

Annex 1

Corporate Services – Service Plan Actions for Six Months Ending 30 September 2016

| Action | Description | Lead | Current Period September 2016 | | | | |
|---|---|------------------|-------------------------------|------------|----------------|--------------|--|
| | | | Start Date | Target | Overall Status | BRAG | Comment |
| 01- Welfare Reform | Coordinate Orkney Islands Council's response to new Welfare Reform legislation. | Gillian Morrison | 01-04-2016 | 31-03-2018 | In Progress | Green | The Welfare Reform Working Group continues to monitor the roll out of Universal Credit and other Westminster reforms, and has recently also adapted the strategy and work plan to accommodate the Social Security proposals for Scotland stemming from the Scotland Act. A European Structural Fund Poverty and Financial Inclusion bid has been submitted to the Scottish Government to support people on low income. The Council has submitted a response to the Scottish Social Security Arrangements consultation. |
| 02 - 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 | 01-04-2016 | 30-09-2016 | Complete | Blue | The Council's Chief Internal Auditor was appointed as the Orkney Integration Joint Board Internal Auditor on 29 June 2016. An Internal Audit Strategy and Plan for 2016/17 was approved on 19 September 2016. |

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| 03 - Internal Audit Standards | In order to increase compliance with the Public Sector Internal Audit Standards, formulate an action plan, and progress to completion those actions considered to be achievable with existing capacity. | Olwen Sinclair | 01-04-2016 | 31-12-2016 | Complete | Blue | The Internal Audit Service has implemented an action plan of improvement actions in order to address the compliance requirements of the Public Sector Internal Audit Standards. |
| 04 - Local Outcomes Improvement Plan | Review and update the Local Outcomes improvement Plan and the Orkney Partnership's Terms of Reference. | Anna Whelan | 01-04-2016 | 30-06-2017 | In Progress | Green | The Local Outcomes Improvement Plan (LOIP) has been updated for 2016-19 and is being used as a working document pending the release of the final version of the Scottish Government's guidance on LOIPs (which is part of the statutory guidance to accompany the Community Empowerment (Scotland) Act 2015). Once the guidance is released, the Terms of Reference can also be updated. |
| 05 - The Orkney Partnership's Delivery Groups | Support the Delivery Groups to progress, and the Partnership Board to review, | Anna Whelan | 01-04-2016 | 31-03-2017 | In Progress | Green | The Community Planning Business Manager has been in post since May 2016 and has been actively supporting the Chairs of the three Delivery Groups, especially in the selection of their key |

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| | the Partnership's strategic priorities. | | | | | | | performance indicators. A template for progress reporting to the Orkney Partnership Board was introduced for the September 2016 meeting, and written reports submitted, which provided reassurance to the Board that progress was being made by all three groups. |
| 06 - Cross Council Consultation and Engagement | Through the establishment of an Orkney Public Consultation Group, and a Corporate Consultation and Engagement Strategy, coordinate public consultation and engagement across the Council. | Anna Whelan | 01-04-2016 | 31-03-2017 | In Progress | Green | | On 27 September 2016, the Policy and Resources Committee considered a report proposing the piloting of an Orkney Public Consultation Group. It was agreed the group should be set up and piloted for one year, with a further report to be submitted to the Policy and Resources Committee before a decision is taken on whether to establish the group permanently. Potential participants will be selected from the Open Register of Electors on a random basis and invited to join the group. |
| 07 - Budget Setting | Carry out public engagement to seek the public's input into the budget setting process from 2017/18 onwards. | Kenny Low | 01-04-2016 | 30-09-2017 | In Progress | Green | | Extensive preparatory work has been carried out for the Budget Simulator exercise (Balance OIC's Budget), with planned launch date of Monday, 3 October. |

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| 08 - Phase 1 Change Reviews | Support and co-ordinate Phase 1 of the high level Change Reviews. | Kenny Low | 01-04-2016 | 31-03-2017 | In Progress | Green | <p>The Change Review Framework was approved through the Policy and Resources Committee on 19 April 2016, along with the Change Review Schedule and six cross-service Phase 1 Change Reviews:</p> <ul style="list-style-type: none"> • Asset Management. • Procurement. • Staff and Workforce Planning. • Fees and Charges. • Outsourcing and Partnerships. • Modernising IT and Digital Shift. <p>With combined savings targets of £2.6M.</p> |
| 09 - Medium Term Resource Strategy | With the Head of Finance, update the Medium Term Resource Strategy 2016/17 to 2019/20. | Kenny Low | 01-04-2016 | 31-03-2017 | In Progress | Green | <p>Much of the work is planned for the second half of the year, however, the extensive activities associated with the planned Budget Simulator exercise dovetail with planned service reconfiguration to 2019/20. Ongoing support is being provided by the Programme Manager to the Head of Finance and to the Senior Management Team in relation to the Short and Medium Term Budget Strategy.</p> |
| 10 - Records Management Plan | Arrange for the implementation of the Records Management Plan. | Gavin Mitchell | 01-04-2016 | 31-03-2018 | In Progress | Green | <p>An Action Plan to implement the Records Management Plan has been agreed by the Corporate Management Team. Progress against the actions is reported on an eight-weekly basis to the Executive Director of</p> |

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| | | | | | | | Corporate Services. |
| 11 - Electronic Document and Records Management System | Arrange for the introduction of an Electronic Document and Records Management System (EDRMS) using SharePoint. | Gavin Mitchell | 01-04-2016 | 31-03-2018 | In Progress | Green | Funding has been identified for a pilot to assess the suitability of SharePoint as an EDRMS. It is anticipated that the assessment will be complete, and the outcome reported, by Spring 2017. |
| 12 - Registration of Authority Owned Land | With Development and Infrastructure, scope the resource necessary to expedite progress of registration of Authority owned land by the statutory deadline of 8 December 2019. | Gavin Mitchell | 01-04-2016 | 30-09-2016 | Complete | Blue | The deadline of 8 December 2019 is not currently legally binding although it is a Scottish Government expectation. Registration is currently being undertaken within existing resources. Discussions are taking place between COSLA Officers and Scottish Government to discuss how registration of all local authority land can be taken forward in the context of the financial constraints affecting local authorities in Scotland. |
| 13 - General Data Protection Regulation | Prepare for the General Data Protection Regulation coming into law in Summer 2018. | Gavin Mitchell | 01-04-2016 | 30-06-2018 | In Progress | Green | An Action Plan to prepare for the General Data Protection Regulation has been agreed by the Corporate Management Team. Progress is reported on an eight-weekly basis to the Executive Director of Corporate Services. |

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| 14 - Data Protection Information Sharing Protocols | Arrange to have key Information Sharing Protocols in place to support the Prevent work and Getting it Right for Every Child procedures. | Gavin Mitchell | 01-04-2016 | 30-09-2016 | Overdue | Red | The Information Sharing Protocol (ISP) for Prevent has been prepared and is with Police Scotland for comment. No further work can be done on the ISP for Getting it Right for Every Child until the Named Person legislation has been amended. |
| 15 - Council Website Information Development | Collaborate with Services to publish information on the Council's website, including information that is frequently the subject of Freedom Of Information Requests. | Gavin Mitchell | 01-04-2016 | 31-12-2016 | In Progress | Green | A survey of Freedom of Information Requests over the period 22 April to 2 August 2016 has been completed. Information will be added to the Council's website by the end of November 2016. |
| 16 - Freedom of Information Webpage | Create a page on the Council's website featuring frequent Freedom Of Information Requests and information provided. | Gavin Mitchell | 01-04-2016 | 31-12-2016 | In Progress | Green | A survey of Freedom of Information Requests over the period 22 April to 2 August 2016 has been completed. Although there were a number of similar requests during this period, they were not requests that could be answered with the same information. This was largely because the questions covered different |

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| | | | | | | | periods of time. Early indications therefore support the view that there is little merit in publishing a separate webpage with frequent requests and information provided because it has not been possible to identify common requests where the same information has been provided in response. However, a report is soon to be considered by the Senior Management Team which features a detailed analysis, and it is planned that a final assessment of this action point will be reported to the June 2017 meeting of the Committee. |
| 17 - Licensing | Develop guidance handbooks for members of the Licensing Sub-committee and Orkney Islands Area Licensing Board following the local government elections in 2017. | Gavin Mitchell | 01-04-2016 | 30-04-2017 | In Progress | Green | This matter is in hand. The guidance handbooks will be available on time for members of the Licensing Committee and Orkney Islands Area Licensing Board. |

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| 18 - Complaints Monitoring | Publish on a quarterly basis the outcomes of complaints, trends in complaints and any actions taken in response to complaints. | Gavin Mitchell | 01-04-2016 | 31-12-2016 | Complete | Blue | This action has been progressed to completion. |
| 19 - Recruitment Portal Rollout | Progress to completion the rollout of the recruitment portal. | Andrew Groundwater | 01-04-2016 | 31-12-2016 | In Progress | Amber | Progress has been made, however, there is a risk that some of the actions may not be completed by the 31 December 2016 deadline as intended. |
| 20 - Workforce Planning | Develop workforce plans for the Council and for Corporate Services. | Andrew Groundwater | 01-04-2016 | 31-01-2017 | In Progress | Green | Work is progressing with Services with a view to completion of initial Service based workforce plans by the end of October 2016. |
| 21 - Training Efficiency Review | Develop service training plans and budgetary changes through the Training Officers Group. | Andrew Groundwater | 01-04-2016 | 31-03-2017 | In Progress | Green | Work is ongoing on resolving budgetary matters. Training needs are being picked up in part through workforce planning work. |

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| 22 - HR/Payroll System Development | Develop the use of electronic systems to support the routine transactional business associated with employee record administration and the work of HR and Performance. | Andrew Groundwater | 01-04-2016 | 30-09-2017 | In Progress | Green | The HR/Payroll system project is progressing and is on track with a view to the September 2017 completion date. |
| 23 - PRD Scheme Review | Undertake a full review of the approach to employee Performance, Review and Development. | Andrew Groundwater | 01-04-2016 | 31-12-2016 | In Progress | Green | The draft PRD procedure and templates have been approved by the Senior Management Team and are being consulted upon with the Trade Unions. A report is to be submitted to the Human Resources Sub-committee in November 2016. |
| 24 - Equality Outcomes | Produce a new set of Equality Outcomes for the Council. | Andrew Groundwater | 01-04-2016 | 30-04-2017 | Not Started | Green | The new Equalities Officer starts in post in October 2016 and will begin work on this action thereafter. |

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| 25 - Audit of Best Value Workshops | Design, prepare and deliver a series of workshops for managers throughout the Council on forthcoming approach to the Accounts Commission's refreshed approach to the Audit of Best Value to ensure the Council is adequately prepared. | Andrew Groundwater | 01-04-2016 | 31-12-2016 | In Progress | Green | All of the workshops have been scheduled with service management teams for November 2016. A draft presentation has been completed and consulted upon with the Senior Management Team, and with the Performance and Risk Management Team. |
| 26 - Change Review of Staff and Workforce Planning | Progress to completion the Change Review of Staff and Workforce Planning. | Andrew Groundwater | 01-04-2016 | 29-11-2016 | In Progress | Green | Five meetings of the review group have been held with a set of recommendations now being finalised for a report to the Change Leadership Group in the first instance. |
| 27 - E-procurement | Complete the full implementation of e-procurement across the procurement | Hayley Green | 01-04-2016 | 30-09-2017 | In Progress | Green | This work is being progressed alongside the Integra Project, and work is underway to ensure that E-procurement is implemented to the same timescale. |

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| | team. | | | | | | |
| 28 - Office Accommodation Review | Establish a fully costed options analysis for Council Headquarters at School Place, which also takes account of the outcomes of the Change Review into Asset Management. | Hayley Green | 01-04-2016 | 31-03-2017 | In Progress | Green | Options are being considered, discussions with colleagues are in progress, and capacity to develop plans for all of School Place is being sought. |
| 29 - Asset Management | Assess the impact of the Community Empowerment (Scotland) Act (2015), with particular reference to Community Asset Transfer, and develop a policy (if needed) and procedures that support the Council's obligations. | Hayley Green | 01-04-2016 | 31-03-2017 | In Progress | Green | Community Asset Transfer (CAT) Policy is in draft and awaiting the publication of the Scottish Government Guidelines. Once these are available then the CAT Policy will be finalised and submitted to the Policy and Resources Committee for consideration. |

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| 30 - Unified Communications | Progress to completion the implementation of a Unified Communications system across Council Headquarters at School Place (Phase 1). | Hayley Green | 01-04-2016 | 31-12-2017 | In Progress | Green | Innovation Fund bid was agreed but withdrawn from consideration by Policy and Resources Committee in June 2016 as the Connected Communication Project paper was also under discussion at the same meeting. As the Connected Communication Project is implemented, then development of a new telephony solution will be considered. The Connected Communication Project is taking account of possible future telephony needs as part of the design stage. |
| 31 - Area Network | Deliver the Council's Wide Area Network including replacement of the Pathfinder North network, PSN connectivity and transition to SWAN. | Hayley Green | 01-04-2016 | 31-12-2016 | Overdue | Red | Some elements of this Project are delivering in time but the Third Party Supplier has failed to deliver the services required to move the Schools over to the new supplier in September 2016 as planned. Contingency plans were implemented and service has remained in place, however the delivery date has slipped to 20 February 2017. This matter has been escalated within the Pathfinder North Board and a number of options are under consideration. The revised date of 20 February 2017 is considered by the ICT team to be optimistic and this situation is being very closely managed. |

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| 32 - Change Review of Asset Management | Progress to completion Phase 1 of the Change Review of Asset Management. | Hayley Green | 01-04-2016 | 27-09-2017 | In Progress | Green | Good progress is being made on this review, and a seminar to discuss the findings with elected members is being held on 4 November 2016. |
| 33 - Change Review of Procurement | Progress to completion Phase 1 of the Change Review of Procurement. | Hayley Green | 01-04-2016 | 27-09-2017 | In Progress | Green | Phase 1 of this review is complete, and is set to be considered by the Policy and Resources Committee. Monitoring of the resulting Action Plan will now be through individual budget processes. |
| 34 - Change Review of Modernising IT and Digital Shift | Progress to completion Phase 1 of the Change Review of Modernising IT and Digital Shift. | Hayley Green | 01-04-2016 | 14-02-2017 | In Progress | Green | The scoping report has been discussed and agreed by the Policy and Resources Committee. The Project Team is working on the actions and the project is on track to deliver to the agreed timescale. |

Personnel key

Executive Director of Corporate Services – Gillian Morrison

Head of HR and Performance – Andrew Groundwater

Head of Legal Services – Gavin Mitchell

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.