The Diagnostic Pathway project is underway. The aim of this is to identify sustainable efficiency savings.</li> <li>• There is limited evidence of benchmarking or sharing of services.</li> </ul>  | <ul style="list-style-type: none"> <li>• Audit Scotland will monitor the outcome of the internal BV review of COU.</li> <li>• Audit Scotland will monitor the progress and outcome of the Diagnostic Pathway project</li> </ul>   |
| <b>Equalities</b>                              | <b>No significant scrutiny risks</b> | <ul style="list-style-type: none"> <li>• Disability, equality, gender and race equality schemes are in place together with action plans for these equality strands. There are policy statements for equal pay, equality of treatment, and access to employment and service provision. Annual equality monitoring statistics are published in compliance with the Race Relations Act. Equal pay issues were settled in 2006.</li> <li>• Disability access audits have been completed on all schools and 5% of other Comhairle properties.</li> <li>• The authority's approaches to provision for pupils with additional support needs are well developed and were identified as a feature of good practice by HMIE in 2009.</li> <li>• Equalities training programmes and the Equality Impact Assessment (EQIA) training are in place. Work is ongoing to embed EQIA in the new policy development process.</li> </ul> | <ul style="list-style-type: none"> <li>• No scrutiny activity.</li> </ul>   |
| <b>Sustainability</b>                          | <b>Areas of uncertainty</b>          | <ul style="list-style-type: none"> <li>• Social sustainability and economic vulnerability form a key element of the Comhairle's corporate objectives.</li> <li>• The Comhairle actively invests in the preservation/ enhancement of the Gaelic language.</li> <li>• The Comhairle has entered into an ambitious carbon management plan, however, it is too early to demonstrate whether targets have been met.</li> <li>• The Comhairle has poor and declining waste recycling performance.</li> </ul>  | <ul style="list-style-type: none"> <li>• BV2 will scope work that addresses the sustainability factors, including social and economic sustainability.</li> <li>• The LAN will monitor the extent to which Comhairle plans explain how they are addressing sustainability issues.</li> </ul> |

**CORPORATE ASSESSMENT COMHAIRLE NAN EILEAN SIAR**

| <b>Corporate assessment area</b> | <b>Initial risk assessment</b> | <b>Evidence/rationale</b>  | <b>What we plan to do</b> |
|----------------------------------|--------------------------------|--|---------------------------|
|                                  |                                | <ul style="list-style-type: none"><li>• There are other uncertainties regarding the ageing population and how to sustain the cost of care packages, the sustainability of increased reliance on the voluntary sector, retaining staff and maintaining the skill levels of the workforce.</li></ul> |                           |

## Appendix 3

### Comhairle Nan Eilean Siar assurance and improvement plan 2009-13: Summary of scrutiny and improvement

The AIP is a three year rolling programme.

| 2010-11 (Year 1)   |     |     |      |      |     |      |     |     |     |     |     |     |
|--|-----|-----|------|------|-----|------|-----|-----|-----|-----|-----|-----|
| Scrutiny activity  | Apr | May | June | July | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar |
| Care commission to follow up inspection of adoption and fostering services (and keep SWIA and HMIE Child Protection informed in relation to their action plans).       |     |     |      |      |     |      |     |     |     |     |     |     |
| Preliminary work and scoping for BV2. This will include coverage of the Comhairle's leadership and culture, capacity for change, and how this shapes service delivery. |     |     |      |      |     |      |     |     |     |     |     |     |
|  |     |     |      |      |     |      |     |     |     |     |     |     |
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|  |     |     |      |      |     |      |     |     |     |     |     |     |

| 2011-12 (Year 2)   |   |
|--|---|
| Issues for scrutiny/improvement  | Scrutiny bodies/council potential involvement |
| BV2 work to be carried out. This will cover outcomes, services and corporate assessment areas.   | Audit Scotland                                |
| Follow up the findings from the national Sustainable Waste Management report (September 2007) and apply findings locally.  | Audit Scotland                                |
| HMIE will carry out a further review of the ways in which the EPS has continued to engage with stakeholders to deliver improved outcomes for children and young people in line with ECS priorities and objectives. (Refer to page 24). | HMIE  |

| 2012-2013 (Year 3)              |   |
|---------------------------------|---|
| Issues for scrutiny/improvement | Scrutiny bodies/council potential involvement |
| BV2 follow-up                   | Audit Scotland                                |
|                                 |   |
|                                 |   |