

Annex 1

Corporate Services – Service Plan Actions for Six Months Ending 30 September 2015

Action	Lead	Previous Period – March 2015		Current Period – September 2015				
		Overall Status	BRAG	Start Date	Target	Overall Status	BRAG	Comment
01 - Welfare reform - Implement new services as a result of the Welfare Reform Act 2012 including Universal Credit	Gillian Morrison	In Progress	Green	01-04-2013	31-03-2016	In Progress	Green	Welfare Reform Working Group continues to co-ordinate Orkney's implementation of reforms. The Council continues to fund Citizens' Advice Bureau (CAB) to provide advice services. In May 2015, the Council and the Department of Work and Pensions entered into a Delivery Partnership Agreement (DPA) to help provide some support to claimants for the initial rollout of Universal Credit (UC). This is progressing as planned, and applies only to single people at present The Council is providing UC support through existing service providers, mainly for digital and Personal Budgeting and Support. Orkney CAB is delivering this service. A service pressure bid has been submitted to sustain the future administration of the Scottish Welfare Fund.

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02 - Records management - Implement a Records Management Plan	Gavin Mitchell	In Progress	Green	01-04-2013	31-03-2016 (Original target = 31-12-2016)	In Progress	Green	The Records Management Plan is progressing well and will be submitted to the Keeper of the Records of Scotland by the deadline of 29 January 2016.
03 - Complaints monitoring - Publish on a quarterly basis the outcomes of complaints, trends in complaints and any actions taken in response to complaints	Gavin Mitchell	In Progress	Green	01-04-2013	31-07-2015	Overdue	Red	Complaints statistics are published on the Council's website. A communications plan is being rolled out to encourage better recording of complaints in order that there are sufficient numbers to be able to plot trends and produce information on action taken in response to complaints.
04 - Recruitment portal rollout - Progress to completion the rollout of the recruitment portal	Andrew Groundwater	Overdue	Red	01-04-2013	31-12-2015	In Progress	Green	The job approval process has now been moved entirely online and service administrators and managers given training and guidance on this new process. Training is being delivered to Human Resource staff week commencing 2 November 2015 in order to support further rollout of

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								functionality including online shortlisting.
05 - Building cleaning standards - Continue to completion the current phased introduction of new building cleaning standards over the four year period which commenced with SIP facilities in financial year 2012/13	Hayley Green	In Progress	Green	01-04-2013	31-03-2017	In Progress	Green	The phased introduction is ongoing. Implementation is now only applicable where staff turnover permits.
06 - Building cleaning/catering systems - Develop common building cleaning and catering management	Hayley Green	Overdue	Red	01-04-2013	31-03-2016 (Original target = 31-03-2015)	In Progress	Green	Resources have still not been identified, however, a trial exercise will be carried out by March 2016. This will be assisted by the current recruitment of sufficient administrative support in this area.

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and budget systems								
07 - Corporate assets - Maintain and seek to improve the standard of corporate assets and maximise benefits from existing assets through corporate asset plans and linked financial planning	Hayley Green	In Progress	Green	01-04-2013	31-03-2016	In Progress	Green	Individual Heads of Service continue to work on their respective Asset Management Plans. These will be progressed through the appropriate Service Committee and co-ordinated through the Capital Planning and Asset Management Sub Group. The next meeting of this Group is due in October 2015.
08 - Asset management data handling - Review data handling processes with regard to the development of Asset	Hayley Green	In Progress	Amber	01-04-2013	31-03-2016 (Original target = 31-07-2015)	In Progress	Green	Specification complete and a shortlist of three possible suppliers identified. Procurement process underway. Temporary staff member recruited to support the planning for implementation, and roll-out phase. Phase 1 still projected to complete by 31 March 2016.

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Management Plans								
09 - Procurement policy - Through annual review, ensure a robust, efficient and compliant procurement policy and function	Hayley Green	In Progress	Green	01-04-2013	31-03-2016	In Progress	Green	Good progress made over the Summer. Procurement Member Officer Working Group reconvened and met on 7 September 2015, with the next meeting scheduled for December 2015. Work underway on Procurement Improvement Programme and date for the assessment by Scotland Excel on the new assessment framework has been provisionally set for 4 May 2016.
10 - E-procurement - Implement standard e-procurement processes for procurement staff to enable them to better manage high value/high risk procurement activities	Hayley Green	Overdue	Red	01-04-2013	31-03-2016 (Original target = 31-12-2014)	In Progress	Green	The e-procurement system is now in use and is applied on a case by case basis, where appropriate. In practice this has been very infrequent. Training is still to be arranged and is now a priority. Once complete the procurement team will be able to take full advantage of the system and this will also be cascaded to other Council staff through implementation of the Procurement Strategy, Procurement Improvement Plan and

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								Procurement Forum.
11 - Health and social care governance - Establish financial governance and accountability arrangements with NHS Orkney and Chief Finance Officer for integrating Health and Social Care	Gareth Waterson	Overdue	Red	01-04-2013	31-03-2016 (Original target = 31-12-2014)	In Progress	Amber	The model of integration was agreed between the Council and NHS Orkney in October 2014 and the Integration Scheme was submitted to Scottish Government by 31 March 2015. The Integration Scheme contained some detail on how the finances of the Integration Joint Board (IJB) would operate but agreement on financial arrangements and protocols have still to be agreed and recruitment of the Chief Financial Officer for the IJB has not yet been progressed. Draft Financial Regulations have been drafted for the IJB and are being consulted upon. The target date for this service plan action has been extended to 31 March 2016.
12 - OCPP governance - Address any required changes to OCPP governance and	Anna Whelan	In Progress	Green	01-04-2013	31-03-2016	In Progress	Green	The governance framework for Orkney Community Planning Partnership was reviewed and revised during 2014-15 in line with the requirements of the Community Empowerment (Scotland) Bill (subsequently enacted in July 2015). Terms of Reference for the

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accountability arrangements arising from the Scottish Government review of community planning, the Community Empowerment Bill, or the Community Planning Audit, including workshop programme								reconfigured Partnership were approved in draft by the OCPP Steering Group at its final meeting on 23 February 2015, and signed off by the new Orkney Partnership Board at its first meeting in April 2015. All remaining improvement actions arising from the Community Planning Audit were included in the Development Plan for the new Board.
13- Administrative support's systems and procedures– Take action to mitigate management capacity issues, and to prioritise business processes and	Anna Whelan	Overdue	Red	01-04-2014	31-03-2016 (Original target = 31-03-2015)	In Progress	Green	Temporary capacity has been secured via an internal secondment, and permanent resolution of capacity issues is anticipated in the third quarter of 2015/16. Prioritised work streams are now being progressed and are on track to make the new target date of 31 March 2016.

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systems for review; subject to capacity, develop standard templates and procedures ensuring consistency of approach and continuity within Corporate Services								

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14 - Support the integration of health and social care – Support staffing elements of the integration through the delivery of the joint Organisational Development Plan.	Andrew Groundwater	Overdue	Red	01-04-2014	31-12-2015 (Original target = 31-12-2014)	In Progress	Amber	The protocol for the joint staff forum has now been approved by both the Council and NHS Orkney and the first meeting of this group will be rescheduled. There remains a significant number of Organisational Development related tasks to progress. This is being monitored via the Integration Joint Board Working Group, however, it is likely that completion of all by December 2015 will be challenging.

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15 - Welfare Reform – Develop services to underpin the roll out of Universal Credit.	Gareth Waterson	In Progress	Green	01-04-2014	31-12-2016	In Progress	Green	Universal Credit (UC) is considered to be the main catalyst for a range of welfare reforms and was initially to be introduced from October 2013. However, there have been delays in its implementation and UC was only commenced in Orkney from May 2015. The Finance Service is working with both Voluntary Action Orkney and the Citizen's Advice Bureau to develop advice services for recipients of UC.

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<p>16 - Review of office accommodation – Review accommodation throughout the Council to make more effective and efficient use of Orkney Islands Council's property assets, and identify an initial programme of priorities within a phased timeframe for the better use of property assets.</p>	Hayley Green	Overdue	Red	01-04-2014	31-12-2015 (Original target = 31-12-2014)	In Progress	Green	Draft report completed and internally reviewed. Due to be submitted to the Senior Management Team in October 2015. Actions following this to be agreed with Senior and Corporate Management Teams.

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17 - HR policies and procedures – Ensure HR policies and procedures are kept up to date, and undertake review, or creation of new policy, on a minimum of 6 over the next 12 months.	Andrew Groundwater	In Progress	Green	01-04-2014	30-06-2015	Complete	Blue	Reviews of six policies have been achieved in accordance with the action. Although some of these were in the September 2015 Council committee cycle and therefore beyond the target date, the target is now complete.
18 - Further develop use of Aspireview – Rollout monitoring of committee action sheets on Aspireview	Andrew Groundwater	Overdue	Red	01-04-2014	31-03-2016 (Original target = 31-10-2014)	In Progress	Green	Committee decisions going back to June 2012 are currently being uploaded onto Aspireview for the following Committees: Monitoring and Audit; Orkney Health and Care; Education, Leisure and Housing; and Development and Infrastructure.

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19 - Equalities priorities – Report on progress towards achieving the equality outcomes, mainstreaming the equality duty and gathering and using employment information	Andrew Groundwater	In Progress	Green	01-04-2014	30-04-2015	Complete	Blue	The Annual Equality Report was published on the Council's website on 28 April 2015, therefore meeting the deadline of 30 April 2015.
20 - Pension system software – Implement the Heywoods Pension System software and transfer manual service records to the system.	Gareth Waterson	Overdue	Red	01-04-2014	31-03-2016 (Original target = 31-03-2015)	In Progress	Amber	All new pension scheme members are now being created on the system. The transfer of the existing manual pension records to the new system was delayed for technical reasons and work on the Triennial Valuation led to further delay. The transfer of the remaining manual records is now being prioritised. Testing has been carried out on populating the system with baseline data from the triennial valuation submission to accelerate

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								the transfer of manual records to the system. Additional staff resources are also being sought to assist with the workload. The target date for this service plan action has been extended to 31 March 2016.
21 - Change Programme – Develop an assessment and prioritisation system for existing and future service budgets.	Kenny Low	Overdue	Red	01-04-2014	31-07-2015 (Original target = 30-19-2014)	Complete	Blue	Resource Allocation Method (RAM) incorporated within chapter 21 of the Medium Term Resource Strategy 2016/17, approved by Council following consideration by Policy and Resources Committee on 23 June 2015.
22 - Change Programme – Develop an integrated Medium Term Resource Strategy 2015/16 to 2017/18.	Kenny Low	Overdue	Red	01-04-2014	30-09-2015 (Original target = 31-01-2015)	Complete	Blue	Medium Term Resource Strategy 2016/17 to 2019/20, approved by Council following consideration by Policy and Resources Committee on 23 June 2015.

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<p>23-Local Outcomes Improvement Plan (LOIP)– Develop a new LOIP (Community Plan) for 2015-18 for Orkney Community Planning Partnership, in accordance with the Community Empowerment (Scotland) Act 2015 and guidance, and subject to consultation with community planning partners and wider Orkney community</p>	Anna Whelan	N/A	N/A	01-04-2015	31-03-2016	In Progress	Green	Orkney's draft Community Plan (incorporating a Local Outcomes Improvement Plan) for 2015-18 was released for public consultation during August to October 2015. A final draft is in preparation for submission to Policy and Resources Committee and the Orkney Partnership Board in November 2015. Further review and revision may be required following release of statutory guidance on the Community Empowerment (Scotland) Act 2015, expected in the new year, 2016.

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24 - Local Outcomes Improvement Plan – Review, revise and update the Local Outcomes Improvement Plan on a rolling basis and submit periodically to the Policy and Resources Committee and Orkney Partnership Board for approval, on a schedule to be determined by the Board	Anna Whelan	N/A	N/A	01-04-2015	31-03-2018	Not started	Green	As per 23 above.

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25 - 2013 Staff Survey implementation – Implement the action plan resulting from the 2013 Staff Survey	Andrew Groundwater	N/A	N/A	01-04-2015	31-03-2016	In Progress	Green	An action plan following on the from the staff group engagement was drafted and agreed in April 2015. A number of actions from this have been completed and a review of those still to be actioned is due to be undertaken by relevant officers in November 2015.
26 - Workforce planning – Develop workforce planning approach, identifying key challenges for the Council and for individual services, and through the development of workforce plans	Andrew Groundwater	N/A	N/A	01-04-2015	30-09-2016	In Progress	Green	Working with the Change Programme, a timetable for approval of a consistent corporate approach has been agreed with a report due to the Senior Management Team in early December 2015.

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27 - Training Efficiency review – Develop service training plans and address training budgetary changes through the Training Officers Group	Andrew Groundwater	N/A	N/A	01-04-2015	31-03-2016	In Progress	Amber	The intent is to have clearly defined budget changes for the end of this financial year in line with recommendations. Development of Service Training Plans will be more challenging, given we have not yet developed a clear system for the collation of staff Performance Review and Development information.
28 - Integra financial management system – Develop capacity - It is proposed that this project be included in the Service Plan but to avoid duplication, it will be monitored through the	Gareth Waterson	N/A	N/A	01-04-2015	31-12-2016	Not Started	Green	This project is aimed at developing the functionality of the Integra Finance System including moving to electronic purchase ordering and online catalogues; the move to “workflow” for processing travel and expenses claims; improved reporting of financial performance and utilisation of the budgeting module of the system.

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Change Programme								
29 - Change Programme – Work with HR and communications to develop and deliver a staff and public communication and engagement plan	Kenny Low	N/A	N/A	01-04-2015	31-03-2016	In Progress	Green	Communications Strategy for the Change Programme approved by the Change Programme Board on 26 August 2015. Communications Strategy, September 2015 to September 2016, with specific section on ‘Communicating Change’, approved by Council, following consideration by the Policy and Resources Committee on 22 September 2015.
30 - Data protection - Develop and implement information sharing protocols and procedures to ensure that information is shared in accordance with the Data Protection Act	Gavin Mitchell	N/A	N/A	01-04-2015	31-03-2016	In Progress	Green	The Council has adopted the Scottish Accord on Sharing Personal Information which provides high level guidance on the steps needed to ensure that information shared is in accordance with the Data Protection Act 1998. The Council is working with partners to develop Information Sharing Protocols (ISPs), including with NHS Orkney for Orkney Health and Care, the Police for an ISP to support the PREVENT work and with the Fire

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1998								Service.
31 - Complaints – Develop and implement a corporate unacceptable actions policy to complement the Complaints Handling Procedure to help staff manage any challenging customer behaviour	Gavin Mitchell	N/A	N/A	01-04-2015	31-12-2015	In Progress	Green	A draft Unacceptable Behaviour procedure has been written, and circulated to the Complaints Officers Group, Customer Services and Housing Services for comment. A final version will be submitted to the Corporate Management Team to consider by the end of 2015.
32 - Licensing – Develop guidance handbooks for members of the Licensing Sub-committee and Orkney Islands Area Licensing Board	Gavin Mitchell	N/A	N/A	01-04-2015	30-04-2017	In Progress	Green	Initial consideration has been given to progressing this action to completion by the target date.

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following the local government elections in 2017								
33 - Licensing - Develop and implement a new Statement of Gambling Policy for the Orkney Islands Area Licensing Board	Gavin Mitchell	N/A	N/A	01-04-2015	31-12-2015	Complete	Blue	Gambling policy approved by Licensing Board on 8 October 2015.
34 - Registration - Carry out a consultation exercise in respect of the provision of registration services on the islands	Gavin Mitchell	N/A	N/A	01-04-2015	31-10-2015	Overdue	Red	Consultation delayed to give fuller consideration to issues. Anticipated that it will be reported to the Policy and Resources Committee in February 2016.

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35 - Our Islands Our Future - Draft a response to consultation on a proposed Islands Bill	Gavin Mitchell	N/A	N/A	01-04-2015	30-04-2016	In Progress	Green	Initial work commenced in conjunction with Shetland Islands Council and Western Isles Council.
36 - Engagement with staff and Trade Unions – Investigate and report on formal structures of consultation with staff and trade unions	Andrew Groundwater	N/A	N/A	01-04-2015	30-09-2016	In Progress	Green	Progress has been limited on this action thus far, however, some benchmarking through the Heads of Human Resources (North) group has taken place to compare current structures and practices with others.

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37 - Health and social care governance - If required to do so, under the governance arrangements of the Integration Joint Board yet to be confirmed, establish necessary procedures for an Internal Audit service	Olwen Sinclair	N/A	N/A	01-04-2015	31-03-2016	In Progress	Green	Work is ongoing in determining the internal audit work required. A meeting of the Scottish Local Authorities Chief Internal Auditors Group in September 2015, which focused on the role of internal audit in the setting up of integration joint boards, was attended by the Chief Internal Auditor.
38 - Internal Audit Standards – In order to increase compliance with the Public Sector Internal Audit Standards, formulate an	Olwen Sinclair	N/A	N/A	01-04-2015	31-12-2016	In Progress	Green	A self-assessment of the internal audit service against the Public Sector Internal Audit Standards has been completed. A draft action plan has been prepared.

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action plan, and progress to completion those actions considered to be achievable with existing capacity								
39 - Asset Management - Assess the impact of the Community Empowerment (Scotland) Bill, with particular reference to Community Asset Transfer, and develop a policy (if needed) and procedures that support the Council's obligations	Hayley Green	N/A	N/A	01-04-2015	31-03-2016	In Progress	Green	The Estates team has reviewed the Community Empowerment (Scotland) Bill and is currently working on a draft Community Asset Transfer Policy.

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40 - Pension Fund – Carry out a review of the Orkney Islands Council Pension Fund Investment Strategy	Gareth Waterson	N/A	N/A	01-04-2015	29-02-2016	In Progress	Green	Investment Consultants Hymans Robertson LLP have been appointed to conduct a review of the Orkney Islands Council Pension Fund's investment arrangements (using asset liability modelling) to help inform decisions about the high level investment strategy that should be targeted to meet the Pension Fund Sub-committee's long-term objectives for the Fund. A draft report has been produced for Officer consideration prior to finalisation and presentation to the Pension Fund Sub-committee and the Pension Board.

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41 - Strategic Reserve Fund – Carry out a review of the Strategic Reserve Fund Investment Strategy and funding level	Gareth Waterson	N/A	N/A	01-04-2015	29-02-2016	In Progress	Green	Investment Consultants Hymans Robertson LLP have been selected as the Preferred Bidder, however, appointment has been delayed as issues with Council standard terms and conditions of contract have emerged. The consultants prepared the previous health check report on the Council's Strategic Reserve Fund so a fairly quick turnaround is anticipated once the appointment has been made. One of the strategies under discussion for setting the 2016/17 Revenue Budget is to have an increased use of reserves to balance the budget. This piece of work is therefore critical to determine if this strategy is achievable.
42 - HR/Payroll system - Develop the use of electronic systems to support the routine transactional	Andrew Groundwater	Overdue	Red	01-04-2013	31-12-2016	In Progress	Green	A project lead for the approved Change project on the HR/Payroll has been identified and is due to start in November 2015.

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business of HR and Performance								

Personnel key

Executive Director of Corporate Services – Gillian Morrison

Head of HR and Performance – Andrew Groundwater

Head of Legal Services – Gavin Mitchell

Head of Finance – Gareth Waterson

Head of Buildings and Facilities – Hayley Green

Change Programme Manager – Kenny Low

Chief Internal Auditor – Olwen Sinclair

Strategy Manager – Anna Whelan

BRAG key

Red - the agreed action is experiencing significant underperformance, with a medium to high risk of failure to meet its target.

Amber - the agreed action is experiencing minor underperformance, with a low risk of failure to meet its target.

Green - the agreed action is likely to meet or exceed its target.

Blue - the agreed action has been progressed to completion.