Item: 8

Policy and Resources Committee: 24 September 2019.

Chief Executive's Service – Service Plan.

Report by Chief Executive.

1. Purpose of Report

To consider the Chief Executive's Service Service Plan for the period 1 October 2019 to 31 March 2022.

2. Recommendations

It is recommended:

2.1.

That the Chief Executive's Service Service Plan 2019 to 2022, attached as Appendix 1 to this report, be approved.

3. Service Plan 2019 to 2022

3.1.

The Chief Executive's Service Service Plan 2019 to 2022, attached as Appendix 1 to this report, is intended to shape the work of the Chief Executive's Service over the three years from October 2019 to March 2022. The service plan describes what the Chief Executive's Service provides and then sets out the improvements and developments the Service will strive to make over the period.

3.2.

The main outputs of the Chief Executive's Service Service Plan 2019 to 2022 are as follows:

3.2.1. Annex 1: Council Delivery Plan 2018 to 2023 Targets

Those Council level improvements and developments for which Chief Executive's Service has the lead, and as set out within the Council Delivery Plan 2018 to 2023, are listed here for information.

3.2.2. Annex 2: Service Action Plan

The service action plan is the table providing the detail of the agreed service priorities, as expressed in the service plan, and contains SMART (Specific, Measurable, Attainable, Relevant and Time-bound) targets for the life of the service plan. The service plan action plan also provides the mechanism through which the time-limited aspects of the service plan will be progressed to completion.

3.2.3. Annex 3: Service Performance Indicators

Service performance indicators provide the mechanism through which the performance of the core aspects of the service plan – the services provided year on year – are monitored, some statutory, some national, some unique to the service, and some common to all services of the Council.

3.2.4. Annex 4: Service Risk Register

The service risk register enables the service to identify threats to its core services and planned developments and improvements, and then ensures that action is taken to minimise the possible adverse effects of these risks.

3.2.5. Annex 5: Service Workforce Plan

Workforce planning is a formal mechanism to define the workforce requirements of the service based on its key activities and the wider priorities of the Council. The Chief Executive is responsible for reviewing the workforce plan each year to ensure that any key activities are identified at an early stage and planned for.

3.3.

Annex 2, the service action plan, is the result of a prioritisation process carried out by the service management team, to ensure that the more strategic and high-priority actions are captured within the service action plan. Other actions are retained by relevant Heads of Service to be addressed through their respective team plans.

3.4.

In order to ensure that the service plan stays on track, performance will be monitored by the service management team at the end of March and September each year, and then reported for scrutiny to the committee in June and November. Since changes are always taking place within the service, for example, one priority might be completed and another identified, Annexes 2 to 5 may be updated annually, and any proposed changes recommended to the committee at its June meeting. This rolling action plan ensures that the service's plan remains both relevant and current.

3.5.

The Committee is invited to consider the Chief Executive's Service Service Plan 2019 to 2022, attached at Appendix 1.

4. Equalities Impact

An Equality Impact Assessment has been undertaken and is attached as Appendix 2 to this report.

5. Corporate Governance

Although this report relates to governance and procedural issues, in that the Service Plan provides the basis for scrutiny of performance, the Service Plan is based on the priorities of the Council as articulated in the Council Plan and therefore supports and contributes to improved outcomes for communities as outlined in the Council Plan and the Local Outcomes Improvement Plan.

6. Financial Implications

6.1.

There are no financial implications arising as a direct result of the report recommendations.

6.2.

The service plan will require to be delivered within the approved revenue budget. The budget figures in the service plan reflect the approved service budgets for financial year 2019 to 2020 only.

7. Legal Aspects

Service planning helps the Council to make arrangements that meet the Council's statutory obligation to secure best value.

8. Contact Officers

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9. Appendices

Appendix 1: Chief Executive's Service Service Plan 2019 to 2022.

Appendix 2: Equality Impact Assessment.

Chief Executive's Service

Service Plan

October 2019 to March 2022

Contents

1. Introducing the Chief Executive's Service and the Service Plan

1.1. Purpose and period of the service plan

This service plan shapes the work of Chief Executive's Service over the three years from October 2019 to March 2022. The service plan describes what the Chief Executive's Service provides, and then based on the priorities of elected members, the performance of the Chief Executive's Service over the last year, and any new external drivers such as new legislation, the service plan sets out the improvements and developments the Chief Executive's Service will strive to make over the period.

The main outputs of the plan are as follows:

Annex 1: Council Plan 2018 to 2023 Targets.

Those Council-level improvements and developments within the Council Delivery Plan 2018 to 2023, for which the Chief Executive's Service has the lead or contributes towards, are listed here for information.

Annex 2: The Service Action Plan.

The service action plan is the table providing the detail of the agreed service priorities, as expressed in the service plan, and which contains SMART (Specific, Measurable, Attainable, Relevant and Time–bound) targets for the life of the service plan. The service action plan provides the mechanism through which the time-limited aspects of the service plan will be progressed to completion.

Annex 3: The Service Performance Indicators.

Service performance indicators provide the mechanism through which the performance of the core aspects of the service plan – the services provided year on year – are monitored. Some performance indicators are statutory, some national, some unique to the service, and some common to all services of the Council.

Annex 4: The Service Risk Register.

The service risk register enables the service to identify threats to its core services and planned developments and improvements, and then ensures that action is taken to minimise the possible adverse effects of these risks.

Annex 5: The Workforce Plan.

Workforce planning is a formal mechanism to define the workforce requirements of the service based on its key activities and the wider priorities of the Council. The Chief Executive is responsible for reviewing the workforce plan each year to ensure that any key activities are identified at an early stage and planned for.

Service Plan Monitoring.

In order to ensure that the service plan stays on track, its performance will be monitored by the Chief Executive's Service Senior Management Team at the end of

March and September each year, and then reported for scrutiny to the Policy and Resources Committee, at its meetings held in June and November each year. Since changes are always taking place within the Chief Executive's Service, for example, one priority might be completed and another identified, Annexes 2, 3, 4 and 5 will be updated annually, from April 2020.

1.2. Setting the scene – the context, drivers and reasons for service provision

1.2.1. Brief overview of the service

The fundamental purpose of the Chief Executive's Service is to support the Council with delivery of the Council Delivery Plan 2018 to 2023, through the provision of services which are customer centred. We provide Corporate Services, Development and Infrastructure, Orkney Health and Care, and Education, Leisure and Housing with a range of support services, specifically:

Executive Support for the Chief Executive – Executive Support provide an efficient and confidential administrative support service to the Chief Executive, the Head of Executive Support and the Head of Finance. Executive Support also work with staff at all levels in other services and outside bodies, including elected members, in support of the tasks being undertaken by the Chief Executive.

Democratic Services – Democratic Services provide support services to the Convener, Leader, Depute Leader and elected members, the Chief Executive and the Lord Lieutenant, and engage with the Senior Management Team and Corporate Management Team and external partners on a regular basis. Democratic Services also facilitate the establishment, induction and governance of Community Councils and maintain an effective liaison service between Orkney Islands Council and Community Councils and other relevant organisations in addition to co-ordinating ceremonial and special events on behalf of Orkney Islands Council.

Customer Services – Customer Services is considered the "face" of Orkney Islands Council, which works as part of a wider team delivering a front-line service to the Council's external customers and internal staff. The role is multi-functional dealing with queries through face-to-face, telephone and email contact and providing advice and information over a wide range of Council services from two service points; one in Kirkwall and one in Stromness.

Committee Services – Committee Services provide a comprehensive administrative service in respect of the Council, its committees and sub-committees, ensuring that governance procedures are followed. In addition the Orkney Area Support team is administered though Committee Services.

Communications – Communications provide external and internal communication services for the Council. External communications involves proactively highlighting Council activities through press releases, media briefings and the Council's website, as well as responding reactively to enquiries from the national, regional and local media. Communications provide help and support for elected members and officers who come into contact with the media, and also supports internal communications with staff through measures such as staff e-newsmails.

Elections – Elections provide a project team support service to the Returning Officer to ensure well run European, Local, Scottish Parliament and UK Parliament Elections and Referenda for the people of Orkney. Elections provides advice and assistance over a wide range of issues surrounding elections for both prospective candidates and eligible voters, and also works closely with colleagues in the Electoral Registration Office with regards to registration of voters.

Finance – Accountancy Team is responsible for the statutory accounting activity of the Council ensuring that the Council meets its deadlines for the reporting of financial information. The Accountancy team supports the development of the Council's medium and longer term financial plans; arranging insurance cover for the Council; supports development of the Council's corporate budget setting process; management of the Council's corporate budget monitoring process; oversees the treasury management activity to control the Council's liquid cash resources; management of the Orkney Islands Council Pension Fund; administers housing loans and the provision of financial/accountancy advice and support for services and for corporate projects.

Finance – Revenues and Benefits Team is responsible for administration of Housing Benefit for the people of Orkney on behalf of the Department for Work and Pensions. It is also responsible for the administration of the Council Tax Reduction Scheme, the Scottish Welfare Fund and Discretionary Housing Payments. The Revenues and Benefits Team also collect the Council Tax, National Non-domestic Rates and Council House rents.

Finance – Payroll and Pensions Team is responsible for the accurate and timeous payments of wages and salaries to all staff, elected members and Council pensioners. The team ensures the appropriate deductions for PAYE and National Insurance and timely remittance and submission of real time information to HMRC.

Finance – Payments Team is responsible for the payment of supplier invoices and contract payments certificates; the deduction of Construction Industry Tax and Aggregates Levy and remittance to HMRC; accounting for VAT and reimbursement of employee expenses.

Change Programme – The Change Programme was established to address the ongoing reductions in public sector funding over the medium term with an estimated funding gap of £9.5 million over the period 2016/17 to 2019/20. The next stage of the programme will build on the work carried out to date and focus on co-ordinating and supporting change reviews of key service areas/activities which will deliver real and significant cash savings over the period of this service plan in order to bridge the identified funding gap.

1.2.2. Customer profile

The customers of the Chief Executive's Service are set out as follows:

Executive Support for the Chief Executive – Chief Executive, elected members, external agencies and partners, Council staff and members of the public and local community.

Democratic Services – elected members, Chief Executive, Council staff, external agencies and partners, and members and clerks of Community Councils.

Customer Services – service users and members of the public, external agencies and Council staff.

Committee Services – elected members, other (non-elected) members of Council committees and sub-committees, Chief Executive, external agencies and partners, Council staff and the public.

Communications – elected members, Council staff, the national, regional and local media, a variety of external customers and users of the Council's website.

Elections – Returning Officer, elected members, prospective candidates, Council staff and eligible voters within Orkney.

Finance – all Council Services and Council Suppliers for payment of invoices and special payments, elected members, Chief Executive, all Council staff for payment of wages, Pensioners, external audit, the public for benefits, local businesses and the public for debtor payments and non-domestic rates collection.

Change Programme - elected members, Senior Management Team, all Council Services, partners and the public.

1.2.3. Vision, values and aims

The Orkney Partnership's mission statement is 'Working together for a better Orkney'.

In supporting the aspirations of the Orkney Partnership, the Council has adopted the following as its mission statement:

Working together for a better Orkney.

The Council's values as set out in The Council Plan 2018 to 2023 are:

- Resilience.
- Enterprise.
- Equality.
- Fairness.
- Innovation.
- Leadership.
- Sustainability.

The Council's priorities as set out in the Council Plan 2018 to 2023 are:

- Connected Communities.
- Caring Communities.
- Thriving Communities.

- Enterprising Communities.
- Quality of Life.

1.3. Service resources

1.3.1. Staffing

The total staffing across the Chief Executive's Service is 66.97FTE, with 85 employees, and this includes both permanent and temporary staff.

This is broken down and summarised at Annex 6, the Service Organogram.

1.3.2. Assets

Update to be provided by service.

The assets attributed to Chief Executive's Service are summarised as follows:

Property Asset	Number
Office	4

Plant, Equipment and Vehicle Asset	Number
Vans	2

1.3.3 Budgets

The table below describes the core services and activities of the Chief Executive's Service, setting out approved service budgets as per the format of the Revenue Estimates document, i.e. by service area, indicating total expenditure, total income and net expenditure budgets.

Service Area.	Total Spend 2019 to 2020 £000.	Total Income 2019 to 2020 £000.	Net Spend 2019 to 2020 £000.
Central Administration.	3,799.0	-72.4	3,726.6
Other Housing.	3,348.4	-3,193.3	155.1
Other Services.	9,669.8	-477.8	9,192.0
Strategic Reserve Fund.	876.7	-6,919.7	-6,043
Pension Fund.	10,042.9	-30,250.8	-20,207.9
Total.	**27,736.8**	**-40,914.0**	**-13,177.2**

The 2019 to 2020 budget shown above forms the basis for service delivery for the current year only. Given the uncertainties about future local government funding, the Council is not yet in a position to state the budgetary position for the second or third years of this three year plan.

The Council's Medium Term Resource Strategy 2017/18 to 2021/22 identifies a potential funding gap of £12 million over this 5-year period. Whilst this could change, the estimate was based on funding reductions of £6.1 million and service pressure of £6.4 million. The 2019/20 financial settlement delivered a funding increase of £0.4 million or 0.6% excluding specific grants, which was better than the original estimate. These estimates provide a financial context in respect of the ability of the service to deliver all of its core services and planned developments as set out within the service plan, hence the need to review the service plan on an annual, rolling basis from April 2020.

2. Where are we now?

2.1. Baseline assessment of the service

In order to formulate service priorities for the three years of the service plan, a baseline of the performance of the Chief Executive's Service was established using the methods set out below.

2.1.1. How does the service meet customer expectations?

Customer Services carry out customer services surveys regularly to enable them to analyse the service provided to customers. The responses from these surveys are collated and considered and improvements are made as required. Customer Services also provide customers with comments cards in reception areas in Kirkwall and Stromness to encourage them to provide regular feedback. Information received

on comments cards is sent to the relevant services for consideration and action as appropriate.

We will shortly be offering additional online services to customers where they will get the opportunity to rate the service provided and provide feedback to us each time they submit a form or request a service. This feedback will be analysed and improvements will be made as required.

Customer Services Standards and a Charter are in place for Customer Services staff and they ensure that the service is delivered in accordance with these standards. Adherence to these standards is monitored through the aforementioned customer service surveys and comments cards. These standards are now being rolled out to all OIC staff using new engagement techniques such as video clips and animations.

2.1.2. How does the service demonstrate improved outcomes?

The managers within the Chief Executive's Service use a self-evaluation process called 'How Good is Our Council?' to evaluate performance and to identify areas for improvement. This process has highlighted several areas of work included in this service plan. In addition, elements of the performance of the Chief Executive's Service are routinely monitored and managed through Local Outcomes Improvement Plan indicators, nationally set indicators called Local Government Benchmarking Framework indicators, cross-Council generic indicators, and other national or local performance indicators. Audit Scotland also co-ordinates inspection and scrutiny activity for Orkney Islands Council and reports these through a Local Scrutiny Plan. The Chief Executive's Service takes account of any areas which need to be addressed within the service improvement targets.

2.1.3. Key achievements and outcomes

When the 2013/18 Council Plan was approved by the Council on 6 March 2018, 7 key actions were allocated to the Chief Executive's Service. As at 30 June 2019, one of these actions has been progressed to completion:

- To deliver the actions and targets in the BVAR recommended by the Accounts Commission - BV1c Develop a long-term financial plan for the ten-year period 2018 to 2028.

When the 2016 to 2019 Service plan was approved by the Council in July 2016, 8 key actions were agreed for progress. In the first year of the plan to 31 March 2017, four of these actions were completed and are listed below:

- Support for Our Islands Our Future – establish appropriate arrangements regarding lead officers and support for development of the campaign.
- Audiocasting – review the resourcing of audio casting including equipment and staffing requirements, and develop protocols and further guidance for Members and Officers taking part in meetings that are broadcast.
- Empowering Communities – deliver the Empowering Communities Pilot Project to allow fragile island communities the opportunity to have a greater responsibility for the design, management and delivery of Council run services in their area.

- Workforce Planning – identify key challenges facing the Services and develop a workforce plan.

When the 2016 to 2019 Service Plan was updated in June 2017, an additional 8 key actions were agreed to progress over the remaining two years of the plan making a total of 12. In the second year of the plan to 31 March 2018, six of these actions were completed and are listed below:

- Communication Strategy – Review the strategy with support from the short life member officer working group and publish updated version of the strategy.
- Governance Review – undertake a review of governance arrangements.
- Pension system software implement the Heywoods Pension System software and transfer manual service records to the system.
- Induction Programme for Elected Members – Deliver a comprehensive and fit for purpose induction programme for elected members following the Local Government elections in May 2017.
- Community Council Elections – Deliver Community Council elections and appropriate induction programme for Community Council Members.
- Budget Monitoring System – implement a new budget monitoring system for the Council.

When the 2016 to 2019 Service Plan was updated in June 2018, an additional 9 key actions were agreed to progress over the remaining two years of the plan. In addition, two actions were moved from Corporate Services to the Chief Executive's Services making a total of 17. In the third, and last year of the plan to 31 March 2019, seven of these actions were completed and are listed below:

- Review of Audio casting – consider options for expanding the system to all committee meetings and undertake a review of the audiocasting system hardware and software.
- Customer Services – introduce Customer Service Standards across the Council.
- Councillor Training – carry out a review of the current Councillor Induction Programme to identify any gaps in the programme, and/or any areas where development or improvement could be made.
- Investment Strategy – review the investment strategy for the OIC Pension Fund
- Investment Strategy – review the investment strategy for the Strategic Reserves Fund.
- Long-term Financial Plan – draft a long-term Financial Plan to assist the Council in developing its budget process.

The actions remaining not complete as at 31 March 2019 have been incorporated into the current service plan, or, if now deemed more operational, added to individual team plans within Chief Executive's Service.

Of the eight cross-Council generic performance indicators measured by all services, in Corporate Services, seven were assessed as 'green' and performing well for the end of the March 2019 reporting period, namely:

- Sickness absence - The average number of working days per employee lost through sickness absence, expressed as a percentage of the number of working days available.
- Sickness absence - Of the staff who had frequent and/or long-term sickness absence (they activated the sickness absence triggers), the proportion of these where there was management intervention.
- Staff accidents - The number of staff accidents within the service, per 30 staff per year.
- Budget control - The number of significant variances (priority actions) generated at cost centre level, as a proportion of cost centres held.
- Recruitment and retention - The number of advertised service staff vacancies still vacant after six months from the time of advert, as a proportion of total staff vacancies.
- Recruitment and retention - The number of permanent service staff who leave the employment of Orkney Islands Council – but not through retirement or redundancy – as a proportion of all permanent service staff.
- Invoice payment - The number of invoices that were submitted accurately, and paid within 30 days of invoice date, as a proportion of the total number of invoices paid.

Of the four Local Government Benchmarking Framework indicators for 2017 to 2018 which fall under the remit of Chief Executive's Service, one reported performance as ranked 1 out of 32 Scottish local authorities, namely:

- Percentage of income due from Council tax received by the end of the year. In 2017/18, 97.92% of income due from council tax on Orkney was successfully collected, which is about the same as the 2016/17 figure of 97.95%, and higher than the 2017/18 Scottish average of 96%.

2.1.4. Key drivers

The principal key driver for the Chief Executive's Service, Service Plan 2019 to 2022 is the Council Plan 2018 to 2023, including the priorities, projects and activities on which the Chief Executive's Service leads. The Chief Executive's Service also has a substantial and significant role in supporting achievement of the Council Delivery Plan objectives led by other Services.

Other key drivers for the Chief Executive's Service Service plan include requirements resulting from new legislation or statutory guidance, and requirements resulting from new Council and management decisions. The Chief Executive's Service also has a key role in supporting service developments throughout the Council and within its partnerships.

2.1.5. The Single Authority Model

It has been a long-term ambition of the Council to look at the possibility of delivering local services in new ways, and recently, Orkney's Community Planning Partnership has started to explore this further. The idea is that a range of public agencies, including the Council, could join together as a single authority, merging their

governing bodies and senior management to free up more resources for our frontline services.

In 2017, the Scottish Government gave a commitment to support islands authorities that are interested in developing proposals for a single authority delivering local services in ways which 'improve people's lives, create efficiencies and protect local democracy and our NHS'.

The Council has built on this national commitment by setting out the exploration of a single authority as a priority in the Council Plan. To take this forward, the Council has been holding some early discussions with other organisations which provide public services in Orkney, and the Orkney Partnership has set up a steering group to share our thinking and planning.

The ultimate ambition is to improve outcomes for people living and working in Orkney by simplifying how our services are run, making best use of public money and keeping jobs and services locally based.

2.1.6. Brexit

Change goes hand in hand with uncertainty, and never more so than with the implementation of Brexit. As with any big change, Brexit presents both threats and opportunities. Some of the powers to be repatriated to the UK involve matters of crucial importance to Orkney, like agriculture and fisheries. The Council is campaigning for decision-making to be devolved to the level of government closest to the communities concerned, which in some cases might be local councils.

There may also be scope to access new funding streams and the Council will work closely with the Scottish and UK Government in their development of new schemes, in order to maximise opportunities which might benefit Orkney.

2.1.7. Sustainability and the Climate Emergency

The Chief Executive's Service is already committed to supporting the Council Plan, which has adopted sustainability as one of its seven values.

At the Special General Meeting of 14 May 2019, the Council joined other local authorities across the UK and worldwide in declaring a climate emergency. The Council agreed that it will:

- Work with partners to continue raising awareness with the community and promote understanding of the climate emergency.
- Work with partners to identify and implement actions our community can take to contribute to carbon reduction.
- Develop further delivery plan targets for consideration by the Policy and Resources Committee in September 2019.

The Chief Executive's Service will contribute towards these commitments in liaison with other Services. Any specific actions required of Chief Executive's Service will be included in the Service Action Plan.

3. Where do we need to be?

In addition to the Council Delivery Plan 2018 to 2023 actions for which the Chief Executive's Service has the lead as set out within Annex 1, the most urgent priorities have been listed within the service action plan at Annex 2.

4. How do we get there?

4.1. Council Plan targets (Annex 1)

Set out at Annex 1 are those Council level improvements and developments within the Council Delivery Plan 2018 to 2023, for which Chief Executive's Service has the lead or contributes towards.

4.2. Service action plan (Annex 2)

Set out at Annex 2 is the detail of the agreed service priorities for the Chief Executive's Service to be progressed within agreed budget and within the life of the service plan. This comprises high-level actions for scrutiny by elected members at meetings of the Policy and Resources Committee.

4.3. Service performance indicators (Annex 3)

Set out at Annex 3 are the service performance indicators through which the performance of aspects of the Chief Executive's Service core services are to be monitored and managed. The service performance indicators are listed in the following order:

- Cross-Council generic indicators i.e. those performance indicators monitored by all Council services.
- Those Local Government Benchmarking Framework indicators that relate to the service.

4.4. Service risk register and associated action plan (Annex 4)

Set out at Annex 4 is the Chief Executive's Service Risk Register. All services, new development and improvements have risks. The service risk register provides the mechanism for identifying, assessing and controlling any threat to core services and planned developments and improvements. Where a threat is likely and the probable impact is critical, action may need to be taken to mitigate the possible effects. Risks such as these are assessed as either Amber or Red. All Red and Amber risks have an action plan formulated to minimise likelihood and/or impact.

4.5. Service workforce plan (Annex 5)

Set out at Annex 5 is the Chief Executive's Service Workforce Plan. This outlines how the key service-specific workforce planning actions are aligned to the Council's corporate workforce priorities, as well as providing the mechanism through which these actions will be measured and monitored over the three years of the plan.

4.6. Equality Impact Assessment (EqIA)

In common with any new or changed Council policy or plan, the Chief Executive's Service Service Plan has been the subject of EqIA, using the standard Council template.

5. How do we know we are there?

The Council's Strategic Planning and Performance Framework specifies that service plan actions, service performance indicators and service risk register action plans are monitored and managed by service management teams on a six-monthly basis i.e. for six months ending 31 March and six months ending 30 September each year. The outcome of the monitoring and management of the Chief Executive's Service Service Plan 2019 to 2022 is reported for scrutiny to the June and November meetings of the Policy and Resources Committee.

In addition, a breakdown of the Council's performance against the Local Government Benchmarking Framework (LGBF) Indicators is reported to the relevant service committees for elected member scrutiny. This includes the Council's performance compared to the previous year and Scottish average, along with graphs for each indicator showing trends in performance over several years for the Council, our benchmarking family, and the Scottish average, and our rank out of all 32 Scottish local authorities. Where performance has varied significantly between the current and previous years, or where we are underperforming compared to our benchmarking family or the Scottish average, officers provide additional contextual information to explain the figures.

Reporting performance against the LGBF indicators not only provides additional scrutiny, it enables the Council to better demonstrate the impact of its actions and activities on the Orkney community

Annex 1 – Council Delivery Plan 2018 to 2023 actions for which Chief Executive's Service has the lead or contributes towards

Strategic Priority	Target Outcome	Action	Target Date	Lead Officer
Thriving Communities.	An Islands Bill which represents the needs of, and empowers, our community.	**Continue to influence the Islands Bill and ensure that it meets the needs of our community.** **3.10** We will continue to make representation to influence the Islands Bill and National Islands Plan to achieve the best possible outcome for our Communities.	31 December 2018. Complete.	Chief Executive.
Thriving Communities.	More efficient delivery of services at a local level, with associated local employment opportunities.	**Explore how communities can further be empowered to take decisions on services throughout Orkney.** **3.11** We will review and develop the Empowering Communities Project to create a sustainable model which will enable and empower communities in the delivery of services and projects in their community.	31 March 2023.	Chief Executive.
		3.12 Pursue the aim of enabling and empowering communities to support the Council in delivery of services as an alternative to current systems and have more involvement in decision making about local services.	31 March 2023.	Chief Executive.

Strategic Priority	Target Outcome	Action	Target Date	Lead Officer
Enterprising Communities.	Transfer of functions and income. Dedicated professional Marine Planning Service.	**Continue to develop strategic projects, particularly to capitalise on the renewable sector.** 4.5 Establish Crown Estates marine management pilot status and Marine Planning Authority Functions – with focus on Island Authority governance and local expertise model.	31 August 2020.	Chief Executive.
Enterprising Communities.	To prioritise and refine Orkney projects to be submitted for Islands Deal funding.	**Progress the Islands Deal to deliver innovative, enterprising and transformational projects.** 4.9 Work in partnership with the two other Islands Councils to finalise the Islands Deal.	31 December 2019.	Chief Executive.
Cross-cutting Priorities.	A financially sustainable Council, that is able to deliver services, maintain assets, and achieve its strategic objectives.	**To deliver the actions and targets in the BVAR recommended by the Accounts Commission.** BV1c Develop a long-term financial plan for the ten-year period 2018 to 2028.	31 December 2018. Complete.	Head of Finance.
	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	**To deliver the actions and targets in the BVAR recommended by the Accounts Commission.** BV1d(ii) Complete the introduction of the Customer Services Platform, and the Council Website redesign.	Original target 31 March 2019. Revised Target 31 December 2020.	Head of Executive Support.

Strategic Priority	Target Outcome	Action	Target Date	Lead Officer
	non-digital alternatives; and, within the Council, more modern, more efficient, and more cost-effective Council administration.			

Annex 2 – Chief Executive's Service Action Plan

Strategic Priority	Target Outcome	Action	Target Date	Lead Officer
Enterprising Communities.	The Council's Twinning arrangements are reaffirmed.	Review of Twinning – Reaffirm the Council's Twinning arrangements.	30 April 2021.	Head of Executive Support.
Thriving and Enterprising Communities.	Council approves a long-term capital strategy.	Develop a long-term capital strategy.	Original target 31 January 2019. Revised Target 30 April 2020.	Head of Finance.
Thriving and Enterprising Communities.	An Islands Act which represents the needs of, and empowers, our community.	Deliver the agreed joint programme of work with Shetland Islands Council and Comhairle nan Eilean Siar.	31 March 2021.	Head of Executive Support.
Cross-cutting priorities	Elected members have the knowledge and information to make informed decisions.	Councillor Training – Develop and ongoing training and development programme to address any gaps and/or areas in need of development or improvement.	30 April 2022.	Head of Executive Support.
Cross-cutting priorities	The Orkney Community is better informed.	Develop a proactive, multi-media approach to promote for complex external communications. For example, explaining budget setting and the use of the Council Strategic Reserves.	30 April 2020.	Head of Executive Support.
Cross-cutting Priorities.	Orkney Islands Staff are better informed.	Identify and develop improvements to internal communications.	31 December 2020.	Head of Executive Support.

Strategic Priority	Target Outcome	Action	Target Date	Lead Officer
Cross-cutting Priorities.	The Orkney Community has improved access to Council information.	Review new Council Website and identify improvements following one year of operation.	30 April 2021.	Head of Executive Support.
Cross-cutting Priorities.	Change Programme continues to support the delivery of the Council's priorities.	Review the Change Programme workstreams and develop revised programme of work.	31 July 2020.	Head of Executive Support.
Cross-cutting Priorities.	Change Programme projects delivered.	Support the Service leads in the progress to completion of Change programme projects.	30 April 2022.	Head of Executive Support.
Cross-cutting Priorities.	More efficient processing of purchase orders and payments.	Develop and introduce Purchase to Pay system.	30 April 2020	Head of Finance
Cross-cutting Priorities.	Services have up to date feedback from service users.	Development a programme of service user satisfaction surveys across Service.	30 April 2020.	Head of Executive Support.
Cross-cutting Priorities.	The electorate are able to exercise their right to vote.	During uncertain political climate, maintain a higher state of preparedness for a snap election event.	31 October 2020.	Head of Executive Support.
Enterprising Communities.	Policies and Procedures which contribute to achieving a carbon neutral economy.	Review operational procedures and processes within the service and identify changes to contribute to carbon reduction.	31 October 2020.	Head of Executive Support.

Annex 3 – Chief Executive's Service Performance Indicators

Performance Indicator	Indicator Type	Monitoring Frequency	Target	Lead Officer
CCG 01 – Sickness absence – The average number of working days per employee lost through sickness absence, expressed as a percentage of the number of working days available.	Cross Council Generic.	Six-monthly.	4% or less = Green. 4.1% to 6% = Amber. 6.1% and greater = Red.	Chief Executive.
CCG 02 – Sickness absence – Of the staff who had frequent and/or long-term sickness absence (they activated the sickness absence triggers), the proportion of these where there was management intervention.	Cross Council Generic.	Six-monthly.	90% to 100% = Green. 80% to 89% = Amber. 79% and less = Red.	Chief Executive.
CCG 03 – Staff accidents – The number of staff accidents within the service, per 30 staff per year.	Cross Council Generic.	Six-monthly.	One accident or less = Green. Two accidents or less = Amber. More than two accidents = Red.	Chief Executive.
CCG 04 – Budget control – The number of significant variances (priority actions) generated at subjective group level, as a proportion of cost centres held.	Cross Council Generic.	Six-monthly.	15% or less = Green. 16% to 30% = Amber. 31% and greater = Red.	Chief Executive.
CCG 05 – Recruitment and retention – The number of advertised service staff vacancies still vacant after six months from the time of advert, as a proportion of total staff vacancies.	Cross Council Generic.	Six-monthly.	2% or less = Green. 2.1% to 4% = Amber. 4.1% and greater = Red.	Chief Executive.

Performance Indicator	Indicator Type	Monitoring Frequency	Target	Lead Officer
CCG 06 – Recruitment and retention – The number of permanent service staff who leave the employment of Orkney Islands Council – but not through retirement or redundancy – as a proportion of all permanent service staff.	Cross Council Generic.	Six-monthly.	5% or less = Green. 5.1% to 10% = Amber. 10.1% and greater = Red.	Chief Executive.
CCG 07 – ERD – The number of staff who receive (at least) an annual face-to-face performance review and development meeting, as a proportion of the total number of staff within the service.	Cross Council Generic.	Six-monthly.	90% to 100% = Green. 80% to 89% = Amber. 79% and less = Red.	Chief Executive.
CCG 08 – Invoice payment – The proportion of invoices that were submitted accurately and timeously to the Payments Service, as a proportion of all invoices.	Cross Council Generic.	Six-monthly.	90% to 100% = Green. 80% to 89% = Amber. 79% and less = Red.	Chief Executive.
Local Government Benchmark Framework (LGBF) – Corporate 1 – Support services as a percentage of total gross expenditure.	LGBF	Annually	N/A	Head of Finance.
LGBF – Corporate 4 – The cost per dwelling of collecting Council Tax.	LGBF	Annually	N/A	Head of Finance.
LGBF – Corporate 7 – Percentage of income due from Council Tax received by the end of the year.	LGBF	Annually	N/A	Head of Finance.
LGBF – Corporate 8 – Percentage of invoices sampled that were paid within 30 days.	LGBF	Annually	N/A	Head of Finance.

Annex 4 – Chief Executive's Service Risk Register – 31 March 2019

Strategic Risks

Cluster.	Risk number.	Owner.
Financial.	5, 7	Head of Finance and Head of Executive Support.
Staffing.		
Economic Recovery and Sustainability.		
Political.		
Partnerships.		
Governance.		
Communication.		

Operational Risks

Cluster.	Risk number.	Owner.
Financial.	5.	Head of Finance.
Staffing.	3, 4.	Heads of Service and all Managers.
Economic Recovery and Sustainability.		
Political.		
Partnerships.		
Governance.	6.	Head of Executive Support.
Communication.	1, 2.	Heads of Service and all Managers.
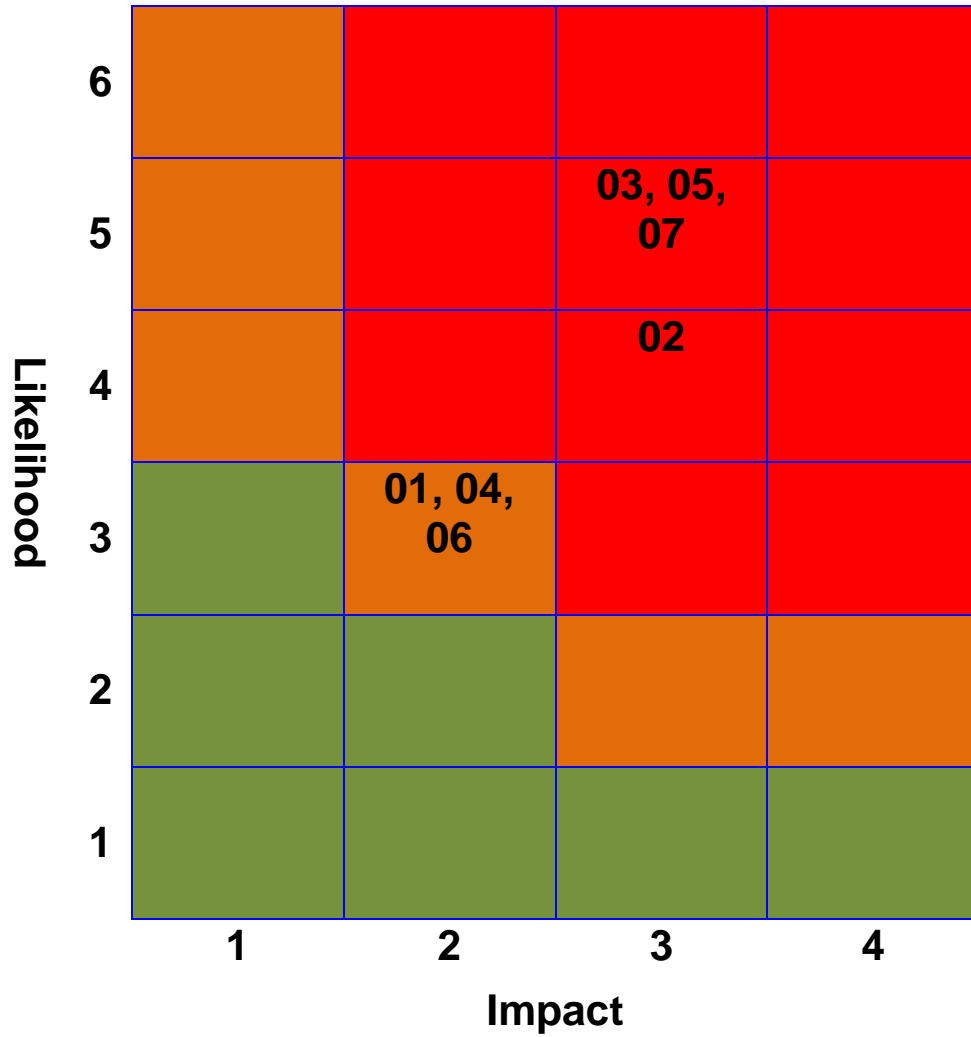
Risk Title: 01 – Internal Communication and Engagement.

Likelihood.	3.	Impact.	2.	RAG.	Amber.	Current Risk Score.	6.	Target Risk Score.	4.

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
The Service could improve its internal communication with staff to facilitate improved working relationships and understanding between Services.	We fail to explain clearly to staff key Service and Council information and we fail to meet internal customer's expectations.	Disengagement and resistance to change; Uncertainty among some staff; Poor staff morale; Lack of ownership of the change agenda and the need for change; Unhappy customers; Disruption to achieving Service objectives.	01.1. Monitor at Chief Executive's Service Management Team meetings. 01.2. Development of staff newsletter. 01.3. Progress the actions arising from the Staff Survey in relation to communications. Managers to ensure distribution of correspondence, minutes of meetings.

Risk Title: 02 – Social Media Communication.

Likelihood.	4.	Impact.	3.	RAG.	Red.	Current Risk Score.	12.	Target Risk Score.	9.

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
Instant, uncontrollable and unpredictable nature of the medium is highly resource intensive and 24/7.	Failure to manage how we respond to social media.	Reputational risk; Impact on staff directly; Impact on staff morale; Legal implications.	02.1. Ensure Communications staff have the knowledge to respond effectively via social media. 02.2. Communication strategy for budget setting process includes social media.

Risk Title: 03 – Continuity of staffing and knowledge.

Likelihood.	5.	Impact.	3.	RAG.	Red.	Current Risk Score.	15.	Target Risk Score.	9.

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
Smaller teams are less resilient and more vulnerable. Recruitment and retention is ongoing challenge due to changing job markets.	Unplanned and planned staff absence; Unexpected and unplanned events.	Impact on staff morale and ability to take leave; Impact on team effectiveness; Poor communication; Impact on management capacity; Inefficient use of staff; Inability to implement planned work and deliver statutory functions.	03.1. Staffing arrangements are constantly under review. 03.2 Take a flexible approach to staffing to help cover workloads. 03.3 Develop a flexible post / job description to cover more than one area in the service.

Risk Title: 04 – Staff Training and development.

Likelihood.	3.	Impact.	3.	RAG.	Red.	Current Risk Score.	9.	Target Risk Score.	6.

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
Staff may not be fully trained or experienced; Staff may not be aware of or may inadvertently breach Council policy or Code of Practice; Limited access to training budget.	The Service and Council are unable to deliver functions effectively; Lack of corporate consistency.	Lack of resilience; Poor staff morale; Legal and financial implications; Reputational loss; Increased rate of error; Unable to meet professional ERD requirements.	04.1. Continue annual ERDs and review Service and team training plans. 04.2 Promote Council's Learning and Development programmes and resources.

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
Staff may not feel valued if no investment in continuing professional development is made.			

Risk Title: 05 – Inability to deliver core services and expand demand-led services in line with expectation.

Likelihood.	5.	Impact.	3.	RAG.	Red.	Current Risk Score.	15.	Target Risk Score.	6.

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
The risk of insufficient financial resources to meet current and future demand.	The Council's inability to deliver essential services within the funding package provided by Scottish Government; Expectations outstrip capacity to deliver.	Community unrest; dissatisfied service users and elected members; Unmet demand; Loss of credibility of the Council; Failure to deliver the range of services expected.	05.1. Revenue Budget monitoring process and procedures. 05.2. Communication with Scottish and Westminster Governments including through the Our Islands Our Future campaign. 05.3. Implement strategy for efficiency savings for 2017/18 and work with the Change Programme for longer term strategic planning.

Risk Title: 06 – Insufficient ongoing training and development programme for elected members and co-opted members.

Likelihood.	3.	Impact.	2.	RAG.	Amber.	Current Risk Score.	6.	Target Risk Score.	4.

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
An inadequate ongoing training and development programme may lead to decisions which are made with inadequate information or training around governance processes.	Members do not receive relevant information for informed decision making within governance arrangements.	Decisions are made which may be unlawful or ultra vires resulting in reports from the Monitoring Officer. Complaints regarding the conduct of members in respect of governance may be made to the Standards Commission if members are unaware of governance procedures. Increase in Complaints to the Council, Increased number of appeals against planning or licensing decisions.	06.1. Deliver ongoing training and development programme. 06.2. Undertake an annual follow up with individual Councillors to identify any areas for further development or training. 0.6.3. Encourage Councillors to sign up to professional development scheme.

Risk Title: 07 – Failure to deliver Change Programme savings and efficiencies.

Likelihood.	3.	Impact.	5.	RAG.	Red.	Current Risk Score.	15.	Target Risk Score.	4.

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
The Change programme projects are ambitious and require transformation of services to deliver significant savings.	Resistance to transformational change by staff and the wider public.	Savings, efficiencies and benefits associated with the programme will not be fully realised.	07.1 Review Change Programme with Senior Management Team and Council. 07.2 Regular communication and engagement in respect of all change programme activities.

Annex 5 – Chief Executive's Service Workforce Plan

1. Corporate Workforce Priority: recruiting, retaining and re-shaping our current workforce.					
Expected Outcome.	*A stable workforce that we develop into people with the right skills, abilities and potential to deliver the Council priorities."*				
Actions.		Lead Officer.	Resources Required.	Target Date.	Measurement of outcome.
Ensure all managers continue to use the ERD process to review job descriptions and ensure training gaps are identified and addressed.		All managers.	Within existing resources.	31 March 2022.	ERD Performance indicator.
Ensure staff are encouraged to develop skills for the modern workplace such as IT and digital skills and Managing Change.		All managers.	Within existing resources.	31 March 2022	IT/digital related training sessions or courses attended.
Review all vacant post job descriptions to assess criteria and consider graduate trainee posts or modern apprenticeship opportunities.		All Heads of Service.	Within existing resources	231 March 2022	Number of Graduate or Modern Apprentice posts available.

2. Corporate Workforce Priority: Flexibility and exploring new ways of working					
Expected Outcome	For staff to have more flexibility in how and when they work within the constraints of service delivery requirements and available resources.				
Actions		Lead Officer	Resources Required	Target Date	Measurement of outcome
Continue to digitalise services and amend / streamline processes so they can be automated.		All managers.	Within existing resources.	31 March 2022.	Number of internal manual processes converted to digital process. (CSP / Integra)
Consider flexibility when reviewing job descriptions and person specifications for roles - subject to service provision constraints.		All managers.	Within existing resources.	31 March 2022.	Number of posts reviewed and amended to include more flexible ways of working subject to service provision.
Where service provision allows, include home and remote working practices for staff.		All managers.	Within existing resources.	31 March 2022.	Number of staff utilising home and remote working.

3. Corporate Workforce Priority: Enhancing Capacity and Improving Performance					
Expected Outcome	Staff will have leadership and management skills, and all employees will feel encouraged to do their best at all times.				
Actions	Lead Officer	Resources Required	Target Date	Measurement of outcome	
Support staff in the development of their leadership skills by identifying courses for managers to attend as part of their annual ERD.	All managers.	Within existing resources.	2022.	No of ERD's. No of managers attending Leadership courses.	
Ensure managers promote employee's health, safety and wellbeing campaigns.	All managers.	Within existing resources.	2022.	Information in respect of campaigns circulated timeously.	
Review the Service Learning Plan on an annual basis.	All managers.	Within existing resources.	2022.	Service Learning Plan reviewed.	
Develop internal communications with staff to provide a structured consistent approach across all services.	Head of Executive Support.	Within existing Resources.	2022.	Internal Communications Strategy and Plan.	

Annex 6 – Chief Executive's Service Organograms

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                              John Mundell
                         Interim Chief Executive
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Gareth Waterson — Head of Finance — 1.0 FTE

Karen Greaves — Head of Executive Support — 1.0 FTE

Under Gareth Waterson (Head of Finance)

Colin Kemp — Corporate Finance Senior Manager — 1.0 FTE
Paul Kemp — Strategic Finance Manager — 1.0 FTE

Under Colin Kemp
- **Olwen Sinclair** — Payments Manager — 1.0 FTE
  - Payments Team — 6.65 FTE
- **Bryan Hay** — Payroll & Pensions Manager — 1.0 FTE
  - Payroll and Pensions Team — 8.1 FTE
- **Shonagh Merriman** — Accounting Manager (Corporate Finance) — 1.0 FTE
  - Accountancy Team — 5.0 FTE

Under Paul Kemp
- **William Moore** — Revenues and Benefits Manager — 1.0 FTE
  - Council Tax and Benefits Team — 9.21 FTE
- **Avril Litts** — Accounting Officer — 1.0 FTE
  - Accountancy Team — 4.63 FTE

Under Karen Greaves (Head of Executive Support)

- **Fiona Ratter** — Business/Election Manager — 1.0 FTE
  - Executive Support Team — 3.6 FTE
- **David Hartley** — Comms Team Leader — 1.0 FTE
  - Comms Team — 2.7 FTE
- **Hazel Flett** — Senior Committees Officer — 1.0 FTE
  - Committees Team — 3.5 FTE
- **Maureen Spence** — Democratic Services Manager — 1.0 FTE
  - Democratic Services Team — 7 FTE
- **Catherine Foubister** — Customer Services Manager — 1.0 FTE
  - Customer Services Team — 10.65 FTE
- **Alex Rodwell** — Change Project — 1.0 FTE
  - Change Team — 4.5 FTE
- **Paul Maxton** — OIOF Project — 0.8 FTE

All managers are available via main switchboard on 01856 873535 or email *firstname.lastname@orkney.gov.uk*

ORKNEY
ISLANDS COUNCIL

Equality Impact Assessment

The purpose of an Equality Impact Assessment (EqIA) is to improve the work of Orkney Islands Council by making sure it promotes equality and does not discriminate. This assessment records the likely impact of any changes to a function, policy or plan by anticipating the consequences, and making sure that any negative impacts are eliminated or minimised and positive impacts are maximised.

1. Identification of Function, Policy or Plan

Name of function / policy / plan to be assessed.	Chief Executive's Service Service Plan.
Service / service area responsible.	Chief Executive's Service.
Name of person carrying out the assessment and contact details.	Karen Greaves. Karen.greaves@orkney.gov.uk Extension 2202.
Date of assessment.	31 July 2019.
Is the function / policy / plan new or existing? (Please indicate also if the service is to be deleted, reduced or changed significantly).	New.

2. Initial Screening

What are the intended outcomes of the function / policy / plan?	The plan sets out the priorities and targets that the services of the Chief Executive's Service intend to work towards over the coming three years and includes a description of the service actions undertaken previously.
Is the function / policy / plan strategically important?	Yes.
State who is, or may be affected by this function / policy / plan, and how.	All internal and external stakeholders of Chief Executive's Service may be affected as the plan covers all areas. All staff involved in the delivery of services provided by the Chief Executive's Service are affected.

	The Service Plan is an overarching plan and any changes to service provision, and how internal and external stakeholders and staff will be affected will be detailed in individual EqIAs.
How have stakeholders been involved in the development of this function / policy / plan?	Aspects of the plan have been developed through: • Elected Member priorities from the Council Delivery Plan 2018 to 2023. • The Best Value Assurance review in 2017. • How Good is Our Council? self-assessments • Local Code of Corporate Governance self-assessments. The principal stakeholder involvement relates to the How Good is Our Council? self-assessments, which involved managers and staff working at various levels across Corporate Services. Taking all of this into account, the plan has been developed by the service management team of the Chief Executive's Service.
Is there any existing data and / or research relating to equalities issues in this policy area? Please summarise. E.g. consultations, national surveys, performance data, complaints, service user feedback, academic / consultants' reports, benchmarking (see equalities resources on OIC information portal).	The Service Plan is an overarching plan and as such covers a number of areas. Where the Service Plan sets out new specific developments or actions for a service, then where appropriate existing data and/or research relating to equalities in the particular policy area will be sought. In addition, a number of the actions in the service plan support the Council's Equality Outcomes 2018-2022.
Is there any existing evidence relating to socio-economic disadvantage and inequalities of outcome in this policy area? Please summarise. E.g. For people living in poverty or for people of low income. See The Fairer Scotland Duty Interim Guidance for Public Bodies for further information.	The action plan within the service plan seeks to address some socio-economic disadvantage through progress with the Locality Plan 2018 to 2021 for the non-linked isles and the development of one or more locality plans for additional selected areas. The existing Locality Plan was developed through consideration of existing statistical evidence and consultation with isles residents.
Could the function / policy have a differential impact on any of the following equality areas?	(Please provide any evidence – positive impacts / benefits, negative impacts and reasons).

1. Race: this includes ethnic or national groups, colour and nationality.	No significant impact identified.
2. Sex: a man or a woman.	No significant impact identified.
3. Sexual Orientation: whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.	No significant impact identified.
4. Gender Reassignment: the process of transitioning from one gender to another.	No significant impact identified.
5. Pregnancy and maternity.	No significant impact identified.
6. Age: people of different ages.	No significant impact identified.
7. Religion or beliefs or none (atheists).	No significant impact identified.
8. Caring responsibilities.	No significant impact identified.
9. Care experienced.	No significant impact identified.
10. Marriage and Civil Partnerships.	No significant impact identified.
11. Disability: people with disabilities (whether registered or not).	No significant impact identified.
12. Socio-economic disadvantage.	No significant impact identified.
13. Isles-proofing.	No significant impact identified.

3. Impact Assessment

Does the analysis above identify any differential impacts which need to be addressed?	No.
How could you minimise or remove any potential negative impacts?	No negative impacts identified at this stage.
Do you have enough information to make a judgement? If no, what information do you require?	Yes.

Form Updated December 2018

4. Conclusions and Planned Action

Is further work required?	No.
What action is to be taken?	
Who will undertake it?	
When will it be done?	
How will it be monitored? (e.g. through service plans).	

Signature: █████████   Date: 31 July 2019

Name: Karen Greaves   (BLOCK CAPITALS).

Please sign and date this form, keep one copy and send a copy to HR and Performance. A Word version should also be emailed to HR and Performance at hrsupport@orkney.gov.uk

Form Updated December 2018