

## Annex 1

### Corporate Services – Service Plan Actions for Six Months Ending 31 March 2016

Action	Lead	Previous Period – September 2015		Current Period – March 2016				
		Overall Status	BRAG	Start Date	Target	Overall Status	BRAG	Comment
<b>01</b> - Welfare reform - Implement new services as a result of the Welfare Reform Act 2012 including Universal Credit.	Gillian Morrison	In Progress	Green	01-04-2013	31-03-2016	Complete	Blue	Although this specific action point has been concluded, following enactment of the Scotland Bill 2015/16, further work on Welfare Reform will be required. Therefore a new specific action point has been included within the new Service Plan 2016-19.
<b>02</b> - Records management - Implement a Records Management Plan.	Gavin Mitchell	In Progress	Green	01-04-2013	31-03-2016 (Original target = 31-12-2016)	Complete	Blue	The draft Records Management Plan, agreed by Corporate Management Team, was submitted to the Keeper of the Records of Scotland by the deadline, 29 January 2016. Further steps will need to be taken to implement the Plan, therefore a new specific action point has been included within the new Service Plan 2016-19.

Action	Lead	Previous Period – September 2015		Current Period – March 2016				
		Overall Status	BRAG	Start Date	Target	Overall Status	BRAG	Comment
<b>03</b> - Complaints monitoring - Publish on a quarterly basis the outcomes of complaints, trends in complaints and any actions taken in response to complaints.	Gavin Mitchell	Overdue	Red	01-04-2013	31-07-2015	Complete	Blue	The complaints statistics are now published every quarter along with the lessons learnt, and an Annual Report will be prepared for presentation to the September meeting of the Monitoring and Audit Committee.
<b>04</b> - Recruitment portal rollout - Progress to completion the rollout of the recruitment portal.	Andrew Groundwater	In Progress	Green	01-04-2013	31-12-2015	Overdue	Red	Further progress has been made: the job approval process has been moved entirely online; service administrators and managers provided with training and guidance; and Human Resource staff provided with training to support further rollout including online shortlisting. Some desired actions remain to be completed before this action can be completed. This action point remains a significant priority for Corporate Services, and has therefore been carried over into the new Service Plan 2016-19, with an extended target date.

Action	Lead	Previous Period – September 2015		Current Period – March 2016				
		Overall Status	BRAG	Start Date	Target	Overall Status	BRAG	Comment
<b>05</b> - Building cleaning standards - Continue to completion the current phased introduction of new building cleaning standards over the four year period which commenced with SIP facilities in financial year 2012/13.	Hayley Green	In Progress	Green	01-04-2013	31-03-2017	Complete	Blue	The phased introduction of new building cleaning standards is now an ongoing process, and therefore business as usual rather than a specific action point.
<b>06</b> - Building cleaning/catering systems - Develop common building cleaning and catering management and budget systems.	Hayley Green	In Progress	Green	01-04-2013	31-03-2016 (Original target = 31-03-2015)	Overdue	Red	The provision of sufficient administrative support in this area remains an issue. As this is an operational issue, this action point has therefore been transferred to the Buildings and Facilities Team Plan.
<b>07</b> - Corporate assets - Maintain and seek to improve the standard of corporate assets and maximise benefits from existing assets through corporate asset plans and linked financial planning.	Hayley Green	In Progress	Green	01-04-2013	31-03-2016	Overdue	Red	Individual Heads of Service continue to work on their respective Asset Management Plans but progress on this has been slower than anticipated. These will be progressed through the appropriate Service Committee and coordinated through the Capital Planning and Asset Management Sub Group. The next meeting of this

Action	Lead	Previous Period – September 2015		Current Period – March 2016				
		Overall Status	BRAG	Start Date	Target	Overall Status	BRAG	Comment
								Group is being scheduled for June 2016. This action point has been reviewed and clarified to reflect Corporate Property rather than Corporate Assets, and carried over into the new Service Plan 2016-19, with an extended target date.
<b>08</b> - Asset management data handling - Review data handling processes with regard to the development of Asset Management Plans.	Hayley Green	In Progress	Green	01-04-2013	31-03-2016 (Original target = 31-07-2015)	Complete	Blue	The new Asset Management System (Concerto) was implemented on 31 March 2016 as planned. Work continues now to migrate the full dataset across to the new system and there needs to be a new project during 2016/17 in order to introduce full Management Reporting.
<b>09</b> - Procurement policy - Through annual review, ensure a robust, efficient and compliant procurement policy and function.	Hayley Green	In Progress	Green	01-04-2013	31-03-2016	Overdue	Red	Good progress continues to be made. The Procurement Member Officer/Working Group met on 25 April 2016 and discussed, amongst other things, development of a 'Meet the Buyer' event

Action	Lead	Previous Period – September 2015		Current Period – March 2016				
		Overall Status	BRAG	Start Date	Target	Overall Status	BRAG	Comment
								which is being organised by Procurement together with colleagues in Business Gateway and Economic Development. There have been lengthy discussions with Scotland Excel about use by the Council of the 2016/17 Procurement and Commercial Improvement Programme (PCIP) to meet Orkney's particular needs.
<b>10</b> - E-procurement - Implement standard e-procurement processes for procurement staff to enable them to better manage high value/high risk procurement activities.	Hayley Green	In Progress	Green	01-04-2013	31-03-2016 (Original target = 31-12-2014)	Overdue	Red	The e-procurement system is now in use and is applied on a case by case basis, where appropriate. In practice this has been very infrequent. Training is still to be arranged and is now a priority. Once complete the Procurement team will be able to take full advantage of the system and this will also be cascaded to other Council staff through implementation of the Procurement Strategy, Procurement Improvement Plan and Procurement Forum. This action will be

Action	Lead	Previous Period – September 2015		Current Period – March 2016				
		Overall Status	BRAG	Start Date	Target	Overall Status	BRAG	Comment
								carried over into the new Service Plan 2016-19 with an extended target date.
<b>11</b> - Health and social care governance - Establish financial governance and accountability arrangements with NHS Orkney and Chief Finance Officer for integrating Health and Social Care	Gareth Waterson	In Progress	Amber	01-04-2013	31-03-2016 (Original target = 31-12-2014)	Complete	Blue	This action point has been progressed to completion.
<b>12</b> - OCPP governance - Address any required changes to OCPP governance and accountability arrangements arising from the Scottish Government review of community planning, the Community Empowerment Bill, or the Community Planning Audit, including workshop programme.	Anna Whelan	In Progress	Green	01-04-2013	31-03-2016	Complete	Blue	This action point has been progressed to completion, albeit with a number of small matters that may need to be revisited at some future date.
<b>13</b> -Administrative support's systems and procedures– Take action to mitigate management capacity issues, and to prioritise business processes and systems for	Anna Whelan	In Progress	Green	01-04-2014	31-03-2016 (Original target = 31-	Complete	Blue	Administrative Support's systems and procedures are now business as usual, rather than a specific action point.

Action	Lead	Previous Period – September 2015		Current Period – March 2016				
		Overall Status	BRAG	Start Date	Target	Overall Status	BRAG	Comment
review; subject to capacity, develop standard templates and procedures ensuring consistency of approach and continuity within Corporate Services.					03-2015)			
<b>14</b> - Support the integration of health and social care – Support staffing elements of the integration through the delivery of the joint Organisational Development Plan.	Andrew Groundwater	In Progress	Amber	01-04-2014	31-12-2015 (Original target = 31-12-2014)	Complete	Blue	The protocol for the joint staff forum has been approved by both the Council and NHS Orkney. There remains a number of organisational development related tasks to progress, and these are being monitored via the Integration Joint Board Working Group. Therefore these support services are now business as usual, rather than a specific action point.
<b>15</b> - Welfare Reform – Develop services to underpin the roll out of Universal Credit.	Gareth Waterson	In Progress	Green	01-04-2014	31-12-2016	Complete	Blue	Developing services to underpin the rollout of Universal Credit is now an ongoing process, and therefore business as usual rather than a specific action point.

Action	Lead	Previous Period – September 2015		Current Period – March 2016				
		Overall Status	BRAG	Start Date	Target	Overall Status	BRAG	Comment
<p><b>16</b> - Review of office accommodation – Review accommodation throughout the Council to make more effective and efficient use of Orkney Islands Council’s property assets, and identify an initial programme of priorities within a phased timeframe for the better use of property assets.</p>	Hayley Green	In Progress	Green	01-04-2014	31-12-2015 (Original target = 31-12-2014)	Complete	Blue	A report from the first phase of this action was submitted to the Senior Management Team in December 2015; this in effect completes the scope of the original action as a set of principles have been agreed. The next phase is to establish the practicalities of any changes to Council Head Quarters at School Place, Kirkwall, in line with the agreed principles and to identify costs as well as savings. Options are being considered, including best practice in other Local Authorities and lessons learned from implementing similar schemes. An update will be considered by the Senior Management Team in June 2016.
<p><b>17</b> - HR policies and procedures – Ensure HR policies and procedures are kept up to date, and undertake review, or creation of new policy, on a minimum</p>	Andrew Groundwater	Complete	Blue	01-04-2014	30-06-2015	Complete	Blue	This action point has been progressed to completion.

Action	Lead	Previous Period – September 2015		Current Period – March 2016				
		Overall Status	BRAG	Start Date	Target	Overall Status	BRAG	Comment
of 6 over the next 12 months.								
<b>18</b> - Further develop use of Aspireview – Rollout monitoring of committee action sheets on Aspireview.	Andrew Groundwater	In Progress	Green	01-04-2014	31-03-2016 (Original target = 31-10-2014)	Complete	Blue	This action point has been progressed to completion.
<b>19</b> - Equalities priorities – Report on progress towards achieving the equality outcomes, mainstreaming the equality duty and gathering and using employment information.	Andrew Groundwater	Complete	Blue	01-04-2014	30-04-2015	Complete	Blue	This action point has been progressed to completion.
<b>20</b> - Pension system software – Implement the Heywoods Pension System software and transfer manual service records to the system.	Gareth Waterson	In Progress	Amber	01-04-2014	31-03-2016 (Original target = 31-03-2015)	Overdue	Red	Since the implementation of the software and manual records transfer has not yet been completed, this action will be carried over into the new Chief Executive's Service Plan 2016-19, with an extended target date.

Action	Lead	Previous Period – September 2015		Current Period – March 2016				
		Overall Status	BRAG	Start Date	Target	Overall Status	BRAG	Comment
<b>21</b> - Change Programme – Develop an assessment and prioritisation system for existing and future service budgets.	Kenny Low	Complete	Blue	01-04-2014	31-07-2015 (Original target = 30-19-2014)	Complete	Blue	This action point has been progressed to completion.
<b>22</b> - Change Programme – Develop an integrated Medium Term Resource Strategy 2015/16 to 2017/18.	Kenny Low	Complete	Blue	01-04-2014	30-09-2015 (Original target = 31-01-2015)	Complete	Blue	This action point has been progressed to completion.
<b>23</b> -Local Outcomes Improvement Plan (LOIP)– Develop a new LOIP (Community Plan) for 2015-18 for Orkney Community Planning Partnership, in accordance with the Community Empowerment (Scotland) Act 2015 and guidance, and subject to	Anna Whelan	In Progress	Green	01-04-2015	31-03-2016	Complete	Blue	This action point has been progressed to completion, albeit with a number of small matters that may need to be revisited at some future date.

Action	Lead	Previous Period – September 2015		Current Period – March 2016				
		Overall Status	BRAG	Start Date	Target	Overall Status	BRAG	Comment
consultation with community planning partners and wider Orkney community.								
<b>24</b> - Local Outcomes Improvement Plan – Review, revise and update the Local Outcomes Improvement Plan on a rolling basis and submit periodically to the Policy and Resources Committee and Orkney Partnership Board for approval, on a schedule to be determined by the Board.	Anna Whelan	Not started	Green	01-04-2015	31-03-2018	In progress	Green	Orkney's Community Plan (incorporating the Local Outcomes Improvement Plan) for 2015-18 was adopted by the Council and the Orkney Partnership Board in November 2015. This action point has been widened to reflect other Community Planning and Local Outcomes Improvement Plan matters, and has been carried over into the new Service Plan 2016-19.
<b>25</b> - 2013 Staff Survey implementation – Implement the action plan resulting from the 2013 Staff Survey.	Andrew Groundwater	In Progress	Green	01-04-2015	31-03-2016	Complete	Blue	An update meeting and evaluation of progress was undertaken with the staff groups in December 2015. Implementation of the action plan associated with the Staff Survey is now an ongoing process, and therefore business as usual rather than a specific action

Action	Lead	Previous Period – September 2015		Current Period – March 2016				
		Overall Status	BRAG	Start Date	Target	Overall Status	BRAG	Comment
								point.
<b>26</b> - Workforce planning – Develop workforce planning approach, identifying key challenges for the Council and for individual services, and through the development of workforce plans.	Andrew Groundwater	In Progress	Green	01-04-2015	30-09-2016	In Progress	Green	Workforce planning guidance has been sent out to Services. Workforce data has been gathered and collated by HR. Meetings are scheduled with service management teams to further progress the work so progress continues to be made, and this action point has been carried over into the new Service Plan 2016-19.
<b>27</b> - Training Efficiency review – Develop service training plans and address training budgetary changes through the Training Officers Group.	Andrew Groundwater	In Progress	Amber	01-04-2015	31-03-2016	Overdue	Red	Some practical difficulties have been found in carrying through the financial/ budgetary recommendations within the original efficiency review, and these are being further considered with Finance colleagues, and this part of the action point has been carried over into the new Service Plan 2016-19. The development of a training suite has been subsumed within the Accommodation Review, rather than progressing as a

Action	Lead	Previous Period – September 2015		Current Period – March 2016				
		Overall Status	BRAG	Start Date	Target	Overall Status	BRAG	Comment
								stand alone item.
<b>28 - Integra financial management system – Develop capacity - It is proposed that this project be included in the Service Plan but to avoid duplication, it will be monitored through the Change Programme</b>	Gareth Waterson	Not Started	<b>Green</b>	01-04-2015	31-12-2016	In Progress	<b>Green</b>	<p>This project is aimed at developing the functionality of the Integra Finance System including moving to electronic purchase ordering and online catalogues; the move to “workflow” for processing travel and expenses claims; improved reporting of financial performance and utilisation of the budgeting module of the system. The project initiation date has changed from 1 October 2015 to 1 April 2016. The deviation is due to the time taken to fill the project manager and project officer posts. This action point has been carried over into the new Chief Executive’s Service Plan 2016-19.</p> <p>This is also a Change Programme project. The Change Programme Highlight report for April</p>

Action	Lead	Previous Period – September 2015		Current Period – March 2016				
		Overall Status	BRAG	Start Date	Target	Overall Status	BRAG	Comment
								2016 reported that the status of the project was GREEN and that the following work has been completed: <ul style="list-style-type: none"> <li>• Project officer in post</li> <li>• High level budget setting and monitoring process map completed</li> <li>• High level expenses process map completed</li> <li>• Completion of “exceptions report 01 – project initiation date change”</li> <li>• Project office set-up pending activation of additional network points.</li> </ul>
<b>29</b> - Change Programme – Work with HR and communications to develop and deliver a staff and public communication and engagement plan.	Kenny Low	In Progress	Green	01-04-2015	31-03-2016	Complete	Blue	With the completion of this action point, a new specific action point has been included within the new Service Plan 2016-19.
<b>30</b> - Data protection - Develop and implement information sharing protocols and procedures to ensure	Gavin Mitchell	In Progress	Green	01-04-2015	31-03-2016	Overdue	Red	The Scottish Accord on Sharing Personal Information (SASPI) framework has been

Action	Lead	Previous Period – September 2015		Current Period – March 2016				
		Overall Status	BRAG	Start Date	Target	Overall Status	BRAG	Comment
that information is shared in accordance with the Data Protection Act 1998.								adopted by the Council, NHS Orkney and Voluntary Action Orkney. The key Information Sharing Protocol (ISP) with NHS Orkney and the Council to support the work of Orkney Health and Care has been agreed by both organisations. The Council has drafted key ISPs to support the Prevent work. As part of the ongoing Information Governance work, all information sharing arrangements between the Council and its key partners will then be reviewed periodically. This action point has been carried over into the new Service Plan 2016-19, with an extended target date.
<b>31</b> - Complaints – Develop and implement a corporate unacceptable actions policy to complement the Complaints Handling Procedure to help staff manage any challenging customer behaviour.	Gavin Mitchell	In Progress	Green	01-04-2015	31-12-2015	Complete	Blue	This action point has been progressed to completion.

Action	Lead	Previous Period – September 2015		Current Period – March 2016				
		Overall Status	BRAG	Start Date	Target	Overall Status	BRAG	Comment
<b>32</b> - Licensing – Develop guidance handbooks for members of the Licensing Sub-committee and Orkney Islands Area Licensing Board following the local government elections in 2017.	Gavin Mitchell	In Progress	Green	01-04-2015	30-04-2017	In Progress	Green	Progress continues to be made, and this action point has been carried over into the new Service Plan 2016-19.
<b>33</b> - Licensing - Develop and implement a new Statement of Gambling Policy for the Orkney Islands Area Licensing Board.	Gavin Mitchell	Complete	Blue	01-04-2015	31-12-2015	Complete	Blue	This action point has been progressed to completion.
<b>34</b> - Registration - Carry out a consultation exercise in respect of the provision of registration services on the islands.	Gavin Mitchell	Overdue	Red	01-04-2015	31-10-2015	Complete	Blue	This action point has been progressed to completion.
<b>35</b> - Our Islands Our Future - Draft a response to consultation on a proposed Islands Bill.	Gavin Mitchell	In Progress	Green	01-04-2015	30-04-2016	Complete	Blue	This action point has been progressed to completion.
<b>36</b> - Engagement with staff and Trade Unions – Investigate and report on formal structures of consultation with staff and trade unions.	Andrew Groundwater	In Progress	Green	01-04-2015	30-09-2016	Complete	Blue	This action point has been progressed to completion within the context of the service plan, however, further work in respect of engagement with staff and the trade unions is set to be

Action	Lead	Previous Period – September 2015		Current Period – March 2016				
		Overall Status	BRAG	Start Date	Target	Overall Status	BRAG	Comment
								progressed working with the Change Programme.
<b>37</b> - 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	In Progress	Green	01-04-2015	31-03-2016	Overdue	Red	The Integration Joint Board has yet to determine whether NHS Orkney or the Council shall provide the internal audit service for the Board. In the meantime work is ongoing in keeping up to date with developments and determining the internal audit work required. Therefore this action point has been carried over into the new Service Plan 2016-19 with an extended target date.
<b>38</b> - 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	In Progress	Green	01-04-2015	31-12-2016	In Progress	Green	A self-assessment of the internal audit service against the Public Sector Internal Audit Standards has been completed and an action plan prepared. Progress continues to be made, and this action point has been carried over into the new Service Plan 2016-19.

Action	Lead	Previous Period – September 2015		Current Period – March 2016				
		Overall Status	BRAG	Start Date	Target	Overall Status	BRAG	Comment
<p><b>39 - Asset Management -</b> Assess the impact of the Community Empowerment (Scotland) Bill, with particular reference to Community Asset Transfer, and develop a policy (if needed) and procedures that support the Council's obligations.</p>	Hayley Green	In Progress	Green	01-04-2015	31-03-2016	Overdue	Red	<p>A draft Community Asset Transfer (CAT) policy and guidance document was drafted and discussed within a cross-service Officer Group at the end of 2015. The policy was on track to be delivered by 31 March 2016, however work was suspended early in 2016 when a consultation process on the statutory guidance began. The view was taken that it would be sensible to wait for the statutory guidance to be issued and then develop the OIC Policy and guidance around that. The closing date for responses is 20 June 2016. In the meantime any requests from the community will be actioned in line with existing policies, and this action point has been carried over into the new Service Plan 2016-19, with an extended target date.</p>

Action	Lead	Previous Period – September 2015		Current Period – March 2016				
		Overall Status	BRAG	Start Date	Target	Overall Status	BRAG	Comment
<b>40</b> - Pension Fund – Carry out a review of the Orkney Islands Council Pension Fund Investment Strategy	Gareth Waterson	In Progress	Green	01-04-2015	29-02-2016	Complete	Blue	Although this specific action point has been concluded, further work may still be required. Therefore a new specific action point has been included within the new Chief Executive's Service Plan 2016-19.
<b>41</b> - Strategic Reserve Fund – Carry out a review of the Strategic Reserve Fund Investment Strategy and funding level	Gareth Waterson	In Progress	Green	01-04-2015	29-02-2016	Complete	Blue	This action point has been progressed to completion.
<b>42</b> - HR/Payroll system - Develop the use of electronic systems to support the routine transactional business of HR and Performance.	Andrew Groundwater	In Progress	Green	01-04-2013	31-12-2016	In Progress	Green	The Change Project on the HR/Payroll has been initiated, and this action point has been reviewed, clarified, and carried over into the new Service Plan 2016-19 with a new target date to reflect duration of agreed project.

### Personnel key

**Executive Director of Corporate Services** – Gillian Morrison

**Head of Finance** – Gareth Waterson

**Head of HR and Performance** – Andrew Groundwater

**Head of Legal Services** – Gavin Mitchell

**Head of Buildings 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.