Item: 17

Policy and Resources Committee: 17 June 2025.

Performance Monitoring – Strategy, Performance and Business Solutions.

Joint report by Chief Executive, Director of Education, Communities and Housing and Director of Infrastructure and Organisational Development.

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1. Overview

1.1. The Council Plan 2023-28, approved in March 2023, outlines the Council's priorities for the five-year period of the plan. It describes what the Council has planned to do to address these priorities, and how success is measured.

1.2. The Delivery Plan to support the Council Plan contains a number of priority actions listed to indicate the work which will be undertaken to achieve the identified outcomes.

1.3. The Council Plan 2023-28 noted that each directorate will have a delivery plan describing the priorities that they will deliver. The Directorate Delivery Plan for Strategy, Performance and Business Solutions, was approved in December 2023.

1.4. The Council's Risk Management Policy and Strategy requires that all directorates maintain a register of risks that are inherent in their activities and the services they provide. The risk register in respect of Strategy, Performance and Business Solutions was approved in December 2023.

1.5. In terms of the Council's Strategic Planning and Performance Management Framework, performance in respect of the Directorate Delivery Plan, performance indicators and complaints and compliments are reported to the relevant committee on a six-monthly basis, in June and November.

1.6. Annexes 1 and 2 provide the six-monthly updates in respect of the Strategy, Performance and Business Solutions directorate delivery plan, together with relevant performance indicators.

1.7. Annex 3 sets out the revised directorate risk register for consideration.

1.8. Section 4 below sets out more detail on complaints and compliments received by Strategy, Performance and Business Solutions.

1.9. Following the restructure approved by the Council on 7 May 2025, this will be the final performance report for the Strategy, Performance and Business Solutions directorate, with the remaining delivery plan actions, performance indicators and risks being transferred to the other directorates according to the Head of Service responsible for them.

2. Recommendations

2.1. It is recommended that members of the Committee:

i. Note the performance of Strategy, Performance and Business Solutions for the reporting period 1 October 2024 to 31 March 2025, in respect of directorate priorities and performance indicators, as set out in Annexes 1 and 2 respectively to this report.
ii. Agree the amendments proposed to the actions referred to in sections 3.2 and 3.3 of this report.
iii. Note the complaints and compliments made to Strategy, Performance and Business Solutions in the 6-month period 1 October 2024 to 31 March 2025, and for the two preceding six-month periods, as set out in section 4 of this report.

3. Directorate Delivery Plan Performance Monitoring

3.1. The Directorate Delivery Plan progress report, attached as Annex 1 to this report, provides the detail of the agreed directorate priorities, as expressed in the Strategy, Performance and Business Solutions Directorate Delivery Plan 2023 – 2028.

3.2. Set out below are those Directorate Delivery Plan actions assessed as Blue within Annex 1, namely those which have been progressed to completion and are now being recommended for removal from the Directorate Delivery Plan.

i. SPBS DDP 1a Process improvement Human Resources and Organisational Development.
ii. SPBS DDP 1b Process improvement Legal and Governance.
iii. SPBS DDP 1c Process improvement Improvement and Performance.
iv. SPBS DDP 7 Equality, fairness and inclusion.
v. SPBS DDP 11a External communication.
vi. SPBS DDP 12a Internal communication.

vii. SPBS DDP 13 Council publication scheme.
viii. SPBS DDP 14a Supporting local business through procurement.
ix. SPBS DDP 14c Supporting local business through procurement.
x. SPBS DDP 15b Programme of and approach to improvement.
xi. SPBS DDP 16 Electronic Document and Records Management System.
xii. SPBS DDP 17b The Orkney Partnership.

3.3. Set out below are those Directorate Delivery Plan actions identified as being in need of amendment, for example, by having the target date updated.

i. SPBS DDP 3b Performance – it is proposed that the target date for this action be extended to 31 March 2026.
ii. SPBS DDP 11b External communication – it is proposed that the target date for this action be extended to 31 December 2025.
iii. SPBS DDP 12b Internal communication – it is proposed that the target date for this action be extended to 31 December 2025.
iv. SPBS DDP 12c Internal communication – it is proposed that the target date for this action be extended to 30 September 2025.
v. SPBS DDP 15a Programme of and approach to improvement – it is proposed that the target date for this action be extended to 31 March 2026.

4. Directorate Complaints and Compliments

4.1. Table 1 below sets out the complaints and compliments made to Strategy, Performance and Business Solutions in the 6-month period 1 October to 31 March 2025, and for the two preceding six-month periods.

Table 1.	Six months ending 31 March 2024.	Six months ending 30 September 2024.	Six months ending 31 March 2025.	Totals.
Complaints.	1	2	1	4
Compliments.	4	4	4	12

4.2. When considering the raw data within Table 1 above, it should be noted that the Council has adopted a policy of encouraging staff to record all complaints against the Council through the Complaints Handling Procedure. This includes complaints that are quickly and satisfactorily resolved by the frontline service, thereby enabling the Council to identify any trends that would help to improve the service. As a result, the number of complaints captured by the procedure may increase and

that does not necessarily reflect an increase in the number of people contacting the service to express dissatisfaction with the Council.

4.3. As the numbers of complaints remain low, no particular trends or common themes were identified.

For Further Information please contact:
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Implications of Report

1. **Financial:** None arising directly from this report.
2. **Legal:** None arising directly from this report.
3. **Corporate Governance:** Not applicable.
4. **Human Resources:** Not applicable.
5. **Equalities:** An Equality Impact Assessment is not required for performance monitoring.
6. **Island Communities Impact:** An Island Communities Impact Assessment is not required for performance monitoring.
7. **Links to Council Plan:** The proposals in this report support and contribute to improved outcomes for communities as outlined in the following Council Plan strategic priorities:
   ☐Growing our economy.
   ☐Strengthening our Communities.
   ☐Developing our Infrastructure.
   ☒Transforming our Council.
8. **Links to Local Outcomes Improvement Plan:** The proposals in this report support and contribute to improved outcomes for communities as outlined in the following Local Outcomes Improvement Plan priorities:
   ☐Cost of Living.
   ☐Sustainable Development.
   ☒Local Equality.
   ☐Improving Population Health.
9. **Environmental and Climate Risk:** Not applicable.
10. **Risk:** Not applicable.
11. **Procurement:** Not applicable.
12. **Health and Safety:** Not applicable.
13. **Property and Assets:** Not applicable.
14. **Information Technology:** Not applicable.
15. **Cost of Living:** Not applicable.

List of Background Papers

Council Plan 2023-28.
Council Delivery Plan 2023-28.
Strategy, Performance and Business Solutions – Directorate Delivery Plan 2023-28.

Annexes

Annex 1 – Directorate Delivery Plan Actions.

Annex 2 – Performance Indicators.

Annex 3 – Risk Register.

Strategy Performance and Business Solutions
Directorate Delivery Plan 2023-28

Progress against SPBS Directorate Delivery Plan 2023-28 actions at 31 March 2025

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 01a Process improvement HR&OD	Review of internal processes to identify opportunities to improve their efficiency and effectiveness, eliminate unnecessary processes or steps, and integrate with other council electronic systems where possible. Develop and deliver improvement plan.	Reduced bureaucracy for SPBS which is efficient and effective and supports our response to the financial challenge	BLUE		02-May-2024	31-Mar-2025
Lead	**Comment**					
Andrew Groundwater	**BRAG status at 30 September 2024: Green** The implementation of the recruitment related back office system review and contract modules is complete.					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 01b Process improvement Legal & Governance	Review of internal processes to identify opportunities to improve their efficiency and effectiveness, eliminate unnecessary processes or steps, and integrate with other council electronic systems where possible. Develop and deliver improvement plan.	Reduced bureaucracy for SPBS which is efficient and effective and supports our response to the financial challenge	BLUE		05-Mar-2024	31-Mar-2025
Lead	**Comment**					
Gavin Mitchell	**BRAG status at 30 September 2024: Green** An Electronic Document and Records Management System has been implemented across the Council. This is reducing bureaucracy and supporting compliance with the Council's statutory obligations.					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 01c Process improvement Improvement & Performance	Review of internal processes to identify opportunities to improve their efficiency and effectiveness, eliminate unnecessary processes or steps, and integrate with other council electronic systems where possible. Develop and deliver improvement plan.	Reduced bureaucracy for SPBS which is efficient and effective and supports our response to the financial challenge	BLUE		02-May-2024	31-Mar-2025
Lead	**Comment**					
Alex Rodwell	**BRAG status at 30 September 2024: Green** Process reviews for each service have been completed. Improvement actions are being integrated into service plans. Improvements to be delivered over 2025/26.					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 02 Alternative models of Governance and constitutional reform.	Progress the constitutional reform project through the approved four stage approach. This will include ensuring we are utilising legislation to its fullest, for example the Islands (Scotland) Act 2018 and exploring the viability alternative models of governance including a Single Islands Authority.	To progress constitutional reform with the leadership and strategic oversight of the Constitutional Reform Consultative Group.	AMBER		05-Mar-2024	31-Mar-2026
Lead	**Comment**					
Gavin Mitchell	**BRAG status at 30 September 2024: Green** Work on this project has slowed due to a lack of assigned staff following a number of officer departures in 2024/25. A Corporate Policy Team is currently being established within existing resource, and it is proposed that this will include two Policy Officer posts. Once these posts are filled, it is hoped that progress will be able to resume at pace and that Stage 2 will be able to commence, but, in the meantime both posts remain vacant, and it is therefore likely that the target date for this action will in due course need to be extended. The Council remains in active dialogue with the Scottish Government around the feasibility of a Single Authority Model of governance for Orkney.					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 03a Performance	Implement Public Sector Improvement Framework self-assessment across services.	The Council understands how it is performing and is clear about where it needs to improve.	GREEN		01-Apr-2023	31-Mar-2028
Lead	**Comment**					
Alex Rodwell	**BRAG status at 30 September 2024: Green** Milestones for this priority are: • Milestone one: Completion with CLT and ECLT in 2024/25.					

	• Milestone two: Completion of the first tranche of services in 2025/26. • Milestone three: Completion of the second tranche of services in 2026/27. • Milestone four: Completion of the third tranche of services in 2027/28. Initial self-assessment with the Extended Corporate Leadership Team was completed in 2024/25 and an Improvement Action Plan was agreed - this will be presented to the Corporate Leadership Team for approval in May 2025. Due to a current vacancy in the dedicated Performance and Best Value Officer role, work on the first tranche of services is currently paused but will resume once the vacancy is filled.

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 03b Performance	Review and update corporate performance framework.	The Council understands how it is performing and is clear about where it needs to improve.	RED		01-Apr-2023	31-Mar-2025
Lead	**Comment**					
Alex Rodwell	**BRAG status at 30 September 2024: Green** An updated framework has been drafted however following further discussion with the Corporate Leadership Team the framework will be revisited, and the intention is now to deliver this during 2025/26. Due to the Performance and Best Value Officer vacancy progress has slowed. This will progress at pace once the vacancy is filled. It is recommended that the target date for this action be extended to 31 March 2026.					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 03c Performance	Develop the tools, approaches, and training to embed the framework across the organisation through to an individual team level.	The Council understands how it is performing and is clear about where it needs to improve.	GREEN		01-Apr-2023	31-Mar-2026
Lead	**Comment**					
Alex Rodwell	**BRAG status at 30 September 2024: Green**					

	Delivery is anticipated during 2025/26 once the approved Strategic Planning and Performance Management Framework is in place.

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 04 Customer service	Review customer feedback and identify key areas of improvement. Develop framework and customer service toolkit for services to support identified areas of improvement. Implementation and embedding of improvements.	It is easy to deal with the Council and access the services the public need. There are consistent standards of customer service and a high level of satisfaction with their interactions with the Council	GREEN		01-Apr-2023	31-Mar-2028
Lead	**Comment**					
Alex Rodwell	**BRAG status at 30 September 2024: Green** Annual customer services pulse surveys are carried out and the latest level of customer satisfaction experienced by the public with queries handled by Customer Service staff was 93%. The areas where elements of improvement could be made will be evaluated and required action integrated into service plans.					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 06 Improving attendance	Review OIC managing absence policy. Review occupational health provision. Support managers to embed policy in practice. Continue to develop health and wellbeing programme.	Improved attendance and wellbeing through reduced staff absence.	GREEN		02-May-2024	31-Mar-2028
Lead	**Comment**					
Andrew Groundwater	**BRAG status at 30 September 2024: Green**					

	The Council occupational health tender process has concluded, and contract award process is underway. Interim occupational health provision has been in place through TAC since January 2025 to manage occupational health provision until new provider is in place. A new iLearn training video for managers on the use of MyView sickness system has been developed and will be rolled out. Internal audit of sickness absence management has been carried out with a report due to the Monitoring and Audit Committee in June 2025 with relevant action plan.

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 07 Equality, fairness, and inclusion	Review and revise equality outcomes. Creation of an equality outcomes delivery plan. Implemented equality outcomes.	The Council is an employer where equality, fairness, and inclusion is at the heart of everything we do.	BLUE		02-May-2024	31-Mar-2025
Lead	**Comment**					
Andrew Groundwater	**BRAG status at 30 September 2024: Green** The Equality, Diversity and Inclusion Priorities progress report was presented to Policy and Resources Committee in November 2024 and subsequently approved by Council. Work is now ongoing over the duration of the plan to deliver the identified Equality Outcomes.					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 08 Employee processes	Additional guidance for investigating officers and chairs. Additional training for officers Improved administration process.	Staff feel that employee processes are well managed and timeous.	GREEN		01-Apr-2023	31-Mar-2026

	Improved timescale for formal employee processes.					
Lead	**Comment**					
Andrew Groundwater	**BRAG status at 30 September 2024: Green** New guidance and process support for disciplinary investigations has been developed including a standard investigation template for use by all investigating officers. Testing of an AI chatbot on HR Policies and Conditions of Service is underway as a potential means of providing additional easy to access advice and guidance for managers and employees and is progressing positively. Work continues with the Improvement and Performance team to identify an AI-enabled auto recording and transcription tool to speed up the process of recording and typing of investigation transcripts and meetings. HR casework system is being developed to include case recording for HR of long- and short-term sickness cases to enable a consistent approach to case recording and simpler and easier access to management date and statistics.					

Title	**Description**	**Intended Outcome**	**BRAG**		**Start Date**	**Target Date**
SPBS DDP 09a Community Councils	Engage with Community Councils to understand their support requirements including areas like clerking and training. Develop support and training arrangements based on Community Council requirements.	Community Councils feel in control of their priorities and are supported to develop local solutions which are visible to the public.	GREEN		01-Apr-2023	31-Mar-2026
Lead	**Comment**					
Alex Rodwell	**BRAG status at 30 September 2024: Green** We have continued with the quarterly Chairs meetings which have been well received. We held several specific training sessions related to the roles of Community Council representatives such as transport and planning. We are planning to continue with the annual Community Council in-person conferences after the success of last year's conference. In addition, we have been holding refresher training sessions with community councils where this has been requested.					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 09b Community Councils	Improve communications on the work of Community Councils.	Community Councils feel in control of their priorities and are supported to develop local solutions which are visible to the public.	GREEN		05-Mar-2024	31-Mar-2026
Lead	**Comment**					
Alex Rodwell	**BRAG status at 30 September 2024: Green** We had to delay the planned awareness campaign due to capacity within the Community Councils team. This will be rescheduled for 2025/26. Communications and the Community Councils team have been working closely on raising awareness of Community Council vacancies and elections which has worked well.					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 10 Community consultation and engagement	Develop a modernised suite of tools and protocols for community consultation and engagement which meet the needs and expectations of the community and ensure better co-ordination between the Council, OHAC and The Orkney Partnership. This includes elements of participatory democracy.	Our community consultation and engagement practices are effective and clearly influence decisions and improvement.	GREEN		02-May-2024	31-Mar-2026
Lead	**Comment**					
Alex Rodwell	**BRAG status at 30 September 2024: Green** The Community Engagement Project Team have reviewed progress, and an updated delivery plan is being developed and will be finalised after the management restructure.					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 11a External communication	Develop Communications Strategy 2023-2028.	There is effective communication, which the public trust, respect and have confidence in.	BLUE		05-Mar-2024	31-Mar-2025
Lead	**Comment**					
Alex Rodwell	**BRAG status at 30 September 2024: Green** The Communications and Engagement Strategy was presented to the Policy and Resources Committee on 27 November 2024, and approved by the Council on 10 December 2024. This action is now complete.					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 11b External communication	Develop supporting external communications delivery plan	There is effective communication, which the public trust, respect and have confidence in.	AMBER		05-Mar-2024	30-Sep-2025
Lead	**Comment**					
Alex Rodwell	**BRAG status at 30 September 2024: Amber** Progress has been impacted by competing priorities and a staff vacancy. However, following the staffing restructure, it is anticipated that progress will be able to resume at pace. In the meantime, it is requested that the target date for this action be extended to 31 December 2025.					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 11c External communication	Implementing the key workstreams over the term of the delivery plan.	There is effective communication, which the public trust, respect and have confidence in.	GREEN		05-Mar-2024	31-Mar-2028
Lead	**Comment**					
Alex Rodwell	**BRAG status at 30 September 2024: Green** Work on this action will begin following the preparation of the delivery plan in 2025.					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 12a Internal communication	Develop Communications Strategy 2023-2028.	Staff are informed and engaged by high quality internal communications which they trust, respect and confidence in.	BLUE		05-Mar-2024	31-Mar-2025
Lead	**Comment**					
Alex Rodwell	**BRAG status at 30 September 2024: Green** The Communications and Engagement Strategy was presented to the Policy and Resources Committee on 27 November 2024, and approved by the Council on 10 December 2024. This action is now complete.					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 12b Internal communication	Develop supporting internal communications delivery plan.	Staff are informed and engaged by high quality internal communications which they trust, respect and confidence in.	AMBER		05-Mar-2024	30-Sep-2025
Lead	**Comment**					
Alex Rodwell	**BRAG status at 30 September 2024: Amber** Work on the internal communication delivery plan will commence once a multi service staff working group has been convened. The delivery plan should be completed by the end of 2025. It is proposed that the target date for this action is extended to 31 December 2025.					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 12c Internal communication	Convene a multi-service working group	Staff are informed and engaged by high quality internal communications which they trust, respect and confidence in.	RED		05-Mar-2024	31-Dec-2024

Lead	Comment
Alex Rodwell	**BRAG status at 30 September 2024: Green** The multi-service working group is still to be convened and it is requested that the target date for this action be moved to 30 September 2025.

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 12d Internal communication	Implementing the key delivery workstreams over the term of the plan.	Staff are informed and engaged by high quality internal communications which they trust, respect and confidence in.	GREEN		05-Mar-2024	31-Mar-2028
Lead	**Comment**					
Alex Rodwell	**BRAG status at 30 September 2024: Green** Work on this action will begin following the preparation of the delivery plan in late summer 2025.					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 13 Council publication scheme.	Expand Council's existing Publication Scheme to enable information commonly requested under Freedom of Information legislation to be publicly available.	Increased transparency and availability of information online through proactive publication of information and less time required for the processing of Freedom of Information requests.	BLUE		23-Apr-2024	31-Mar-2025
Lead	**Comment**					
Gavin Mitchell	**BRAG status at 31 March 2024: Green**					

	The Publication Scheme has been updated, having been recommended by Policy and Resources Committee on 18 February 2025 and subsequently approved by the Council on 4 March 2025. The Publication Scheme is published on the Council's website. This action is now complete.

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 14a Supporting local business through procurement.	Improve communication with suppliers and ensure that support to access procurement opportunities is publicised and promoted.	Greater engagement by local businesses through effective procurement processes promoting decarbonisation.	BLUE		03-May-2024	31-Mar-2025
Lead	**Comment**					
Gavin Mitchell	**BRAG status at 30 September 2024: Green** Promotion by the Communications team of relevant local business contract opportunities now forms business as usual. Recent opportunities promoted by the Communications team have included a tender for the new nursery operator and contracts for provision of plant hire / snow clearing. In addition, as referred to in Action 14b below, work is currently being planned with the Communications team to create a procurement blog which will contain contract advertisements which will be loaded on to the rolling newsfeed on the Council website.					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 14b Supporting local business through procurement.	Improve publicity of contract opportunities in an open and transparent manner.	Greater engagement by local businesses through effective procurement processes promoting decarbonisation.	GREEN		05-Mar-2024	31-Mar-2026
Lead	**Comment**					
Gavin Mitchell	**BRAG status at 30 September 2024: Green** Work is currently being planned with the Communications team to create a procurement blog which will enable new contract opportunities to be loaded up at point of issue. These will be fed into the rolling newsfeed on the Council's website so that contract opportunities can be highlighted in real time.					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 14c Supporting local business through procurement.	Encourage all tenderers to develop a commitment to net zero policies in parallel with the Council's policies when these are in place.	Greater engagement by local businesses through effective procurement processes promoting decarbonisation.	BLUE		05-Mar-2024	31-Mar-2025
Lead	**Comment**					
Gavin Mitchell	**BRAG status at 31 March 2024: Green** Following a public consultation exercise in Summer 2024, a revised and updated Sustainable Procurement Policy was approved by the Council on 10 December 2024. This action is now complete.					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 15a Programme of and approach to improvement	Corporate Leadership Team prioritised rolling programme of improvement priorities for 'Improvement and Performance' and 'Customer Services and Corporate Administration' prioritised and agreed. This should include outstanding projects from previous initiatives such as the change programme.	Services are delivering transparent improvement and transformation. There is a clear and prioritised programme of improvement, supported where required by the Improvement Support Team, where outcomes and benefits are clearly articulated and monitored.	RED		05-Mar-2024	31-Mar-2025
Lead	**Comment**					
Alex Rodwell	**BRAG status at 30 September 2024: Green** There has been significant delivery of improvements across the service. Work however is ongoing to pull this into a single service programme of improvement for review and approval by the Corporate Leadership Team. Following the recent restructure, it is intended that this will be delivered during 2025/26. It is proposed that the target date for this action is extended to 31 March 2026.					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 15b Programme of and approach to improvement	Develop and implement plan to embed the Scottish Approach to Service Design.	Services are delivering transparent improvement and transformation. There is a clear and prioritised programme of improvement, supported where required by the Improvement Support Team, where outcomes and benefits are clearly articulated and monitored.	BLUE		05-Mar-2024	30-Jun-2026
Lead	**Comment**					
Alex Rodwell	**BRAG status at 31 March 2024: Green** We have carried out work to embed the approach, including training, guidance and ongoing support for services launching projects. This action is now complete.					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 15c Programme of and approach to improvement	Refresh project management framework and develop tool, approaches, and training with a focus on people, outcomes, and benefits realisation.	Services are delivering transparent improvement and transformation. There is a clear and prioritised programme of improvement, supported where required by the Improvement Support Team, where outcomes and benefits are clearly articulated and monitored.	GREEN		03-Apr-2024	31-Mar-2026
Lead	**Comment**					
Alex Rodwell	**BRAG status at 30 September 2024: Green** Work in ongoing to deliver a refreshed project management framework with the intention to deliver this during 2025/26.					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 16 EDRMS	Complete architecture and pathfinding phases and thereafter implement the Electronic Document and Records Management System across Council services	Information is stored safely and securely in a structured and accessible format.	BLUE		05-Mar-2024	30-Sep-2025
Lead	**Comment**					
Gavin Mitchell	**BRAG status at 30 September 2024: Green** The Electronic Document and Records Management System has been implemented across the Council. This is reducing bureaucracy and supporting the Council's compliance with its statutory obligations. This action is now complete.					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 17b The Orkney Partnership	Develop dynamic delivery group plans in accordance with the three strategic priorities in the Orkney Community Plan (Local Outcomes Improvement Plan) for 2023-30.	The Council, as a facilitating partner, adds value to community planning through joint working to deliver improved outcomes for our community.	BLUE		03-May-2024	30-Jun-2025
Lead	**Comment**					
Alex Rodwell	**BRAG status at 30 September 2024: Green** Refreshed 'Orkney Community Plan 2025-2030' completed and approved by the Partnership Board on 11 December 2024 and noted by Policy and Resources Committee on 18 February 2025. Additional priority added on 'population health'. Dynamic delivery plans are already in place for the three original priorities. With above in place this action is complete. Progress will be monitored regularly and the group chairs report quarterly to the Orkney Partnership Board.					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 17c The Orkney Partnership	Progress the Local Outcomes Improvement Plan 2023-30 via the delivery groups.	The Council, as a facilitating partner, adds value to community planning through joint working to deliver improved outcomes for our community.	GREEN		05-Mar-2024	31-Mar-2028
Lead	**Comment**					
Alex Rodwell	**BRAG status at 30 September 2024: Green** Refreshed 'Orkney Community Plan 2025-2030' completed and approved by the Partnership Board on 11 December 2024 and noted by Policy and Resources Committee on 18 February 2025. Updates for each delivery group are as follows: <u>Cost of Living Task Force</u> The Task Force was responsible for the allocation of the £218,000 Islands Cost Crisis Fund, supporting a dozen project across Orkney delivered by Age Orkney, Youth Cafe, Stronsay Island Development Trust, Homestart, Youth Services, schools, THAW, Orkney Charitable Trust, Orkney Housing Association, and Orkney Foodbank. The Task Force are working with the Council's Housing team to develop a fuel poverty action plan. <u>Sustainable Development</u> In addition to the work on community wealth building, the delivery group has been co-ordinating the multiple plans across Orkney that deliver on its vision for a Climate Resilient and Net Zero Future for Orkney. A multi-agency working group is developing a plan to further develop the renewables sector in Orkney to contribute to the development of a net zero, wellbeing economy for Orkney. <u>Equalities</u> The Community Planning Partnership's Equalities Delivery Group has published a Locality Plan for the Ferry Linked Isles and has organised a series of workshops with relevant partners to work through the actions needed to deliver the plan and ensure all the isles remain sustainable and are given every support to prosper.					

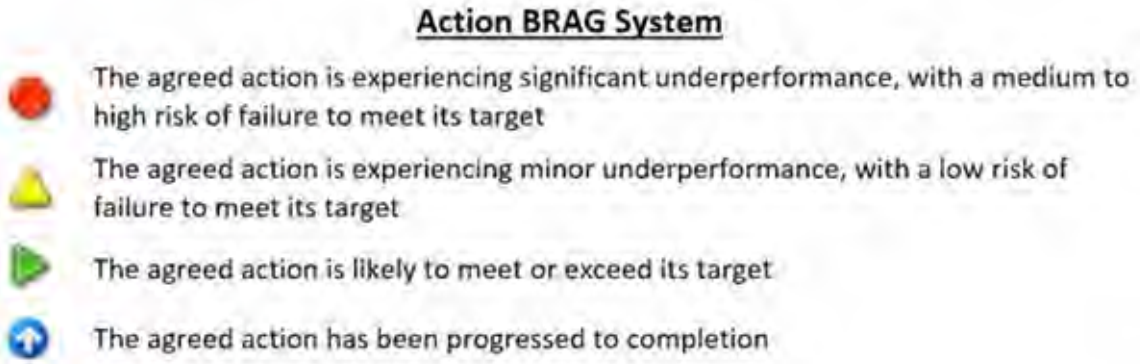
Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 18 Community Wealth Building.	The principles and pillars of CWB (spending, workforce, land and property, inclusive ownership, and finance) will be further embedded within relevant Council policies, procedures and working practices. Input into development of partnership delivery plan and strategy for CWB. Review scope of Empowering Communities project in context of its contribution to CWB. Council specific action will include working with partners to develop a coordinated approach to support: • The Fair Work agenda. • Progressive procurement	Community Wealth Building (CWB) is embedded as a means to deliver the wellbeing economy and net zero by greater wealth creation and retention in Orkney and ensuring that wealth is more equally distributed in the county.	GREEN		05-Mar-2024	31-Mar-2028
Lead	**Comment**					
Alex Rodwell	**BRAG status at 30 September 2024: Green** The Orkney Community Planning Partnership (CPP) has established a multi-agency Working Group, which has developed a draft Orkney Community Wealth Building Action Plan. The CPP published a draft action plan for consultation on 2 May 2025, and the consultation closes 16 June 2025.					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 19 Island Games 2025	Project management to co-ordinate the Council's role in supporting and facilitating the planning and delivery of the Orkney 2025 Island Games in areas such as:	The Council's role in providing services and support to facilitate the Orkney 2025 Island Games contributes to a successful Games event across Orkney	GREEN		05-Mar-2024	31-Jul-2025

	• The delivery of agreed infrastructure projects. • Appropriate use of public facilities (public buildings, public spaces). • Public services, including roads and transport. • The use of OIC buildings for events, accommodation including catering requirements. • Additional requirement for cleaning, waste management and other services. • OIC staff volunteering during the games.					
Lead	**Comment**					
Hayley Green	**BRAG status at 30 September 2024: Green** Continued support is being provided to the Orkney 2025 organising committee with the handover of the liaison role to the Director of Infrastructure and Organisational Development. Officers continue to work closely with the organisers to plan the Council support during the event, and the arrangements for the associated civic event.					

Personnel key
Director of Infrastructure and Organisational Development – Hayley Green
Head of Human Resources and Organisational Development – Andrew Groundwater
Head of Performance and Business Support – Alex Rodwell
Head of Corporate Governance – Gavin Mitchell

BRAG key

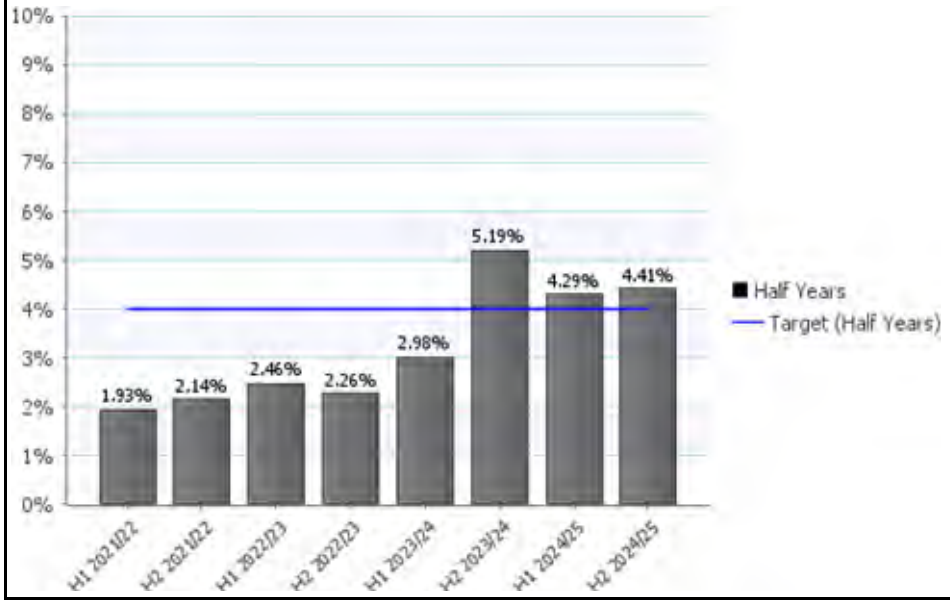

Action BRAG System
The agreed action is experiencing significant underperformance, with a medium to high risk of failure to meet its target
The agreed action is experiencing minor underperformance, with a low risk of failure to meet its target
The agreed action is likely to meet or exceed its target
The agreed action has been progressed to completion

Annex 2

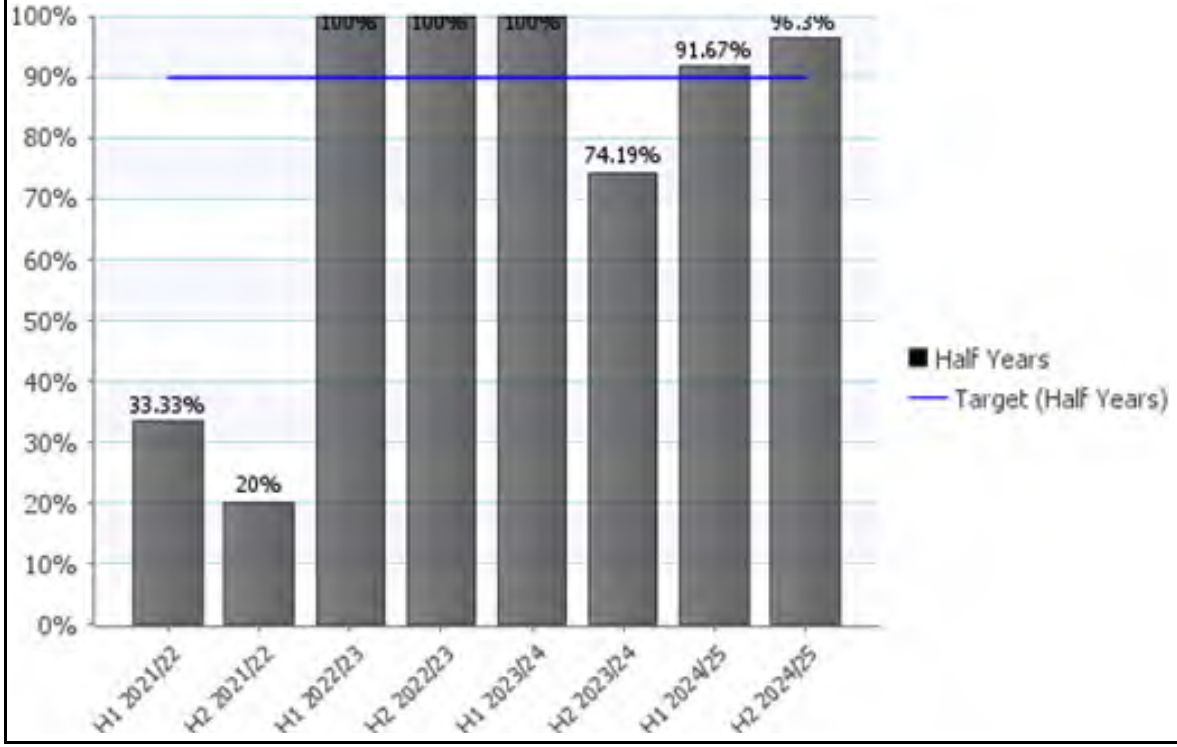
Strategy, Performance and Business Solutions
Performance Indicator Report

Service Performance Indicators at 31 March 2025

Performance Indicator				
CCG 01 – Sickness absence – The average number of working days per employee lost through sickness absence, expressed as a percentage of the number of working days available.				
Target	**Actual**	**Intervention**	**RAG**	
4%	4.41%	6.1%	AMBER	⚠
Comment				
Staff sickness absence is managed in accordance with the sickness absence policy and line managers will be supported in this.				
Trend Chart				



Performance Indicator				
CCG 02 – Sickness absence – Of the staff who had frequent and/or long-term sickness absence (they activated the sickness absence triggers), the proportion of these where there was management intervention.				
Target	**Actual**	**Intervention**	**RAG**	
90%	96.3%	79%	GREEN	
Comment				
Managers are supported to ensure that management interventions within the sickness absence policy are applied and the associated reporting is completed.				
Trend Chart				



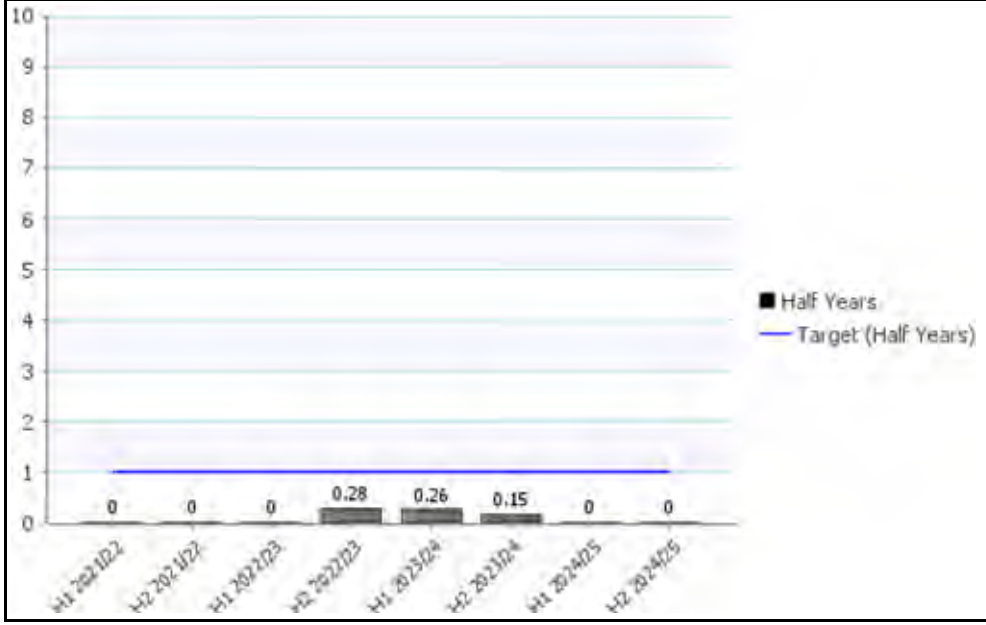
Performance Indicator				
CCG 03 – Staff accidents – The number of staff accidents within the service, per 30 staff per year.				
Target	**Actual**	**Intervention**	**RAG**	
1	0	2.1	GREEN	

Comment

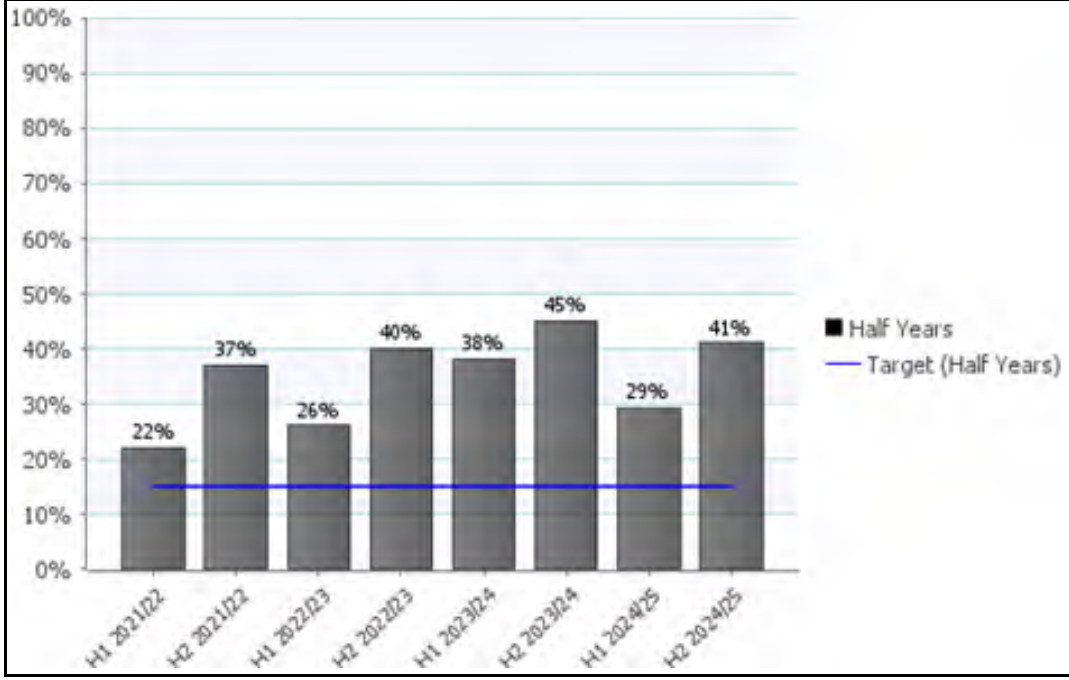
The directorate continues to demonstrate a static very low trend of accident reporting for the 12-month rolling period report in this quarter. The current trend is associated with Strategy, Performance and Business Solutions' limited operational service areas. Despite this, directorate staff continue to work with the Safety and Resilience service to prioritise safety and encourages all staff to report accidents, near misses, and incidents.

RIDDOR: During this reported 12-month period there have been 0 RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) reportable accidents.

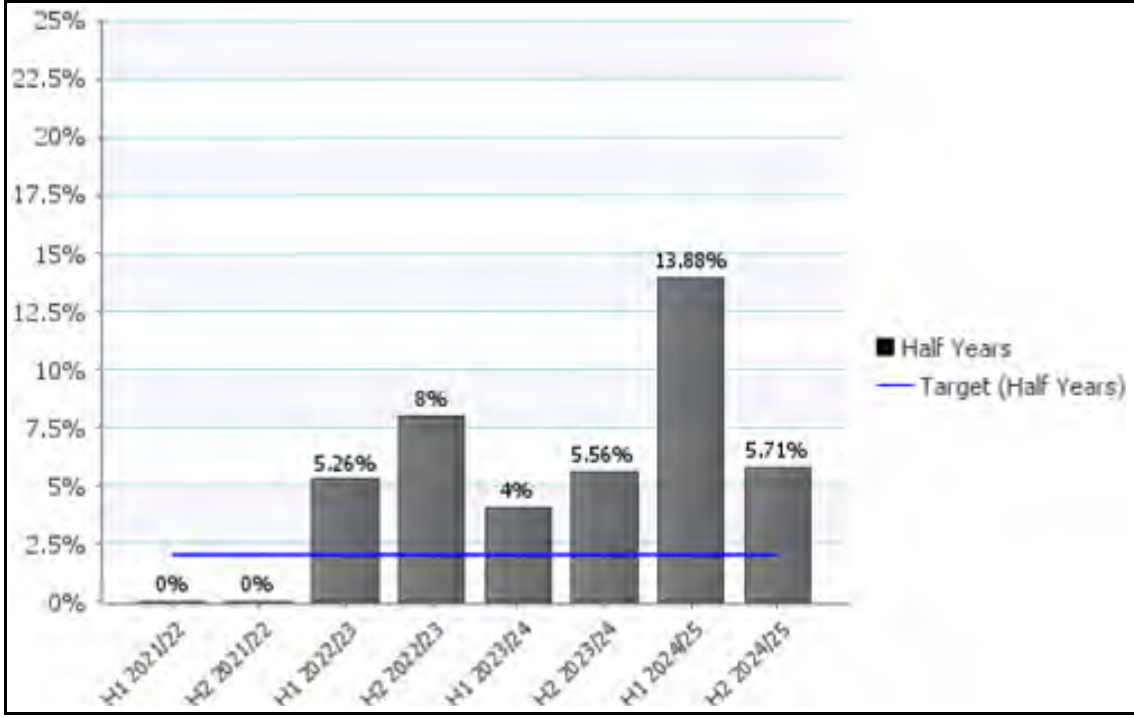
Trend Chart



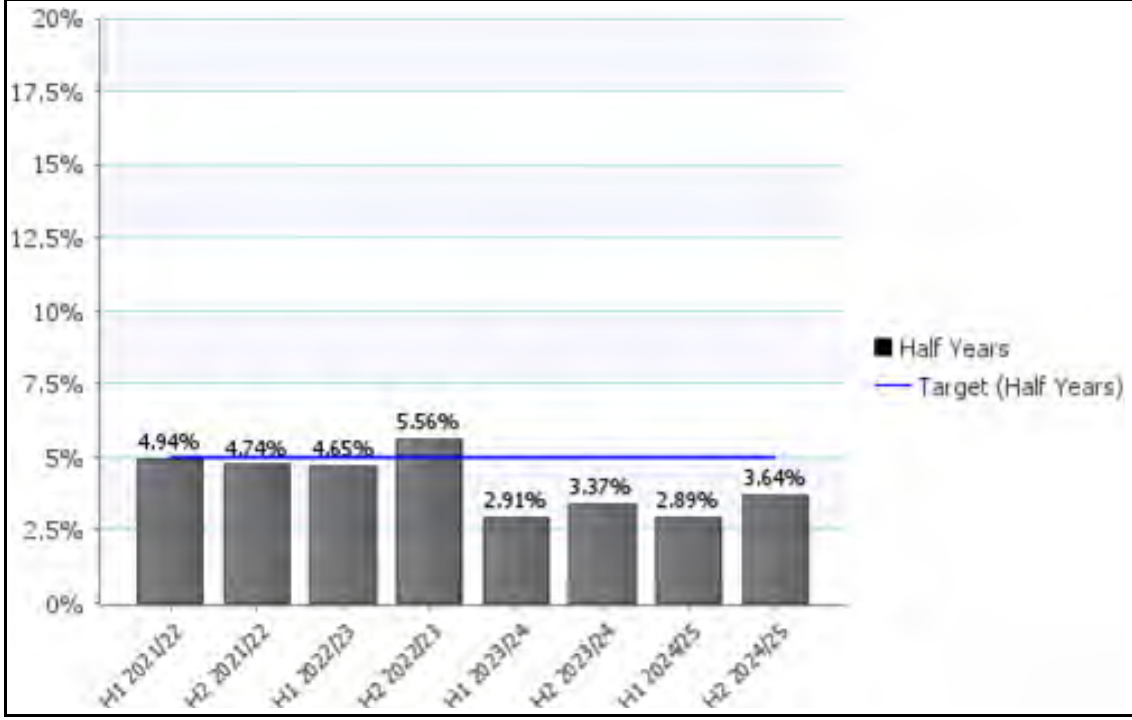
Performance Indicator				
CCG 04 – Budget control – The number of significant variances (priority actions) generated at subjective group level, as a proportion of cost centres held.				
Target	**Actual**	**Intervention**	**RAG**	
15%	41%	31%	RED	
Comment				
The number of variances is due to vacancies within the staffing structure. A number of vacancies were being held vacant for consideration as part of the budget setting exercise and were also on hold until the outcome of the management restructure was known.				
Trend Chart				



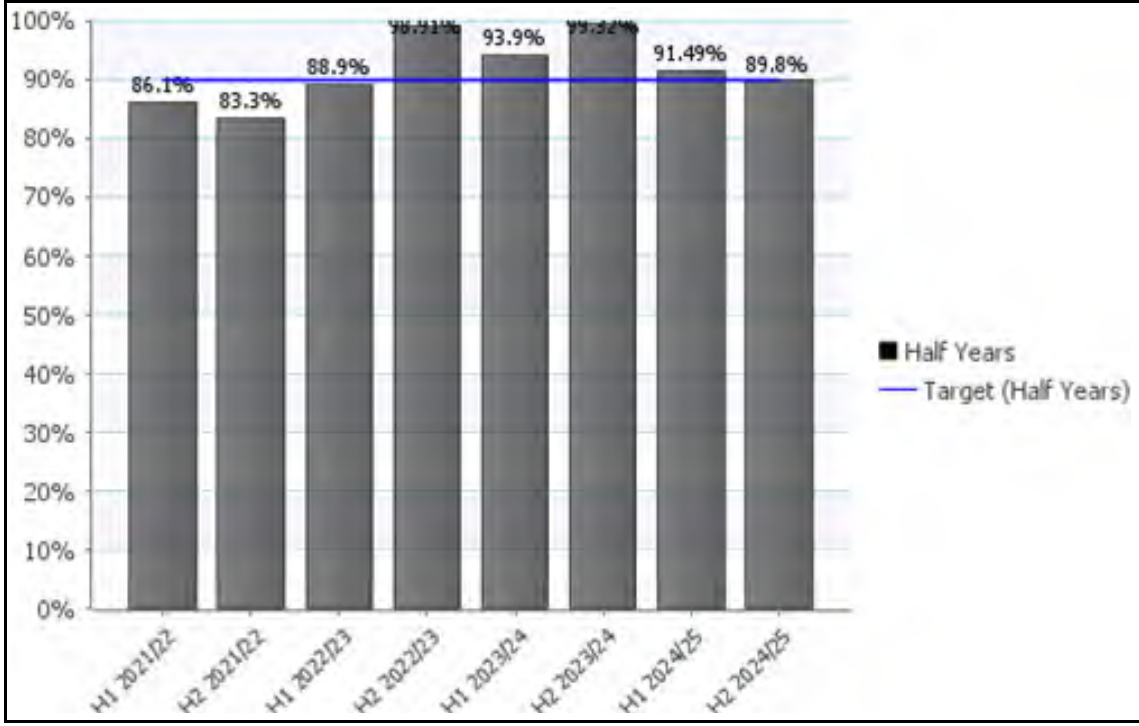
Performance Indicator				
CCG 05 – Recruitment and retention – The number of advertised service staff vacancies still vacant after six months from the time of advert, as a proportion of total staff vacancies.				
Target	**Actual**	**Intervention**	**RAG**	
2%	5.71%	4.1%	RED	
Comment				
There are some posts which are difficult to fill however progress has been made on filling some of these, which has brought the indicator closer to the target. A couple of posts have also been held vacant as part of a vacancy review process and pending the outcome of the management restructure.				
Trend Chart				



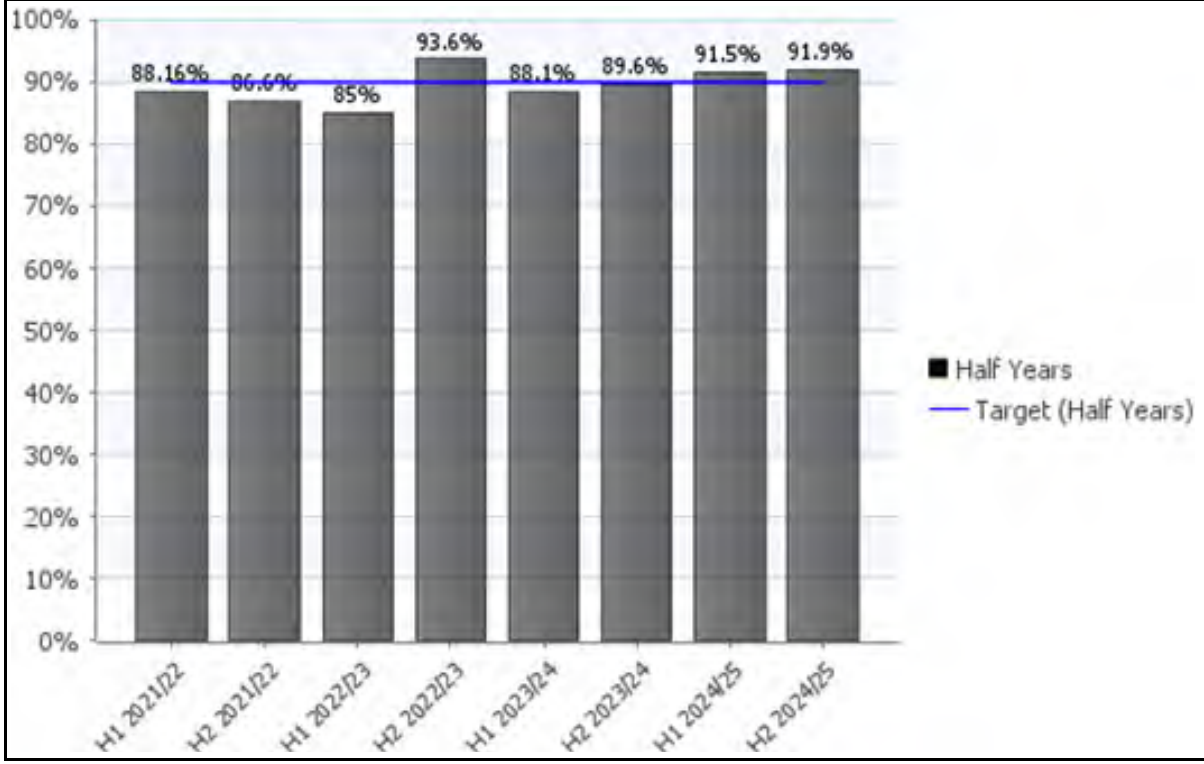
Performance Indicator				
CCG 06 – Recruitment and retention – The number of permanent service staff who leave the employment of Orkney Islands Council – but not through retirement or redundancy – as a proportion of all permanent service staff.				
Target	**Actual**	**Intervention**	**RAG**	
5%	3.64%	10.1%	GREEN	
Comment				
Turnover within the service is low.				
Trend Chart				



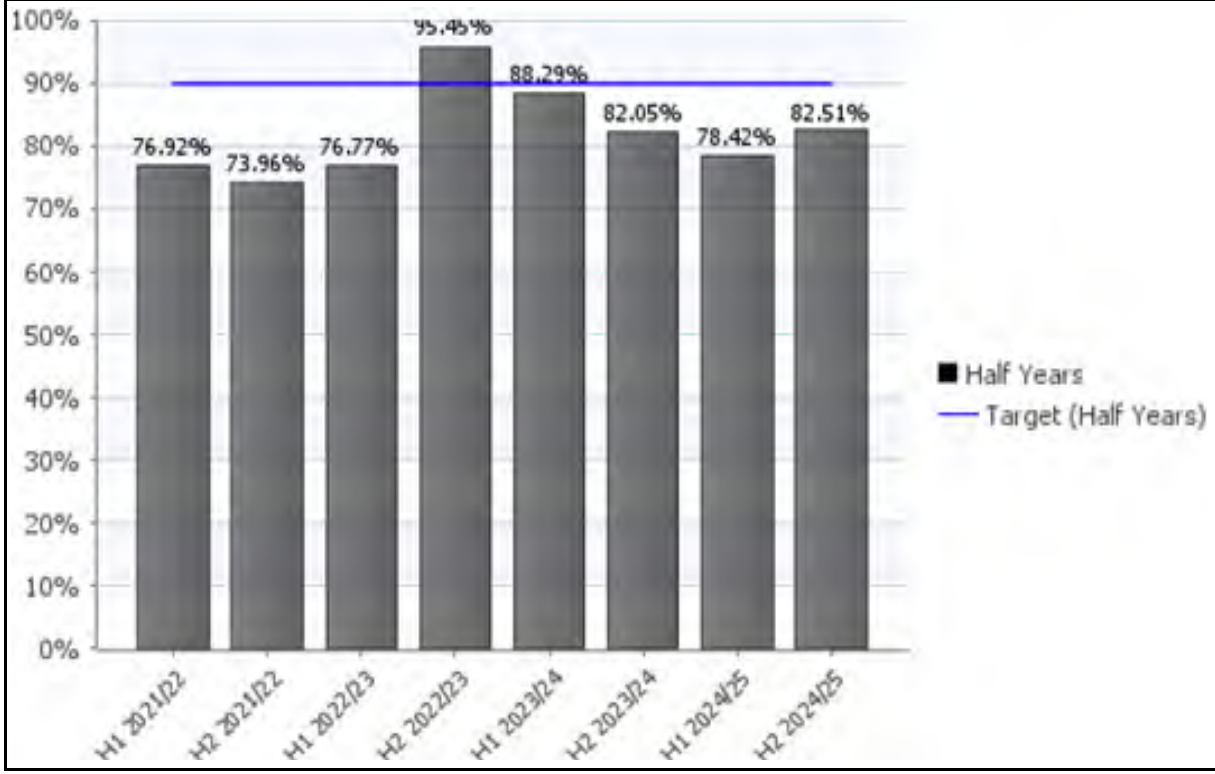
Performance Indicator				
CCG 07 – ERD – The number of staff who receive (at least) an annual face-to-face performance review and development meeting, as a proportion of the total number of staff within the service.				
Target	**Actual**	**Intervention**	**RAG**	
90%	89.8%	79%	AMBER	⚠
Comment				
Good Conversations are consistently being carried out. A small number of those not carried out in the last reporting period was due to sickness absence of the staff who would carry out the Good Conversation.				
Trend Chart				



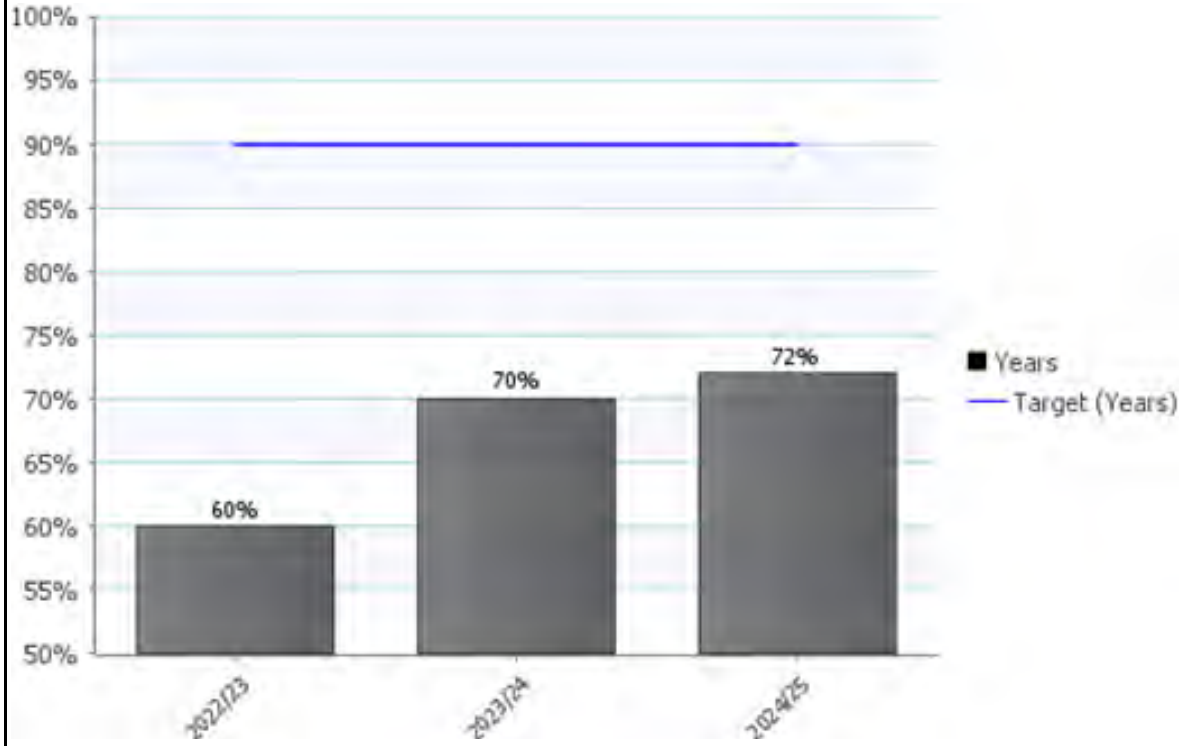
Performance Indicator				
CCG 08 – Invoice payment – The number of invoices that were submitted accurately, and paid within 30 days of invoice date, as a proportion of the total number of invoices paid.				
Target	**Actual**	**Intervention**	**RAG**	
90%	91.9%	79%	GREEN	
Comment				
Staff strive to consistently process invoices without delay.				
Trend Chart				



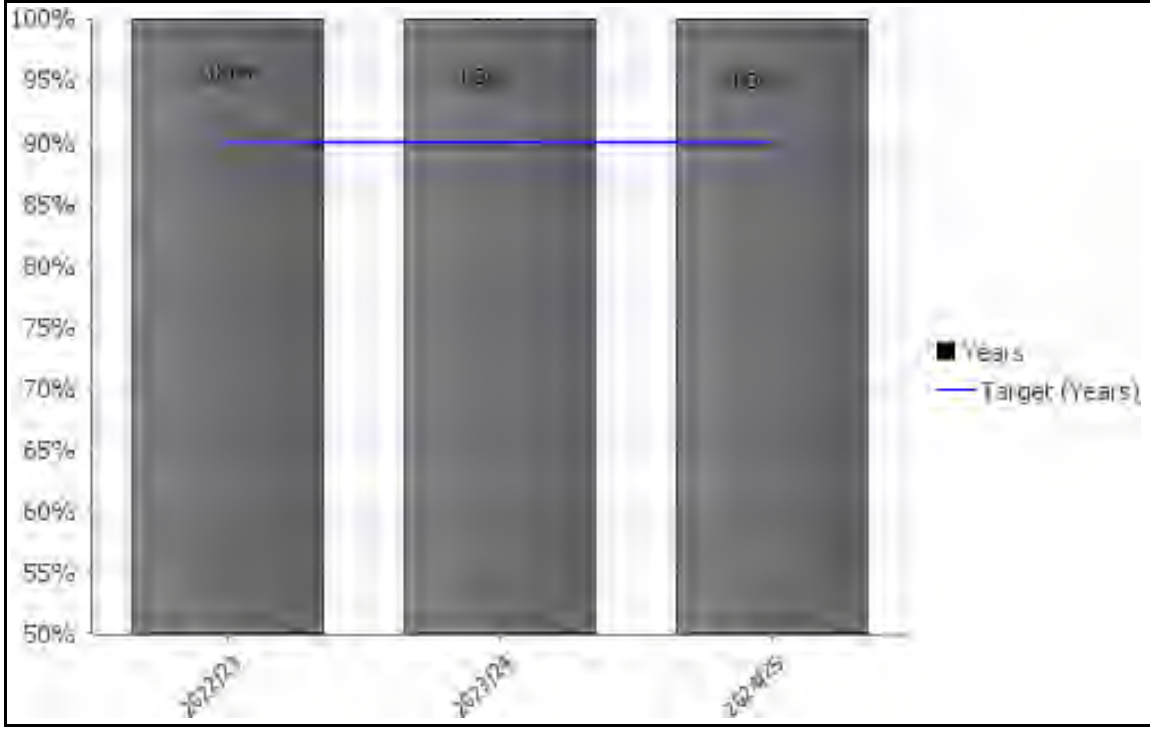
Performance Indicator				
CCG 09 – Mandatory training – The number of staff who have completed all mandatory training courses, as a percentage of the total number of staff in the service.				
Target	**Actual**	**Intervention**	**RAG**	
90%	82.51%	79%	AMBER	⚠
Comment				
Managers will be supported to address the underperformance in this area.				
Trend Chart				



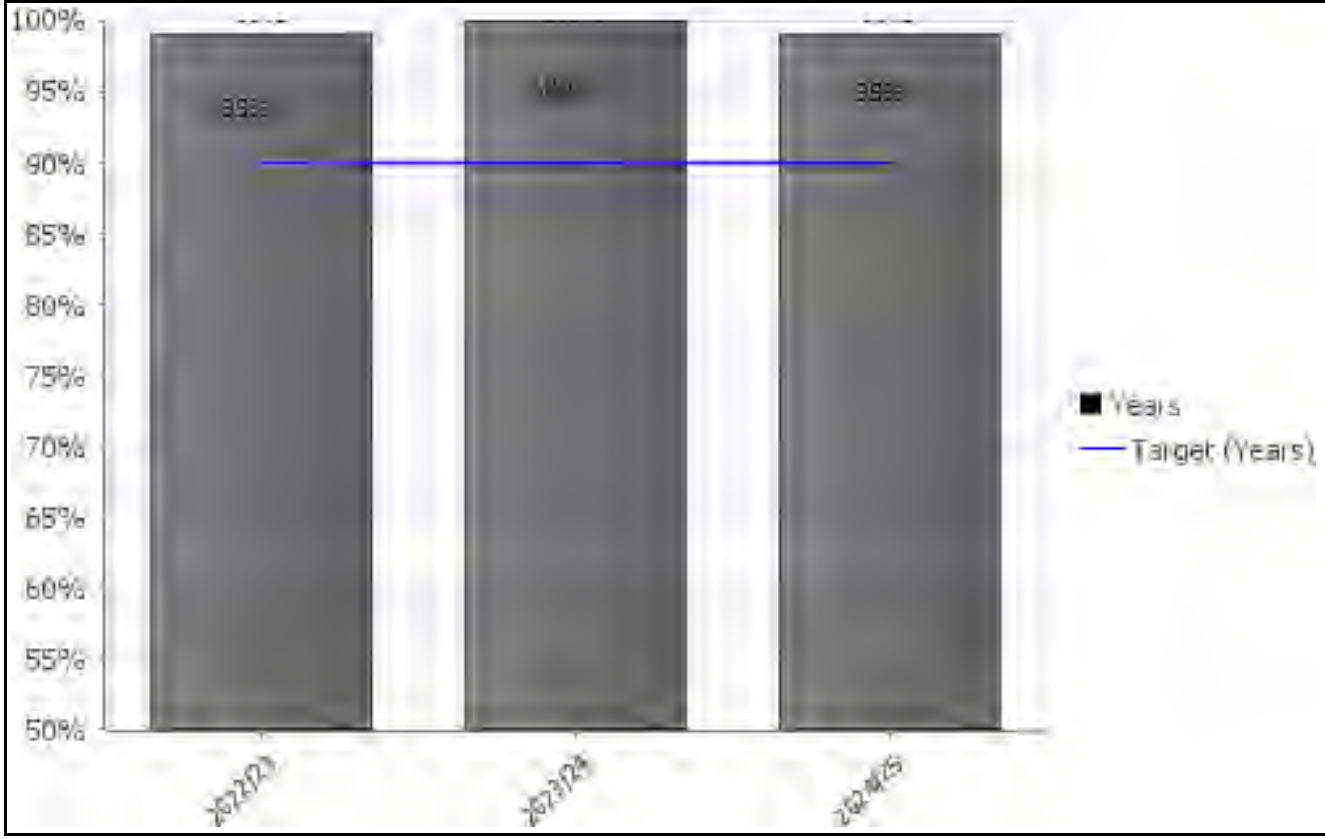
Performance Indicator				
SPBS_PI_01 Return rate for customer surveys (Internal Audit)				
Target	**Actual**	**Intervention**	**RAG**	
90%	72%	75%	RED	
Comment				
Slight improvement on last year but still more work to do to encourage a greater response rate.				
Trend Chart				



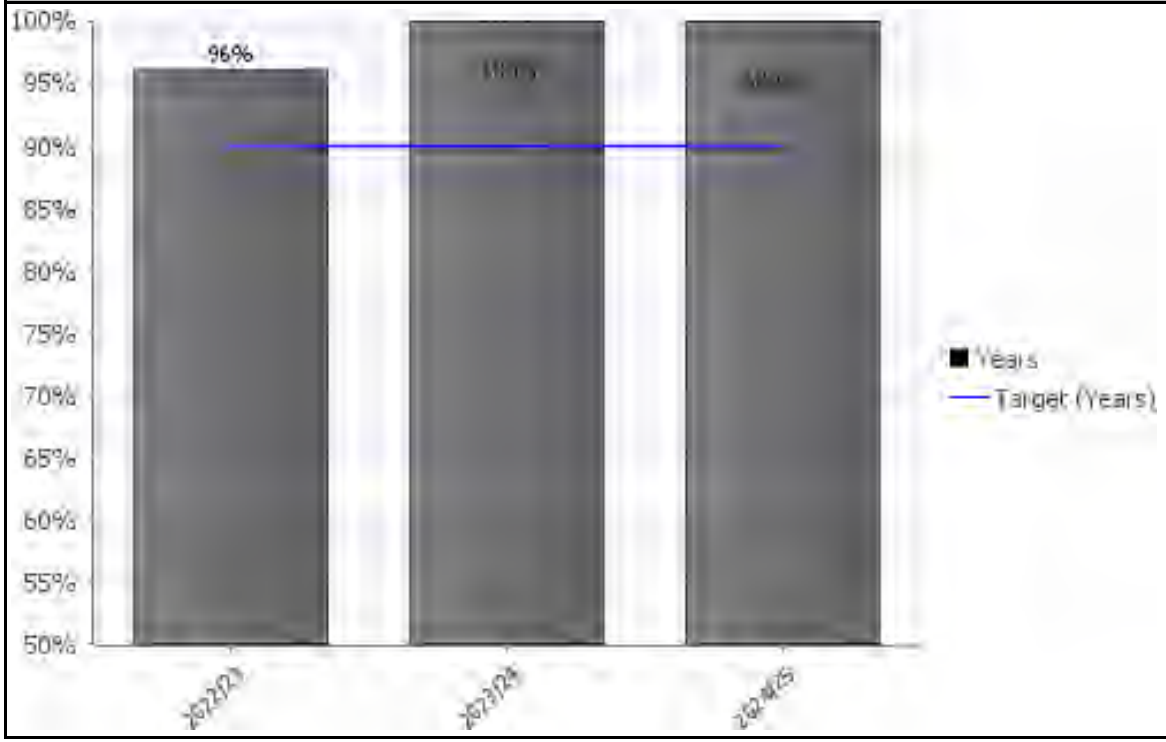
Performance Indicator				
SPBS_PI_02 Percentage of surveys with a score of 8 or more (Internal Audit)				
Target	**Actual**	**Intervention**	**RAG**	
90%	100%	75%	GREEN	
Comment				
All returns received scored higher than 8.				
Trend Chart				



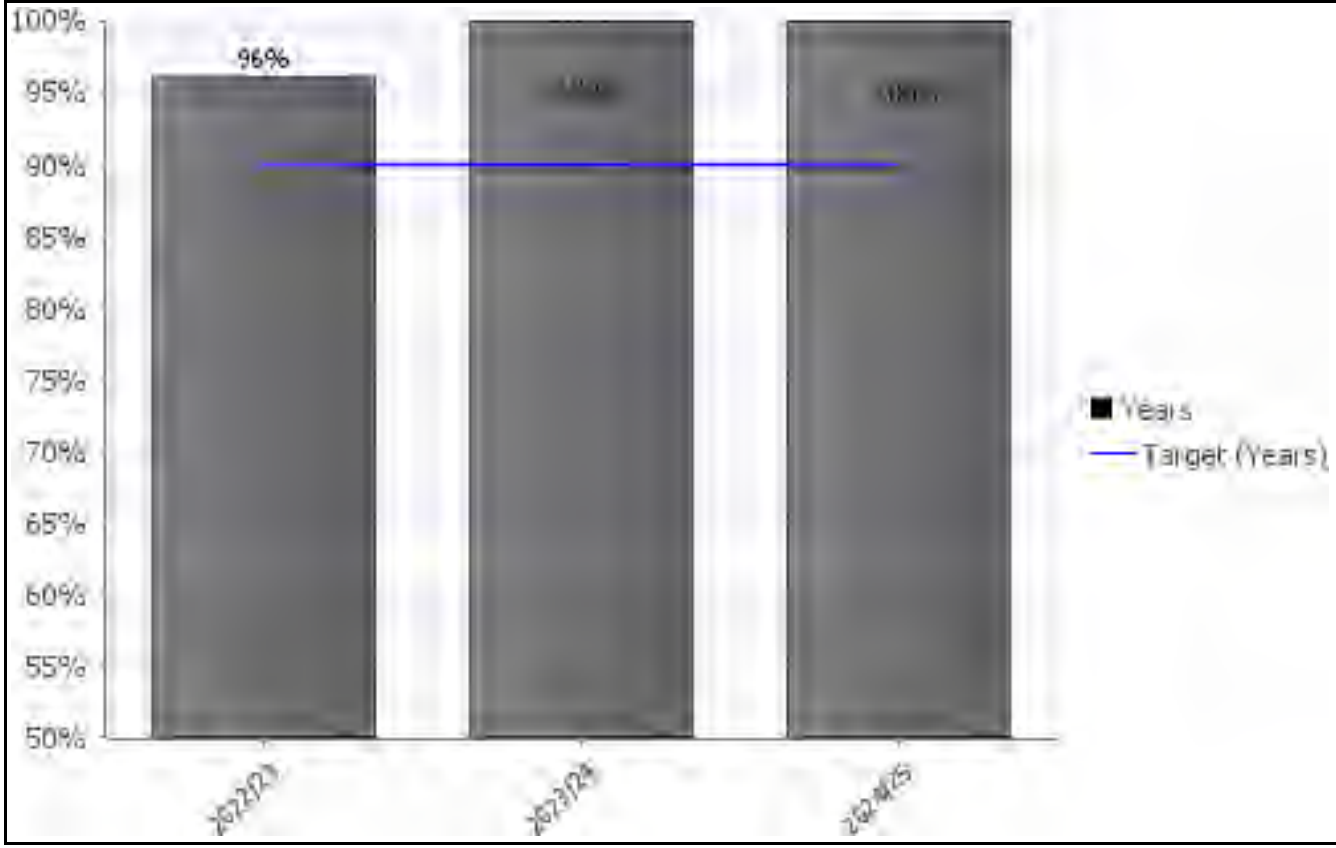
Performance Indicator				
SPBS_PI_03 Percentage of recommendations accepted (Internal Audit)				
Target	**Actual**	**Intervention**	**RAG**	
90%	99%	75%	GREEN	
Comment				
Two actions were partially accepted on the Council Tax audit.				
Trend Chart				



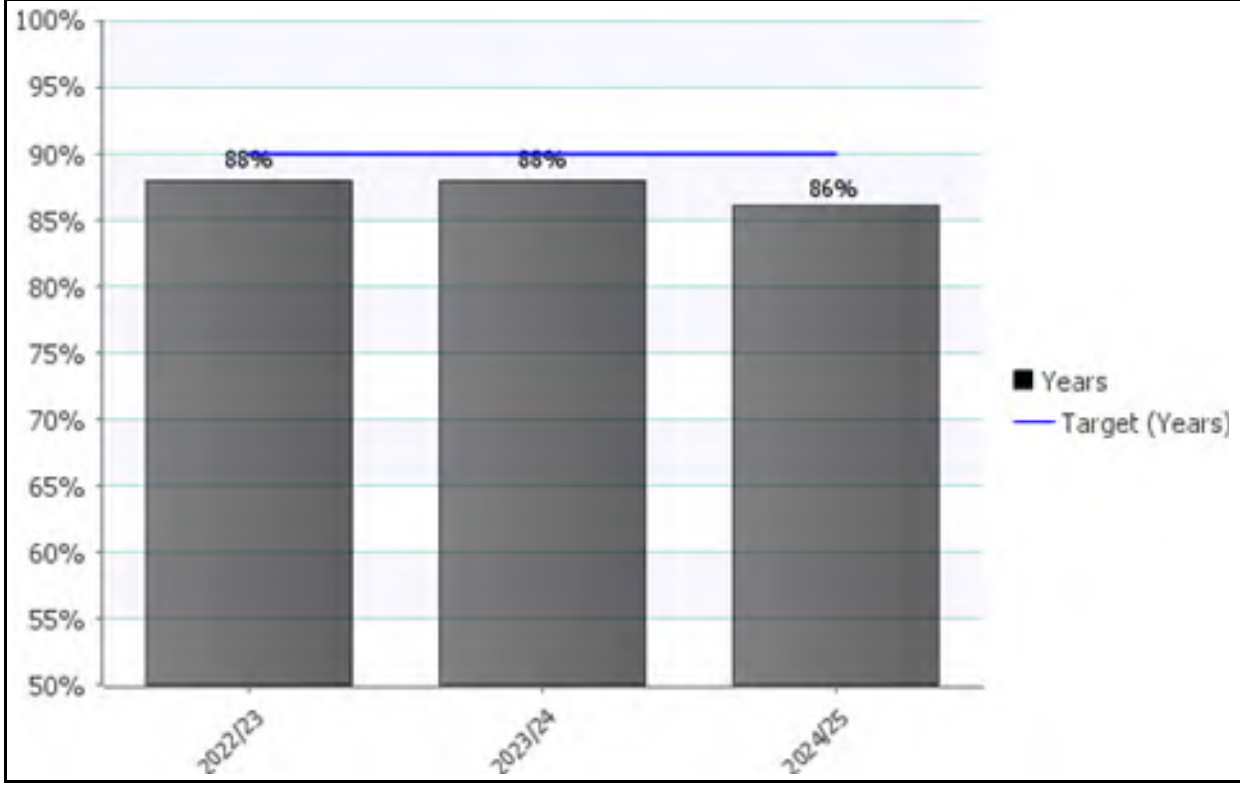
Performance Indicator				
SPBS_PI_04 Percentage of draft reports issued within 10 days of fieldwork completion. (Internal Audit)				
Target	**Actual**	**Intervention**	**RAG**	
90%	100%	75%	GREEN	
Comment				
All draft audit reports this year have been issued within 10 days of the completion of fieldwork.				
Trend Chart				



Performance Indicator				
SPBS_PI_05 Percentage of final reports issued within 5 days of final comments received. (Internal Audit)				
Target	**Actual**	**Intervention**	**RAG**	
90%	100%	75%	GREEN	
Comment				
All final audit reports this year have been issued within 5 days of receiving final comments from management.				
Trend Chart				



Performance Indicator				
SPBS_PI_06 Percentage of audits completed in year compared to plan (Internal Audit)				
Target	**Actual**	**Intervention**	**RAG**	
90%	86%	75%	AMBER	⚠
Comment				
Four audits were carried forward to 2025/26 at the request of relevant Directors.				
Trend Chart				

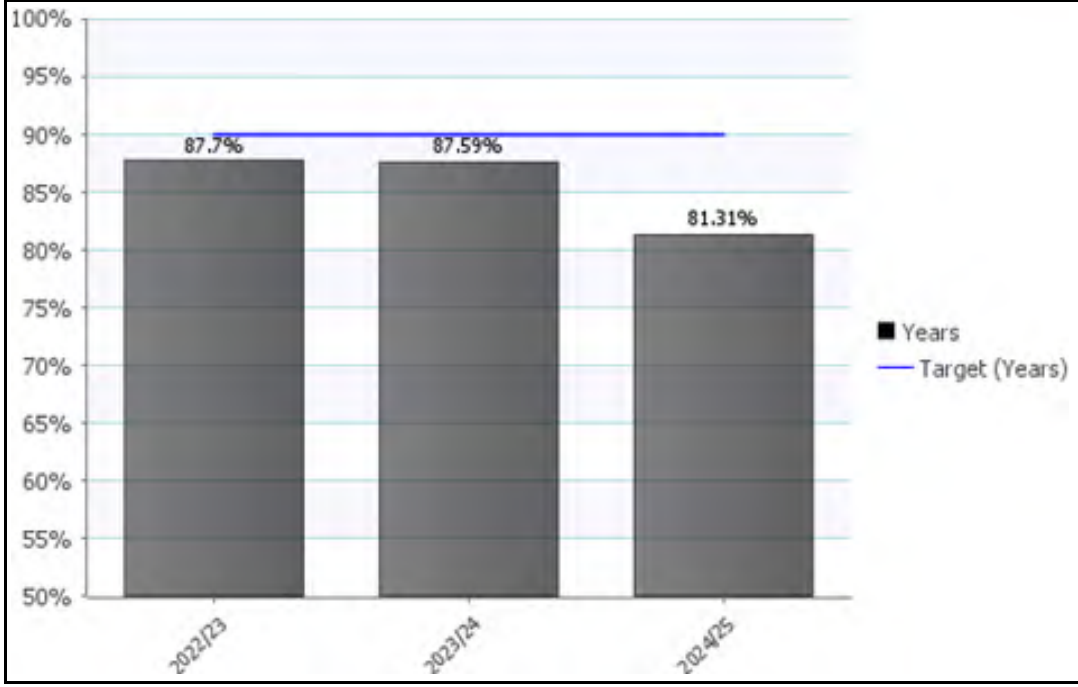


Performance Indicator				
SPBS_PI_08 % FOI / EIR requests responded to within time limit				
Target	**Actual**	**Intervention**	**RAG**	
90%	81.31%	75%	AMBER	

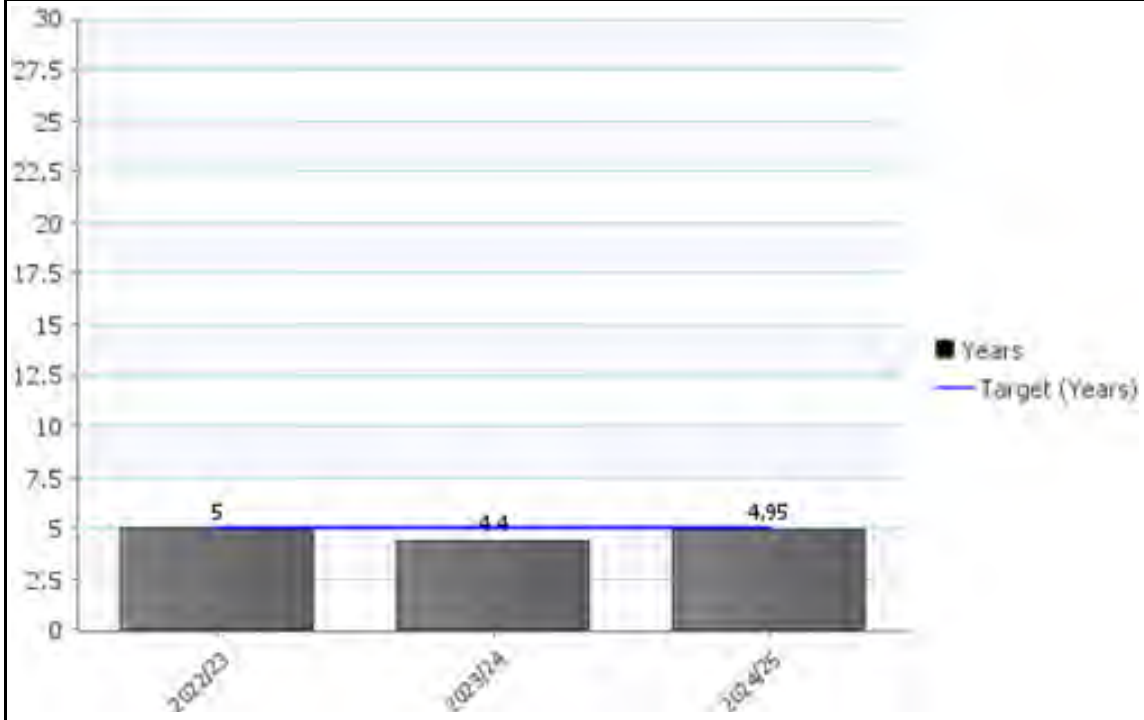
Comment

It should be noted that the performance recorded in this indicator relates to the entire Council. Information Governance staff provide co-ordination of FOI and EIR requests and responses, and support directorates where there are queries. The FOI Officers group meets regularly to discuss any issues or difficulties, and how improvements to response times might be possible. The performance recorded has dipped slightly since the last reporting period.

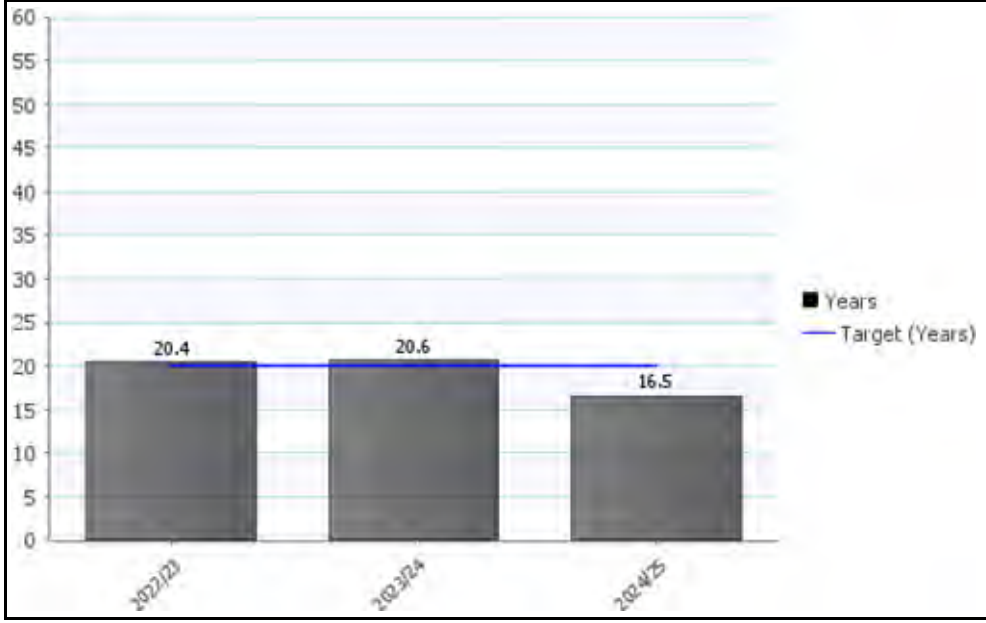
Trend Chart



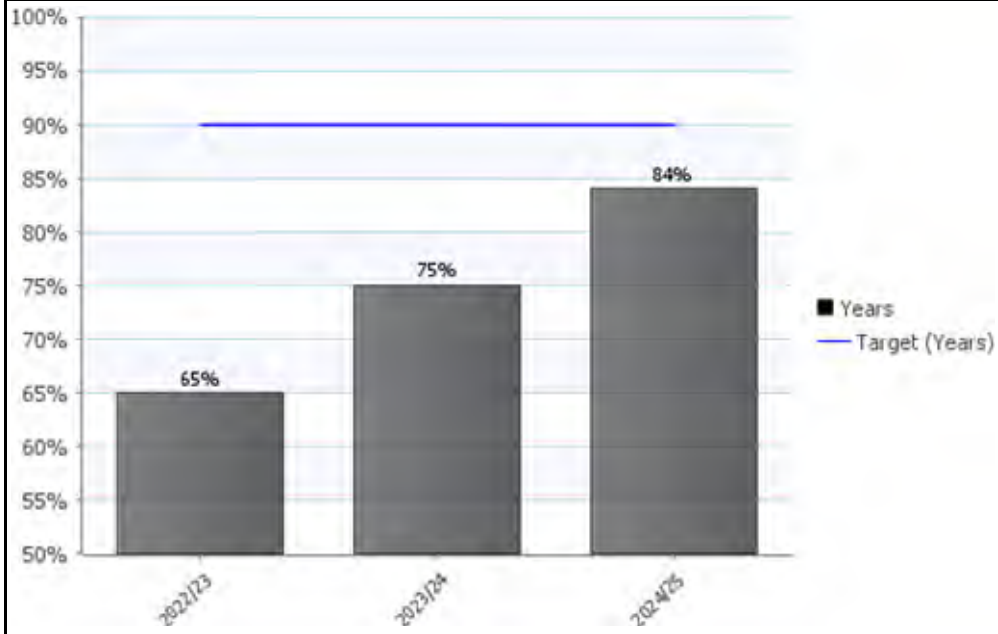
Performance Indicator				
SPBS_PI_09 Average working time for Stage 1 response for Complaints				
Target	**Actual**	**Intervention**	**RAG**	
5	4.95	15	AMBER	⚠
Comment				
It should be noted that the performance recorded in this indicator relates to the entire Council. The average response rate for Stage 1 complaints, although increased marginally over the 2023/24 response rate, still remains under the target set of 5 days.				
Trend Chart				



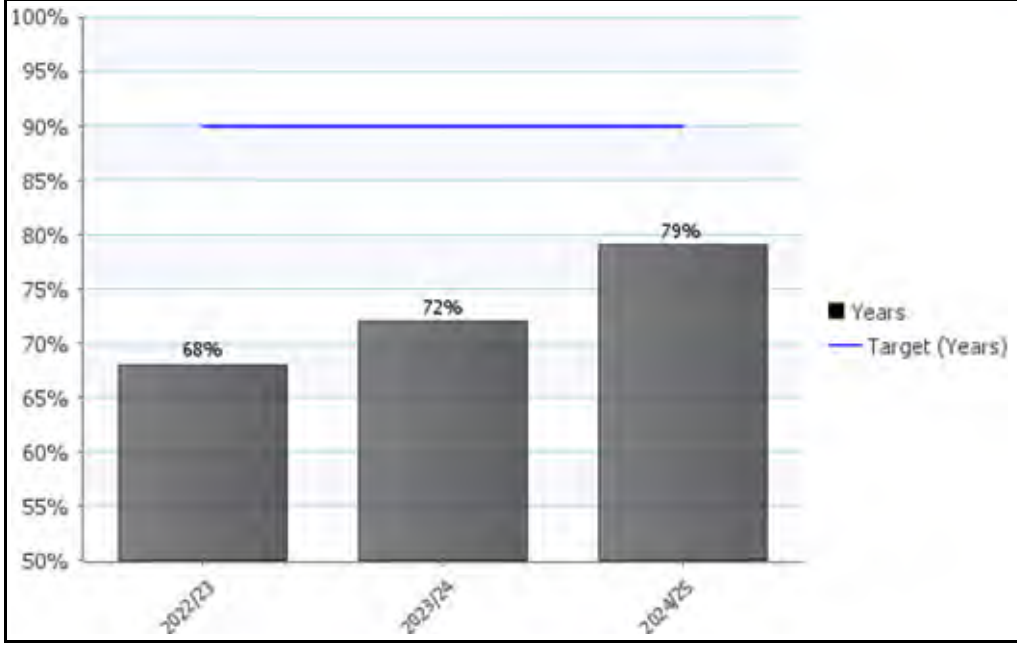
Performance Indicator				
SPBS_PI_10 Average working time for Stage 2 response for Complaints				
Target	**Actual**	**Intervention**	**RAG**	
20	16.5	30	GREEN	
Comment				
It should be noted that the performance recorded in this indicator relates to the entire Council. The average working time for Stage 2 responses has reduced from the last reporting period, which was just marginally above the target of 20 working days, and is now below the target. Stage 2 complaints are often much more complicated and lengthy to assess, seek information and form responses. The Complaints Officers group meets regularly to discuss issues and how response rates could be improved.				
Trend Chart				



Performance Indicator				
SPBS_PI_11 % Stage 1 complaint closed within timescale				
Target	**Actual**	**Intervention**	**RAG**	
90%	84%	75%	AMBER	
Comment				
It should be noted that the performance recorded in this indicator relates to the entire Council. Performance continues to improve, with the indicator changing from red to amber, given a further 9% improvement in performance against this indicator. Nonetheless, there remains room for improvement and the Complaints Officers group meets regularly to discuss issues and how response timescales could be sped up.				
Trend Chart				



Performance Indicator				
SPBS_PI_12 % Stage 2 complaint closed within timescale				
Target	**Actual**	**Intervention**	**RAG**	
90%	79%	75%	AMBER	
Comment				
It should be noted that the performance recorded in this indicator relates to the entire Council. There has been further improvement in performance since the last reporting period. Stage 2 complaints are often much more complicated and lengthy to assess, seek information and form responses. The Complaints Officers group meets regularly to discuss issues and how response timescales could be sped up.				
Trend Chart				



Performance Indicator RAG System

The performance indicator is experiencing significant underperformance, with a medium to high risk of failure to meet its target

The performance indicator is experiencing minor underperformance, with a low risk of failure to meet its target

The performance indicator is likely to meet or exceed its target

Strategy, Performance and Business Solutions Risk Register – March 2025

Strategic Risks

Cluster.	**Risk Number.**	**Owner.**
Financial.	2.	Corporate Director for Strategy, Performance and Business Solutions.
Staffing.	1.	Head of Human Resources and Organisational Development.
Governance.	6. 8.	Head of Improvement and Performance. Head of Legal and Governance.
Legislation.	7.	Head of Legal and Governance.
Communication.	3.	Head of Improvement and Performance.
Reputational.	4.	Corporate Director for Strategy, Performance and Business Solutions.
Reputational / Physical.	10.	Corporate Director for Strategy, Performance and Business Solutions.
Legislative / Governance.	5.	Corporate Director for Strategy, Performance and Business Solutions.
Technological.	9.	Head of Improvement and Performance.

Risks by rating

Risk Rating.	Risk.	Owner.	Cluster.	Risk Number.
20.	Finance and Budget Cuts.	Corporate Director for Strategy, Performance and Business Solutions.	Financial.	2.
12.	Business Continuity.	Head of Improvement and Performance.	Governance.	6.
12.	Staffing and Skills.	Head of Human Resources and Organisational Development.	Staffing.	1.
12.	Climate Change.	Corporate Director for Strategy, Performance and Business Solutions.	Physical / Reputational.	10.
9.	Internal and External Communications.	Head of Improvement and Performance.	Communication.	3.
9.	Failure to comply with Statutory Timings.	Corporate Director for Strategy, Performance and Business Solutions.	Governance / Legislation.	5.
9.	Development of Systems and Processes.	Head of Improvement and Performance.	Technological.	9.
9.	Procurement.	Head of Legal and Governance.	Governance.	8.
9.	Breach of GDPR.	Head of Legal and Governance.	Legislation.	7.
9.	Failure to meet Customer and Stakeholder Expectations.	Corporate Director for Strategy, Performance and Business Solutions.	Reputational.	4.

Risk Matrix

			IMPACT				
			1.	2.	3.	4.	5.
			Insignificant	Minor	Moderate	Major	Severe
LIKELIHOOD	5.	Almost Certain.	Medium	Medium	High	High	Extreme
	4.	Likely.	Medium	Medium	Medium	High	Extreme
	3.	Possible.	Low	Medium	Medium	High	High
	2.	Unlikely.	Low	Low	Medium	Medium	High
	1.	Rare.	Low	Low	Low	Medium	High

Risk Title: 01 – Staffing and Skills

Likelihood	3	**Impact.**	4	**RAG**	High	**Current Risk Score**	12	**Target Risk Score**	8
Owner	Head of Human Resources and Organisational Development						**Cluster.**	Staffing	

Vulnerability	**Trigger**	**Consequences**	**Options**	**Mitigating Actions**
Not having the required skills within a service. Small teams or individuals with specific knowledge. Succession planning difficult for small teams. Recruitment and retention - inability to retain existing staff and a lack of suitable staff for recruitment. Some teams have specific qualification requirements which further reduces the pool of applicants. Ageing staff profile.	Change in skill requirements. Opportunities elsewhere in, or outwith, the Council. Poor staff morale. Lack of career progression opportunities. Retirement. Limited opportunity for succession planning.	Loss of valuable experience and knowledge. Unable to undertake certain work and deliver core functions and Council priorities.	Treat.	01.01 - Undertake workforce planning and opportunities for career succession planning. 01.02 - Be aware of changing environment and required skills. Identification of training needs to address gaps. 01.03 - Development of skills identified through leadership development and staff Good Conversations. 01.04 - Contribute to strategic workforce challenges across the council through Recruitment taskforce. 01.05 – Develop Manager's toolkits to facilitate regular team meetings and 1:1s to maintain staff morale. 01.06 - Review and further develop flexible working policy.

Risk Title: 02 – Finance and Budget Cuts

Likelihood	5	**Impact**	4	**RAG**	High	**Current Risk Score**	20	**Target Risk Score**	9
Owner	Corporate Director for Strategy, Performance and Business Solutions						**Cluster**	Financial	

Vulnerability.	**Trigger.**	**Consequences.**	**Options.**	**Mitigating Actions.**
Small size of teams means a budget cut could have a high impact as budgets are mainly staff costs. Services may have to be cut to meet budget. Core back office functions may have to be cut to protect front line services.	Government cuts in budgets reducing Council budget and subsequently Directorate budgets.	Failure to deliver core and statutory services of SPBS directorate. Failure to support service areas to deliver core statutory services. Services may not receive support to transform service delivery through new systems and service re-design.	Tolerate.	02.01 - Review of overheads though this is limited due to low level of costs relating to overheads. 02.02 - Directorate analysis to identify areas for efficiencies and also a review of services to ensure staff resource is focussed on essential functions. 02.03 - Support services with service redesign projects and identification and implementation of new IT systems.

Risk Title: 03 – Internal and External Communication

Likelihood	3	**Impact**	3	**RAG**	Medium	**Current Risk Score**	9	**Target Risk Score**	4
Owner	Head of Improvement and Performance						**Cluster**	Communication	

Vulnerability.	**Trigger.**	**Consequences.**	**Options.**	**Mitigating Actions.**
Poor communication leads to an unawareness of Council priorities and intended outcomes. Staff, Customers and Stakeholders must be appropriately engaged about efficiency measures and service changes and proactively informed so expectations are realistic. SPBS fails to manage how we respond to social media and to take advantage of the potential benefits.	Staff, customers and stakeholders do not understand the reasons for the changes. Good ideas are not collected from effective communication and engagement. Staff not given the opportunity to contribute to corporate organisational development and become disengaged. There is not an effective management of social media or use of it as an effective engagement tool.	Poor morale, staff disengagement. Higher turnover of staff. Reputational risk – increase in complaints and adverse publicity. Misplaced criticism. Lack of understanding of what the Directorate / Council wants to achieve. Increased cost to Council if work has to be reperformed. Good ideas lost.	Treat.	03.01 - Leadership development and Staff training. 03.02 - Communication and engagement plan developed and implemented. 03.03 - Regular communication with customers and stakeholders. 03.04 - Actively seek customer / stakeholder feedback. 03.05 - Co-ordinated public engagement.

Risk Title: 04 – Failure to Meet Customer and Stakeholder requirements

Likelihood	3	**Impact**	3	**RAG**	Medium	**Current Risk Score**	9	**Target Risk Score**	4
Owner	Corporate Director for Strategy, Performance and Business Solutions						**Cluster**	Reputational	

Vulnerability.	**Trigger.**	**Consequences.**	**Options.**	**Mitigating Actions.**
Customer and Stakeholders' expectations not clearly defined or agreed.	Service delivery standards not met. Customer / Stakeholder complaints.	Reputational risk – increase in complaints and adverse publicity. Increased cost to Council if work has to be reperformed	Treat.	04.01 – Ensure appropriate Staff training in place and undertaken. 04.02 - Regular communication with customers and stakeholders to articulate and manage expectations. 04.03 - Actively seek customer / stakeholder feedback and identify any improvements required. 04.04 - Agreed brief/terms of reference / service standards with full understanding of customer and stakeholder requirements. 04.05 - Co-ordinated public engagement across the Council and with partners / stakeholders where appropriate. 04.06 – Fill vacant posts timeously where appropriate to ensure where possible services are operating at optimum staff complement.

Risk Title: 05 – Failure to comply with Statutory Timings / Agreed timescales

Likelihood	3	**Impact**	3	**RAG**	Medium	**Current Risk Score**	9	**Target Risk Score.**	9
Owner	Corporate Director for Strategy, Performance and Business Solutions						**Cluster**	Governance / Legislative	

Vulnerability.	**Trigger.**	**Consequences.**	**Options.**	**Mitigating Actions.**
Volume of work, competing priorities, short staffed could lead to not adhering to Service Level Agreements, Service Standards or statutory timings, and not adhering to agreed timescales for specific directorate processes. This may additionally lead to poor assessment / audits.	Failure to meet statutory timings and requirements of legislation. Failure to adhere to agreed timings for staffing policies – e.g., disciplinary etc. Failure to adhere to timings for court cases, employment tribunals, social work orders etc. Failure to meet deadlines for support to services including project delivery.	Reputational risk. Lost opportunities. Possible financial implications.	Treat.	05.01 - Ensuring staff are familiar with and adhere to the requirements and relevant standards / timescales. 05.02 – Service awareness of critical timings across directorate and wider council services. 05.03 – Managers supporting Staff to prioritise and diarise timings to ensure adherence.

Risk Title: 06 – Business Continuity

Likelihood	3	**Impact.**	4	**RAG**	High	**Current Risk Score**	12	**Target Risk Score**	9
Owner	Head of Improvement and Performance						**Cluster**	Governance	

Vulnerability.	**Trigger.**	**Consequences.**	**Options.**	**Mitigating Actions.**
An event or incident leads to the inability of teams to carry out their core functions.	Pandemic, IT incident, power outage, fire, flood etc	Backlog of work and failing to meet deadlines. Loss of critical documents.	Treat.	06.01 - Directorate ensures that service business continuity plans in place. 06.02 - Remote working possible at home on laptops. 06.03 - Ensuring documents are stored in the cloud using the Microsoft 365 stack (OneDrive, Teams and SharePoint).

Risk Title: 07 – Breach of GDPR

Likelihood	3	**Impact**	3	**RAG**	Medium	**Current Risk Score**	9	**Target Risk Score**	9
Owner	Head of Legal and Governance						**Cluster**	Legislation	

Vulnerability.	**Trigger.**	**Consequences.**	**Options.**	**Mitigating Actions.**
Personal information could be processed for Planning Committees, LRB, staff appeals, Licensing, Complaints, FOIs Personnel information held for HR processes.	Sensitive information is leaked or goes to wrong recipients.	Monetary penalty from ICO. Reputational Risk to Council. Negative impact on staff / potential staff / job applicants.	Treat.	07.01 - Training and awareness of GDPR. 07.02 - Handling as little personal information as required. 07.03 - Secure disposal of personal information in accordance with policy. 07.04 - Strong IT and document security. 07.05 - Redacting of personal info. 07.06 – Use of Electronic Document and Records Management System (EDRMS) to support secure and effective handling of information.

Risk Title: 08 – Procurement

Likelihood	3	**Impact**	3	**RAG**	Medium	**Current Risk Score**	9	**Target Risk Score**	8
Owner	Head of Legal and Governance						**Cluster**	Governance	

Vulnerability.	**Trigger.**	**Consequences.**	**Options.**	**Mitigating Actions.**
Procurement Legislation, Policy and Procedures not adhered to.	Unsuccessful bidders lodging a legal challenge.	Reputational damage. Interruption of council service delivery. Financial awards where a contract award is overturned. Staff resources. Low staff morale. Increased scrutiny and pressure on staff.	Treat.	08.01 - Training and awareness raising. 08.02 - Procurement team adequately resourced including additional resource to accompany significant capital projects where applicable.

Risk Title: 09 – Development of Systems and Processes

Likelihood	3	**Impact**	3	**RAG**	Medium	**Current Risk Score**	9	**Target Risk Score**	8
Owner	Head of Improvement and Performance						**Cluster**	Technological	

Vulnerability.	**Trigger.**	**Consequences.**	**Options.**	**Mitigating Actions.**
Due to other work being prioritised by services - failure to support services to progress system developments and lack of progress on strategic outcomes.	Services unable to lead system developments due to volume of attention that day to day operational tasks require. SPBS unable to progress systems development without service lead and project management.	Strategic priorities not delivered. Cost savings not identified and achieved. Negative impact on service delivery. Reduced staff morale.	Treat.	09.01 – Improvement Support team to ensure project management support and guidance in place. 09.02 - Mechanisms identified for escalating issues in project delivery at an early stage. 09.03 - Expectations managed and good communication on timescales and clarity of roles.

Risk Title: 10 – Climate Change

Likelihood	3	**Impact**	4	**RAG**	High	**Current Risk Score**	12	**Target Risk Score**	8
Owner	Corporate Director for Strategy, Performance and Business Solutions						**Cluster**	Physical / Reputational	

Vulnerability.	**Trigger.**	**Consequences.**	**Options.**	**Mitigating Actions.**
Council Services disrupted due to infrastructure or travel impacted by extreme and unpredictable weather. Communities facing increased frequency of coastal flooding and increased volumes of surface water. Community Resilience Groups more frequently required to stand up to support local citizens. Local economic production affected by climate impacts. Transition to support climate response initiatives require significant capital investment.	Extreme and unpredictable sustained weather (lightning, winds, tides) causes increased damage or wear & tear to council infrastructure disrupting service delivery. Increased severity of coastal flooding leads to damage of property in coastal communities, while surface water levels impact transport routes and agricultural activities in the community. Surface water and other climate impacts affect normal activity cycles impacting food production including agriculture. Move to Net Zero requires capital funding and resourcing beyond Council capacity.	Weakened or disrupted delivery of Council services including Customer Services, digital services, and support to wider council services. Reduced economic output in Orkney requires increased Council interventions. Failure to meet targets or reductions in funding of other Council Priorities to support initiatives.	Treat.	10.01 - Business Continuity plans in place. 10.02 - Staff awareness of Council Plan priorities and targets and milestones. 10.03 - Staff awareness of appropriate plans for example Flood Risk Management Plan, Coastal Change Adaption Plan. 10.04 - Staff participation in resilience reviews and response to incidents through Incident Management process. 10.05 - Facilitation of continued development of local Community Resilience Groups within communities 10.06 - Staff participation in cross council Officer Working Group and recognition that Climate Change impacts all Directorates.