

Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.		
Planned updates or improvements required.	Person Responsible.	Target date.
Review induction processes and training support arrangements for elected members ready for the next Council after the Local Government Election in 2027.	Head of Corporate Governance. Head of Performance and Business Support.	30 April 2027.

Principle B: Ensuring openness and comprehensive stakeholder engagement.		
Planned updates or improvements required.	Person Responsible.	Target date.
As part of the delivery of the Communications and Engagement Strategy 2024-2028 look to improve the reach of internal communications for council staff without .gov email addresses.	Head of Corporate Governance. Head of Performance and Business Support.	30 September 2027.

Principle C: Defining outcomes in terms of sustainable economic, social, and environmental benefits.		
Planned updates or improvements required.	Person Responsible.	Target date.
Develop an integrated impact assessment to combine existing impact assessments, including equality impact assessment, island communities impact assessment, and Children's Rights and Wellbeing Impact Assessment (CRWIA), which is required as part of the United Nations Convention on the Rights of the Child (UNCRC).	Head of Performance and Business Support. Head of Corporate Governance. Head of Human Resources and Organisational Development.	31 March 2027.
Review the suite of cross-service generic performance indicators to ensure the indicators are meaningful and fit for purpose.	Head of Performance and Business Support.	31 March 2027.

Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes.		
Planned updates or improvements required.	Person Responsible.	Target date.
As the Public Service Reform work with NHS Orkney progresses, work with the Extended Corporate Leadership Team as appropriate to explore ways to streamline partnership governance and address duplication.	Head of Corporate Governance.	31 March 2027.
Arrange a briefing session for the Extended Corporate Leadership Team on the priorities of the Orkney Community Planning Partnership as detailed in the Local Outcomes Improvement Plan. This will raise awareness amongst the Extended Corporate Leadership Team and enable services to consider these priorities as part of directorate and service-level planning.	Head of Active Communities.	31 March 2027.
Review and refresh the strategic planning and performance framework.	Head of Performance and Business Support.	31 March 2027.
Ensure updates from the SOLACE / IS Transformation Programme are provided to the Extended Corporate Leadership Team in the form of briefings, and workshops as required.	Head of Performance and Business Support.	31 March 2027.
Principle E: Developing the Council's capacity, including the capability of its leadership and the individuals within it.		
Planned updates or improvements required.	Person Responsible.	Target date.
Carry out a session with the Extended Corporate Leadership Team to cover internal charging processes.	Head of Finance	31 March 2027.

Principle F: Managing risks and performance through robust internal control and strong public financial management.		
Planned updates or improvements required.	Person Responsible.	Target date.
Review the arrangements for and monitoring of Third Sector service level agreements, to identify where processes need to be strengthened, and develop a clear overview of the agreements that are in place and ensure that there is not overlap or duplication in the services provided.	Head of Active Communities.	31 March 2027.
Complete the review, refresh and implementation of business continuity planning guidance and tools for implementation by services.	Head of Property and Asset Management.	31 March 2027.
Review the approach to corporate risk management, to ensure a focus on meaningful management of strategic risks and update guidance as required.	Head of Property and Asset Management.	31 March 2027.
Review Senior Management Team meeting arrangements to ensure that each group has a clear purpose and terms of reference.	Corporate Leadership Team	31 March 2027.

Principle G: Implementing good practices in transparency, reporting, and audit to deliver effective accountability.		
Planned updates or improvements required.	Person Responsible.	Target date.
Complete assurance arrangement mapping to provide a clear, consolidated picture of how the Council's key risks are being managed and who is providing assurance over them. This will determine whether assurance is adequate, effective, and efficient and where gaps or overlaps exist. This review will also look at how assurance is reported and to whom with the aim of avoiding duplication and streamlining processes.	Head of Corporate Governance.	31 March 2027.

Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.

Planned updates or improvements required.	Person Responsible.	Target date.	BRAG Status	Progress and recommendation.
Embed staff values within Human Resources and Organisational Development processes	Head of Human Resources & Organisational Development	March 2028	Green	New organisational values have been developed and launched and work will continue to fully embed these in all processes and throughout the Council. This action will transfer to the Directorate Management Team for monitoring and completion.
Embed staff values into recruitment and selection, as well as a range of hybrid working policies	Head of Human Resources & Organisational Development	2025-2026	Green	As above this will form part of the required work in embedding the new organisational values. This action will transfer to the Directorate Management Team for monitoring and completion.
Review Council Standing Orders	Head of Corporate Governance	2025-2026	Green	Revised Standing Orders due to be considered by Policy and Resources Committee on 16 June 2026.
Medium-Long Term financial strategy	Head of Finance	2025-2026	Blue	Action closed. Updated MTFS was presented to Policy and Resources Committee on 17 June 2025.
Artificial Intelligence (AI) Governance policy document, which will include considerations around the ethical use of AI	Head of Performance and Business Support	2025-2026 extend to 2026-2027	Amber	Target date extended to 31 March 2027. Work has progressed with drafts in place. Slight delay due to capacity constraints due to vacancies. Members seminar will be planned

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Planned updates or improvements required.	Person Responsible.	Target date.	BRAG Status	Progress and recommendation.
				and delivered. AI policy will be presented at Policy and Resources during 2026-2027. This action will transfer to the new Improvement Action Plan.
Review the Council's RIPSA policies and procedures	Head of Corporate Governance	2025-2026	Blue	Action closed. 3-yearly Audit undertaken in early 2026, outcome of audit and revised policies and procedures to be considered by Policy and Resources Committee on 16 June 2026
Review Fire and Police Sub-committee Scrutiny Report	Head of Property and Asset Management	2025-2026	Green	All scrutiny reports presented quarterly to Police and Fire Sub-committee are reviewed as per process. This action will transfer to the Directorate Management Team for monitoring and completion.

Principle B: Ensuring openness and comprehensive stakeholder engagement.

Planned updates or improvements required.	Person Responsible.	Target date.	BRAG Status	Progress and recommendation.
Publish frequently requested Freedom of Information data	Head of Corporate Governance	2025-2026	Blue	Action closed. Updated Publication Scheme agreed by Council in March 2025 with authority delegated to the Head of Corporate Governance to keep the Scheme under review and make further updates as appropriate.
Publish the 2025 Annual Procurement Report	Head of Corporate Governance	2025-2026	Blue	Action closed following publication in November 2025.
Publish the Annual Complaints Handling Report	Head of Corporate Governance	2025-2026	Blue	Action closed. 2024/25 annual report scrutinised by Monitoring and Audit Committee on 25 September 2025.
Review guidance on Members' expenses	Head of Performance and Business Support	2025-2026 extend to 2026-2027	Amber	Target date extended to 31 March 2027. Review has progressed within input from relevant Council services. The refreshed guidance will be delivered as part of the wider Members Support review during 2026-2027 ahead of Elected Member Inductions following the next Local Government elections in 2027. This action will transfer to the new Improvement Action Plan.
Revised Political Engagement Strategy	Head of Corporate Governance	2025-2026	Green	This action is underway including consultation with Elected Members and the Corporate Leadership Team.

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Planned updates or improvements required.	Person Responsible.	Target date.	BRAG Status	Progress and recommendation.
				This action will transfer to Chief Executive's Service Plan with a revised timescale of 2026-2027.
Establishment of Harbours User Group	Head of Marine services, Transportation and Harbour Master	2025-2026	Amber	Target date extended to 2027-27. Due to vacancies and a period of change within the Marine Services and Transportation service, this action has not been progressed. This action will transfer to Directorate Management Team for monitoring and completion.
Upload Finance Service Information to Council's intranet	Head of Finance	2025-2026	Blue	Action closed.
Carry out Customer satisfaction survey	Head of Strategic Housing, Housing Operations and Homelessness	2025-2026	Blue	Action closed. Completion of this survey is part of business-as-usual activities and is therefore closed as an improvement action.
Carry out stock survey	Head of Strategic Housing, Housing Operations and Homelessness	2025-2027	Green	Stock survey is ongoing during 2026. This action will transfer to Directorate Management Team for monitoring and completion.
Prepare a local resilience plan for each island	Head of Property and Asset Management	2023-2025, Now extended to 2026	Amber	Local Resilience Plans are developed and owned by communities with support and input by Council. Work supporting communities on this is ongoing.

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Planned updates or improvements required.	Person Responsible.	Target date.	BRAG Status	Progress and recommendation.
				This action will transfer to Directorate Management Team for monitoring and completion.
Provide training for Elected Members and refresher training for staff in community consultation and engagement. Include case studies and wider thoughts to changing the culture towards community engagement	Head of Active Communities	2022-2023, extended to 2028	Amber	<p>Progress in this area has been paused while the approved management restructure is implemented, and staff are recruited as part of the transfer of this function to the Head of Active Communities. Elected Members training will be developed ahead of Elected Member Inductions following the next Local Government elections in 2027.</p> <p>This action will transfer to Directorate Management Team for monitoring and completion.</p>
Explore the development of a modernised suite of community engagement and consultation tools including an online platform	Head of Active Communities	2023-2024 Project extended to 2026 extend to 2028	Green	<p>Target date extended to 31 March 2028.</p> <p>The use of an online platformed was assessed but is considered not to be viable due to budget constraints. The remaining works has been paused while the approved management restructure is implemented, and staff are recruited as part of the transfer of this function to the Head of Active Communities.</p> <p>This action will transfer to Directorate Management Team for monitoring and completion.</p>

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Planned updates or improvements required.	Person Responsible.	Target date.	BRAG Status	Progress and recommendation.
Budget savings consultation	Head of Finance	2025-2026	Blue	Action closed. Consultation carried out in December 2025/January 2026 for 2026/27 savings
Carry out tenant satisfaction survey	Head of Strategic Housing, Housing Operations and Homelessness	2025-2026	Blue	Action closed. The tenant satisfaction survey is carried out every two years. The next survey has been planned during 2025-2026 and will be completed during 2026-2027. As the survey is a regular activity and is part of business-as-usual operations it is being closed as an improvement action.

Principle C: Defining outcomes in terms of sustainable economic, social, and environmental benefits.

Planned updates or improvements required.	Person Responsible.	Target date.	BRAG Status	Progress and recommendation.
Develop new Orkney Local Development Plan	Head of Planning and Regulatory Services	2022-2028	Green	<p>Work is underway to review the Plan in line with statutory process requirements. There has been some delay to the initial time-frames arising from complications with the new Gatecheck process. These matters were reported to the Enterprise and Infrastructure Committee on 3 February 2026 which included information on next process steps.</p> <p>This action will transfer to Directorate Management Team for monitoring and completion.</p>
Review the Sustainable Procurement Policy on an annual basis	Head of Corporate Governance	Annual	Blue	<p>Completed in 2025.</p> <p>The Sustainable Procurement Policy supports implementation of the Council Delivery Plan 2023-2028. Subsequent annual reviews of the Policy during the remainder of the period of the Council Delivery Plan will be undertaken as business as usual.</p>

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Planned updates or improvements required.	Person Responsible.	Target date.	BRAG Status	Progress and recommendation.
Develop Regional Marine Plan	Head of Planning and Regulatory Services	2021-2026	Blue	Action closed. This work was completed in November 2025, as reported to the Development and Infrastructure Committee on 11 November 2025.
Develop climate change strategy and action plan	Head of Planning and Regulatory Services	2023-2025	Amber	<p>Due to the complexity of information and depth of work undertaken the initial stages of this work took longer than originally anticipated. However, good progress has now been made – with a critical stage in the work programme being reached with the publication of a key report following consideration by the Policy and Resources Committee on 17 February 2026, following which the Council set a new target to conclude the action plan by November 2026.</p> <p>This action will transfer to Directorate Management Team for monitoring and completion.</p>

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Planned updates or improvements required.	Person Responsible.	Target date.	BRAG Status	Progress and recommendation.
Develop long term financial plan. As A1 – Medium-Long Term Financial Plan	Head of Finance	2025-2026	Blue	Action closed. Updated plan was presented to Policy and Resources Committee on 17 June 2025. Looking beyond 5 years brings in greater uncertainty into projections.
Mid-term review of Council Plan	Head of Corporate Governance Head of Performance and Business Support	2025-2026	Green	The mid term review of the Council Plan is at an advanced stage and will be presented to Policy and Resources Committee in June 2026 after which this action will be closed. This action will transfer to new Improvement Action Plan.
Develop Physical Activity and Wellbeing Strategy	Head of Active Communities	2025-2026	Blue	Action closed. The strategy was developed and subsequently recommended for approval by the Education, Leisure and Housing Committee on 4 June 2025.

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Planned updates or improvements required.	Person Responsible.	Target date.	BRAG Status	Progress and recommendation.
Merge Impact Assessments into one template	Head of Corporate Governance	2026-2027	Green	<p>Work to commence in 2026/27 in collaboration with HR & OD and Performance & Business Support.</p> <p>This action will transfer to new Improvement Action Plan.</p>
Integrated waste strategy action plan and climate change action plan	Head of Infrastructure Services	2025-2026	Blue	<p>Integrated Waste Strategy reviewed and recommended for approval by Development and Infrastructure Committee in June 2025. Climate change action plan is being progressed separately, but both plans contain coherent and consistent aspirations and objectives.</p> <p>This action will transfer to Directorate Management Team for monitoring and completion.</p>
Wider Review of Empowering Communities	Head of Performance and Business Support	2025-2026 extend to 2026-2027	Amber	<p>Target date extended to 31 March 2027.</p> <p>Work on the Empowering Communities review was paused during 2025-2026 due to management capacity. The capacity challenge is being addressed and the review will be completed in 2026-2027.</p> <p>This action will transfer to Directorate Management Team for monitoring and completion.</p>

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Planned updates or improvements required.	Person Responsible.	Target date.	BRAG Status	Progress and recommendation.
Develop Play Park Strategy	Head of Active Communities	2025-2026	Blue	Action closed as there is no plan to review the current approved strategy at this time.

Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes.

Planned updates or improvements required.	Person Responsible.	Target date.	BRAG Status	Progress and recommendation.
Report Writing training	Head of Corporate Governance	2025-2026	Blue	Action completed. Training sessions delivered in May and December 2025.
Review of Sports and Leisure Service/service re-design	Head of Active Communities	2022-2023, extended to 2025-2026 extend to 2026-2027	Amber	Target date extended to 31 March 2027. The review of the Sports and Leisure Service is in progress. Reports to be reviewed by the Member/Officer Working Group before going to the Education, Communities and Housing Committee. This action will transfer to Directorate Management Team for monitoring and completion.
Review of Culture Service/service re-design	Head of Active Communities	2022-2023, extended to 2025-2026	Blue	Action closed due to transfer of this service to the Head of Enterprise and Economic Growth.
Implement actions arising from review of senior phase offer	Head of Education	2023-2024, extended to 2026-2027	Blue	Action closed due to the national curriculum review.
Implementation of the Public Sector Improvement Framework across the Council.	Head of Performance and Business Support	2023-2028	Green	Work substantively paused during 2025-2026 due to vacancies. This will be progressed again during 2026-2027.

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Planned updates or improvements required.	Person Responsible.	Target date.	BRAG Status	Progress and recommendation.
				This action will transfer to new Improvement Action Plan.
Review of Broad General Education	Head of Education	2025-2026	Blue	Action closed due to the national curriculum review.
Review of Library and Archives	Head of Active Communities	2023-2024, extended to 2026	Blue	Action closed due to budget constraints.
Corporate Asset Management Plan (CAMP)	Head of Property and Asset Management	2023-2024, extended to 2026	Amber	Corporate Asset Management Plan completed and recommended for approval by the Asset Management Sub-committee in November 25. This action will transfer to Directorate Management Team for monitoring and completion.
Locality plans for OHAC are required by statute and will be developed in 2022-23. The Strategic Delivery Plan identifies taking forward locality planning through the establishment of locality planning groups for the health and social care partnership, linking with key partners and our community.	Head of Health and Community Care Head of Primary Care Services.	2022-2023 extended to 2024-2025	Blue	This action has been superseded with the development of Place Plans. There is now a lead person for Place Plans within the Health and Social Care Partnership to represent health and social care. There is now an annual agenda item at the Joint Isles Health and Care Meeting and the Joint Mainland Health and Care Meeting led by the Locality Leads. This action is now closed
Procurement plan including action plan.	Head of Corporate Governance	2025-2028	Blue	Completed. Procurement Plans were reviewed in Autumn 2025, and no amendments were necessary. Procurement Plans will continue to

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Planned updates or improvements required.	Person Responsible.	Target date.	BRAG Status	Progress and recommendation.
				be reviewed on an ongoing basis as Business as Usual.
Mid-term review of Directorate Delivery Plan	Director, Education, Communities and Housing	2025-2026 extended to 2026-2027	Green	<p>Target date extended to 31 March 2027.</p> <p>Work as begun to review the directorate delivery plan taking into account the new structure of the directorate, and the mid-term review of the Council Plan. This will be presented to the Education, Communities and Housing Committee during 2026/2027.</p> <p>This action will transfer to new Improvement Action Plan.</p>

Principle E: Developing the Council's capacity, including the capability of its leadership and the individuals within it.

Planned updates or improvements required.	Person Responsible.	Target date.	BRAG Status	Progress and recommendation.
Implement Planning and Environmental Health workforce plans	Head of Planning and Regulatory Services	2022 to end of 2024; extended to 2025	Amber	The Council is in the process of updating its approach to workforce plans. The service will engage with this new process once it is in place. Meantime, staff workforce planning is being continuously progressed at Service-team levels. This action will transfer to Directorate Management Team for monitoring and completion.
Review the People Plan	Head of Human Resources & Organisational Development	2025-2026	Green	A new Workforce Strategy is in draft and is undergoing consultation with senior management and Trade Unions. This action will transfer to new Improvement Action Plan
Management and Leadership Development Programme	Head of Human Resources & Organisational Development	2025-2026	Green	A fresh approach to Learning and Development priorities has been agreed with the Corporate Leadership Team and presented to the Leadership Forum which includes a Leadership and Management Development programme as a key priority. The Organisational Development team are now working on delivery materials and implementation of the programme for later in 2026.

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Planned updates or improvements required.	Person Responsible.	Target date.	BRAG Status	Progress and recommendation.
				This action will transfer to new Improvement Action Plan
Training on Audits Management	Head of Corporate Governance	2025-2026	Blue	Completed. Training was delivered by the Chief Internal Auditor in February 2026.

Principle F: Managing risks and performance through robust internal control and strong public financial management.

Planned updates or improvements required.	Person Responsible.	Target date.	BRAG Status	Progress and recommendation.
Refresher risk management training	Head of Property and Asset Management	2023-2024, Extended to 2025-2026	Blue	A review of risk assessment was done in 2024 and an updated training package developed by Safety and Resilience and is delivered via the Organisational Development programme. This action is now closed.
Create action plans where appropriate within the service	Head of Performance and Business Support	2025-2026	Blue	Action closed. With the move to Education, Communities and Housing the work of the service will be incorporated into the Directorate Delivery Plan.
Update Directorate and Service Risk Registers	All	2023-2026	Blue	Action closed following review of risk registers.
Review and refresh of the Strategic Planning and Performance Framework.	Head of Performance and Business Support	2023-2024 extend to 2026-2027	Amber	Target date extended to 31 March 2027. This priority was paused due to vacancies on both the performance and strategy sides. With both roles now appointed to the work will progress during 2026/2027. This action will transfer to new Improvement Action Plan
Complete implementation of the new performance framework across the Council	Head of Performance and Business Support	2023-2024 extend to 2026-2027	Amber	Target date extended to 31 March 2027. This is linked to the previous improvement action. As noted above this priority was paused due to vacancies on both the performance and

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Planned updates or improvements required.	Person Responsible.	Target date.	BRAG Status	Progress and recommendation.
				strategy sides. With both roles now appointed to the work will progress during 2026/2027. This action will transfer to new Improvement Action Plan
Implement the recommended changes of the New Horizon system review	Head of Infrastructure Services	2022-20223 extended to 2024	Green	Review of New Horizons functions is ongoing with a number of processes transferred to new or existing systems. It is anticipated that the remaining processes will be migrated by the end of 2026/27. This action will transfer to Directorate Management Team for monitoring and completion.
Review Payroll and HR systems	Head of Finance	2024-2026	Green	Payroll and HR have entered into a procurement process to replace the current system; current processes have been reviewed and system solutions being sought in new system Recommend transfer to Directorate Management Team for monitoring and completion.
Greater automation of IT systems	Director, Education, Communities and Housing.	2025-2027	Blue	Action closed as this work forms part of delivery of the Digital Strategy across multiple services. Specific improvements will be detailed in the Education, Communities and Housing Directorate Delivery Plan or related service plans. .

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Planned updates or improvements required.	Person Responsible.	Target date.	BRAG Status	Progress and recommendation.
Review Fraud Risk Management	Head of Corporate Governance	2025-2026	Blue	The Council's fraud risk measures have been reviewed and updated with input from the Chief Internal Auditor. This action has been progressed to completion.
Complete Data Maturity Plan, setting out interim actions to feed into the Digital and Data Strategy	Head of Performance and Business Support	2025-2026	Blue	Action closed. Assessment of data maturity completed during 2025-26 and interim data improvement plan set out with requirement to compile organisational data catalogue. Findings will feed into the development of the Digital and Data Strategy.
Complete summarised Corporate Improvement Agenda including anticipated benefits and outcomes	Head of Performance and Business Support	2023-2024, extended 2025-2026	Blue	Action closed as it is detailed in the Education, Communities and Housing Directorate Delivery Plan and will be monitored and completed through existing mechanisms.
Introduce additional functionality to CENTROS to allow improvements in financial reporting, for example the Capital Monitoring Process	Head of Finance	2025-2026	Green	Capital budget monitoring is due to be rolled out for Q1 2026/27 reporting. Other developments to utilise the functionality of CENTROS are ongoing. Some developments may depend on the Payroll & HR replacement system, i.e. expenses. This action will transfer to Directorate Management Team for monitoring and completion.

Principle G: Implementing good practices in transparency, reporting, and audit to deliver effective accountability.

Planned updates or improvements required.	Person Responsible.	Target date.	BRAG Status	Progress and recommendation.
Review of frequent FOI requests and plan to publish data	Head of Corporate Governance	2025-2026	Blue	Action closed. Updated Publication Scheme agreed by Council in March 2025, with future updates delegated to the Head of Corporate Governance.