



Scottish Information
Commissioner
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Operational Plan 2017-18 Monitoring Report

Scottish Information Commissioner

Introduction

Introduction

This document sets out the Scottish Information Commissioner's operational plan for the period from 1 April 2017 to 30 September 2018. The plan explains how we will realise the Commissioner's vision and strategic aims, and provides a tool for on-going monitoring of outcomes and management of resources, financial and human.

Vision

Freedom of Information will add demonstrable value to public services and contribute positively to the transparency and accountability of public functions in Scotland

Strategic aims

To realise this vision, the Commissioner's office will:

- (1) **Support** the on-going development of Scottish public sector culture and practice where the sharing and disclosing information is routine, and which actively serves openness, transparency and the public interest
- (2) **Help** people to be familiar with their rights to access information and exercise them knowledgeably and responsibly
- (3) **Enable and support** Scottish public authorities to develop and maintain high standards of FOI policy and practice. We will do this through a combination of regulation, advice and assistance, and appropriate collaboration. This includes promoting embedding FOI in good communication, excellent customer service, creation and management of records and in supporting efficient, equitable and accountable delivery of statutory functions
- (4) **Contribute positively** to Scotland being respected as a world-leader in openness, transparency, and access to information law, policy and practice. Including supporting the development of Scottish access to information law to ensure it remains fit for purpose
- (5) **Be recognised** as an organisation of accessible experts, that is run efficiently, governed effectively and leads by example in the delivery of its statutory functions. We will ensure that delivery of our functions meets and keeps pace with recognised standards and national public service improvements, and is delivered openly and transparently.

Structure of the operational plan

The plan is laid out as a programme of actions listed under types of operational activity, with cross references to which strategic aim(s) it supports. The actions listed are a mixture of "business as usual" and one-off projects. Each functional area is shown on a separate tab.

This is a working document which forms the basis of on-going monitoring and assessment. In general, business as usual will be managed and monitored in line with set targets, performance indicators, established reporting structures and approved policy. Project-based work will be managed according to sound project management principles and practice. Each project will be scoped, then initiated by the Senior Management Team and reported on monthly for its duration.

Monitoring and reporting

Progress against plan will be reviewed monthly. An update of progress against plan, using a traffic-light system, will be published quarterly. Achievement and output against individual line items will be assessed and reported in line with the organisational targets and indicators and measures set out in our Performance and Quality Framework.

Resources

The Commissioner's budget for 2017-18 is **£1,573,000**:

- Total staff costs: **£1,273,700**
- Total revenue costs: **£295,800**
- Capital expenditure: **£3,500**

KEY

- BAU:** Business as Usual
- DHOE:** Deputy Head of Enforcement
- HOCS:** Head of Corporate Services
- HOE:** Head of Enforcement
- HOPI:** Head of Policy and Information
- Priority:** Relative priority - Statutory, High, Medium, Low
- SIC:** Scottish Information Commissioner
- SMT:** Senior Management Team

Human Resources Management

| | Activity | Type | Frequency | Start Date | End Date | Strategic Aim | | | | | Priority | Q1 | Q2 | Q3 | Q4 | Lead Mgr | Comment/ Update |
|---|---|---------|-------------|------------|-------------------------------------|---------------|---|---|---|---|----------|---------|---------|---------|---------|----------|---|
| | | | | | | 1 | 2 | 3 | 4 | 5 | | | | | | | |
| 1 | Annual report to SMT on Performance & Development Framework | BAU | Annual | 01/07/2017 | 31/07/2017 | | | | | X | H | Comp | Comp | Comp | Comp | HOCS | Report to QSMTM 28/07/17 |
| 2 | Create Annual Learning & Development Plan (internal) | BAU | Annual | 01/05/2017 | 30/06/17 31/08/2017 | | | | | X | H | Comp | Comp | Comp | Comp | HOCS | End date revised - plan created in Q1 - approved by WSMTM on 28/09/17 |
| 3 | Review HR Strategy | BAU | Annual | 01/04/2017 | 30/06/2017 31/07/2017 | | | | | X | M | Comp | Comp | Comp | Comp | HOCS | End date revised - reviewed by QSMTM 28/07/17 |
| 4 | Apply & monitor Performance & Development Framework | BAU | As required | 01/04/2017 | 30/09/2018 | | | | | X | H | OT | OT | OT | Comp | HOCS | |
| 5 | Training for appropriate staff in using webinar software | Project | | 01/10/2017 | 31/12/2017 | | | | | X | M | C/f new | C/f new | C/f new | C/f new | HOPI | Due to additional resource requirements of P&C15 |
| 6 | Training for appropriate staff to develop online learning materials | Project | | 01/01/2018 | 31/03/2018 | | | | | X | L | C/f new | C/f new | C/f new | C/f new | HOPI | Due to additional resource requirements of P&C15 |

Improving Authority Practice

| | Activity | Type | Frequency | Start Date | End Date | Strategic Aim | | | | | Priority | Q1 | Q2 | Q3 | Q4 | Lead Mgr | Comment/ Update |
|----|---|---------|-------------|-------------------------------------|-------------------------------------|---------------|---|---|---|---|----------|---------|---------|---------|---------|----------|--|
| | | | | | | 1 | 2 | 3 | 4 | 5 | | | | | | | |
| 1 | Monitor authority compliance with the Model Publication Scheme | BAU | Annual | 01/09/2017 | 31/03/2018 | X | | X | | X | M | NS | NS | OT | Comp | HOPI | |
| 2 | Hold a programme of regional roadshows to promote FOI authority good practice, leadership and governance | BAU | As required | 01/04/2017 | 31/03/2018 | X | | X | | X | H | OT | OT | OT | Comp | HOPI | QSMTM agreed to reduce number of roadshows in programme from three to two, given additional resources required for P&C15 |
| 3 | Develop refreshed approach to future public authority roadshows for delivery in 2018/19 | Project | | 01/01/2018 | 31/03/2018 | X | | X | | X | H | NS | NS | C/f new | C/f new | HOPI | |
| 4 | Liaise with Holyrood Events about the annual Holyrood Conference | BAU | Annual | 01/04/2017 | 31/12/2018 | X | | X | | X | L | OT | OT | Comp | Comp | HOPI | |
| 5 | Organise & deliver a practitioners' conference for the Centre for FOI - May 2017 | BAU | Annual | 01/11/2016 | 31/05/2017 | X | | X | | X | M | Comp | Comp | Comp | Comp | HOPI | |
| 6 | Organise & deliver a practitioners' conference for the Centre for FOI - May 2018 | BAU | Annual | 01/11/2017 | 31/05/2018 | X | | X | | X | M | NS | OT | OT | Comp | HOPI | |
| 7 | Produce and publish weekly decisions round up | BAU | Weekly | 01/04/2017 | 31/03/2018 | X | X | X | | X | H | Comp | Comp | Comp | Comp | HOE/HOPI | |
| 8 | Update the lessons learned (website pages) with new cases from decisions round up | BAU | Monthly | 01/04/2017 | 31/03/2018 | X | X | X | | X | H | Disc | Disc | Disc | Disc | HOPI | Project was dependent on SIC lead. QSMTM agreed to discontinue following SIC demitting office |
| 9 | Maintain and build engagement in the Knowledge Hub group for public authorities | BAU | Monthly | 01/04/2017 | 31/03/2018 | X | | | | X | H | Comp | Comp | Comp | Comp | HOPI | |
| 10 | Collect, collate and publish FOI/EIRs statistics portal data from public authorities | BAU | Quarterly | 01/04/2017 | 31/03/2018 | | | | | | S/H | Comp | Comp | Comp | Comp | HOPI | |
| 11 | Review the accuracy of data submitted to the statistics portal, revise reporting arrangements and consult on identified changes to the data set | Project | | 01/04/2017 | 31/10/2017 | X | | X | X | X | S | NS | OT | OT | C/f new | HOPI | |
| 12 | Provide quarterly intelligence reports, including on failures to respond, to IPM to inform decisions about interventions | BAU | Quarterly | 01/04/2017 | 31/03/2018 | X | | X | | | H | Comp | Comp | Comp | Comp | HOPI | |
| 13 | Intervention Procedures: ensure non-compliance is recorded and take action in line with the procedures as appropriate and as resources allow. | BAU | As required | 01/04/2017 | 31/03/2018 | X | | X | | X | S/H | Comp | Comp | Comp | Comp | HOE | Propcedures being updated. |
| 14 | Intervention Procedures: monitor practice issues and report to IPM when intervention may be appropriate. | BAU | Monthly | 01/04/2017 | 31/03/2018 | X | | X | | X | S/H | Comp | Comp | Comp | Comp | HOPI | |
| 15 | Publish a self-assessment toolkit for authorities on monitoring and managing FOI performance | Project | | 01/04/2017 01/11/2017 | 01/09/2017 28/02/2018 | X | | X | | X | H | OT | OT | OT | C/f new | HOPI | |
| 16 | Publish a self-assessment toolkit module for authorities on good practice (topic to be determined by interventions and authority feedback) | Project | | 01/10/2017 | 31/03/2018 | X | | X | | X | H | Disc | Disc | Disc | Disc | HOPI | QSMTM agreed to discontinue as topic not identified and pressure on resources |
| 17 | Explore and report to SMT on the potential to make self-assessment toolkits available as a digital resource | Project | | 01/10/2017 | 28/02/2018 | X | | X | | X | M | NS | Slip | Slip | Disc | HOPI | Programme Board agreed to discontinue as interventions are already achieving desired use |
| 18 | Provide support to new authorities to prepare for FOI duties | BAU | As required | 01/04/2017 | 31/03/2018 | X | | X | | X | H | C/f new | C/f new | C/f new | C/f new | HOPI | Dependent on Ministers' decision to designate registered social landlords. Implementation period will be in 2018-19 |

Information Management

| | Activity | Type | Frequency | Start Date | End Date | Strategic Aim | | | | | Priority | Q1 | Q2 | Q3 | Q4 | Lead Mgr | Comment/ Update |
|----|---|---------|-------------|------------|-------------------------------------|---------------|---|---|---|---|----------|------|------|------|-------------|----------|---|
| | | | | | | 1 | 2 | 3 | 4 | 5 | | | | | | | |
| 1 | Coordinate on-going IRM controls and procedures and ensure they are applied | BAU | Annual | 01/04/2017 | 31/03/2018 | | | | | X | S/H | OT | OT | OT | Comp | HOCS | |
| 2 | IRM Assurance report to SMT | BAU | Annual | 01/07/2017 | 31/07/2017 | | | | | X | S/H | Comp | Comp | Comp | A c/f compl | HOCS | Report to be considered at QSMTM |
| 3 | Maintenance of secure and reliable IT network | BAU | As required | 01/04/2017 | 30/09/2018 | | | | | X | S/H | OT | OT | OT | Comp | HOCS | |
| 4 | Agree review programme for Key Documents | BAU | As required | 01/05/2018 | 31/07/2018 | | | | | X | H | OT | OT | OT | C/f new | HOCS | Dependent on review of retention periods which are being considered |
| 5 | Manage Key Documents as per agreed review programme agreed annually | BAU | As required | 01/04/2017 | 30/09/2018 | | | | | X | H | OT | OT | OT | A c/f compl | HOCS | Report to be considered at QSMTM |
| 6 | Develop implementation plan to ensure SIC is GDPR compliant | Project | | 01/03/2017 | 30/06/2017 31/07/2017 | X | | X | X | X | S | Comp | Comp | Comp | Comp | HOCS | End date revised in Q1 |
| 7 | Deliver implementation plan to ensure SIC is GDPR compliant | Project | | 01/07/2016 | 31/04/2018 | X | | X | X | X | S | OT | OT | OT | A c/f compl | HOCS | New plan in place for 2018-19 |
| 8 | Monitor compliance with Data Protection legislation | BAU | As required | 01/04/2017 | 31/03/2018 | x | | | | X | S | OT | OT | OT | Comp | HOCS | |
| 9 | Respond to information requests and reviews in line with policy and procedure, within statutory time scales | BAU | As required | 01/04/2017 | 30/09/2018 | | | X | | X | S | OT | OT | OT | Comp | HOCS | |
| 10 | Maintain a compliant publication scheme and guide to information | BAU | As required | 01/04/2017 | 30/09/2018 | | X | | | X | S | OT | OT | OT | Comp | HOCS | Amendments re: publication of CRs are being put in place |
| 11 | SIC Publication Scheme Assurance report to SMT | BAU | Annual | 01/01/2018 | 31/01/2018 | | | | | X | S/H | OT | OT | OT | A c/f compl | HOCS | Report to be considered at QSMTM |
| 12 | Develop Information and Digital Strategy (dependent on report on Data Maturity Assessment) | Project | | 01/11/2017 | 31/03/2018 | | | X | X | X | M | NS | NS | OT | C/f new | HOCS | |

Planning & Reporting

| Activity | Type | Frequency | Start Date | End Date | Strategic Aim | | | | | Priority | Q1 | Q2 | Q3 | Q4 | Lead Mgr | Comment/ Update | |
|----------|--|-----------|-------------|------------|---------------|---|---|---|---|----------|-----|------|------|------|-------------|-----------------|---|
| | | | | | 1 | 2 | 3 | 4 | 5 | | | | | | | | |
| 1 | Ensure Statement on 3Es is incorporated in the Annual Report and Accounts | BAU | Annual | 01/04/2017 | 30/09/2017 | | | | | X | S | Comp | Comp | Comp | Comp | HOCS | |
| 2 | Annual Report and Accounts: draft and obtain clean approval of Accountability Report and Financial Statements elements | BAU | Annual | 01/04/2017 | 30/09/2017 | | | | | X | S | Comp | Comp | Comp | Comp | HOCS | |
| 3 | Performance and statistical reporting | BAU | As required | 01/04/2017 | 30/09/2018 | X | X | X | X | X | S | OT | OT | OT | Comp | HOCS | |
| 4 | Public Service Reform (Scotland) Act 2010 - Annual expenditure reporting | BAU | Quarterly | 01/04/2017 | 30/09/2018 | | | | | X | S | Comp | Comp | Comp | Comp | HOCS | |
| 5 | Co-ordinate, prepare and publish Operational Plan 18/19 | BAU | Annual | 01/01/2018 | 31/03/2018 | X | X | X | X | X | H | NS | NS | NS | A c/f compl | HOCS | New plan to be agreed by SMT at QSMTM on 25 April 2018 - if agreed will then be published |
| 6 | Programme Board - oversee and steer project work | BAU | Monthly | 01/04/2017 | 30/09/2018 | X | X | X | X | X | H | Comp | Comp | Comp | Comp | SMT | |
| 7 | Monitor and report progress against Operational Plan | BAU | Quarterly | 01/04/2017 | 30/09/2018 | X | X | X | X | X | H | Comp | Comp | Comp | Comp | SMT | |
| 8 | Report against our annual Governance Reporting Arrangements Cycle | BAU | As required | 01/04/2017 | 30/09/2018 | X | X | X | X | X | S/H | OT | OT | OT | A c/f compl | HOCS | To be considered by WSMTM on 9 May 2018 |
| 9 | Manage delivery and maintenance of regular CMS reports, including manual preparation (as required) until second tranche of CMS reports are available | BAU | As required | 01/04/2017 | 31/03/2018 | X | X | X | X | X | S/H | OT | OT | OT | Comp | HOCS | |
| 10 | Validate and accuracy check annual report data-set | BAU | Six-monthly | 01/04/2017 | 30/09/2018 | X | X | X | X | X | M | OT | OT | OT | Comp | HOCS | |
| 11 | Case Management System - development and implementation of second tranche of reports, & develop in-house report-writing skills | Project | | 01/04/2017 | 31/03/2018 | | | | | X | M | OT | OT | OT | Disc | HOCS | |

Promotion and Communications

| Activity | Type | Frequency | Start Date | End Date | Strategic Aim | | | | | Priority | Q1 | Q2 | Q3 | Q4 | Lead Mgr | Comment/ update | |
|----------|--|-----------|-------------|--------------------------|--------------------------|---|---|---|---|----------|----|------|------|---------|----------|-----------------|--|
| | | | | | 1 | 2 | 3 | 4 | 5 | | | | | | | | |
| 1 | Review, update and deliver Communication Plan | BAU | As required | 01/04/2017 | 31/03/2018 | X | X | X | X | X | H | Comp | Comp | Comp | Comp | HOPI | |
| 2 | Manage and maintain press and media enquiry service | BAU | As required | 01/04/2017 | 31/03/2018 | X | X | X | X | X | H | Comp | Comp | Comp | Comp | HOPI | |
| 3 | Refresh approach and materials for Roadshows and other media for promoting FOI rights to civil society and media organisations | Project | | 01/10/2017 | 31/08/2018 | | X | | | X | H | NS | NS | C/f new | C/f new | HOPI | |
| 4 | Deliver training and briefing events to promote effective use of FOI rights to civil society and media organisations | BAU | As required | 01/04/2017 | 31/03/2018 | | X | | | X | S | NS | NS | OT | Comp | HOPI | |
| 5 | Pilot a civil society workshop for young people aged 15-19 to raise awareness of FOI rights and the relevance of the rights to them. Measure: self-evaluation, How much do you agree with the statement? "As a result of this workshop I better understand when I might make an information request" | Project | | 01/04/2017 01/09/2017 | 30/11/2017 31/03/2018 | | X | | | X | M | NS | OT | C/f new | C/f new | HOPI | |
| 6 | Plan a writing, art or photography competition to raise Children & Young People awareness of FOI, for delivery in Yr of YP 2018. Measures: Partner organisation agreement to jointly promote the competition, agreed brief and budget in place. | Project | | 01/04/2017 | 31/08/2017 31/12/2017 | | X | | | X | M | NS | OT | C/f new | C/f new | HOPI | |
| 7 | Plan production of new promotional materials to raise awareness among young people, aged 12 – 25, of their FOI rights. The product will be delivered in Yr of Young People 2018. Measures: an agreed production brief which involves young people in the design, communication plan | Project | | 01/04/2017 | 31/08/2017 31/12/2017 | | X | | | X | M | NS | OT | C/f new | C/f new | HOPI | |
| 8 | Research the extent of public awareness of FOI rights through an omnibus poll | BAU | Annually | 01/01/2018 | 31/03/2018 | | X | | | | H | NS | Disc | Disc | Disc | HOPI | |
| 9 | Promote use by applicants of the online appeal portal: increase prominence of portal across website; gather user feedback to improve the service | Project | | 01/04/2017 | 31/10/2017 | | X | | | X | H | Comp | Comp | Comp | Comp | HOPI | |
| 10 | Research, draft and publish the Annual Report and Accounts (see also - P&R sheet) | BAU | As required | 01/04/2017 | 30/10/2017 | X | X | X | X | X | S | OT | Comp | Comp | Comp | HOPI | |
| 11 | Manage and report on enquiries service | BAU | Quarterly | 01/04/2017 | 30/09/2018 | X | X | X | X | X | H | Comp | Comp | Comp | Comp | HOCS | |
| 12 | Report on website usage against performance targets | BAU | Quarterly | 01/04/2016 | 30/09/2017 | X | X | X | | X | H | Comp | Comp | Comp | Comp | HOPI | |
| 13 | Maintain website content, ensuring it is up to date and relevant, and reporting progress | BAU | Quarterly | 01/04/2016 | 30/09/2017 | X | X | X | | X | H | Comp | Comp | Comp | Comp | HOPI | |
| 14 | Maintain and support standing advisory group of practitioners e.g. development of resources and learning | Project | | 01/04/2016 | 30/09/2017 | X | | X | | X | M | Comp | Comp | Comp | Comp | HOPI | |
| 15 | Co-host the International Information Commissioners' Conference 2017 in Manchester, specifically, communications and co-ordination of programme | Project | | 01/11/2016 | 30/09/2017 | | | | | X | H | OT | Comp | Comp | Comp | HOPI | |

Quality Assurance

| | Activity | Type | Frequency | Start Date | End Date | Strategic Aim | | | | | Priority | Q1 | Q2 | Q3 | Q4 | Lead Mgr | Comment/ update |
|---|--|---------|-------------|------------|------------|---------------|---|---|---|---|----------|------|------|------|------|----------|---|
| | | | | | | 1 | 2 | 3 | 4 | 5 | | | | | | | |
| 1 | Compliments and Complaints - recording and analysis | BAU | Six-monthly | 01/04/2017 | 30/09/2018 | | | | | X | S | OT | Comp | OT | Comp | HOCS | |
| 2 | Service User Equalities Statistics - collection and analysis | BAU | Annual | 01/04/2017 | 30/09/2018 | | | X | | X | H | OT | OT | Slip | Comp | HOCS | |
| 3 | Monitor and review Investigation targets & KPIs to ensure appropriate and fit for purpose | BAU | Quarterly | 01/04/2017 | 31/03/2018 | | | X | | X | H | Comp | Comp | Comp | Comp | HOE | |
| 4 | Performance and Quality Framework: managers to report against performance for their areas of responsibility (including carrying out appropriate quality assurance reviews) and to review KPIs and other targets and standards annually | BAU | As Required | 01/04/2017 | 31/03/2018 | X | X | X | X | X | S/H | Comp | Comp | Slip | | SMT | HOE: programme for QA for investigations has slipped. |
| 5 | Information requests to SIC: record and report on performance data in line with the requirements of the s60 code of practice and upload to the FOI/EIRs statistics portal | BAU | Quarterly | 01/04/2017 | 30/09/2018 | X | | X | X | X | S | Comp | Comp | Comp | Comp | HOCS | |
| 6 | Commissioner triennial survey of service user satisfaction | Project | | 01/10/2017 | 31/12/2017 | | | | | X | M | NS | NS | NS | Disc | HOCS | |

Regulation & Enforcement

| | Activity | Type | Frequency | Start Date | End Date | Strategic Aim | | | | | Priority | Q1 | Q2 | Q3 | Q4 | Lead Mgr | Comment/ Update |
|---|---|------|---------------------|--------------------------|--------------------------|---------------|---|---|---|---|----------|------|------|------|---------|----------|--|
| | | | | | | 1 | 2 | 3 | 4 | 5 | | | | | | | |
| 1 | Enforce FOI in line with Enforcement Policy | BAU | As required | 01/04/2017 | 30/09/2018 | X | | X | | | S | Comp | Comp | Comp | Comp | HOE | |
| 2 | Register, validate, investigate and decide applications in line with approved procedures and KPIs | BAU | Monthly | 01/04/2016 | 30/09/2018 | | | | | X | S | Comp | Comp | Slip | Comp | HOE | |
| 3 | Monitor and report on investigation and enforcement performance | BAU | Monthly | 01/04/2016 | 30/09/2018 | X | | | | X | S/H | Comp | Comp | Comp | Comp | HOE | |
| 4 | Maintain a list of bodies suitable for consideration for designation under s4 and s5. Propose list to Scottish Ministers | BAU | As required | 01/01/2018 | 28/02/2018 | | | | X | X | S | Comp | Comp | Comp | C/f new | HOPI | |
| 5 | Provide legal advice to, or procure legal advice for, the Commissioner on matters including litigation, FOI law (including how this affects or is affected by other areas of law) or other corporate responsibilities; ensure record of legal advice kept up to date. | BAU | As required | 01/04/2016 | 30/09/2018 | X | | | | X | H | Comp | Comp | Comp | Comp | HOE | |
| 6 | Review the Model Publication Scheme, Commissioner's Guidance and support materials, communicating updates to all authorities. Review to include presentation of materials. | BAU | As required | 01/02/2017 | 30/04/2017 | X | | X | | X | S | Slip | Comp | Comp | Comp | HOPI | |
| 6 | Review the Model Publication Scheme, Commissioner's Guidance and support materials, communicating updates to all authorities. Review to include presentation of materials. | BAU | Annual/ as Required | 01/02/2018 | 30/04/2018 | X | | X | | X | S | NS | NS | NS | C/f new | HOPI | Awaiting MPS monitoring results |
| 7 | Manage and monitor notifications from new authorities to comply with publication scheme | BAU | As required | 01/04/2017 | 01/03/2018 | X | | X | | | S | Comp | Comp | Comp | Comp | HOPI | |
| 8 | Maintain a rolling-programme to ensure standard letters on case management system are reviewed and updated regularly, and as needed. | BAU | As required | 01/04/2017 | 30/09/2018 | X | | | | X | H | NS | NS | NS | NS | DHOE | VC49659: Standard letters for RFIs and SARs to be reviewed between March and June 2018 |
| 9 | Survey new authorities' experience of FOI | BAU | As required | 01/04/2017 12/06/2017 | 30/05/2017 31/07/2017 | X | | X | | | M | Disc | Disc | Disc | Disc | HOPI | Scottish Government surveyed new bodies. SIC shared survey questions with Government and agreed not to proceed with survey to avoid duplication of work for the bodies |

Resource Management

| | Activity | Type | Frequency | Start Date | End Date | Strategic Aim | | | | | Priority | Q1 | Q2 | Q3 | Q4 | Lead Mgr | Comment/ Update |
|----|---|---------|-----------------------|------------|-------------------------------------|---------------|---|---|---|---|----------|------|------|------|---------|-----------|---|
| | | | | | | 1 | 2 | 3 | 4 | 5 | | | | | | | |
| 1 | Set and profile budget for 2018/19 | BAU | Annual | 01/06/2017 | 31/08/2017 15/09/2017 | X | X | X | X | X | S | OT | Comp | Comp | Comp | HOCS | End date revised in line with budget submission date |
| 2 | Current year Budget monitoring and control | BAU | Monthly | 01/04/2017 | 31/03/2018 | X | X | X | X | X | S | Comp | Comp | Comp | Comp | HOCS | |
| 3 | Implement and report upon prompt payment of invoices | BAU | Quarterly | 01/04/2017 | 30/09/2018 | | | | | X | S/H | Comp | Comp | Comp | Comp | HOCS | |
| 4 | Workforce monitoring and planning | BAU | Quarterly | 01/04/2017 | 30/09/2018 | X | X | X | X | X | H | Comp | Comp | Comp | Comp | HOCS | |
| 5 | Maintenance of premises | BAU | As Required | 01/04/2017 | 30/09/2018 | | | | | X | M | OT | OT | OT | Comp | HOCS | |
| 6 | Procurement and contract management | BAU | As Required | 01/04/2017 | 30/09/2018 | | | | | X | S/H | OT | OT | OT | Comp | HOCS | Procurement Policy and Procedures revised |
| 7 | Provision of Governance Statement of Assurance to SIC | BAU | Annual | 01/05/2017 | 31/05/2017 31/08/2017 | | | | | X | S | OT | Comp | Comp | Comp | HOCS | Revised end date to take account of annual accounting and reporting process |
| 9 | Tender for External Provision of Legal Services | Project | | 01/01/2017 | 30/06/2017 30/11/2017 | | | | | X | H | Slip | Slip | Slip | Slip | HOE | Slippage due to delay in approval of Procurement handbook and policy. Aimn to go out to tender Q1 2-018/19. |
| 10 | Market test external provision of case management system | Project | | 01/01/2018 | 31/03/2018 | | | | | X | H | NS | NS | NS | Disc | HOCS | |
| 11 | External Provision of Legal Services: ongoing contract management | BAU | As agreed in contract | 01/04/2017 | 31/03/2018 | | | | | X | H | Comp | Comp | Comp | Comp | HOE | |
| 12 | Tender IT Support & Maintenance Contract | Project | | 01/04/2017 | 30/09/2017 31/03/2018 | | | | | X | H | Slip | Slip | Slip | C/f new | HOCS | Slippage due to consideration of IT Strategy - revised end date estimated at 31/12/2017 |
| 13 | Review availability and cost of survey software and recommend a suitable solution | Project | | 01/08/2017 | 01/10/2017 31/12/2017 | | | | | X | M | NS | OT | Slip | C/f new | HOPI | |
| 14 | Review approach to website supported hosting and maintenance contract | Project | | 01/11/2017 | 31/12/2017 31/03/2018 | | | | | X | M | NS | NS | OT | C/f new | HOCS/HOPI | Dependent on IT strategy review |
| 15 | Review approach to how SIC manages contracts and delivery of service | Project | | 01/01/2018 | 31/03/2018 | | | | | X | H | OT | OT | OT | | HOCS | |

Risk Management

| | Activity | Type | Frequency | Start Date | End Date | Strategic Aim | | | | | Priority | Q1 | Q2 | Q3 | Q4 | Lead Mgr | Comment/ Update |
|---|---|---------|-----------|------------|-------------------------------------|---------------|---|---|---|---|----------|------|------|------|------|----------|-----------------|
| | | | | | | 1 | 2 | 3 | 4 | 5 | | | | | | | |
| 1 | Review of risk, updating of register and annual risk report | BAU | Monthly | 01/04/2017 | 30/09/2018 | X | X | X | X | X | S | Comp | Comp | Comp | Comp | HOCS | |
| 2 | Implement internal audit plan | BAU | Annual | 01/10/2017 | 31/03/2018 | X | X | X | X | X | S/H | OT | OT | OT | Comp | HOCS | |
| 3 | BCP - maintenance of plan and testing | BAU | Annual | 01/04/2017 | 30/09/2018 | X | X | X | X | X | H | OT | OT | OT | Comp | HOCS | |
| 4 | H&S reporting and procedures | BAU | Quarterly | 01/04/2017 | 30/09/2018 | X | X | X | X | X | S | Comp | Comp | Comp | Comp | HOCS | |
| 5 | Develop updated business continuity arrangements | Project | | 01/04/2017 | 30/09/2017 30/11/2017 | X | X | X | X | X | H | OT | OT | OT | Comp | HOCS | |

Sustainable Development

| | Activity | Type | Frequency | Start Date | End Date | Strategic Aim | | | | | Priority | Q1 | Q2 | Q3 | Q4 | Lead Mgr | Comment/ Update |
|---|--------------------------|------|-----------|------------|------------|---------------|---|---|---|---|----------|----|----|----|------|----------|-----------------|
| | | | | | | 1 | 2 | 3 | 4 | 5 | | | | | | | |
| 1 | Monitor Carbon Footprint | BAU | Quarterly | 01/04/2017 | 30/09/2018 | | | | | X | S | OT | OT | OT | Comp | HOCS | |

2016-17 Completions

| Activity | Type | Frequency | Start Date | End Date | Strategic Aim | | | | | Priority | Q1 | Q2 | Q3 | Q4 | Lead Mgr | Comment/ Update |
|---|---------|-----------|--|--|---------------|---|---|---|---|----------|------|------|------|-------------|----------|---|
| | | | | | 1 | 2 | 3 | 4 | 5 | | | | | | | |
| 1 Review of Procurement Policy and Procedures | Project | | 01/04/2016 | 30/06/2017 | | | | | X | S/H | Slip | OT | OT | A c/f compl | HOCS | CF to 2017/2018 |
| 2 Complete delivery of tranche 1 of WorkPro reports | Project | | 01/01/2016 | 31/05/2017 | | | | | X | H | Slip | Slip | OT | C/f new | HOCS | CF to 2017/2018 |
| 3 BCP - review of plan | Project | | 01/07/2016 | 31/12/2016 31/03/2017 | X | X | X | X | X | H | Comp | Comp | Comp | Comp | HOCS | |
| 4 Human Resource Management: Employee Handbook - finalisation, approval & communication | Project | | 01/04/2016 | 31/07/2016 31/12/2016 31/01/2017 | | | | | X | S/H | Slip | OT | OT | C/f new | HOCS | CF to 2017/2018 |
| 5 Self-assessment toolkit on reviews | Project | | 01/04/2017 01/07/2017 | 30/05/2017 18/09/2017 30/11/2017 | X | | X | | | H | OT | OT | Slip | | HOPI | Further delay to allow discussion with Advisory Group |
| 6 Special report on proactive publication | Project | | 01/03/2017 | 30/04/2017 | X | X | X | X | X | H | Comp | Comp | Comp | | HOPI | |
| 7 Promotion and Communications Complete migration of statistics portal database | BAU | | 01/04/2016 | 30/05/2016 | X | X | X | | X | H | Slip | Comp | Comp | | HOPI | |
| 8 Statistics portal reports | BAU | | 01/03/2017 01/09/2017 | 30/04/2017 31/03/2018 | X | | X | | | H | NS | NS | OT | | HOPI | Dependent on completion 4 above |
| 9 Re-organise information on our website to make it easier to find | Project | | 01/05/2017 | 31/08/2017 | | | | | X | M | Comp | Comp | Comp | | HOPI | |
| 10 Establish whether there is interest in an emergency services practitioners' group | Project | | 01/04/2017 | 30/05/2017 | X | | X | | | L | Comp | Comp | Comp | | HOPI | Complete - to be removed from Operational Plan |
| 11 Develop, implement and monitor internal procedures for press and media work | Project | | 01/10/2016 01/01/17 30/09/17 | 31/12/2016 31/01/17 30/09/17 | | | | | X | H | Slip | Slip | Slip | | HOPI | |
| 12 Commission and have carried out DMM Assessment | Project | | 01/03/2017 | 30/04/2014 | X | | X | | X | M | Comp | Comp | Comp | Comp | SIC | |

2017-18 New items

| Activity | Type | Frequency | Start Date | End Date | Strategic Aim | | | | | Priority | Q1 | Q2 | Q3 | Q4 | Lead Mgr | Comment/ Update | |
|----------|--|-----------|------------|------------|---------------|---|---|---|---|----------|----|----|------|------|----------|-----------------|--|
| | | | | | 1 | 2 | 3 | 4 | 5 | | | | | | | | |
| 1 | Review of Procurement Policy and Procedures | | | 01/04/2017 | 30/11/2017 | | | | | x | H | OT | OT | OT | Comp | HOCS | Estimated end date revised to 31/01/18 |
| 2 | Review of Employee Handbook | | | 01/04/2017 | 30/11/2017 | | | | | x | H | OT | OT | OT | C/f new | HOCS | Estimated end date revised to 31/03/18 |
| 3 | Complete delivery of tranche 1 of WorkPro reports | | | 01/04/2017 | 31/10/2017 | | | | | x | H | OT | Slip | OT | C/f new | HOCS | Residual testing to be undertaken |
| 4 | Commission survey of FOI awareness of young people | | | 01/07/2017 | 31/12/2017 | | x | | | x | H | OT | OT | Comp | Comp | HOPI | |
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