

## Annex 1

### Corporate Services – Service Plan Actions for Six Months Ending 30 September 2017

Action	Description	Lead	Previous Period March 2017		Current Period September 2017				
			BRAG	Overall Status	Start Date	Target Date	Overall Status	BRAG	Comment
<b>01-</b> Welfare Reform.	Co-ordinate Orkney Islands Council's response to new Welfare Reform Legislation.	Gillian Morrison.	<b>Green.</b>	In Progress.	01-04-2016.	31-03-2018.	In Progress.	<b>Green.</b>	The Welfare Reform and Social Security Working Group met in September 2017. The focus was twofold: to hear from Jobcentre Plus about the roll out of Universal Credit in Orkney from May 2019; and to meet with officers from the Scottish Government's Social Security Directorate who wished to consider how Scottish social security benefits could best be delivered locally. There are three continuing concerns in relation to Universal Credit: increased poverty, rent arrears and the lack of digital coverage for a service which is to be digital by default. This latter concern is not

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										applicable to Social Security delivery as the Council is informed this will not be digital by default. A briefing report is being prepared for Members regarding social security arrangements.
<b>02 – Local Outcomes Improvement Plan.</b>	Review and update the Local Outcomes improvement Plan and the Orkney Partnership's Terms of Reference.	Anna Whelan.	<b>Green.</b>	In Progress.	01-04-2016.	31-10-2017.	Complete	<b>Blue.</b>	The Community Plan for 2017 to 2020 (incorporating Orkney's Local Outcomes Improvement Plan) was approved by the Orkney Partnership Board on 22 September 2017 and published in advance of the statutory publication date of 1 October 2017. The Local Outcomes Improvement Plan was recommended for approval by the Policy and Resources Committee, insofar as it applied to the Council, on 26 September 2017. The Partnership's Terms of	

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										Reference have also been updated, in line with the new Local Outcomes Improvement Plan, and posted to the Partnership's website on <a href="http://www.orkneycommunities.co.uk">www.orkneycommunities.co.uk</a> .
<b>03 –</b> Records Management Plan.	Arrange for the implementation of the Records Management Plan.	Gavin Mitchell.	<b>Green.</b>	In Progress.	01-04-2016.	31-03-2018.	In Progress.	<b>Green.</b>	A Records Management Plan has been approved by the Keeper of the Records of Scotland and is in the process of being implemented.	
<b>04 –</b> Electronic Document and Records Management System.	Arrange for the introduction of an Electronic Document and Records Management System (EDRMS) using SharePoint.	Gavin Mitchell.	<b>Green.</b>	In Progress.	01-04-2016.	31-03-2018.	In Progress.	<b>Green.</b>	The Council's Records Management Plan includes adoption of an Electronic Document Records Management System. A report on the work required to complete implementation of the Electronic Document Records Management System has been prepared by an external consultant. It is anticipated that the Electronic Document	

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										Records Management System will be rolled out at the same time as Office 365.
<b>05 –</b> General Data Protection Regulation.	Prepare for the General Data Protection Regulation coming into law in Summer 2018.	Gavin Mitchell.	<b>Green.</b>	In Progress.	01-04-2016.	30-06-2018.	In Progress.	<b>Green.</b>		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.
<b>06 –</b> 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.	<b>Red.</b>	Overdue.	01-04-2016	31-03-2018	In Progress.	<b>Amber</b>		The Information Sharing Protocol (ISP) for Prevent has been agreed and signed by all parties (Police Scotland, NHS Orkney and Orkney Islands Council). No further work can be undertaken on the ISP for Getting It Right For Every Child until the proposed Named Person legislation has been amended.
<b>07 –</b>	Collaborate with	Gavin	<b>Red.</b>	Overdue.	01-04-	30-09-	Complete	<b>Blue.</b>		This action has been

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Council Website Information Development.	Services to publish information on the Council's website, including information that is frequently the subject of Freedom of Information Requests.	Mitchell.			2016.	2017.	.		progressed to completion.
<b>08 –</b> 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.	<b>Green.</b>	In Progress.	01-04-2016.	31-12-2017.	In Progress.	<b>Red.</b>	The HR/Payroll system project plan will not be complete by December 2017 due to a combination of unforeseen technical difficulties and unavoidable delays attributable to the software supplier. An Innovation Fund bid for Phase 2 of this project has been submitted and is awaiting final approval at the Full Council meeting on 10 October 2017.
<b>09 - E-</b>	Complete the full	Hayley	<b>Amber</b>	In	01-04-	31-03-	In	<b>Amber</b>	This work is being

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procurement.	implementation of e-procurement across the procurement team.	Green.	.	Progress	2016.	2018.	Progress.	.	progressed by the Integra Finance Project. The delivery timescale for this element of the project has been revised and the pilot is now due to start in early 2018. The Procurement team is involved in development of this work. E-Procurement is dependent on this element of the Integra Finance Project being in place.
<b>10 – Office Accommodation Review.</b>	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.	<b>Red.</b>	Overdue.	01-04-2016.	31-09-2017.	Overdue.	<b>Red.</b>	Due to competing priorities this work has slipped behind schedule. Work will be carried out over the Autumn with an options paper to be developed for Senior Management Team to establish whether this project should continue as it will require further resourcing.
<b>11 – Asset</b>	Assess the impact of the	Hayley Green.	<b>Red.</b>	Overdue.	01-04-2016.	31-03-2017.	Complete	<b>Blue.</b>	The Community Asset Transfer Policy was

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Management.	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.									approved at the General Meeting of the Council on 10 October 2017. Guidance notes have also been produced and were noted by elected members. This action is now complete.
<b>12 - Unified Communications.</b>	Progress to completion the implementation of a Unified Communications system across Council Headquarters at School Place (Phase 1).	Hayley Green	<b>Green.</b>	In Progress.	01-04-2016.	30-12-2017.	In Progress.	<b>Green.</b>	Phase 1 of the Unified Communications Project is implementation of Office365 for email. This is on track for implementation by 31 December 2017 and very good progress is being made. The Council is working with an external partner, which is mitigating the concerns that were in place regarding lack of capacity within the IT Operational	

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										Team. Phase 2, which will include options around telephony, will be scoped during 2017. Depending on which solution is agreed the cost could either be met from existing Capital Funding (replacement system), or additional revenue funding may need to be explored (extension to the Office 365 licence to include telephony functionality).
<b>13 - Area Network.</b>	Deliver the Council's Wide Area Network including replacement of the Pathfinder North network, PSN connectivity and transition to SWAN.	Hayley Green.	<b>Red.</b>	Overdue	01-04-2016.	30-09-2017.	Complete	<b>Blue.</b>	This project was fully implemented at the end of August 2017. All connections are working well and there have been significant improvements in the connection speeds, including across Island schools.	
<b>14 - Change Review of Modernisi</b>	Progress to completion Phase 1 of the Change Review of	Hayley Green.	<b>Red.</b>	Overdue.	01-04-2016.	31-12-2017.	In Progress.	<b>Green.</b>	Progress on this action is well underway and the project will deliver reports by the agreed timescale	



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ng IT and Digital Shift.	Modernising IT and Digital Shift.									of December 2017. Subject to agreement of elected members a number of new projects will be established as phase 2 of this Change Review.
<b>15 -</b> Alcohol Licensing Policy.	Develop and publish a Statement of Alcohol Licensing Policy.	Gavin Mitchell.	N/A	N/A	07-04-2017.	30-11-2018.	In Progress.	<b>Green.</b>		Engagement is currently taking place with the statutory consultees. Responses require to be submitted by 1 December 2017. An update report will be presented to the Orkney Islands Area Licensing Board on 25 January 2018.
<b>16 -</b> Asset Management.	Progress to completion Phase 2 of the Change Review of Asset Management	Hayley Green.	N/A	N/A	07-04-2017.	31-03-2018.	In Progress.	<b>Green.</b>		Work is underway on the first tranche of assets within this Change Review.
<b>17 -</b> Procurement.	Progress to completion Phase 2 of the Change Review of Procurement.	Hayley Green.	N/A	N/A	07-04-2017.	31-03-2018.	In Progress.	<b>Green.</b>		Work is underway on this Change Review.
<b>18 -</b>	Develop the	Hayley	N/A	N/A	07-04-	31-03-	In	<b>Green.</b>		Both the Digital Strategy

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Digital Strategy.	Digital Strategy Delivery Plan and, with support from senior officers across the Council, deliver a service which takes advantage of improvements in Digital Technology to improve services for our customers and a more digitally developed and confident workforce.	Green.			2017.	2020.	Progress.		and the Digital Strategy Action Plan have been approved. Work is underway on delivery of the actions within the plan, and a Digital Skills survey of staff was undertaken in October 2017.
<b>19 –</b> Locality Plan.	Progress the Locality Plan for the non-linked isles contained within the Local Outcomes Improvement Plan 2017-20 (to be published 1 October 2017).	Anna Whelan.	N/A	N/A	07-04-2017.	31-03-2020.	In Progress.	<b>Green.</b>	A draft Locality Plan for the non-linked isles was approved as a work in progress by the Orkney Partnership Board on 22 September 2017. A short life working group has been assigned to amend and agree a consultation draft to be issued to

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									stakeholders, and submitted for Strategic Environmental Assessment screening. A final draft will be submitted to the Board for approval. The Local Outcomes Improvement Plan was published at the end of September 2017, and an extension on the deadline for the Locality Plan has been agreed with the Scottish Government.
<b>20 – Place Standard.</b>	Working with colleagues in Development and Marine Planning, widen the use of the Place Standard for consultation and analysis of local communities across Orkney and develop new locality plans for additional	Anna Whelan.	N/A	N/A	07-04-2017.	31-03-2020.	In Progress.	<b>Green.</b>	Development and Marine Planning has a staff representative on the short life working group advising on the first Locality Plan for the non-linked isles. Through the Consultation and Engagement Officers Group, plans are in train to include a joint seminar on the Place Standard as part of refresher/update training in consultation

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	selected areas to be agreed by the Orkney Partnership Board.								and engagement.
<b>21 – Participatory Budgeting.</b>	Working with colleagues in Finance, explore options to further develop Participatory Budgeting in line with national policy drivers and the Council's strategic plan.	Anna Whelan.	N/A	N/A	07-04-2017.	31-03-2019.	In Progress.	<b>Green.</b>	A joint working group of staff from Corporate Services and the Chief Executive's service has appraised a range of options through which the Council could potentially meet the Scottish Government's 1% target for local authority funds distributed via participatory budgeting, should this be required in future. A report was prepared for submission to the Senior Management Team in October 2017.
<b>22 – Participation Requests</b>	Implement the Council's new Participation Requests Policy	Anna Whelan.	N/A	N/A	07-04-2017.	30-06-2018.	In Progress.	<b>Green.</b>	A Participation Requests Policy, together with local guidance for community participation bodies, was

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.	and publish the Council's first statutory annual report.									approved, following consideration by the Policy and Resources Committee on 20 June 2017. The policy will be implemented for a trial year by Corporate Services before reporting back to Committee.
<b>23 – Corporate Services Workforce Plan.</b>	Redesign Corporate Services workforce on an incremental basis to respond to service changes associated with the Council's financial decisions – Phase 1.	Gillian Morrison.	N/A	N/A	07-04-2017.	31-03-2018.	In Progress.	<b>Green.</b>		Work on staffing redesign proposals is ongoing through the budget setting process.
<b>24 – Corporate Workforce Plan.</b>	Co-ordinate the Council's corporate progress on its Workforce Plan through creation of a SMART action plan.	Andrew Groundwater.	N/A	N/A	07-04-2017.	31-12-2017.	In Progress.	<b>Green.</b>		Workforce planning scenarios are being scrutinised through the budget setting process with a view to informing the action plan.

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<b>25 –</b> Service Training Priorities.	Co-ordinate the development of service and corporate training plans based on the learning and development priorities identified.	Andrew Ground water.	N/A	N/A	07-04-2017.	31-03-2018.	In Progress.	<b>Green.</b>	The Learning and Development Manager has created a Service Learning Plan template, and is working with Services to populate.
<b>26 -</b> Redeployment and Re-skilling.	Review the Council's approach to redeployment and reskilling, with regard to budget plans.	Andrew Ground water.	N/A	N/A	07-04-2017.	31-03-2018.	Not Started.	<b>Green.</b>	This action is linked to priorities emerging from the budget setting process; a report will be taken to the Senior Management Team in due course.
<b>27 -</b> Equality Outcomes.	Review and develop a new set of Equality Outcomes for the Council.	Andrew Ground water.	N/A	N/A	07-04-2017.	30-06-2018.	In Progress.	<b>Green.</b>	This action is still in the early stage of formulating new outcomes. The next stage is to engage with Services.
<b>28 -</b> Change Review of Staff and Workforce Planning.	Progress to completion Phase 2 of the Change Review of Staff and Workforce Planning.	Andrew Ground water.	N/A	N/A	07-04-2017.	31-03-2019.	In Progress.	<b>Green.</b>	The decision was taken by the Senior Management Team to pause work on this action due to a number of unforeseen factors, with the main review due to

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									get back underway in 2018.
<b>29 – Local Government Benchmark Framework.</b>	Review the Council's approach to the Local Government Benchmark Framework by creating a local Framework to maximise benefits.	Andrew Ground water.	N/A	N/A	07-04-2017.	31-03-2018.	In Progress.	<b>Green.</b>	Updated guidance is in draft and has been reviewed by the corporate Performance and Risk Management Team before the Senior Management Team considers this in November 2017.
<b>30 – Best Value.</b>	Co-ordinate the Council's Best Value Improvement Plan.	Andrew Ground water.	N/A	N/A	07-04-2017.		Not Started.	<b>Green.</b>	The Draft Best Value Audit Report is expected to be released on 6 October 2017, with the final report to the Accounts Commission in December 2017, after which an improvement plan will be finalised and published.
<b>31 – Phase 2 Change Reviews.</b>	Support and co-ordinate Phase 2 of the high level Change Reviews during the	Kenny Low.	N/A	N/A	07-04-2017.	31-03-2018.	In Progress.	<b>Green.</b>	Support has been provided to Review Leads in relation to the Property Asset Management,

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	implementation period.									Procurement, Staff and Workforce Planning, Fees and Charges and Outsourcing and Partnerships reviews. This has resulted in additional savings options being incorporated within the range of service savings options submitted through the budget setting process.
<b>32 – Phase 1 Change Reviews.</b>	Support and co-ordinate Phase 1 of the Change Reviews during the scoping, option appraisal and recommendations period.	Kenny Low.	N/A	N/A	07-04-2017.	31-03-2018.	In Progress.	<b>Green.</b>		The majority of programme support has been provided to the Modernising IT and Orkney's Learning Landscape reviews during the first half of the financial year. The findings from these two reviews will be presented to the Policy and Resources Committee on 28 November 2017.
<b>33 - Medium Term Budget</b>	Support the Senior Management Team in the	Kenny Low.	N/A	N/A	07-04-2017.	31-03-2018.	In Progress.	<b>Green.</b>		Planning for the Medium Term budget process began in February 2017. Service savings



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Process.	development, planning and co-ordination of the medium-term budget process alongside the Chief Financial Officer.									submissions were requested on 1 June 2017, with these being returned by end of July 2017. Challenge sessions with the Senior Management Team and elected members concluded by the end of September 2017, with savings options in excess of £12,000,000 being considered.
<b>34 – Budget Setting.</b>	Support the development of an effective public engagement strategy to both raise awareness and take account of the views of customers and service users.	Kenny Low.	N/A	N/A	07-04-2017.	31-10-2017.	In Progress.	<b>Green.</b>		Feedback has been made on the initial Communications and Engagement Strategy drafted by the Communications Manager. Stakeholder analysis has also been incorporated within the budget setting process for individual savings options, where applicable. This will provide the basis for planning effective Communication and

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									Engagement in relation to delivery of many of the savings options presented.

### Personnel key

**Executive Director of Corporate Services** – Gillian Morrison

**Head of HR and Performance** – Andrew Groundwater

**Head of Legal Services** – Gavin Mitchell

**Head of IT 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.