



# **Corporate Services Service Plan**

**October 2019 to March 2022**

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# **1. Introducing Corporate Services and the Service Plan**

## **1.1. Purpose and period of the Service Plan**

This service plan shapes the work of Corporate Services over the three years from October 2019 to March 2022. The service plan describes what Corporate Services provide, and then based on the priorities of elected members, the performance of Corporate Services over the last year, and any new external drivers such as new legislation, the service plan sets out the improvements and developments Corporate Services 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 Corporate Services 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 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 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 Executive Director 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 Corporate Services 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 Corporate Services; 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 aims and purpose of Corporate Services are to support the Council with delivery of the Council Plan 2018 to 2023, through the provision of services which always place the customer first. We aim to take a positive, flexible and strategic approach, using entrepreneurial and corporate thinking. We provide the Chief Executive's Service, Development and Infrastructure, Orkney Health and Care, and Education, Leisure and Housing with a range of support services, specifically:

**Legal Services** – In addition to providing the Council and officers with legal advice, Legal Services includes responsibility for registration, records management, data protection, information requests, complaints and licensing.

**HR and Performance** – The HR and Performance section includes human resources, learning and development, staff engagement, equalities, union liaison, best value, self-evaluation and performance reports.

**IT and Facilities** – The IT and Facilities section includes information and communications technology (ICT), estates and property asset management, procurement, building cleaning, catering, health and safety, major emergency procedures and contingency arrangements including discharging its duties under the Counter Terrorism and Security Act 2015, business continuity and development of the Council's risk management policy, strategy and operational arrangements.

**Internal Audit** – Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

**Strategy and Community Planning**–provides strategy and policy services including co-ordination of the Orkney Partnership, compiling, monitoring and reporting on Orkney's rolling Community Plan and Local Outcomes Improvement Plan, policy advice and development and corporate support to the third sector.

**Other contributions** –the Executive Director of Corporate Services has the corporate lead in relation to police and fire liaison, is the Single Point of Contact for Counter-Terrorism and is the Strategic Information Risk Owner.

### **1.2.2. Customer profile**

The customers of Corporate Services are set out as follows:

All service areas provide support for elected members, Chief Executive, executive directors, managers and staff. Specific customers are as follows:

Legal Services – professionals, partnerships, and service users (for licensing, registration and information services).

HR and Performance – existing and potential Council employees, equalities groups, the trades unions, external and internal audit.

IT and Facilities – All Council services and partner organisations as users of ICT, property assets, service users (catering and cleaning services), internal and external tenants of Council owned property, the Orkney Partnership, Police Scotland, Scottish Fire and Rescue Service and all Category 1 and 2 responders under the Civil Contingencies Act 2004.

Internal Audit – the Monitoring and Audit Committee, external audit and Council employees.

Strategy and Community Planning – community planning partner organisations, ministers and officers of the Scottish Government, and other external stakeholders in the public, private and third sectors.

### **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:

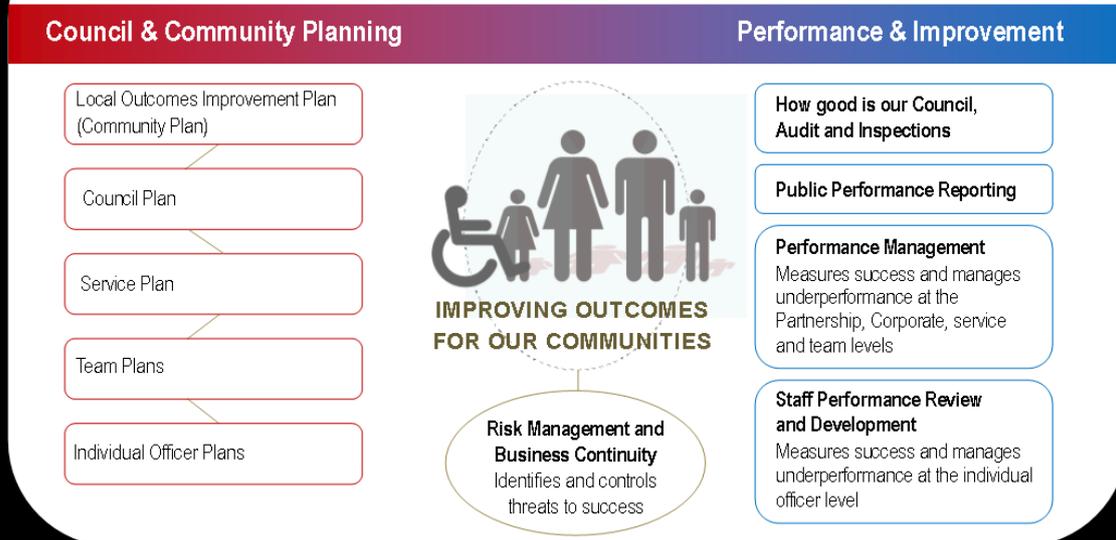
- Resilience.
- Enterprise.
- Equality.
- Fairness.
- Innovation.
- Leadership.
- Sustainability.

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.

# OIC Golden Thread

## Strategic Planning and Performance Framework



### 1.3. Service resources

#### 1.3.1. Staffing

The total staffing across Corporate Services is 163.3 FTE, with 248 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

All property and fleet assets that are directly designated to Corporate Services are accounted for within IT and Facilities including the Council Offices at School Place, Kirkwall. The other functions within Corporate Services share facilities at the Council Offices as do all the other Council services.

The assets attributed to IT and Facilities are summarised as follows:

Property Asset.	Number.
Office.	3.
Workshop.	0.
Sports field.	0.
Total.	3.

<b>Plant, Equipment and Vehicle Asset.</b>	<b>Number.</b>
Vans.	5.
Tractors.	0.
Trucks.	0.
<b>Total.</b>	<b>5.</b>

### 1.3.3 Budgets

The table below describes the core services and activities of the Corporate Services, 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.

<b>Service Area.</b>	<b>Total Spend 2019 to 2020 £000.</b>	<b>Total Income 2019 to 2020 £000.</b>	<b>Net Spend 2019 to 2020 £000.</b>
Central Administration.	5,180.6	-1,780.3	3,400.3
Education.	1,702.4	-693.1	1,009.3
Law, Order and Protective Services.	115.7	0.0	115.7
Other Services.	1,202.4	-201.7	1,000.7
<b>Total.</b>	<b>8,708.7</b>	<b>-3,813.7</b>	<b>4,895.0</b>

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 to 2018 to 2021 to 2022 identifies a potential funding gap of £12.0 million over this five-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 to 2020 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 Corporate Services was established using the methods set out below.

### **2.1.1. How does the service meet customer expectations?**

Corporate Services include a wide range of functions. Some services are provided direct to customers, such as catering, cleaning, registration and licensing, and some are services which provide support services and professional advice such as IT, HR and Legal Services to elected members and frontline services. Customer feedback is integral to maintain service quality, and this is obtained through customer questionnaires, surveys and informal feedback. The Corporate Services directorate team held a series of meetings with other Council service directorates in 2018 and 2019 to ensure optimal support is provided within available resources.

### **2.1.2. How does the service demonstrate improved outcomes?**

The managers within Corporate Services use a self-evaluation process called 'How Good is Our Council?' to evaluate performance and to identify areas for improvement. This process was carried out two months prior to the creation of this service plan. This process has highlighted several areas of work included in this service plan. In addition, elements of the performance of Corporate Services 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. Corporate Services takes account of any areas which need to be addressed within the service improvement targets.

### **2.1.3. Key achievements and outcomes**

When the Council Plan 2018 to 2023 was approved by the Council on 6 March 2018, 10 key actions were allocated to Corporate Services. As at 30 June 2019, three of these actions were progressed to completion:

- Where appropriate, make explicit the link between Council committee recommendations and the Local Outcomes Improvement Plan.
- Report Local Government Benchmark Framework Indicators to Service Committees.
- Review the Orkney Partnership's performance management and reporting procedure to ensure that it is focused on the Partnership's strategic priorities and outcomes.

When the 2016 to 2019 Corporate Services Service Plan was approved by the Council in June 2016, 34 key actions were agreed for progress. In the first year of the plan to 31 March 2017, 20 of these actions were completed and are listed below:

- Health and Social Care Governance – If required to do so, under the governance arrangements of the Integration Joint Board yet to be confirmed, establish necessary procedures for an Internal Audit service.
- Internal Audit Standards – In order to increase compliance with the Public Sector Internal Audit Standards, formulate an action plan, and progress to completion those actions considered to be achievable with existing capacity.

- The Orkney Partnership's Delivery Groups – Support the Delivery Groups to progress, and The Orkney Partnership (TOP) Board to review the Partnerships strategic priorities.
- Cross Council Consultation and Engagement – Through the establishment of an Orkney Public Consultation Group, and a Corporate Communication and Engagement Strategy, co-ordinate public consultation and engagement across the Council.
- Budget Setting – Carry out public engagement to seek the public's input into the budget setting process from 2017 to 2018 onwards.
- Phase 1 Change Reviews – Support and co-ordinate Phase 1 of the high-level Change Reviews.
- Medium-Term Resource Strategy – With the Chief Financial Officer, update the Medium-Term Resource Strategy 2016 to 2017 to 2019 to 2020.
- Registration of Authority Owned Land – With Development and Infrastructure, scope the resource needed to expedite progress of registration of Authority owned land by the statutory deadline of 8 December 2019.
- Freedom of Information Webpage – Create a page on the Council's website featuring frequent Freedom of Information request and information provided.
- Licensing – Develop guidance handbooks for members of the Licensing Subcommittee and Orkney Islands Area Licensing Board following the local government elections in 2017.
- Complaints Monitoring – Publish on a quarterly basis the outcomes of complaints, trends in complaints and any actions taken in response to complaints.
- Recruitment Portal Rollout – Progress to completion the rollout of the recruitment portal.
- Workforce Planning – Develop workforce plans for the Council and for Corporate Services.
- Training Efficiency Review – Develop service training plans and budgetary changes through the Training Officers Group.
- PRD Scheme Review – Undertake a full review of the approach to employee performance, review and development.
- Equality Outcomes – Produce a new set of Equality Outcomes for the Council.
- Audit of Best Value Workshops – Design, prepare and deliver a series of workshops for managers throughout the Council on forthcoming approach to the Accounts Commission's refreshed approach to the Audit of Best Value to ensure the Council is adequately prepared.
- Change Review of Staff and Workforce Planning – Progress to completion the Change Review of Staff and Workforce Planning.
- Change Review of Asset Management – Progress to completion Phase 1 of the Change Review of Asset Management.
- Change Review of Procurement – Progress to completion Phase 1 of the Change Review of Procurement.

When the 2016 to 2019 Service Plan was updated in June 2017, an additional 20 key actions were agreed for progress over the remaining two years of the plan

making a total of 34. In the second year of the plan to 31 March 2018, 15 of these actions were completed and are listed below:

- Welfare Reform – Co-ordinate Orkney Islands Council's response to new Welfare Reform Legislation.
- Local Outcomes Improvement Plan – Review and update the Local Outcomes Improvement Plan and the Orkney Partnership's Terms of Reference.
- Records Management Plan – Arrange for the implementation of the Records Management Plan.
- Electronic Documentation and Records Management System – Arrange for the introduction of an Electronic Document and Records Management System using SharePoint.
- Council website information development – Collaborate with services to publish information on the Council's website, including information that it frequently the subject of Freedom of Information.
- Asset management – Assess the impact of the Community Empowerment (Scotland) Act 2015, with particular reference to Community Asset Transfer, and develop a policy (if needed) and procedures that support the Council's obligations.
- Area network – Deliver the Council's Wide Area Network including replacement of the Pathfinder North network, PSN connectivity and transition to SWAN.
- Change review of modernising IT and digital shift – Progress to completion phase 1 of the change review modernising IT and digital shift.
- Corporate Services Workforce Plan – Redesign Corporate Services workforce on an incremental basis to respond to service changes associated with the Council's financial decisions (phase 1).
- Service Training Priorities – Co-ordinate the development of service and corporate training plans based on the learning and development priorities identified.
- Local Government Benchmark Framework – Review the Council's approach to the Local Government Benchmark Framework by creating a local framework to maximise benefits.
- Phase 2 change reviews – Support and co-ordinate phase 2 of the high-level change reviews during the implementation period.
- Phase 1 Change Reviews – Support and co-ordinate phase 1 of the change reviews during the scoping, option appraisal and recommendations period.
- Medium-term budget process – Support the Senior Management Team in the development, planning and co-ordination of the medium-term budget process alongside the Chief Financial Officer.
- Budget setting – Support the development of an effective public engagement strategy to both raise awareness and take account of the views of customers and service users.

When the 2016 to 2019 Service Plan was updated in June 2018, an additional four key actions were agreed for progress over the final year of the plan, while two actions were moved from Corporate Services to the Chief Executive's Service, making a total of 21. In the last year of the plan, six of these actions were completed and are listed below:

- General Data Protection Regulation – Prepare for the General Data Protection Regulation coming into law in summer 2018.
- Alcohol Licensing Policy – Develop and publish a Statement of Alcohol Licensing Policy.
- Participation Requests – Implement the Council's new Participation Requests Policy and publish the Council's first statutory annual report.
- Equality Outcomes – Review and develop a new set of Equality Outcomes for the Council.
- Best Value – Co-ordinate the Council's Best Value Improvement Plan.
- Video Conferencing Facilities – Review usage of video conferencing facilities across the council.

In summary, of the 34 original actions in the 2016 to 2019 Service Plan, 29 have been completed – a success rate of 85%. The 5 remaining actions have either been incorporated in the current service plan or, if now deemed more operational, added to individual team plans within Corporate Services.

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

- 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.
- ERD – The number of staff who receive (at least) an annual face-to-face employee review and development (ERD) meeting, as a proportion of the total number of staff within the service.
- Invoice payment – The proportion of invoices that were submitted accurately and timeously to the Payments Service, as a proportion of all invoices.

Of the four Local Government Benchmarking Framework indicators for 2017 to 2018 which fall under the remit of Corporate Services, one reported performance in the top quartile of Scottish local authorities, namely:

- Sickness absence days per employee (non-teacher) – In 2017 to 2018 this was an average of 8.98 days per employee, compared to the 2016 to 2017 figure of 9.49 days, and the 2017 to 2018 Scottish average of 11.41. In 2017 to 2018 the Council ranked third in Scotland, compared to fifth the previous year, for this indicator.

#### **2.1.4. Key drivers**

The principal key driver for the Corporate Services Service Plan 2019 to 2022 is the Council Plan 2018 to 2023, including the priorities, projects and activities on which Corporate Services leads.

The Service Plan will also contribute to addressing the following recommendation arising from the Council's Best Value Assurance Report, which was published in December 2017:

- The Council should set out how its activities will contribute to improved outcomes for communities so that it can evidence and monitor the impact.

### **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. While Corporate Services is leading on the strategic and tactical preparations for a no deal Brexit, responsibility for dealing with the response should there be a no deal Brexit sits with Economic Development colleagues. There is close working between the two teams to make sure that any transition from Corporate Services to Development and Infrastructure is as smooth as possible.

### **2.1.7. Sustainability and the Climate Emergency**

Corporate Services is already committed to supporting the Council Plan, which has adopted sustainability as one of its seven values.

At the Special General Meeting of 17 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.

Corporate Services will contribute towards these commitments in liaison with other Services and through its role as a facilitating partner in The Orkney Partnership. Any specific actions required of Corporate Services 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 Corporate Services 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 Corporate Services 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 Corporate Services 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 Corporate Services 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.
- Those performance indicators that are unique to the service, but do not fall under any of the above listed categories – these are known as service specific performance indicators.

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

Set out at Annex 4 is the Corporate Services 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 Corporate Services 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 Corporate Services 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 Corporate Services 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 Corporate Services has the lead or contributes towards

<b>Strategic Priority.</b>	<b>Target Outcome.</b>	<b>Action.</b>	<b>Target Date.</b>	<b>Lead Officer.</b>
Thriving Communities.	The Orkney community is able to access work, learning and leisure through a modern, robust infrastructure which supports all our communities and meets the requirements of twenty-first century life.	3.13. Explore new ways to deliver public services within Orkney.	31 March 2023.	Executive Director.
Cross-cutting Priorities.	Continuing to fulfil our duties as an employer, carer, educator and corporate parent.	6.1. Continuous improvement in all measures associated with public safety and staff wellbeing and safety across Council assets and services. This will include delivery of a proactive Health and Safety Policy and Plan.	31 March 2023.	Executive Director.
Cross-cutting Priorities.	Continuing to fulfil our duties as an employer, carer, educator and corporate parent.	BV1a. Develop detailed Council-wide and service workforce plans that consider future workforce needs, current capacity, supply and recruitment, skills and financial constraints.	31 March 2019.	Head of HR and Performance.
Cross-cutting Priorities.	Continuing to fulfil our duties as an employer, carer, educator and corporate parent.	BV1d(i). Implement the Digital Strategy and IT Strategy, and associated workplans.	31 March 2020.	Executive Director.

<b>Strategic Priority.</b>	<b>Target Outcome.</b>	<b>Action.</b>	<b>Target Date.</b>	<b>Lead Officer.</b>
Cross-cutting Priorities.	Continuing to fulfil our duties as an employer, carer, educator and corporate parent.	BV2. Review the Council's self-evaluation arrangements and develop a revised How Good is Our Council? model encompassing corporate-level and well as service-level self-assessments.	28 February 2019.	Head of HR and Performance.
Cross-cutting Priorities.	Continuing to fulfil our duties as an employer, carer, educator and corporate parent.	BV4a. Within the Council Plan 2018 to 2023, and the new 2019 to 2022 service plans, make explicit the intended impact of Council and service priorities and targets on Orkney's communities.	30 June 2019.	Executive Director.
Cross-cutting Priorities.	Continuing to fulfil our duties as an employer, carer, educator and corporate parent.	BV5a. Within the context of the Strategic Planning Framework, review the Council's performance management system to ensure its ability to identify the impact of Council services and activities on Orkney's communities.	31 December 2018.	Executive Director.

## **Annex 2 – Corporate Services Service Action Plan**

<b>Strategic Priority.</b>	<b>Target Outcome.</b>	<b>Action.</b>	<b>Target Date.</b>	<b>Lead Officer.</b>
Cross-cutting Priorities.	Continuing to fulfil our duties as an Employer, Carer, Educator and Corporate Parent.	HR / Payroll System Development - Complete Phase 2 of the HR / Payroll System Development.	30 June 2020.	Head of HR and Performance.
Cross-cutting Priorities.	Sustainable pay and grading structure in place.	Pay and Grading Structure Review – Undertake a review of the Council's pay and grading structure in line with national commitments.	31 March 2022.	Head of HR and Performance.

<b>Strategic Priority.</b>	<b>Target Outcome.</b>	<b>Action.</b>	<b>Target Date.</b>	<b>Lead Officer.</b>
Cross-cutting Priorities.	To deliver the actions and targets in the BVAR recommended by the Accounts Commission.	Review of Benchmarking arrangements – Conduct a review across Council services of how benchmarking is currently used in supporting improvement and implement recommendations for a future framework.	30 June 2021.	Head of HR and Performance.
Cross-cutting Priorities.	Action plan in place to address the Council's gender pay gap and occupational segregation.	Gender Pay Gap Action Plan – To develop an action plan to address the Council's gender pay gap and occupational segregation.	30 June 2020.	Head of HR and Performance.
Cross-cutting Priorities.	An agreed approach to the Office Accommodation Review. Should this progress following the options appraisal and costing, this action will be revisited.	Office Accommodation Review - Establish a fully costed options analysis (Pre-CPA1) for Council Headquarters at School Place, which also takes account of the outcomes of the Change Review into Asset Management.	31 December 2019.	Head of IT and Facilities.
Thriving Communities.	Reduction in the number of Council Property Assets. Evidence of community bodies benefiting from the programme.	Asset Management - Progress where possible Phase 2 of the Change Review of Asset Management.	31 March 2022.	Head of IT and Facilities.
Thriving Communities. Enterprising Communities.	Effective procurement which contributes to a reduction in Council costs. Support for local businesses, where possible.	Procurement - Progress where possible Phase 2 of the Change Review of Procurement.	31 March 2022.	Head of IT and Facilities.
Connected Communities.	A more digitally developed and confident workforce.	Digital Strategy - Review and update the current Digital Strategy and develop a new Digital Strategy Delivery Plan. Focus for this	31 March 2020.	Head of IT and Facilities.

<b>Strategic Priority.</b>	<b>Target Outcome.</b>	<b>Action.</b>	<b>Target Date.</b>	<b>Lead Officer.</b>
		second iteration to be on practical service improvements for Orkney citizens.		
Cross-cutting Priorities.	A successful test of the Business Continuity Plan.	Business Continuity Plan – A table-top exercise to test the Business Continuity Plan will be held.	30 September 2020.	Head of IT and Facilities.
Thriving Communities.	More participations by communities in mainstream budgeting.	Participatory Budgeting - Working with colleagues in Finance, explore options to further develop Participatory Budgeting in line with national policy drivers and the Council's strategic plan, and move the Council towards readiness to meet its 1% budget target for mainstream PB. Inclusion of mainstream PB in Council budget for 2021 to 2022.	31 March 2021.	Strategy Manager.
Thriving Communities.	Demonstrable reduction in socio-economic disadvantage experienced by residents of Orkney's non-linked isles. Published Locality Plan for a second locality.	Locality Plan - Progress the Locality Plan 2018 to 2021 for the non-linked isles. 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 one or more locality plans for additional selected areas to be agreed by the Orkney Partnership Board.	31 March 2022.	Strategy Manager.
Cross-cutting Priorities.	Support compliance with statutory obligations and deliver improvements in service efficiency and effectiveness.	Electronic Document and Records Management System - Develop an Electronic Document and Records Management System for the Council.	31 March 2023.	Head of Legal Services.

<b>Strategic Priority.</b>	<b>Target Outcome.</b>	<b>Action.</b>	<b>Target Date.</b>	<b>Lead Officer.</b>
Cross-cutting Priorities.	Improved customer experience and service efficiency.	Online Applications for Licensing – Develop online facility for submission of licence applications as Phase 2 of the Customer Service Platform project.	31 March 2023.	Head of Legal Services.
Cross-cutting Priorities.	Support compliance with statutory obligation.	Gambling Policy – Review and publish Gambling Policy.	31 March 2022.	Head of Legal Services.

### Annex 3 – Corporate Services 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.	Executive Director.
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.	Executive Director.
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.	Executive Director.
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.	Executive Director.
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.	Executive Director.

<b>Performance Indicator.</b>	<b>Indicator Type.</b>	<b>Monitoring Frequency.</b>	<b>Target.</b>	<b>Lead Officer.</b>
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.	Executive Director.
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.	Executive Director.
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.	Executive Director.
LGBF CORP1 – Support services as a percentage of total gross expenditure.	LGBF.	Annually.	N/A	Executive Director
LGBF CORP3b – Percentage of the highest paid 5% employees who are women.	LGBF.	Annually.	N/A	Head of HR and Performance.
LGBF CORP3c – The gender pay gap (%).	LGBF.	Annually.	N/A	Head of HR and Performance.
LGBF CORP6b – Sickness absence days per employee (non-teacher)	LGBF.	Annually.	N/A.	Head of HR and Performance.

<b>Performance Indicator.</b>	<b>Indicator Type.</b>	<b>Monitoring Frequency.</b>	<b>Target.</b>	<b>Lead Officer.</b>
CSSS 09 – Improve procurement and tendering arrangements – Actual spend committed against pre-established contract arrangements as a percentage of procurement spend.	Service Specific.	Annually.	60% to 100% = Green. 50% to 59% = Amber. 49% and less = Red.	Head of IT and Facilities.

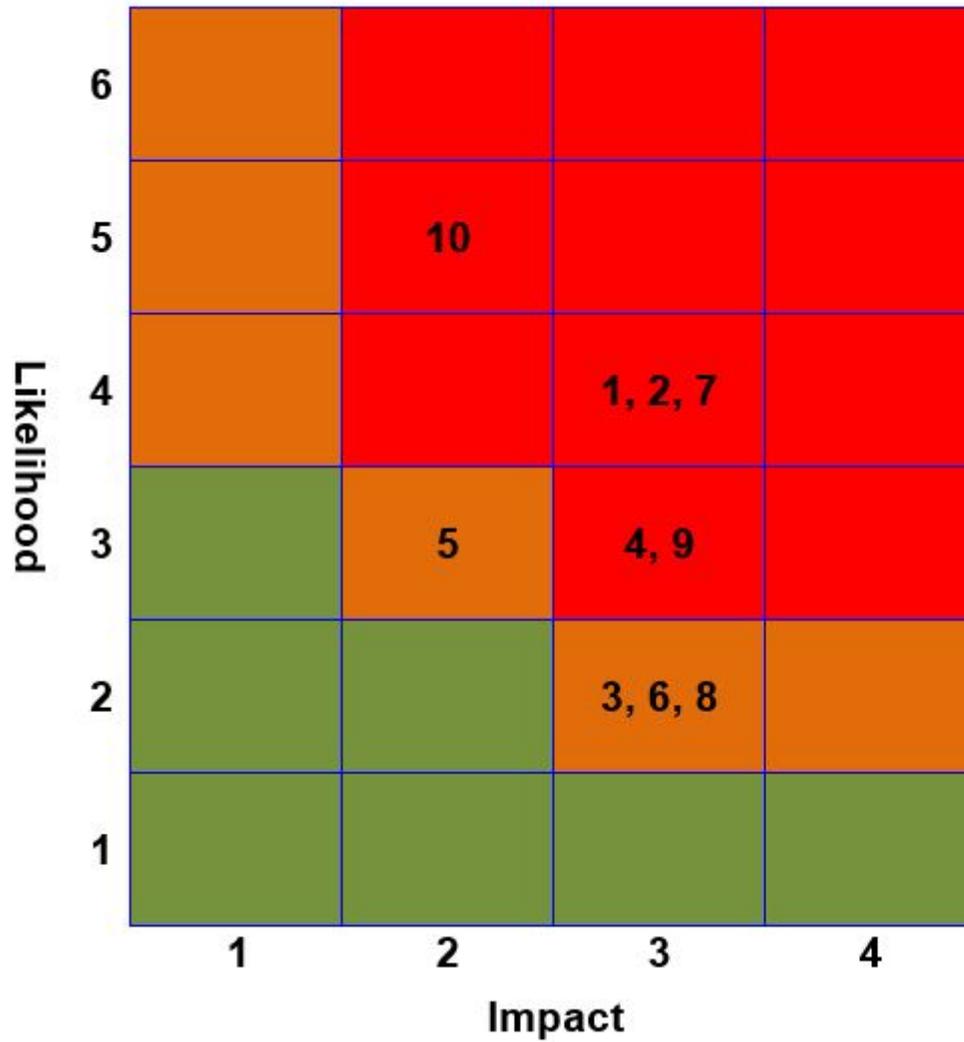
## Annex 4 – Corporate Services Risk Register – May 2019

### Operational Risks.

Cluster.	Risk number.	Owner.
Financial.		
Staffing.	4.	Head of HR and Performance.
Economic Recovery and Sustainability.		
Political.		
Partnerships.		
Governance.		
Communication.	7.	Head of IT and Facilities.

### Strategic Risks.

Cluster.	Risk number.	Owner.
Financial.	2, 3.	Head of IT and Facilities.
Staffing.	1.	Head of HR and Performance.
Economic Recovery and Sustainability.		
Political.		
Partnerships.	10.	Executive Director of Corporate Services.
Governance.	5, 6, 9.	Head of Legal Services and Head of IT and Facilities.
Communication.	8.	Strategy Manager.



**KEY**

Impact:  
 4 = Catastrophic  
 3 = Critical  
 2 = Significant  
 1 = Negligible

Likelihood:  
 6 = Very High  
 5 = High  
 4 = Significant  
 3 = Low  
 2 = Very Low  
 1 = Almost Impossible

**Risk Title: S01 – Workforce planning – lack of skills, experience and capacity.**

<b>Likelihood.</b>	4.	<b>Impact.</b>	3.	<b>RAG.</b>	Red.	<b>Current Risk Score.</b>	12.	<b>Target Risk Score.</b>	6.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Mitigating Actions.</b>
Insufficient workforce planning actions underway. Capacity issues make it difficult for the service to realise its priorities.	The service does not have the right staff, in the right place, at the right time, to deliver set priorities and / or statutory functions.	Corporate Services cannot manage within its resources; Existing workforce becomes overstretched and demoralised; Service standards drop and vulnerable people are placed at risk; Senior officers get tied up in operational work; The service is reactive rather than proactive; An increased risk in legal challenges and complaints; Risk of financial penalties.	1.1 Workforce plan was put in place for Corporate Services in 2017. 1.2 A new corporate Workforce plan was agreed in April 2019. 1.3 Workforce planning priorities for Corporate Services will be included in the refreshed service plan for 2019 to 2022.

**Risk Title: S02 – Council IT and Property assets – to ensure we obtain maximum benefit from the Council’s assets.**

<b>Likelihood.</b>	4.	<b>Impact.</b>	3.	<b>RAG.</b>	Red.	<b>Current Risk Score.</b>	12.	<b>Target Risk Score.</b>	6.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Mitigating Actions.</b>
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<p>The Council may not have sufficient funds to sustain assets, replace ageing assets and develop key assets. Essential buildings and infrastructure for communications etc. have to be maintained to ensure property, IT, telecoms and other infrastructure continue to be able to support the Council's services. The risk continues and increases over time.</p>	<p>The Council cannot maintain or develop its essential assets to provide public services; The Council cannot implement an asset management strategy; The public is unable to communicate with services; Professionals are unable to communicate with each other to provide effective services.</p>	<p>Buildings deteriorate; IT infrastructure cannot support services; Unused/ surplus buildings; Services are not delivered; Vulnerable people are at risk; Communication is not possible between agencies to co-ordinate services; Council's reputation at risk.</p>	<p>2.1 All IT and property assets are proactively managed.  2.2 The work to make sure that we obtain maximum benefit from the Council's property assets in now integrated in overall Estates team programme of work.  2.3 IT assets are proactively monitored through an annual Capital Replacement Programme (£420,000 per annum).  2.4 The Corporate Asset Management Plan for 2019 to 2023 was updated in early 2019.  2.5 The Property Asset Management Plan is due to be updated in Autumn 2019.  2.6 The IT Asset Management Plan is due to be updated in Winter 2019.</p>
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**Risk Title: S03 – Procurement – Procurement compliance and sustainable communities.**

<b>Likelihood.</b>	2.	<b>Impact.</b>	3.	<b>RAG.</b>	Amber.	<b>Current Risk Score.</b>	6.	<b>Target Risk Score.</b>	6.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Mitigating Actions.</b>
<p>Financial and non-financial savings have not yet been fully explored.  Further work to be done to support local</p>	<p>Legal challenge is a possibility unless the Procurement Regulations are complied with and processes followed;</p>	<p>Financial loss due to legal challenge; Reputational harm; Delays in services being procured due to re-tendering or court action; Loss to the local economy; Loss of effectiveness</p>	<p>3.1 Continue to roll out induction courses as required.  3.2 The Council's procurement policies to enhance local economic sustainability and community benefit have been reviewed,</p>

businesses to help them participate in procurement opportunities, building on the Meet the Buyer events held in 2016, 2017 and 2018.	Officers fail to understand the limitations that the Procurement Regulations place on the Council; Officers do not follow due process and tendering has to be repeated; Anticipated savings may not be fully realised through collaborative contracts. The local economy may not be as well supported as it could be; Member/officer disharmony due to lack of understanding of responsibilities.	and efficiency; Lost opportunity in terms of savings.	and an annual Meet the Buyer event initiated in 2016. 3.3 Contract Standing Orders updated in March 2018, with a review due to start in Summer 2019. 3.4 The Service was audited in the year 2017 to 2018 and received positive feedback. Any actions arising have been addressed. 3.5 The Sustainable Procurement Policy was approved at the General Meeting of the Council in March 2018. 3.6 The Procurement Manual was updated in May 2019, with work to cascade all changes to relevant staff due to start in June 2019.
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**Risk Title: O04 – HR systems – inadequate development or use of existing electronic systems.**

<b>Likelihood.</b>	3.	<b>Impact.</b>	3.	<b>RAG.</b>	Red.	<b>Current Risk Score.</b>	9.	<b>Target Risk Score.</b>	6.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Mitigating Actions.</b>
Inefficient processes and lack of capacity to develop new processes.	Too much time spent on administrative processes.	Failure to provide a comprehensive HR service.	4.1 Phase 2 development of the HR / Payroll system project his ongoing and due for completion in 2020.

			4.2 Continue to develop use of e-processes on Recruitment Portal as resources allow.
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**Risk Title: S05 – Data protection – lack of awareness of data protection rules and information security best practice throughout the organisation.**

<b>Likelihood.</b>	3.	<b>Impact.</b>	2.	<b>RAG.</b>	Amber.	<b>Current Risk Score.</b>	6.	<b>Target Risk Score.</b>	3.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Mitigating Actions.</b>
A lack of staff resources to give to this matter the attention it needed has been addressed and awareness of the issues is growing throughout the Authority, although further work is needed. The General Data Protection Regulation and Data Protection Act have replaced the Data Protection Act 1998 and have introduced new duties for the Council.	There is a risk of the Council breaching its obligations under the Data Protection Act 2018 or the General Data Protection Regulation.	National and local reputational damage; Maximum financial penalties will increase; Staff resource required to respond to any complaint against the Council relating to a breach of its obligations under the Data Protection Act 2018 or the General Data Protection Regulation (opportunity cost). Council not responding to Subject Access Requests efficiently and appropriately.	5.1 New Data Protection Policy 2018 in place to reflect new legislation. 5.2 New mandatory data protection course available on iLearn and completion by staff is monitored. 5.3 Staff are required to participate in mandatory training on information security. 5.4 Self-evaluation questionnaires are being completed by Services to ensure that any remedial measures can be identified and actioned. 5.5 Compliance with corporate policies and guidance is monitored on a regular basis.

**Risk Title: S06 – Public Records Act – failure to comply with the Public Records (Scotland) Act 2011.**

<b>Likelihood.</b>	2.	<b>Impact.</b>	3.	<b>RAG.</b>	Amber.	<b>Current Risk Score.</b>	6.	<b>Target Risk Score.</b>	4.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Mitigating Actions.</b>
The lack of staff resources to give this matter the attention it needs has been addressed. A new Records Management Plan has been submitted to the Keeper of the Records of Scotland for approval.	Failure to implement records management plan.	Local and reputational damage; Opportunity costs due to inefficient records management system; Failure to respond to information requests within statutory timescales; Increased risk of breaching data protection rules. Council spending more money on records storage than it needs to; inefficient use of Council assets.	6.1 A Records Management policy is in place and the Information Governance Group meets monthly. 6.2 A new Records Management Plan, to implement the Records Management Plan, has been approved by the Corporate Management Team and has been submitted to the Keeper of the Records of Scotland for approval. In the meantime, progress against the actions in the current Records Management Plan is reported on a regular basis to the Executive Director of Corporate Services. 6.3 Work is currently underway to develop and implement an Electronic Document and Records Management System which will support compliance by the Council with its statutory obligations. Delivery of the project is overseen by a Project Board and political governance is provided by elected members through the Policy and Resources Committee and the Change Forum.

**Risk Title: O07 – ICT infrastructure and support insufficient to support the level of digital transformation required.**

<b>Likelihood.</b>	4.	<b>Impact.</b>	3.	<b>RAG.</b>	Red.	<b>Current Risk Score.</b>	12.	<b>Target Risk Score.</b>	6.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Mitigating Actions.</b>
<p>The ICT infrastructure and support capacity is better understood.</p> <p>Future digital requirements are better understood</p> <p>Capacity within the ICT team is running below establishment levels, although recruitment is underway.</p>	<p>The ICT infrastructure is not sufficient to effectively run the required systems.</p> <p>The ICT staff cannot provide a suitable level of support for ongoing digital transformation or to deliver the ICT strategy for 2017 to 2020.</p>	<p>Existing systems could suffer reduced performance or fail.</p> <p>New systems not implemented.</p> <p>End users may be unable to properly utilise systems.</p> <p>Potential reputational damage with both staff and public.</p> <p>Failure to deliver efficiencies.</p> <p>OIC fails to make the necessary cultural changes to facilitate the switch to Digital delivery and Digital Transformation</p>	<p>7.1 Improved Management oversight in place and the service team structure has been reviewed to add in additional capacity.</p> <p>7.2 ICT Capital Replacement programme is delivering improvements to the infrastructure. The 3-year Disaster Recovery and Business Continuity Project began on 1 April 2018.</p> <p>7.3 A revised Digital Strategy was presented to the Asset Management Subcommittee on 31 May 2018, and progress on delivery of the Strategy is regularly reported to Senior Managers and elected members.</p> <p>7.4 Digital Maturity Assessment completed in November 2018, and a day's workshop on outcomes and next steps with the Digital Officer has been arranged for May 2019.</p>

**Risk Title: S08 – Public / Community engagement – lack of evidence of active engagement.**

<b>Likelihood.</b>	2.	<b>Impact.</b>	3.	<b>RAG.</b>	Amber.	<b>Current Risk Score.</b>	6.	<b>Target Risk Score.</b>	4.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Mitigating Actions.</b>
<p>Public sector bodies and Community Planning Partnerships are subject to increasing pressure to demonstrate active engagement with communities, most recently from the guidance regarding participation requests.</p>	<p>The Council and / or CPP may be required to produce evidence of community input into decision-making and co-production of services. Decisions may be challenged on grounds of lack of evidence of engagement.</p>	<p>Decisions made by the Council and/or CPP could lack the full benefit of community input Increased level of scrutiny from external auditors and inspectors. Loss of public support for Council and/or CPP decisions. Loss of public credibility.</p>	<p>8.1 The Consultation and Engagement Officers Group met on 6 July 2018, 31 Oct 2018 and 30 Jan 2019 to review progress in all actions associated with this risk. 8.2 The Council adopted a new Community Consultation and Engagement Policy in Feb 2019, to complement the Orkney Partnership’s guidelines already adopted by the Council. 8.3 The Consultation and Engagement Officers Group delivered staff refresher training courses on 13 June 2018 and 22 Feb 2019. 8.4 Progress in Orkney Opinions was reported to Committee on 19 June 2018 and the pilot was extended for a further year, with 8 surveys issued to end of March 2019. A further report is to be considered by Policy and Resources Committee in June 2019. 8.5 The Participation Requests Policy is in operation and two Participation Requests have been received to date, with one granted and one refused. Decision notices were posted online in accordance with the statutory timetable, and an associated outcomes improvement process is nearing completion.</p>

**Risk Title: S9 – Cyber security – with an increase in the use of publicly visible technology, there is an increased risk of exposure to threats from criminal and other malicious parties.**

<b>Likelihood.</b>	3.	<b>Impact.</b>	3.	<b>RAG.</b>	Red.	<b>Current Risk Score.</b>	9.	<b>Target Risk Score.</b>	6.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Mitigating Actions.</b>
Failure to implement and maintain suitable controls to protect assets.	Disclosure or loss of data.	Financial and legal implications. Reputational risk, direct implications for staff, inability to access information when required.	<p>10.1 Adopt recognised standards to counteract cyber threats including the UK Government Cyber Essentials scheme.</p> <p>10.2 Implement suitable security controls to support efficient functioning of OIC ICT infrastructure.</p> <p>10.3 Develop co-operative connectivity with public sector and third sector bodies.</p> <p>10.4 Develop a culture of security by raising awareness of personnel to vulnerabilities, risks and threats from cyberspace and the need to protect information systems.</p> <p>10.5 Actively participate in the national initiatives for sharing intelligence.</p> <p>10.6 PSN reaccreditation was achieved in August 2018.</p> <p>10.7 Cyber Essentials + accreditation was achieved in April 2019.</p> <p>10.8 Succession planning with ICT underway, with external training and qualifications being explored.</p>

			10.9 Planned exercise to test the Council's cyber security to be completed by 31 December 2019.
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**Risk Title: S10 – Single Authority Model (SAM).**

<b>Likelihood.</b>	5.	<b>Impact.</b>	2.	<b>RAG.</b>	Red.	<b>Current Risk Score.</b>	10.	<b>Target Risk Score.</b>	6.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Mitigating Actions.</b>
SAM is dependent on multiple agencies being able and willing to commit to permanent changes in governance. This could be hindered by a wide range of internal or external factors. It could potentially be stalled by a change in policy or personnel on the part of any of the key players.	<p>Scottish Government Ministers fail to commit collectively to SAM and/or to convey unambiguous directives to participating SG departments, local agencies and other bodies.</p> <p>Lack of buy-in from staff of participating bodies.</p> <p>Change in policy by the Council or any participating Board.</p>	<p>Local partner agencies withdraw commitment to SAM.</p> <p>Failure to deliver optimally joined-up services.</p> <p>Failure to maximise resources for delivery of front-line services.</p>	<p>11.1 Maintain and support an active and engaged SAM Steering Group.</p> <p>11.2 Initiate and maintain pro-active engagement with Scottish Ministers.</p> <p>11.3 Initiate early engagement with staff groups and Unions.</p> <p>11.4 Demonstrate potential benefits of SAM for the Orkney community and Scottish Government.</p>

## Annex 5 – Corporate Services Workforce Plan

1. Corporate Workforce Priority: retaining and re-shaping our current workforce.				
Expected Outcome.	Staff within Corporate Services are trained for the roles they undertake, within the context of changing service delivery.			
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 all managers take responsibility for identifying the digital support needs of their staff where they are leading digital service developments.	All Heads of Service.	Within existing resources.	31 March 2022.	ERD review for key staff. Survey of staff, compared against the baseline in the Digital Maturity Assessment undertaken in November 2018.
Ensure all managers review posts when they become vacant as an opportunity to make service savings and improve service efficiency.	All Heads of Service.	Within existing resources.	31 March 2022.	Appropriate savings made through staff turnover.
Where roles cease or are required to change significantly, ensure redeployment training opportunities are available.	All Heads of Service.	Within existing resources.	Ongoing, depending on budget setting decisions.	Number of staff who wish to be redeployed are suitably prepared for alternative roles.
Review the Council's approach to redeployment and re-skilling (Corporate Workforce Plan Action).	Head of HR and Performance.	Within existing resources.	Ongoing.	Number of staff redeployed into suitable alternative roles.

2. Corporate Workforce Priority: providing opportunity for our young people and making the Council an attractive employer of choice.				
Expected Outcome.	Full employment is achieved in service areas where there are 'hard to fill' posts within Corporate Services.			
Actions.	Lead Officer.	Resources Required.	Target Date.	Measurement of outcome.
Using the Council's corporate workforce action plan, use opportunities to encourage people in Orkney and beyond to apply for diverse 'hard to fill' posts from cleaning to legal services.	Relevant Head of Service.	Within existing resources.	Ongoing.	Number of vacancies which have been unfilled for more than six months.

3. Corporate Workforce Priority: flexibility and exploring new ways of working.				
Expected Outcome.	Recruitment and retention in Corporate Services is enhanced by flexibility and exploring new ways of working.			
Actions.	Lead Officer.	Resources Required.	Target Date.	Measurement of outcome.
Develop and seek to further integrate existing electronic systems in Corporate Services where possible.	Head of IT and Facilities.	Within existing resources.	31 March 2022.	Reduction in the number of electronic systems used across Corporate Services.
Explore full use of the technology and IT resources available to encourage and promote flexible working for all relevant staff.	Head of IT and Facilities.	Within existing resources.	31 March 2022.	Staff feedback. Increase in staff working flexibly across Corporate Services.

4. Corporate Workforce Priority: enhancing capacity and improving performance.				
Expected Outcome.	Staff in Corporate Services are supported by a positive approach to health and wellbeing.			
Actions.	Lead Officer.	Resources Required.	Target Date.	Measurement of outcome.
Supporting employees' health, safety and wellbeing by running regular awareness campaigns.	Head of IT and Facilities.	Within existing resources.	Ongoing provision of campaigns.	Staff feedback. Reduction in staff sickness for areas which have been targeted by an awareness campaign.

## Annex 6 – Corporate Services Service Organograms

