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 NHS Highland Primary Care Trust
 Assynt House
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 IV2 3BW

17 July 2026
 ENF/2026/ CS2021000126/01
 CS2021000126

Dear NHS Highland

IMPROVEMENT NOTICE – EXTENSION OF TIMESCALE

On **27 May 2026**, you were served with an Improvement Notice in relation to Home Farm Care Home, Home Farm Road, Portree, Isle of Skye, IV51 9LX, in terms of section 62 of the Public Services Reform (Scotland) Act 2010 (“the Act”). The Improvement Notice stated that unless there was a significant improvement in provision of the service, Social Care and Social Work Improvement Scotland (hereinafter referred to as “the Care Inspectorate”) intended to make a proposal to cancel your registration. The Improvement Notice specified the nature of the improvement(s) to be made, and the period within which it/they were to be made.

The Care Inspectorate has decided to extend the timescale within which the improvements must be made in order to give you a further opportunity to make a significant improvement in the provision of the service. The revised timescales are as follows:

Improvements

1. By **25 August 2026, extended from 8 July 2026**, you must ensure that there is knowledgeable, skilled and compassionate leadership at all levels within your service to meet people’s health, welfare and safety needs. To do this, you must, at a minimum:

- a.) Take action to ensure that leaders have the necessary knowledge and skills required for their roles, and to direct staff to deliver safe and compassionate care
- b.) Put in place and implement robust systems with clear lines of responsibility and professional accountability for health and care governance, including the management of accidents and incidents in the service
- c.) Ensure there is an escalation process and contingency plan in the event of management absence in the service.

Care Inspectorate, Headquarters, Compass House, 11 Riverside Drive, Dundee, DD1 4NY

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This is in order to comply with Regulations 4(1)(a) and 9(2)b of the Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210).

Action taken:

We visited the service on seven occasions between 25 May 2026 and 2 Jul 2026, and then for a follow up inspection on 8 and 9 July 2026. There was not an effective operational manager in post or consistently present within the service throughout this period. Communication between senior management and the approach to improvement within the service had not been coordinated, and little progress had been made.

There were a continued lack of accountability and clear line of responsibility for the management and leadership within the service. Inspectors raised concerns about the care and support provided to people living in the service on several occasions during visits and had to intervene to ensure people were kept safe due to the lack of oversight and clinical governance within the service.

Accident and incident records were of poor quality and were frequently missing important information. There was a lack of recognition of the severity of some of the incidents recorded, and the risk of harm these left people exposed to, this meant opportunities to put appropriate harm reduction measures in place were missed. Serious incidents had occurred within the service, and we were not assured Adult Support and Protection referrals had been made where necessary, as required under legislation.

Therefore, we concluded that this required improvement was not met. We have agreed to extend the timescale to meet this required improvement to 25 August 2026.

2. By **25 August 2026, extended from 8 July 2026**, you must ensure that people are supported at all times by sufficient numbers of suitably skilled and compassionate staff to meet their health, safety and wellbeing needs. In particular, you must ensure that:

- a.) Staffing levels and skills mix are informed by an effective process of assessing each person's care and support needs, and how many staff hours are needed to meet their needs
- b.) There are enough suitably qualified, knowledgeable and skilled staff, who are familiar with and able to meet people's care needs and preferences, on shift at all times.
- c.) Ensure there is an escalation process and contingency plan in the event of staff absences, to ensure staffing levels remain safe and sufficient to meet people's needs safely.

This is in order to comply with Regulations 4(1)(a) and 9(2)(b) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210).

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Action taken:

During visits to the service between 25 May 2026 and 2 Jul 2026, and then during a follow up inspection between 8 and 9 July 2026, inspectors had to raise several staff practice concerns observed or identified. These included unsafe moving and assisting of people, people prescribed a texture modified diet being given unsuitable food which presented a risk of choking, and inadequate administration of pain relief medication leaving people in pain and discomfort. Inspectors had to prompt staff to provide continence care to ensure that people received dignified care and support.

We sampled inconsistent and poor-quality nursing and care documents, such as wound care records and topical medication charts, which did not provide assurances that people were receiving appropriate nursing care. Risk assessments completed by staff within the service were found to be inaccurate, therefore the mitigation of risks to people and required actions were not correct, leaving people at risk of serious harm.

We remained seriously concerned about the level of suitably qualified, knowledgeable and skilled staff providing care and support within the service.

Therefore, we concluded that this required improvement was not met. We have agreed to extend the timescale to meet this required improvement to 25 August 2026.

3. By **25 August 2026, extended from 8 July 2026**, you must ensure that people experience a safe environment, and protect people from health and safety risks. In particular, you must at a minimum ensure that:

- a.) Regular maintenance checks take place and any issues requiring rectification are promptly addressed; the findings of any checks must be recorded to include the details of any issues found, the action taken to redress issues and the date on which these issues were resolved.
- b.) Implement and fully document a robust system of quality assurance and oversight, ensuring that the measures in place comply with your legal responsibilities.

This is in order to comply with Regulation 4(1)(a) and Regulation 10(2)(a)&(b) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210).

Action taken:

Maintenance records sampled identified several recent unresolved issues in the building, including a leaking toilet seat, broken fridge, damaged electrical fitting, a faulty light and broken toilet seat.

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The lift providing access to the second floor of the building, which is used by people with reduced mobility and to transport hot food upstairs at mealtimes, is frequently becoming stuck, staff have been manually resetting the lift on these occasions. On one day the lift become stuck on eight occasions. We have requested written confirmation as to whether the lift is safe for continued use, and what contingency and plan is in place to ensure safe and reliable access to the second floor of the building in the event of lift failure.

There was limited evidence of routine maintenance checks being undertaken in the building, and the outcomes of these. We identified key safety checks which did not appear to have been carried out recently or regularly, such as bed rail and nurse call system checks.

Therefore, we concluded that this required improvement was not met. We have agreed to extend the timescale to meet this required improvement to 25 August 2026.

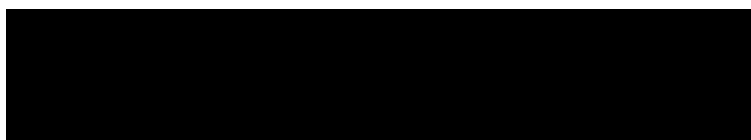
If there is no significant improvement within the revised timescale, we intend to make a proposal to cancel your registration in terms of section 64 of the Act.

You should also note that even if you comply with this Improvement Notice, if at any point during the period of 12 months following the date of compliance we have reasonable grounds to believe that any aspect of the improvements you were required to make has not been sustained, we may make a proposal to cancel your registration in terms of section 64 of the Act. No new Improvement Notice will be issued prior to the proposal to cancel being made.

A copy of this notice has been sent to the local authority within whose area the service is provided.

Please contact me if you would like to discuss this letter or if there is anything in the notice you do not understand.

Yours sincerely



Debbie MacKinnon

Team Manager

Direct: 

Email: debbie.mackinnon@careinspectorate.gov.scot

cc: Local Authority –  – Highland Council
 [@highland.gov.uk](mailto:highland@gov.uk)

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