

## Corporate Services Service Plan Actions for six months ending 31 March 2018

Action.	Description.	Lead.	Previous period September 2017.		Current period March 2018.				
			BRAG.	Overall status.	Start date.	Target date.	BRAG.	Overall status.	Comment.
01 – Welfare Reform.	Co-ordinate Orkney Islands Council's response to new Welfare Reform Legislation.	Gillian Morrison.	Green.	In progress.	1 April 2016.	31 March 2018	Blue.	Complete.	The Welfare Reform and Social Security Working Group meets regularly with Community Planning partners to ensure developments in relation to the rollout of Welfare Reform and Social Security are shared and co-ordinated. Universal Credit is due to be fully rolled out in Orkney from September 2018. There are three main risks in relation to Universal Credit: increased poverty, rent arrears and the lack of digital coverage for a service which is to be digital by default. This latter concern is not

Action.	Description.	Lead.	Previous period September 2017.		Current period March 2018.				
			BRAG.	Overall status.	Start date.	Target date.	BRAG.	Overall status.	Comment.
									applicable to Social Security delivery as we are informed this will not be digital by default. Work is being undertaken to ensure awareness and signposting for customers in the lead in to September. Work on this is now operational.
02 – Local Outcomes Improvement Plan.	Review and update the Local Outcomes Improvement Plan and the Orkney Partnership's Terms of Reference.	Anna Whelan.	Blue.	Complete.	1 April 2016.	31 October 2017.	Blue.	Complete.	This action was reported as complete to the Policy and Resources Committee meeting on 28 November 2017.
03 – Records Management Plan.	Arrange for the implementation of the Records Management Plan.	Gavin Mitchell	Green.	In progress.	1 April 2016.	31 March 2018.	Blue.	Complete.	This action has been progressed to completion. Relevant supporting practices and procedures are the responsibility of Services and are

Action.	Description.	Lead.	Previous period September 2017.		Current period March 2018.				
			BRAG.	Overall status.	Start date.	Target date.	BRAG.	Overall status.	Comment.
									subject to review by the Corporate Management Team.
04 – Electronic Documentation and Records Management System.	Arrange for the introduction of an Electronic Document and Records Management System using SharePoint.	Gavin Mitchell.	Green.	In progress.	1 April 2016.	31 March 2018.	Blue.	Complete.	Funding for the EDRMS Project has been approved and arrangements for its implementation have been agreed and are in place. The practical roll-out will be managed by the Council as a corporate project going forward. In the circumstances it is proposed that this action is closed and a new action to roll-out the project with an end date of 31 March 2019 be added, with ownership retained by Corporate Services.
05 – General Data Protection Regulation.	Prepare for the General Data Protection Regulation	Gavin Mitchell.	Green.	In progress.	1 April 2016.	30 June 2018.	Green.	In progress.	An Action Plan to prepare for the General Data Protection Regulation has been

Action.	Description.	Lead.	Previous period September 2017.		Current period March 2018.				
			BRAG.	Overall status.	Start date.	Target date.	BRAG.	Overall status.	Comment.
	coming into law in Summer 2018.								agreed by the Corporate Management Team. Progress is reported on an eight-weekly basis to the Executive Director of Corporate Services.
06 - Data Protection Information Sharing Protocols.	Arrange to have key Information Sharing Protocols in place to support the Prevent work and Getting it Right for Every Child procedures.	Gavin Mitchell.	Amber.	In progress.	1 April 2016.	31 March 2018.	Red.	Overdue.	The Information Sharing Protocol (ISP) for Prevent has been agreed and signed by all parties. The ISP for Getting It Right for Every Child was intended, in part, to reflect relevant provisions contained within the proposed Named Person legislation. However that legislation has been delayed as a result of a finding by the Supreme Court that a number of information sharing sections contained within the Bill did not comply with human

Action.	Description.	Lead.	Previous period September 2017.		Current period March 2018.					
			BRAG.	Overall status.	Start date.	Target date.	BRAG.	Overall status.	Comment.	
										rights law. No firm indication has been provided by the Scottish Government as to when the necessary amendments will be made and presented to the Scottish Parliament. In the meantime, an ISP is now being prepared without reference to the Named Person legislation on the proviso that there will be an opportunity to review the ISP if and when the Named Person legislation is passed. It is proposed that the target date on this by extended to 31 March 2019.
07 – Council website information development.	Collaborate with services to publish information on the Council's	Gavin Mitchell.	Blue.	Complete.	1 April 2016.	30 September 2017.	Blue.	Complete.	This action was reported as complete to the Policy and Resources Committee	

Action.	Description.	Lead.	Previous period September 2017.		Current period March 2018.				
			BRAG.	Overall status.	Start date.	Target date.	BRAG.	Overall status.	Comment.
	website, including information that it frequently the subject of Freedom of Information.								meeting on 28 November 2017.
08 – HR/Payroll system development.	Develop the use of electronic systems to support the routine transactional business associated with employee record administration and the work of HR and Performance.	Andrew Groundwater.	Red.	Overdue.	1 April 2016.	31 December 2017.	Red	Overdue.	The Phase 2 bid for the HR/Payroll system has been approved giving a 2-year extension. A Project Initiation Document plan has been drafted to take the project through to January 2020. This action point will be refreshed accordingly for the service plan.
09 – E-procurement.	Complete the full implementation of e-procurement across the procurement team.	Hayley Green.	Amber.	In progress.	1 April 2016.	31 March 2018.	Red.	Overdue.	Responsibility for the completion of this action is fully dependent on the successful implementation of the Purchase to Pay module within Integra, and this work is being

Action.	Description.	Lead.	Previous period September 2017.		Current period March 2018.				
			BRAG.	Overall status.	Start date.	Target date.	BRAG.	Overall status.	Comment.
									progressed by the Integra Finance Project. The target date for this has been revised to December 2019. As a result of this, it would be sensible to revise the target date of this action to 31 March 2020.
10 – 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 into asset management.	Hayley Green.	Red.	Overdue.	1 April 2016.	31 September 2017.	Red.	Overdue.	Due to competing priorities this work has slipped behind schedule and it is requested that a new target date of 31 December 2018 be agreed. This would allow work to be carried out over the Autumn with an options paper to be developed for Senior Management Team to establish whether this project should continue as it will require further resourcing.

Action.	Description.	Lead.	Previous period September 2017.		Current period March 2018.				
			BRAG.	Overall status.	Start date.	Target date.	BRAG.	Overall status.	Comment.
11 – 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.	Blue.	Complete.	1 April 2016.	31 March 2017.	Blue.	Complete.	This action was reported as complete to the Policy and Resources Committee meeting on 28 November 2017.
12 – Unified communications.	Progress to the completion the implementation of a unified communications system across the Council headquarters at School Place (phase 1).	Hayley Green.	Green.	In progress.	1 April 2016.	30 September 2017.	Red.	Overdue.	Phase 1 of the Unified Communications Project is the implementation of Office365 for email. This is on track for implementation by 31 May 2018 and very good progress is being made. The Council is working with an external partner, which is

Action.	Description.	Lead.	Previous period September 2017.		Current period March 2018.				
			BRAG.	Overall status.	Start date.	Target date.	BRAG.	Overall status.	Comment.
									mitigating the concerns that were in place regarding lack of capacity within the IT Team. Phase 2, which will include options around telephony, will be scoped during 2018. Depending on which solution is agreed the cost could either be met from existing Capital Funding (replacement system), or additional revenue funding may need to be explored (extension to the Office 365 licence to include telephony functionality). It is proposed that the target date of this action be extended to 31 March 2021.
13 – Area network.	Deliver the Council's Wide Area Network including	Hayley Green.	Blue.	Complete.	1 April 2016.	30 September 2017.	Blue.	Complete.	This action was reported as complete to the Policy and Resources Committee

Action.	Description.	Lead.	Previous period September 2017.		Current period March 2018.				
			BRAG.	Overall status.	Start date.	Target date.	BRAG.	Overall status.	Comment.
	replacement of the Pathfinder North network, PSN connectivity and transition to SWAN.								meeting on 28 November 2017.
14 – Change review of modernising IT and digital shift.	Progress to completion phase 1 of the change review modernising IT and digital shift.	Hayley Green.	Green.	In progress.	1 April 2016.	31 December 2017.	Blue.	Complete.	Phase 1 was completed on time and met the deadline of this action by 31 December 2017.
15 – Alcohol licensing policy.	Develop and publish a statement of alcohol licensing policy.	Gavin Mitchell.	Green.	In progress.	7 April 2017.	30 November 2018.	Green.	In progress.	A draft Statement of Alcohol Licensing Policy will be presented to the Licensing Board in Summer 2018 and will thereafter be subject to statutory consultation. It is anticipated that a final version of the Statement of Alcohol Licensing Policy will be presented to the Licensing Board for approval in Autumn 2018.

Action.	Description.	Lead.	Previous period September 2017.		Current period March 2018.				
			BRAG.	Overall status.	Start date.	Target date.	BRAG.	Overall status.	Comment.
16 – Asset Management.	Progress to completion phase 2 of the change review of asset management.	Hayley Green.	Green.	In progress.	7 April 2017.	31 March 2018.	Red.	Overdue.	Work is underway on the first tranche of assets within this Change Review. As this is a rolling programme of actions, suggest the target date be revised to 31 March 2019.
17 – Procurement.	Progress to completion phase 2 of the change review of procurement.	Hayley Green.	Green.	In progress.	7 April 2017.	31 March 2018.	Red.	Overdue.	Work is underway on this Change Review. However, due to delays with the Integra Finance Project, delivery of the Purchase to Pay module is now expected by December 2019, as it is therefore suggested that the target date for this action be revised to 31 March 2020.
18 – Digital strategy.	Develop the digital strategy delivery plan and, with support from senior officers across the Council, deliver a	Hayley Green.	Green.	In progress.	7 April 2017.	31 March 2020.	Green.	In progress.	Both the Digital Strategy and the Digital Strategy Action Plan have been approved. Work is underway on the delivery of the actions within the plan, and

Action.	Description.	Lead.	Previous period September 2017.		Current period March 2018.				
			BRAG.	Overall status.	Start date.	Target date.	BRAG.	Overall status.	Comment.
	service which takes advantage of improvements in digital technology to improve services for our customers and a more digitally developed and confident workforce.								good progress is being made.
19 – Locality Plan.	Progress the Locality Plan for the non-linked isles contained within the Local Outcomes Improvement Plan 2017 to 2020.	Anna Whelan.	Green.	In progress.	7 April 2017.	31 March 2020.	Green.	In progress.	Consultation on the draft Locality Plan was carried out in February 2018 and the plan was finalised and approved by the Orkney Partnership Board on 19 March 2018. Relevant actions in the plan have been assigned to the appropriate Delivery Groups or partner agencies, and the Strong Communities Delivery Group has

Action.	Description.	Lead.	Previous period September 2017.		Current period March 2018.				
			BRAG.	Overall status.	Start date.	Target date.	BRAG.	Overall status.	Comment.
									been delegated to oversee delivery of the plan.
20 – Place Standard.	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 new locality plans for selected areas to be agreed by the Orkney Partnership Board.	Anna Whelan.	Green.	In progress.	7 April 2017.	31 March 2020.	Green.	In progress.	Officers in Community Planning have been working with Development and Marine Planning to prepare the Place Standard consultation for Your Kirkwall. The results will be used to inform the selection of the next location for a partnership Locality Plan.
21 – Participatory budgeting.	Working with colleagues in Finance, explore options to further develop Participatory	Anna Whelan.	Green.	In progress.	7 April 2017.	31 March 2019.	Green.	In progress.	An options report was submitted to the Senior Management Team in October 2018. The Senior Management Team agreed to

Action.	Description.	Lead.	Previous period September 2017.		Current period March 2018.					
			BRAG.	Overall status.	Start date.	Target date.	BRAG.	Overall status.	Comment.	
	budgeting in line with national policy drivers and the Council's strategic plan.									research all options further, including consultation with community councils and the public. Community councils will be invited to consider the various Participatory Budgeting options at their annual conference in June 2018.
22 – Participation requests.	Implement the Council's new participation requests policy and publish the Council's first statutory annual report.	Anna Whelan.	Green.	In progress.	7 April 2017.	30 June 2018.	Green.	In progress.	No participation requests were received by the Council up to end March 2018. Two strands of staff training are being organised, externally in liaison with the Scottish Community Development Centre and internally by the Consultation and Engagement Officers' Group. A report on the first year of the pilot will be submitted to the Policy and Resources	

Action.	Description.	Lead.	Previous period September 2017.		Current period March 2018.				
			BRAG.	Overall status.	Start date.	Target date.	BRAG.	Overall status.	Comment.
									Committee on 19 June 2018.
23 – 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).	Gillian Morrison	Green.	In progress.	7 April 2017.	31 March 2018.	Blue.	Complete.	Staffing reductions and changes have been implemented following the approval of the Council budget for 2018 to 2019. A new action to meet the Best Value Response Plan will be introduced to develop a more detailed service workforce plan.
24 – Corporate Workforce Plan.	Co-ordinate the Council's corporate progress on its Workforce Plan through creation of a SMART action plan.	Andrew Groundwater.	Green.	In progress.	7 April 2017.	31 December 2017.	Red.	Overdue.	The creation of an action plan has been superseded by the recommendation within the Best Value Audit in relation to Workforce Planning and the work will be taken forward under that. An update report is to be made available to the HR Subcommittee on 31 May 2018 and an action will

Action.	Description.	Lead.	Previous period September 2017.		Current period March 2018.				
			BRAG.	Overall status.	Start date.	Target date.	BRAG.	Overall status.	Comment.
									be taken forward under the new Council Delivery Plan.
25 – Service Training Priorities.	Co-ordinate the development of service and corporate training plans based on the learning and development priorities identified.	Andrew Groundwater.	Green.	In progress.	7 April 2017.	31 March 2018.	Blue.	Complete.	Each service has now completed and agreed a Service Learning Plan.
26 – Redeployment and re-skilling	Review the Council's approach to redeployment and re-skilling, with regard to budget plans.	Andrew Groundwater.	Green.	In progress.	7 April 2017.	31 March 2018.	Red.	Not started.	The approach to redeployment and re-training was no longer considered an operational priority in 2017 to 2018, due to the relatively small impact on staffing through budget setting for 2018 to 2019. The matter will be re-looked at together with our workforce planning and a new target agreed of 31 March 2019

Action.	Description.	Lead.	Previous period September 2017.		Current period March 2018.				
			BRAG.	Overall status.	Start date.	Target date.	BRAG.	Overall status.	Comment.
27 – Equality outcomes.	Review and develop and new set of equality outcomes for the Council.	Andrew Groundwater.	Green.	In progress.	7 April 2017.	30 June 2018.	Green.	In progress.	Draft new Equality Outcomes will be considered by the Corporate Management Team on 25 April 2018 with a view to reporting them for approval to the Policy and Resources Committee on 19 June 2018.
28 – Change review of staff and workforce planning.	Progress to completion phase 2 of the change review of staff and workforce planning.	Andrew Groundwater.	Green.	In progress.	7 April 2017.	31 March 2019.	Green.	In progress.	A Senior Management Team decision was taken to pause this work due to a number of unforeseen factors, with the main review due to get back underway in 2018. An update report is to be submitted to the HR Sub-committee on 31 May 2018.
29 – Local Government Benchmark Framework.	Review the Council's approach to the Local Government Benchmark	Andrew Groundwater.	Green.	In progress.	7 April 2017.	31 March 2018.	Blue.	Complete.	Local Government Benchmark Framework guidance has been considered and

Action.	Description.	Lead.	Previous period September 2017.		Current period March 2018.				
			BRAG.	Overall status.	Start date.	Target date.	BRAG.	Overall status.	Comment.
	Framework by creating a local framework to maximise benefits.								approved and is now being implemented.
30 – Best Value.	Co-ordinate the Council's Best Value improvement plan.	Andrew Groundwater.	Green.	Not started.	7 April 2017.		Green.	In progress.	A draft Best Value Audit Report response plan has been drafted and is to be considered at Policy and Resources Committee on 17 April 2018. A timescale for completion of this action point will be added to the Service Plan in accordance with this. It is proposed that a target date of 31 March 2020 be set.
31 – Phase 2 change reviews.	Support and co-ordinate phase 2 of the high level change reviews during the implementation period.	Kenny Low.	Green.	In progress.	7 April 2017.	31 March 2018.	Blue.	Complete.	Support has been provided to Review Leads in relation to the delivery stage for all 7 Change Reviews. The additional savings options anticipated from each of these has been

Action.	Description.	Lead.	Previous period September 2017.		Current period March 2018.				
			BRAG.	Overall status.	Start date.	Target date.	BRAG.	Overall status.	Comment.
									integrated within the 2018 to 2019 savings options. A new action will be introduced to reflect an additional year of Change Programme activity to support implementation, target date 31 March 2019.
32 – Phase 1 Change Reviews.	Support and co-ordinate phase 1 of the change reviews during the scoping, option appraisal and recommendations period.	Kenny Low.	Green.	In progress.	7 April 2017.	31 March 2018.	Blue.	Complete.	Programme support has focussed on the Modernising IT and Orkney's Learning Landscape reviews during the first half of the financial year, with these findings presented to the Policy and Resources Committee on 28 November 2017. Support will now focus on Phase 2 or implementation of these recommendations.

Action.	Description.	Lead.	Previous period September 2017.		Current period March 2018.				
			BRAG.	Overall status.	Start date.	Target date.	BRAG.	Overall status.	Comment.
33 – 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.	Kenny Low.	Green.	In progress.	7 April 2017.	31 March 2018.	Blue.	Complete.	Support provided to SMT from February 2017 up to and including the budget setting day of 22 February 2018 in relation to planning the budget process and the integration of all of the key elements and associated processes.
34 – 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.	Kenny Low.	Green.	In progress.	7 April 2017.	31 October 2017.	Blue.	Complete.	Support provided for the incorporation of Communication and Engagement templates for each savings option - a new feature within the budget setting process. These provide the basis for planning effective Communication and Engagement in relation to the delivery of many of the savings options considered.

## **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.