## Programme Initiation Document (PID)

### Quality Assurance – Document Revisions

<table>
<thead>
<tr>
<th>Version</th>
<th>Date</th>
<th>Summary of Changes</th>
<th>Revision Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>25/04/14</td>
<td>Original draft PID Document</td>
<td>n/a</td>
</tr>
<tr>
<td>2</td>
<td>02/05/14</td>
<td>Amendments made following agreement at Programme Board meeting, 30/04/14</td>
<td>Yes</td>
</tr>
<tr>
<td>3</td>
<td>22/05/14</td>
<td>Minor amendments to Vision narrative (p1). Additional Workstreams added to incorporate key programme outputs for the production of the Budget Book and Integrated Resource Strategy within the Finance and Best Value Projects respectively (p3). Correction of RO on Appendix 1 Outputs BV1, AM1, PC1. Communication Plan – Community Councils influence from Low to Medium.</td>
<td>Yes</td>
</tr>
<tr>
<td>4</td>
<td>07/07/14</td>
<td>Amendments made following agreement at Programme Board meeting, 30/06/14, relating to Communication and Engagement Delivery Plan, specifically replacement of wording “Staff Survey” in Workstream Output HR2b with Grand Ideas Scheme. Also increasing Influence from Low to Medium for Orkney Public, Third Sector and Audit Scotland.</td>
<td>Yes</td>
</tr>
<tr>
<td>5</td>
<td>20/10/14</td>
<td>Appendix 2: Communication Plan. Removal of reference to series of planned Community Visits to each Community Council area within the following Stakeholder Groups – Orkney Public, Community Councils, Development Trusts.</td>
<td>Yes</td>
</tr>
<tr>
<td>6</td>
<td>18/06/15</td>
<td>Update of Version 5, bringing forward outputs still to be completed from 2014/15 and looking ahead to the end of financial year 2015/16, with restructured team able to offer more support to the services. Consistency with Medium Term Resource Strategy, with focus on utilising this strategy to reallocate future resources. Asset management project removed as now integrated with the MTRS. Additional outputs to support the delivery of Digital strategy and ICT Strategy. Also review of the existing Service Review Framework before planning for series of high level service reviews. Public communications project removed as work activities covered by Communications Strategy.</td>
<td>Yes</td>
</tr>
<tr>
<td>7</td>
<td>03/07/15</td>
<td>Renumbering of Finance and Best Value workstreams to enable historic performance to be more easily monitored between Stages 1 and 2.</td>
<td>Yes</td>
</tr>
<tr>
<td>8</td>
<td>24/02/16</td>
<td>Updating of Version 7 to reflect work planned for 2016/17 under Stage 3 of the Programme.</td>
<td>Yes</td>
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<tr>
<td>9</td>
<td>10/03/17</td>
<td>Updating of Version 8 to reflect work planned for 2017/18 under Stage 4 of the Programme.</td>
<td>Yes</td>
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<tr>
<td>10</td>
<td>26/05/17</td>
<td>Revisions issued to SMT, including recommendation to P&amp;R increasing Board membership to all 21 elected members.</td>
<td>Yes</td>
</tr>
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</table>

This document requires **sign-off** by the Programme Sponsor and **approval** by the Programme Board.

Signed approval forms are filed in the Programme Management section of the Programme Masterfiles.

*PID Version 10: May 2017*
# Programme Initiation Document (PID)

## Quality Assurance – Approval

<table>
<thead>
<tr>
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<tr>
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## Quality Assurance – Distribution

<table>
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<th>Name</th>
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<th>Title</th>
<th>Version</th>
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<td>1</td>
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<td>Programme Board</td>
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<tr>
<td>Kenny Low</td>
<td>Programme Masterfile</td>
<td>Programme Manager</td>
<td>2</td>
<td>02/05/14</td>
<td>M McAteer, Improvement Service</td>
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<tr>
<td>Kenny Low</td>
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*PID Version 10: May 2017*
# Programme Initiation Document (PID)

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<tr>
<td>Kenny Low</td>
<td></td>
<td>Programme Manager</td>
<td>10</td>
<td>26/05/17</td>
<td>SMT then onwards to P&amp;R Committee</td>
</tr>
</tbody>
</table>

*PID Version 10: May 2017*
Vision
Transforming services to benefit the people of Orkney.

Introduction and Background
The Change Programme was established to deal with anticipated reductions in public sector funding over the medium-term. Independent analysts estimate continued real-term reductions in local government funding for Scotland over the period 2016/17 to 2019/20 and the likelihood of continuing reductions beyond this.

Over the preceding 6-year period 2011/12 to 2016/17 the Council has made £10.6m of efficiency savings in order to deal with service pressures of £9.3m in addition to Scottish Government funding reductions.

The Council’s Medium Term Resource Strategy 2017/18 to 2021/22 (MTRS) identifies a likely funding gap of £12m over this 5-year period. This estimate was based on average annual funding reductions of £1.2m (1.5%) and average service pressure of £1.3m each year. The 2017/18 financial settlement delivered a funding reduction of £1.1m or 1.5% which was less than the original estimate.

The approved General Fund revenue budget for 2017/18 is £82.1m, incorporating service pressures of £2.8m and efficiency savings of £0.8m. The main source of funding is Scottish Government grant (£66.7m), with Council Tax (£8.4m) and Strategic Reserve Fund (£7.0m) making up the other two elements.

Given the scale of the savings made to date, it will become increasingly difficult to deliver budget savings without the identification of more radical cost reduction measures. The Change Programme will help with the task of identifying, co-ordinating and implementing changes to the current range of services in order to deliver real and tangible cost reductions over the medium term.

It has been agreed that the Council will continue to meet the statutory requirement in respect of ‘review and option appraisal’ by the extensive workstream activities of the Change Programme.

As part of these activities, a range of high tariff service areas have been identified which will form the basis for Change Reviews moving forward. It is anticipated that each of these high level service reviews will deliver real and significant cost reductions to General Fund services over the medium term.

Alongside the need to allocate service budgets more effectively as Scottish Government funding continues to reduce, the Change Programme will endeavour to harness new technologies, wherever possible and look towards innovative solutions to deliver service efficiencies. By working with services and other stakeholders, the programme team will focus on developing a range of options for change which will deliver recommendations for
cost reductions and improvements through changes in business processes, efficiencies and better use of technology and innovation.

The Change Programme will continue to build on the strengths and successes of the Council’s improvement processes to date, and should enhance rather than replace the many existing developments already underway.

The Council has a history of positive partnership working with Community Planning Partners, Community Councils, Development Trusts, the private sector and the third sector to gain the most for Orkney as a whole through the Community Plan incorporating the Local Outcomes Improvement Plan and planning for a new model for public services. Although the programme will be Council-led, there will be a strong emphasis on partnership opportunities for innovative service models, savings and efficiencies.

Programme Definition

Objectives
The programme is divided over four distinct stages:-

Stage 1: Analysis, benchmarking and the development of range of costed options for consideration by elected members which incorporates community and staff engagement. Key output delivery of Medium Term Resource Strategy 2016/17 to 2019/20.

Stage 2: Supporting services to implement agreed changes and provide the foundations for more radical savings options from 2017/18 onwards primarily delivered through the Change Review Framework

Stage 3: Building on the work carried out to date through the foundations laid during Stages 1 and 2, with the focus on the delivery of range of cross service reviews identified through the approved Change Review Schedule.

Stage 4: Continuation and extension of the Change Review Schedule, with the focus on:

1. Delivery of the final reports and their recommendations for change
2. Implementation of agreed actions from final reports
3. Development of other potential Change Reviews and areas of support activity

In addition, renewed support for the medium term budget process, with an integrated approach to delivering the range options for bridging the identified funding gap of £12m.

These projects and initiatives are not intended to operate in isolation, with the aim being to merge many of the existing and planned Council activities with one another in a planned and co-ordinated manner.

Change Review Schedule

1. Co-ordinate and support the series of high level Change Reviews across the Council.
Medium Term Resource Strategy

1. Support the development, planning and co-ordination of the Medium Term Budget Process.

2. Support the development of a range of specific service savings options for Worst Case (20%), Best Case (10%) and Likely Case (15%) scenarios for the period to 2021/22.

3. Continue to support services to identify new and increased funding streams for the Council;

4. Work with Community Planning Partners and other bodies to continue to build Community Capacity.

ICT Business Transformation

1. Co-ordination and support of the roll-out and delivery of the Digital Strategy to reflect the requirements of the MTRS;

2. Co-ordination and support of the range Change Projects and initiatives from initial conception to approval and monitoring of Change Activities.

Human Resources

1. Support the review staff engagement strategy to raise awareness by taking account of the views of staff;

2. Identify and deliver cultural change in the way the Council operates and delivers services;

3. Further integrate existing Workforce Plans to reflect the requirements of the MTRS and service redesign.

Public Communications

1. Support the development of an effective public engagement strategy to raise awareness by presenting clear and consistent messages by taking account of the views of customers and service users;

Scope

The programme will deal principally with General Fund service budgets, however, efficiency opportunities within other Council Funds may be explored.

The Change Programme will involve all elected members and all members of the Corporate Management Team.

Change Programme team members will co-ordinate and support key workstreams, projects, Change Reviews and other change activities.
All managers within the Council will be expected to contribute as project team members or project leads, usually as part of their job role, but, exceptionally, on secondment to specific project teams.

**Method of approach**
The programme will be managed by a specific team of project staff. The programme will be delivered by this team working in partnership with wider management teams and services across the Council. Strategic financial planning and business transformation expertise within the team are key to success.

The Improvement Service will continue to take an advisory role as a critical friend to help build skills and capacity, access what is happening in other areas and facilitate partnership and integrated working.

External consultancy advice may also be required in relation to specific and specialised project activities, with a budget available for this purpose.

**Key outputs**
Deliver a range of costed options to bridge the identified funding gap for the period 2018/19 to 2021/22.

- Review and update of the Change Review Framework and Medium Term Resource Strategy
- Support the implementation of Digital Strategy
- Ongoing delivery of key Change Projects, in particular:
  - Website
  - Customer Services Platform (CSP)
  - Finance system
  - HR system
  - Outwith Orkney Travel

**Key milestones and inter-dependencies**
- Electoral Cycles
- Our Islands Our Future
- Revenue Budget Setting Timetable
- Capital Programme

**Major programme assumptions**
Continued reduction in public sector funding over the period 2018/19 to 2021/22.

Although it is difficult to make precise forecasts beyond the financial year 2017/18, it is widely accepted that significant funding reductions will continue and therefore the need to identify, develop and implement options to bridge the funding gap remains.
# Programme Initiatiion Document (PID)

## Programme organisational structure

The programme team consists of a Programme Manager, four Project Officers and business support provided by a Programme Administrator:

- 1FTE Senior Project Officer
- 3FTE Project Officers
- 0.5FTE Business Support

## Programme governance/reporting arrangements

The Change Programme was approved by Policy and Resources Committee on 26 November 2013 and ratified by Full Council on 10 December 2013.

The Programme Manager provides a co-ordinated overview of each project and the programme as a whole so that each project continues to contribute to overall programme objectives and duplication is avoided.

Following recommendations by the Programme Sponsor the Change Leadership Group (CLG) will allocate Project Owners for all projects from within the Corporate Management Team. The CLG will also provide scrutiny and endorsement of initial Change Review recommendations at the review and options appraisal stage.

The Programme Manager will report to the Programme Board which has elected member and Corporate Management Team representation as follows:-

1. All 21 Elected Members
2. Senior Management Team;
3. Head of Human Resources and Performance;
4. Head of IT and Facilities.

The work of the Change Programme will be scrutinised by the Policy and Resources Committee through regular progress reporting.

## Confirmed programme budget

Stage 1 of the programme was approved from the Innovation Fund at a cost of £330,700 in 2014/15. Actual spending of £245,100 was incurred during the year with £85,600 remaining, of which £51,000 is committed to specific Change Projects. The uncommitted balance of £34,600 has been returned to the Innovation Fund.

Stage 2 was funded by the approval of additional one-off funding of £250,000 as part of the 2015/16 budget setting process to cover the costs of the existing programme team. The cost to continue with the existing programme team.

Stage 3 was funded from the Innovation Fund in 2016/17 as approved at the Special Budget Setting Meeting of 18 February 2016, with the £250,000 funding sourced from the 2015/16 General Fund underspend.
Stage 4 was similarly funded from the Innovation Fund in 2017/18 as approved at the Special Budget Setting Meeting of 22 February 2017, with £250,000 again being funded from the 2016/17 General Fund underspend.

A summary breakdown of the budget is shown below:

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Staff Costs</td>
<td>£244,200</td>
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<tr>
<td>Supplies and Services</td>
<td>£2,400</td>
</tr>
<tr>
<td>Travel</td>
<td>£2,400</td>
</tr>
<tr>
<td>Administration</td>
<td>£1,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>£250,000</strong></td>
</tr>
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</table>

Cost centre budget R10077000 has been created to record and monitor all income and expenditure directly attributable to the Change Programme.

All Change Programme project budgets are prefixed by the 6-digit “R10077” with project codes (last three digits) used to reflect their approved project number (e.g. 0023 CSP budget code is R10077023, 0129 Encourage Better Recycling code is R10077129, etc.).

**Timescales**

The Change Programme Manager was appointed on 27 January 2014, with recruitment of the initial team of 3 staff members concluded by 4 April 2014. The Project Manager (Finance) was replaced by 2 Project Officers during 2015/16. The Project Manager (ICT/Business Transformation) was replaced by 1 Senior Project Officer and 1 Project Officer in 2017/18, with additional funding for these posts provided by reducing the level of business support to 0.5FTE.

The first Programme Board meeting took place on 30 April 2014. The frequency of Board meetings during the first two stages was bi-monthly.

Stage 1 of the Programme ran through to 31 March 2015, inclusive.

Stage 2 of the Programme ran through to 31 March 2016, inclusive.

Stage 3 of the Programme will run through to 31 March 2017, inclusive.

Stage 4 of the Programme will run through to 31 March 2018, inclusive.

The number of Board meetings reduced from 6 to 5 during Stage 3 with the dates for each meeting set in advance of the draft reporting deadlines in order to integrate better with the service committee cycle. This will continue during Stage 4, with reporting to the extended Board format.

**Summary of expected programme benefits**

**Overall**
- Improved customer experience for staff, customers and service users
- Most efficient use of resources and means of service provision
Programme Initiation Document (PID)

Finance and Other Resources
Reduction in costs of General Fund services
Clearer understanding of service budgets by key stakeholders
 Better use of Council resources through reconfiguration of service budgets linked to:
  1. Risk;
  2. Council Priorities;
  3. Budget to Funding levels; and

ICT Business Transformation Element
Improved service delivery of internal and external transactions through automation
Streamlining of key business processes and reduction in bureaucracy
Delivery of time-releasing savings which can be translated into budget savings

HR Element
Improved decision-making through better-trained staff
Better motivated, more engaged workforce
Workforce fit for purpose

Summary of key stakeholders
Orkney public
Elected members
Corporate Management Team
Council staff at all levels
Trades Unions
Community Planning Partners
Community Councils
Third Sector
Development Trusts
Local media
Scottish Government & COSLA
Improvement Service
Audit Scotland and other regulators

Summary of key programme risks and issues
Lack of buy-in and resistance (elected members, staff and public)
Lack of capacity and skills (Programme Team, CMT, partner agencies)
ICT Infrastructure and support insufficient to support the level of change required
Impact of electoral cycles

Equalities impact assessment
Attached as Appendix 3
Programme Initiation Document (PID)

**Appendix 1: Quality Plan (Fit for Purpose)**

**Structure and Definitions Summary**

The Programme is divided into individual Projects or Themes
Projects are broken down into specific Objectives or Workstreams
Objectives are broken down into Project Outputs or Work Packages
**Outputs** are broken down into specific Tasks
Individual Delivery Plans will plan, monitor and control progress against these Tasks

**Outputs** require to be **signed-off** by the Programme Sponsor and **approved** by the Programme Board

**Default Quality Standard and Acceptance Criteria**

The default **Quality Standard** will be:
- **Briefing Report** seeking endorsement by the Change Programme Board

The default **Acceptance Criteria** will be:
- **Board Endorsement** of the Briefing Report

This will deliver an approved source document of sufficient quality to be used for future service planning purposes.
Other quality standards and acceptance criteria are listed, as appropriate, in the Quality Plan below, together with the Stakeholders, Responsible Officers and Reviewing Officers.
Regular reports will be presented to Policy and Resources and other Service Committees to ensure that all elected members are kept fully informed of progress.
Stage 4 of the Programme is divided into 5 Projects or themes:

- Change Review Schedule
- Medium Term Resource Strategy
- ICT Business Transformation
- Human Resources
- Public Communications

In terms of the overall Programme, 4 Key Risks have been identified:

1. Lack of buy-in and resistance (elected members, staff and public)
2. Lack of capacity and skills (Programme Team, CMT, partner agencies)
3. ICT Infrastructure and support insufficient to support the level of change required
4. Impact of electoral cycles
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

<table>
<thead>
<tr>
<th>Name of function / policy / plan to be assessed.</th>
<th>Change Programme – Stage 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service / service area responsible.</td>
<td>Corporate Services.</td>
</tr>
<tr>
<td>Name of person carrying out the assessment and contact details.</td>
<td>Gillian Morrison, Executive Director, Ext 2103 <a href="mailto:gillian.morrison@orkney.gov.uk">gillian.morrison@orkney.gov.uk</a></td>
</tr>
<tr>
<td>Date of assessment.</td>
<td>10 March 2017</td>
</tr>
<tr>
<td>Is the function / policy / plan new or existing? (Please indicate also if the service is to be deleted, reduced or changed significantly).</td>
<td>Fourth year of programme created to plan for the anticipated reductions in public sector funding from 2018/19 onwards.</td>
</tr>
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2. Initial Screening

<table>
<thead>
<tr>
<th>What are the intended outcomes of the function / policy / plan?</th>
<th>The programme team will focus on developing a range of options for change which will deliver recommendations for cost reductions and improvements through changes in business processes, efficiencies and better use of technology and innovation.</th>
</tr>
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<tbody>
<tr>
<td>State who is, or may be affected by this function / policy / plan, and how.</td>
<td>Everybody in Orkney, including future generations, is likely to be affected by the recommendations for change, as these will cover every part of public sector activity. Many existing customers and staff are likely to be affected by the recommendations for change in the way the Council operates and current services are delivered. Plans to raise awareness of the programme</td>
</tr>
</tbody>
</table>
objectives with staff and the public will ensure that the entire community will have the opportunity to play a part in the future development of public services in Orkney.

| How have stakeholders been involved in the development of this function / policy / plan? | Employees and the public were originally informed of the need for budget reductions by means of public and staff consultation exercises including engagement roadshows and blogs during 2010/11. More focused consultations took place throughout 2011/12 and 2012/13.

Staff survey carried out in November 2014.

Public survey carried out in November/December 2015.

Budget Simulator exercise “Balance the OIC Budget” carried out in November 2016.

More recently, the need to adopt a different approach and create a specific programme team to plan for the anticipated further reductions from 2017/18 onwards has been the subject of planned press releases and coverage by local media as well as being the subject of internal staff E-Newsmails. |

| 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 principles contained within ‘Making Fair Financial Decision: a guide for decision-makers in Scottish public authorities’ published by the Equality and Human Rights Commission and updated in January 2015 will be adhered to throughout the decision making process. The guide sets out what is expected in public authorities in order to make financial decisions in a fair, transparent and accountable way, considering the needs and rights of different members of the community.

The Equality Impact Assessment process makes provision for the proposed introduction of a socio-economic duty to the Equality Act by the Scottish Government, requiring public bodies to take account of socio-economic disadvantage when making strategic decisions.

The Orkney Partnership’s Equality and Diversity Strategy states that ‘Peripherality – being on the edge – is an equality issue in Orkney because access to goods and services can depend very much on where you live’. This factor is also accounted for through the Equality Impact Assessment process where applicable.

Feedback from the 2011/12 to 2012/13 consultation exercises referred to above have been taken into account when formulating budget setting proposals. |
Communication and Engagement plans were developed for each of the first three stages. These plans set out high-level plans for engagement with each of the key stakeholder groups.

Ensuring both staff and public buy-in through an effective and inclusive engagement process is viewed as a fundamental requirement to ensure the success of the programme and will be the focus of much of the earlier work of the programme team.

The importance placed on getting this right is clearly demonstrated in the overall programme risk register shown in Appendix 2 to the PID, with lack of buy-in featuring as one of the two highest risks.

<table>
<thead>
<tr>
<th>Could the function / policy have a differential impact on any of the following equality strands?</th>
<th>(Please provide any evidence – positive impacts / benefits, negative impacts and reasons).</th>
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</thead>
<tbody>
<tr>
<td>1. Race: this includes ethnic or national groups, colour and nationality.</td>
<td>See 3 below</td>
</tr>
<tr>
<td>2. Sex: a man or a woman.</td>
<td>See 3 below</td>
</tr>
<tr>
<td>3. Sexual Orientation: whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.</td>
<td>See 3 below</td>
</tr>
<tr>
<td>4. Gender Reassignment: the process of transitioning from one gender to another.</td>
<td>See 3 below</td>
</tr>
<tr>
<td>5. Pregnancy and maternity.</td>
<td>See 3 below</td>
</tr>
<tr>
<td>6. Age: people of different ages.</td>
<td>See 3 below</td>
</tr>
<tr>
<td>7. Religion or beliefs or none (atheists).</td>
<td>See 3 below</td>
</tr>
<tr>
<td>8. Caring responsibilities.</td>
<td>See 3 below</td>
</tr>
<tr>
<td>9. Marriage and Civil Partnerships.</td>
<td>See 3 below</td>
</tr>
<tr>
<td>10. Disability: people with disabilities (whether registered or not).</td>
<td>See 3 below</td>
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<table>
<thead>
<tr>
<th>3. Impact Assessment</th>
<th></th>
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<tbody>
<tr>
<td>Does the analysis above identify any differential impacts which need to be addressed?</td>
<td>Stage 4 of the Programme is concerned with development of range of costed options for consideration by elected members during 2017/18</td>
</tr>
</tbody>
</table>
to be implemented from 2018/19 onwards, which incorporates community and staff engagement.

The PID is the initial planning document which sets out the planned approach to delivering these options.

Discrete Equality Impact Assessments for individual budget savings proposals will be an integral part of the process moving forward.

How could you minimise or remove any potential negative impacts?

Individual Equality Impact Assessments will be carried out for options where:

- the proposal would result in a change to service
- the proposal could result in a change noticeable to service users
- the proposal could affect employees

Potential negative impacts will have to be considered by elected members as well as taking account of any cumulative effects resulting from the full range of proposals.

Do you have enough information to make a judgement? If no, what information do you require?

Yes.

**4. Conclusions and Planned Action**

<table>
<thead>
<tr>
<th>Is further work required?</th>
<th>Yes.</th>
</tr>
</thead>
<tbody>
<tr>
<td>What action is to be taken?</td>
<td>Extensive staff and public consultation has taken place as outlined in Section 2 above during each of the first three stages. Discrete Equality Impact Assessments for individual proposals will be an integral part of the process moving forward.</td>
</tr>
<tr>
<td>Who will undertake it?</td>
<td>Programme Manager and wider members of the Corporate Management Team, as appropriate.</td>
</tr>
<tr>
<td>When will it be done?</td>
<td>April 2017 to March 2018</td>
</tr>
<tr>
<td>How will it be monitored? (e.g. through service plans).</td>
<td>Progress updates, amendments to the PID and associated documentation, including Equality Impact Assessments, and all proposals recommending changes to current service delivery will be carefully monitored and controlled by the Change Programme Board through an agreed approval process as outlined in Appendix 1 to the PID. All proposals for change will be reported to the</td>
</tr>
</tbody>
</table>
Programme Initiation Document (PID)

| relevant Service Committees and Policy and Resources Committee during 2017/18, as appropriate. |

Signature: GILLIAN MORRISON (BLOCK CAPITALS).

Date: 14 March 2017

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