

Annex 1

Corporate Services – Service Plan Actions for Six Months Ending 31 March 2017

Action	Description	Lead	Previous Period September 2016		Current Period March 2017				
			BRAG	Overall Status	Start Date	Target Date	Overall Status	BRAG	Comment
01- Welfare Reform	Co-ordinate Orkney Islands Council's response to new Welfare Reform Legislation.	Gillian Morrison	Green	In Progress	01-04-2016	31-03-2018	In Progress	Green	The full roll out of universal credit has been delayed for existing claimants until 2019 to 2022 and removal of Housing Benefit for pensioners will only start after 2022. The longer phasing in period may help to mitigate the impact on local claimants, particularly as digital connectivity is slowly improving in some places in the interim. Funding for various support services has been co-ordinated through the Welfare Reform and Social Security Working Group.

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02 – 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.	Olwen Sinclair	Blue	Complete	01-04-2016	30-09-2016	Complete	Blue	The Council's Chief Internal Auditor was appointed as the Orkney Integration Joint Board Internal Auditor on 29 June 2016. An Internal Audit Strategy and Plan for 2016/17 was approved on 19 September 2016. It is therefore recommended that this action be removed from the service plan.
03 – 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.	Olwen Sinclair	Blue	Complete	01-04-2016	31-12-2016	Complete	Blue	The Internal Audit Service has implemented an action plan of improvement actions in order to address compliance requirements of the Public Sector Internal Audit Standards. It is therefore recommended that this action be removed from the service plan.

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04 – Local Outcome s Improvem ent Plan	Review and update the Local Outcomes Improvement Plan (LOIP) and The Orkney Partnership's Terms of Reference	Anna Whelan	Green	In Progress	01-04-2016	30-06-2017	In Progress	Green	Part 2 (Community Planning) of the Community Empowerment (Scotland) Act 2015 was enacted on 20 December 2016 and statutory guidance issued. The Orkney Partnership Board approved the Partnership's revised Terms of Reference on 19 December 2016. The Local Outcomes Improvement Plan 2016-19 is being updated for 2017-18 with the addition of a Joint Resourcing Plan and Locality Plan, and will be submitted to the Orkney Partnership Board on 22 September 2017 in advance of the statutory deadline for publication of 1 October 2017. It is therefore recommended that the target date be extended to 31 October 2017.

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05 – The Orkney Partnership's Delivery Groups	Support the Delivery Groups to progress, and The Orkney Partnership (TOP) Board to review the Partnerships strategic priorities.	Anna Whelan	Green	In Progress	01-04-2016	31-03-2017	Complete	Blue	The Orkney Partnership Short Life Working Group (since renamed the Community Planning Working Group) carried out a 'horizon-scanning' exercise which was presented to the Orkney Partnership Board on 19 December 2016. The Board agreed to retain its current three strategic priorities for another year. Written reports from the Chairs of the three Delivery Groups were presented to the Board meetings on 19 December 2016 and 16 March 2017. A progress report on the Orkney Partnership's Development Plan is a standing item on all Board agendas. It is therefore recommended that this action be removed from the service plan.

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06 – Cross Council Consultati on and Engagem ent	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.	Anna Whelan	Green	In Progress	01-04-2016	31-03-2017	Complete	Blue	The Consultation and Engagement Officers Group has continued to progress its agenda of improvement actions, meeting on 14 December 2016 and 21 March 2017. Recruitment to Orkney Opinions, the new public consultation group, has been carried out, with over 100 group members recruited at 31 March 2017 and further top-up recruitment of selected groups under way. The first survey will be issued after the General Election on 8 June 2017. This action is complete in terms of what is within the remit of Corporate Services and the outstanding action of the Corporate Communication and Engagement Strategy will be taken forward by the Chief Executive's Service. It is therefore

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									recommended that this action be removed from the service plan.
07 – Budget Setting	Carry out public engagement to seek the public's input into the budget setting process from 2017-18 onwards.	Kenny Low	Green	In Progress	01-04-2016	30-09-2017	Complete	Blue	Successful 5 week exercise carried out from 3 October to 7 November 2016. Results issued to elected members on 25 November 2016 through a Confidential Briefing and fed into 2017/18 budget setting process and will continue to feature during the medium term budget process. It is therefore recommended that this action be removed from the service plan.
08 – Phase 1 Change Reviews	Support and co-ordinate Phase 1 of the high level Change Reviews.	Kenny Low	Green	In Progress	01-04-2016	31-03-2017	Complete	Blue	Final Reports recommended for approval by Policy and Resources Committee during latter half of 2016/17 for Property Asset Management, Procurement, Staff and Workforce Planning, Fees and Charges and

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									Outsourcing/Partnerships Scoping Papers also recommended for approval by Policy and Resources Committee for Modernising IT and Orkney's Learning Landscape, with final reports due in November 2017. It is therefore recommended that this action be removed from the service plan.
09 - Medium Term Resource Strategy	With the Chief Financial Officer, update the Medium Term Resource Strategy 2016-17 to 2019-20.	Kenny Low	Green	In Progress	01-04-2016	31-03-2017	Complete	Blue	Updated Medium Term Resource Strategy 2017/18 to 2021/22 approved by Council following consideration by Policy and Resources Committee on 28 February 2017. It is therefore recommended that this action be removed from the service plan.
10 – Records Management Plan	Arrange for the implementation of the Records Management	Gavin Mitchell	Green	In Progress	01-04-2016	31-03-2018	In Progress	Green	An Action Plan to implement the Records Management Plan has been agreed by the

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	Plan.								Corporate Management Team. Progress against the actions is reported on an eight-weekly basis to the Executive Director of Corporate Services.
11 – Electronic Documenta tion and Records Managem ent System	Arrange for the introduction of an Electronic Documents and Records Management System (EDRMS) using SharePoint	Gavin Mitchell	Green	In Progress	01-04-2016	31-03-2018	In Progress	Green	The project has been re-scoped and a specification has been prepared to apply to the storage of email within the proposed Office 365 system. Funding options are being explored and it is anticipated that a pilot Electronic Records Management System will be rolled out at the same time as Office 365.
12 - Registrati on of Authority Owned Land	With Development and Infrastructure, scope the resource needed to expedite progress of registration of Authority owned land by the	Gavin Mitchell	Green	In Progress	01-04-2016	30-09-2016	Complete	Blue	The deadline of 8 December 2019 is not currently legally binding although it is a Scottish Government expectation. Registration is currently being undertaken within existing resources. Discussions are taking place between the

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	statutory deadline of 8 December 2019.									Convention of Scottish Local Authorities Officers and Scottish Government to discuss how registration of all local authority land can be taken forward in the context of the financial constraints affecting local authorities in Scotland. It is therefore recommended that this action be removed from the service plan.
13 - General Data Protection Regulation	Prepare for the General Data Protection Regulation coming into law in Summer 2018.	Gavin Mitchell	Green	In Progress	01-04-2016	30-06-2018	In Progress	Green	An Action Plan to prepare for the General Data Protection Regulation has been agreed by the Corporate Management Team. Progress is reported on an eight-weekly basis to the Executive Director of Corporate Services.	
14 - Data Protection Information Sharing	Arrange to have key Information Sharing Protocols in place to support the	Gavin Mitchell	Green	In Progress	01-04-2016	30-09-2016	Overdue	Red	The Information Sharing Protocol (ISP) for Prevent has been agreed and signed by all parties (Police Scotland, NHS	

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Protocols	PREVENT work and Getting it Right for Every Child procedures.									Orkney and Orkney Islands Council). No further work can be undertaken on the ISP for Getting It Right For Every Child until the proposed Named Person legislation has been amended. It is therefore recommended that the target date be extended to 31 March 2018.
15 - Council Website Information Development	Collaborate with services to publish information on the Council's website, including information that is frequently the subject of Freedom of Information requests.	Gavin Mitchell	Green	In Progress	01-04-2016	31-12-2016	Overdue	Red	A survey of Freedom of Information Requests received by the Council over a three month period has been completed. Work is being undertaken with Services to collate the information and publish this on the Council's website. It is anticipated that this action will be progressed to completion imminently. It is therefore recommended that the target date be extended to 30 September 2017.	

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16 - Freedom of Information Webpage	Create a page on the Council's website featuring frequent Freedom of Information request and information provided.	Gavin Mitchell	Green	In Progress	01-04-2016	31-12-2016	Complete	Blue	A survey of Freedom of Information Requests over the period 22 April to 2 August 2016 was completed. Although there were a number of similar requests during this period, they were not requests that could be answered with the same information. This was largely because the questions covered different periods of time. The evidence therefore supports the view that there is little merit in publishing a separate webpage with frequent requests and information provided because it has not been possible to identify common requests where the same information has been provided in response. With approval by the Senior Management Team, it is therefore recommended that this

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									action be removed from the service plan. Collaboration with Services will continue as a matter of course in identifying appropriate information for publication on the Council's website.
17 - Licensing	Develop guidance handbooks for members of the Licensing Subcommittee and Orkney Islands Area Licensing Board following the local government elections in 2017.	Gavin Mitchell	Green	In Progress	01-04-2016	30-04-2017	Complete	Blue	The guidance handbooks have been completed. This action has been progressed to completion. It is therefore recommended that this action be removed from the service plan.
18 – Complaints Monitoring	Publish on a quarterly basis the outcomes of complaints, trends in complaints and any actions taken in response to complaints.	Gavin Mitchell	Green	In Progress	01-04-2016	31-12-2016	Complete	Blue	This action has been progressed to completion. It is therefore recommended that this action be removed from the service plan.

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19 – Recruitment Portal Rollout	Progress to completion the rollout of the recruitment portal.	Andrew Groundwater	Amber	In Progress	01-04-2016	31-12-2016	Complete	Blue	The current action in respect of the recruitment portal development has been completed. Further development is possible depending on resources and this will continue to be part of the ongoing work of HR and Performance. It is therefore recommended that this action be removed from the service plan.
20 – Workforce Planning	Develop workforce plans for the Council and for Corporate Services.	Andrew Groundwater	Green	In Progress	01-04-2016		Complete	Blue	All five Service Workforce Plans, together with an overarching Corporate Workforce Plan, were approved in the February 2017 cycle of Council committee meetings. It is therefore recommended that this action be removed from the service plan.
21 – Training Efficiency Review	Develop service training plans and budgetary changes through	Andrew Groundwater	Green	In Progress	01-04-2016	31-03-2017	Complete	Blue	Strategic training priorities for each service have been gathered through the workforce

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	the Training Officers Group.									planning process, however, there is not considered to be sufficient benefit to progress the budgetary changes. It is therefore recommended that this action be removed from the service plan and a new action takes its place: "Co-ordinate the development of service and corporate training plans based on the learning and development priorities identified" with a target date for completion of 31 March 2018.
22 – HR/Payroll System Development	Develop the use of electronic systems to support the routine transactional business associated with employee record administration	Andrew Groundwater	Green	In Progress	01-04-2016	30-09-2017	In Progress	Green	The HR/Payroll system project continues to progress with work currently focussed on launching e-access to payslips in the new financial year. Additional funding is in place to extend the project to the end of December 2017. It	

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	and the work of HR and Performance.								is therefore recommended that the target date be extended to 31 December 2017.
23 – PRD Scheme Review	Undertake a full review of the approach to employee performance, review and development	Andrew Groundwater	Green	In Progress	01-04-2016	31-12-2016	Complete	Blue	The new Employee Review and Development process has been approved and is now in operation with training workshops being provided by HR. It is therefore recommended that this action be removed from the service plan.
24 – Equality Outcomes	Produce a new set of Equality Outcomes for the Council.	Andrew Groundwater	Green	In Progress	01-04-2016	30-04-2017	Complete	Blue	On 28 February 2017, the Policy and Resources Committee recommended extension of the existing Equality Outcomes for one year, with added evidence to their continued relevance. This will allow a fuller review to be undertaken in 2018 in line with the Council Plan review cycle. It is therefore recommended that this

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										action be removed from the service plan, and a new action takes its place: "Review and develop a new set of Equality Outcomes for the Council", with a target date for completion of 30 June 2018.
25 – 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.	Andrew Groundwater	Green	In Progress	01-04-2016	31-12-2016	Complete	Blue		All of the workshops were delivered to service management teams together with sessions for elected members. It is therefore recommended that this action be removed from the service plan.
26 - Change	Progress to completion the	Andrew Ground	Green	In Progress	01-04-2016	29-11-2016	Complete	Blue		The review itself and this action were reported

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Review of Staff and Workforce Planning	Change Review of Staff and Workforce Planning.	water								complete to the Policy and Resources Committee on 29 November 2016. The recommendations were approved for formal consultation with Trade Unions, which is now in progress, and will be reported back in September 2017. Depending on the outcome, whatever has been agreed will be progressed to completion. It is therefore recommended that this action be removed from the service plan and a new action will be added for Phase 2: "Progress to completion Phase 2 of the Change Review of Staff and Workforce Planning", with a target date for completion of 31 March 2019.
27 - E-procurement	Complete the full implementation of	Hayley Green	Green	In Progress	01-04-2016	30-09-2017	In Progress	Amber	This work is being progressed by the Integra	

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ent	e-procurement across the procurement team.									Finance Project. The delivery timescale for this element of the project has been revised and the pilot is now due to start in September 2017. The Procurement team is involved in development of this work. E-Procurement is dependent on this element of the Integra Finance Project being in place. It is recommended that, in view of the changed timetable, the target date of this action be amended to 31 March 2018.
28 - Office Accommodation Review	Establish a fully costed options analysis for Council Headquarters at School Place, which also takes account of the outcomes of the Change Review	Hayley Green	Green	In Progress	01-04-2016	31-03-2017	Overdue	Red		Due to competing priorities this work has slipped behind schedule and it is therefore recommended that the target date be extended to 30 September 2017. This would allow work to be carried out over the summer with an options

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	into Asset Management.									paper to be developed for the Senior Management Team to establish whether this project should continue as it will require further resourcing.
29 – 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.	Hayley Green	Green	In Progress	01-04-2016	31-03-2017	Overdue	Red	The majority of Community Asset Transfer documentation was completed shortly after the legislation was implemented and the list of Assets is available as required. Elected Members and Senior Managers have been briefed, and there is good partnership working underway with Voluntary Action Orkney. Action is showing as RED as the actual local policy is in working draft stage rather than signed off. The plan is to complete the policy over the summer, following the lessons learned thus far with one	

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									organisation which has expressed an interest in an Asset Transfer Request, but not submitted an application at this stage. It is therefore recommended that the target date be extended to 31 December 2017 to allow for the policy to be based on practical experience.
30 – Unified Communications	Progress to completion the implementation of a Unified Communications system across Council Headquarters at School Place (Phase 1)	Hayley Green	Green	In Progress	01-04-2016	31-12-2017	In Progress	Green	Phase 1 of the Unified Communications Project is implementation of Office 365 for email. This is on track for implementation by 31 December 2017. Phase 2, which will include options around telephony, will be scoped during 2017 and there will probably have to be an Innovation Fund bid for resources to implement towards the end of 2017.
31 – Area Network	Deliver the Council's Wide	Hayley Green	Red	Overdue	01-04-2016	31-12-2016	Overdue	Red	All elements of this project which involve

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	Area Network including replacement of the Pathfinder North network, PSN connectivity and transition to SWAN.									delivery to mainland sites have now completed and are successfully implemented. The delay now is with the third party supplier and their inability to connect to the 11 wireless sites (Isles Schools). Staff in IT are working on solutions, including the option of siting the equipment on the Council's mast. This would require a commercial arrangement between the Council and the third party supplier, and advice is being sought on this at the moment. A site survey of the Council's mast has been received and is being reviewed. If the equipment can be housed on the mast, then the estimate to complete is 4 to 6 weeks after the date of agreement. It is therefore recommended that the target date be

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									extended to 30 September 2017. Discussions regarding compensation for the delay are continuing.
32 – Change Review of Asset Management	Progress to completion Phase 1 of the Change Review of Asset Management.	Hayley Green	Green	In Progress	01-04-2016	30-09-2017	Complete	Blue	The review is complete and work to dispose of the first nine assets (as agreed by Elected Members) is now underway. It is therefore recommended that this action be removed from the service plan and a new action added: “Progress to completion Phase 2 of the Change Review of Asset Management”, with a target date for completion of 31 March 2018. This new action will refer to implementation of CR01 Asset Management Action Plan. This will be managed through reports to Asset Management Sub-committee, and through this action plan.

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33 - Change Review of Procurement	Progress to completion Phase 1 of the Change Review of Procurement.	Hayley Green	Green	In Progress	01-04-2016	30-09-2017	Complete	Blue	The review is complete and work to implement the Procurement Action Plan is now underway. It is therefore recommended that this action be removed from the service plan and a new action will be added: "Progress to completion Phase 2 of the Change Review of Procurement", with a target date for completion of 31 March 2018. This new action will refer to implementation of CR02 Procurement. This will be managed through reports to Policy and Resources Committee, and through this action plan.
34 - Change Review of Modernising IT and Digital Shift	Progress to completion Phase 1 of the Change Review of Modernising IT and Digital Shift.	Hayley Green	Green	In Progress	01-04-2016	28-02-2017	Overdue	Red	Progress on this action is well underway and the Project will deliver reports by the agreed timescale of November 2017. The target date has not been changed to reflect earlier

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									discussions around the scoping and timescale on this project which is why this status is shown as overdue. It is therefore recommended that the target date be extended to 31 December 2017.

Personnel key

Executive Director of Corporate Services – Gillian Morrison

Head of HR and Performance – Andrew Groundwater

Head of Legal Services – Gavin Mitchell

Head of IT and Facilities – Hayley Green

Change Programme Manager – Kenny Low

Chief Internal Auditor – Olwen Sinclair

Strategy Manager – Anna Whelan

BRAG key

Red - the agreed action is experiencing significant underperformance, with a medium to high risk of failure to meet its target.

Amber - the agreed action is experiencing minor underperformance, with a low risk of failure to meet its target.

Green - the agreed action is likely to meet or exceed its target.

Blue - the agreed action has been progressed to completion.