

## Appendix 2 – Best Value Response Plan Action Plan – 31 March 2018

Accounts Commission Recommendation	What we are planning to do	What is its intended outcome?	Who will do it?	Will additional Resources be required?	When will it happen?	How will we recognise success?	How will we measure success?
<p><b>1a</b> - The Council must ensure it makes progress with developing a detailed workforce plan that considers future workforce needs, current capacity, supply and recruitment, skills and financial constraints.</p>	<p>Develop detailed Council-wide and service workforce plans that consider future workforce needs, current capacity, supply and recruitment, skills, and financial constraints.</p>	<p>Council services delivered by the best possible Council staff resource that can be afforded within current financial constraints.</p>	<p>Head of HR and Performance, with support from the Senior Management Team.</p>	<p>No, this work will be progressed within existing resources.</p>	<p>By the end of March 2019.</p>	<p>For the Council-wide Workforce Plan, progress monitoring through the Council Plan.  For the service workforce plans, progress monitoring through the service committees.</p>	<p>Through the SMART targets and performance indicators set out below.</p>
<p><b>SMART Target/s</b></p>	<ul style="list-style-type: none"> <li>➤ Develop a detailed Council-wide workforce plan, by 31 March 2019.</li> <li>➤ Develop detailed service workforce plans – one for each of the five services - skills and financial constraints, by 31 March 2019.</li> </ul>						
<p><b>Performance Indicator/s</b></p>	<ul style="list-style-type: none"> <li>➤ The Council-wide workforce plan has been reviewed and updated within the last six months.</li> <li>➤ The five service workforce plans have been reviewed and updated within the last six months.</li> <li>➤ Service-by-service staff turnover.</li> <li>➤ Service-by-service advertised staff vacancies still vacant after six months.</li> <li>➤ Service-by-service mandatory iLearn staff training rates.</li> <li>➤ Service-by-service Employee Review and Development rates.</li> </ul>						

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<p><b>1b</b> - The Council must ensure it makes progress with managing capital projects effectively to avoid slippage and the negative impact on delivering strategic priorities.</p>	<p>Implement the Project Management Module on Concerto. Raise awareness of the newly developed Capital Project Appraisal Guidance amongst the Corporate Management Team and others with a role in capital project applications.</p>	<p>Council buildings and other physical infrastructure, and physical assets including ferries, tugs and pilot launches, which better meet the needs of service users and the general public, through having been completed on time and within budget.</p>	<p>Head of Infrastructure and Strategic Projects, with support from the Head of Finance.</p>	<p>No, this work will be progressed within existing resources.</p>	<p>By the end of March 2019.</p>	<p>Progress monitoring through the Council Plan.</p>	<p>Through the SMART targets and performance indicators set out below.</p>
<p><b>SMART Target/s</b></p>	<ul style="list-style-type: none"> <li>➤ Implement the Project Management Module on Concerto, by 31 March 2019.</li> <li>➤ Raise awareness of the newly developed Capital Project Appraisal Guidance, by 30 June 2018.</li> </ul>						
<p><b>Performance Indicator/s</b></p>	<ul style="list-style-type: none"> <li>➤ The number of capital projects that meet the requirements of the newly developed Capital Project Appraisal Guidance, as a proportion of the capital project applications made.</li> <li>➤ The number of capital projects assessed as RED on the Highlight Reports, as a proportion of the total capital projects assessed, and reported to each meeting of the Corporate Planning Asset Management Sub-group.</li> <li>➤ An annual reduction in capital programme slippage.</li> <li>➤ The number of approved schemes delivered in accordance with approved outputs/outturns, as a proportion of all approved schemes.</li> </ul>						

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<b>1c</b> - The Council must ensure it makes progress with longer-term financial planning to ensure the sustainability, feasibility and practicalities of current spending plans. This should be done with reference, also, to the Strategic Reserve Fund.	Develop a long-term financial plan for the ten-year period 2018-2028.	A financially sustainable Council, that is able to deliver services, maintain assets, and achieve its strategic objectives.	Head of Finance.	No, this work will be progressed within existing resources.	By the end of December 2018.	Progress monitoring through the Chief Executive's Service Plan.	Through the SMART targets and performance indicators set out below.
<b>SMART Target/s</b>	➤ Develop a long-term financial plan, by 31 December 2018.						
<b>Performance Indicator/s</b>	<ul style="list-style-type: none"> <li>➤ The Council's Long Term Financial Plan has been reviewed and updated within the last twelve months.</li> <li>➤ Unallocated General Fund Reserves held, as a percentage of service costs.</li> <li>➤ Local Government Pension Fund funding level.</li> </ul>						

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<p><b>1d</b> - The Council must ensure it makes progress with the implementation of the IT Strategy and Digital Strategy, including the associated capital programme and completion of the review of capacity.</p>	<p>Implement the Digital Strategy and IT Strategy, and associated work-plans.</p> <p>Complete the introduction of the Customer Services Platform, and the Council Website redesign.</p>	<p>More accessible information on the Council and its services, and the ability to carry out transactions, all on a 24/7 basis, whilst maintaining the option for non-digital alternatives; and, within the Council, more modern, more efficient, and more cost-effective administrative processes</p>	<p>Executive Director of Corporate Services, Head of IT and Facilities, and Head of Executive Support.</p>	<p>Yes, for the Digital and IT Strategies from funding received from the Innovation Fund and approved by the Policy &amp; Resources Committee.</p>	<p>By the end of March 2020 for the Digital and IT Strategies, and by the end of March 2019 for the Customer Services Platform and Website redesign.</p>	<p>Progress monitoring through the Council Plan.</p>	<p>Through the SMART targets and performance indicators set out below.</p>
<p><b>SMART Target/s</b></p>	<ul style="list-style-type: none"> <li>➤ Implement the Digital Strategy, and associated work-plans, by 31 March 2020.</li> <li>➤ Implement the IT Strategy, and associated work-plans, by 31 March 2020.</li> <li>➤ Complete the introduction of the Customer Services Platform, by 31 March 2019.</li> <li>➤ Complete the Council Website redesign, by 31 March 2019.</li> </ul>						
<p><b>Performance Indicator/s</b></p>	<ul style="list-style-type: none"> <li>➤ The Digital Strategy's associated work-plans have been reviewed and updated within the last 12 months, with satisfactory progress.</li> <li>➤ The IT Strategy's associated work plans have been reviewed and updated within the last 12 months, with satisfactory progress.</li> </ul>						

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2 - To support a culture of improvement, the council should build on the self-evaluation work already in place in services and further develop a corporate approach.	Review the Council's current self-evaluation arrangements and develop a revised <i>How Good is Our Council?</i> model encompassing corporate level, as well as service level, self-assessments.	Improvements and developments to Council services that have been informed by a greater understanding of the strengths and weaknesses of Council services.	Head of HR and Performance, with commitment from the Senior Management Team.	No, this work will be progressed within existing resources.	By the end of February 2019.	Progress monitoring through the Council Plan.	Through the SMART targets and performance indicators set out below.
<b>SMART Target/s</b>	<ul style="list-style-type: none"> <li>➤ Review the Council's current self-evaluation arrangements, with a view to developing a revised <i>How Good is Our Council?</i> model encompassing corporate level, as well as service level, self-assessments, by 30 April 2018.</li> <li>➤ Recommend to the Senior Management Team the outcome of the review of the Council's current self-evaluation arrangements, including options for a revised <i>How Good is Our Council?</i> model, by 31 May 2018.</li> <li>➤ Recommend to the Monitoring and Audit Committee the Senior Management Team's proposals in respect of a revised <i>How Good is Our Council?</i> model for the Council's self-evaluation arrangements, including updated, detailed, guidance, by 30 June 2018.</li> <li>➤ Subject to Council approval of a revised <i>How Good is Our Council?</i> model for the Council's self-evaluation arrangements, implement the revised model at both the service and corporate levels, by 28 February 2019.</li> </ul>						
<b>Performance Indicator/s</b>	<ul style="list-style-type: none"> <li>➤ The completion of the annual review of the Local Code of Corporate Governance, presented to the June meeting of the Monitoring and Audit Committee.</li> </ul>						

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<p><b>3</b> - The council should build on its good examples of community engagement and participation to improve consistency of approach across all the communities, including those that are 'hard to reach'.</p>	<p>Develop guidance on the use of the Third Sector for engaging with hard-to-reach communities, and embed within the Council's Community Consultation and Engagement Guide and in-house training.</p> <p>Evaluate the pilot of Orkney Opinions, and subject to Council approval, establish Orkney Opinions long-term.</p> <p>Establish a method for consistent planning, co-ordination and reporting of Council activity in consultation and engagement.</p>	<p>An accessible Council which, through its ongoing conversation with Orkney's residents, is well informed about the issues that matter to individuals and to communities, including hard-to-reach groups.</p>	<p>Executive Director of Corporate Services and Strategy Manager, in liaison with the Head of Executive Support.</p>	<p>No, this work will be progressed within existing resources.</p>	<p>31 March 2019.</p>	<p>Progress monitoring through the Corporate Services Service Plan.</p>	<p>Through the SMART targets and performance indicators set out below.</p>
<p><b>SMART Target/s</b></p>	<p>➤ Develop guidance on the use of Third Sector agencies for engaging with hard-to-reach communities, by 30 June 2018.</p>						

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	<ul style="list-style-type: none"> <li>➤ Embed within the Council's Community Consultation and Engagement Guide, the guidance on the use of Third Sector agencies for engaging with hard-to-reach communities, by 31 July 2018.</li> <li>➤ Include the guidance on use of Third Sector agencies for engaging with hard-to-reach communities within in-house training on consultation and engagement, by 31 March 2019.</li> <li>➤ Evaluate the pilot of Orkney Opinions, and report the outcome to the Senior Management Team, by 30 June 2018.</li> <li>➤ Subject to recommendation by the Senior Management Team, and then Council approval, establish Orkney Opinions long-term and promote its use by service teams, by 31 December 2018.</li> <li>➤ Establish a methodology for consistent planning, co-ordination and reporting of Council activity in consultation and engagement, by 30 September 2018.</li> </ul>						
<b>Performance Indicator/s</b>	<ul style="list-style-type: none"> <li>➤ Annual review and update of the Council's Community Consultation and Engagement Guide.</li> <li>➤ Six-monthly progress reporting to the Senior Management Team by the Consultation and Engagement Officers' Group.</li> <li>➤ If Orkney Opinions continues following evaluation, the number of consultations carried out annually through Orkney Opinions.</li> </ul>						

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<p><b>4</b> - The council should set out how its activities will contribute to improved outcomes for communities so that it can evidence and monitor the impact.</p>	<p>Within the new Council Plan 2018-2023, and the new 2019-2022 service plans, make explicit the intended impact of Council and service priorities and targets on Orkney's communities.</p> <p>Where appropriate, make explicit the link between Council committee recommendations and the Local Outcomes Improvement Plan.</p>	<p>Service users and the general public with a better understanding of, and greater confidence in, the extent to which Council services and activities focus on Orkney and its communities.</p>	<p>Executive Director of Corporate Services and Head of HR and Performance; and for the Council Plan, the Head of Executive Support.</p>	<p>No, this work will be progressed within existing resources.</p>	<p>30 June 2019.</p>	<p>Progress monitoring through the Council Plan.</p>	<p>Through the SMART targets and performance indicators set out below.</p>
<p><b>SMART Target/s</b></p>	<ul style="list-style-type: none"> <li>➤ Within the new Council Plan 2018-2023, make explicit the intended impact of Council priorities and targets on Orkney's communities, by 30 April 2019.</li> <li>➤ Within the new 2019-2022 service plans, make explicit the intended impact of service targets on Orkney's communities, by 30 June 2019.</li> <li>➤ Where appropriate, make explicit the link between Council committee recommendations and the Local Outcomes Improvement Plan, by 30 June 2019.</li> </ul>						
<p><b>Performance Indicator/s</b></p>	<ul style="list-style-type: none"> <li>➤ Six-monthly monitoring of the Council Plan by the Senior Management Team, and by the Policy and Resources Committee.</li> <li>➤ Six-monthly monitoring of service plans by service management teams, and by service committees.</li> </ul>						



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<p><b>5</b> - The council and its community planning partners should ensure clear performance management arrangements are in place to demonstrate that they are making progress towards delivering positive outcomes for the community.</p>	<p>Within the context of the Strategic Planning Framework, review the Council's performance management system, in order to ensure its ability to identify the impact of Council services and activities on Orkney's communities.</p> <p>Report Local Government Benchmark Framework Indicators to Service Committees.</p> <p>Review the Orkney Partnership's performance management and reporting procedure to ensure that it is focused on the Partnership's strategic priorities and outcomes.</p>	<p>Service users and the general public with greater confidence in the extent to which Council services and activities, and those provided jointly with the Council's partners, are as good as they can be, within current financial constraints.</p>	<p>Executive Director of Corporate Services, Head of HR and Performance, and Strategy Manager; and for the Council Plan, the Head of Executive Support.</p> <p>In consultation with the Orkney Partnership Board and Delivery Groups</p>	<p>No, this work will be progressed within existing resources.</p>	<p>31 December 2018.</p>	<p>Progress monitoring through the Council Plan.</p>	<p>Through the SMART targets and performance indicators set out below.</p>

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<b>SMART Target/s</b>	<ul style="list-style-type: none"> <li>➤ Within the context of the Strategic Planning Framework, review the Council’s performance management system, in order to ensure its ability to identify where the Council’s services and activities are having a positive impact on Orkney’s communities, and where they are not, by 31 December 2018.</li> <li>➤ Local Government Benchmark Framework Indicators reported to Service Committees, by 30 June 2018.</li> <li>➤ Review The Orkney Partnership’s performance management and reporting procedure to ensure that it is focused on the Partnership’s strategic priorities and outcomes, by 30 June 2018.</li> </ul>						
<b>Performance Indicator/s</b>	<ul style="list-style-type: none"> <li>➤ Local Government Benchmark Framework Indicators in respect of satisfaction with Council services.</li> <li>➤ Regular newsletters (three or four per year) issued to stakeholders in The Orkney Partnership, and reporting on recent activity and progress towards target outcomes.</li> </ul>						

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<p><b>6</b> - The council should consider how it can enhance its councillor training and development programme and encourage better uptake by councillors of personal development opportunities.</p>	<p>Review the current Councillors' Induction Programme, and in response to the outcome of the review, develop an ongoing training and development programme to address any gaps and/or areas in need of development or improvement. Encourage a greater level of engagement with personal development opportunities amongst elected members.</p>	<p>Elected members with enhanced knowledge and skills, who are as a result better able to perform their duties, both as individual councillors in respect of their constituents; and when making decisions as members of the Council and its committees.</p>	<p>Head of Executive Support.</p>	<p>Yes, to be determined through the Gap Analysis.</p>	<p>31 December 2019</p>	<p>Progress monitoring through the Chief Executive's Service Plan.</p>	<p>Through the SMART targets and performance indicators set out below.</p>
<p><b>SMART Target/s</b></p>	<ul style="list-style-type: none"> <li>➤ With elected members and members of the Senior Management Team, carry out a review of the current Councillors' Induction Programme, in order to identify any gaps in the programme, and/or any areas where development or improvement could be made, by 31 December 2018.</li> <li>➤ In response to the outcome of the review of the current Councillors' Induction Programme, develop an ongoing training and development programme to address any gaps and/or areas in need of development or improvement, by 31 December 2019.</li> <li>➤ Encourage a greater level of engagement with personal development opportunities amongst elected members, by 31 December 2019.</li> </ul>						

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<b>Performance Indicator/s</b>	<ul style="list-style-type: none"> <li>➤ The number of elected members who attend the elected member training and development events delivered, as a proportion of the number of places available to elected members.</li> <li>➤ The number of internal and external events, for example, seminars, attended by elected members.</li> <li>➤ The number of annual one-to-one meetings with the Chief Executive and elected members, at which he provides them with individual guidance in respect of personal development opportunities, as a proportion of all 21 elected members.</li> </ul>						