



ORKNEY
ISLANDS COUNCIL

Item: 12.1

Development and Infrastructure Committee: 11 November 2025.

Performance Monitoring.

Report by Director of Infrastructure and Organisational Development.

1. Overview

- 1.1. The Council Plan 2023-28, approved in March 2023, reflects national priorities set by both the Scottish and UK Governments and the core services which the Council provides day to day, as well as taking account of new duties arising from recent legislation.
- 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 Neighbourhood Services and Infrastructure 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 its activities and the services it provides.
- 1.5. In terms of the Council's Strategic Planning and Performance 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 Neighbourhood Services and Infrastructure directorate delivery plan, together with relevant performance indicators.
- 1.7. Section 5 below sets out more detail on complaints and compliments received by the Infrastructure and Organisational Development service.
- 1.8. Annex 3 sets out the revised directorate risk register for consideration.

2. Recommendations

2.1. It is recommended that members of the Committee:

- i. Note the performance of Infrastructure and Organisational Development for the reporting period 1 April to 30 September 2025, in respect of directorate priorities and performance indicators, as set out in Annexes 1 and 2 respectively to this report.
- ii. Agree the proposed amendments to the Directorate Delivery Plan actions as set out in sections 3.2. and 3.3. of this report.
- iii. Note the complaints and compliments made to Infrastructure and Organisational Development in the six-month period 1 April to 30 September 2025, and for the two preceding six-month periods, as set out in section 5 of this report.
- iv. Approve the revised Infrastructure and Organisational Development Risk Register, attached as Annex 3 to 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 Neighbourhood Services and Infrastructure Directorate Delivery Plan 2023 – 2028. This annex also includes the Human Resources and Organisational Development actions carried across from the Strategy, Performance and Business Solutions Directorate Delivery Plan to reflect the current Council structure.

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:

- 06 - Orkney Local Heat and Energy Efficiency Strategy – Progress to Net Zero via the decarbonisation of our Council buildings and properties, via the Orkney Local Heat and Energy Efficiency Strategy.
- 10 - Management and Control of Operational Costs - Complete the review of the New Horizon system, supported by the Improvement Support Team.
- 12 - Waste and Recycling Strategy - Identify appropriate strategic direction for waste and recycling in Orkney, taking into account changes in legislation.
- 19 SPBS - 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.

3.3. Set out below are those Directorate Delivery Plan actions assessed as requiring an amendment to the target date:

- 08 - Local Resilience Plan – Prepare a local resilience plan for each island.

4. Directorate Performance Indicators

4.1. Directorate performance indicators provide the mechanism through which the performance of aspects of the services provided year on year are monitored. The monitoring report for Infrastructure Services and Organisational Development is attached as Annex 2, the statistics for Human Resources and Organisational Development have been included to align with the new Council structure. The statistics for Building Cleaning are also included as at the time of this reporting period the service has not yet moved to Education, Communities and Housing, this transition will be reflected in the next reporting period.

4.2. Set out below are those Directorate Performance Indicators which are no longer being monitored:

- 03 - Planning Applications - Average timescale to determine planning applications for local developments.

4.3. The reason for this is to remove duplication as the data is reported to the Development and Infrastructure Committee through the National Planning Improvement Framework Report which was introduced last year.

5. Directorate Complaints and Compliments

5.1. Table 1 below sets out the complaints and compliments made to Infrastructure and Organisational Development in the six-month period 1 April to 30 September 2025, and for the two preceding six-month periods. The statistics for Human Resources and Organisational Development have been included to align with the new Council structure. The statistics for Building Cleaning are also included as at the time of this reporting period the service has not yet moved to Education, Communities and Housing, this transition will be reflected in the next reporting period.

Table 1.	Six months ending 30 September 2024.	Six months ending 31 March 2025.	Six months ending 30 September 2025.	Totals.
Complaints.	25.	10.	16.	51.
Compliments.	58.	69.	63.	190.

- 5.2. 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.
- 5.3. When complaints are received, they are often very complex and take time to respond to. However, the Scottish Public Services Ombudsman makes clear that it is more important to respond fully and fairly to a complaint than it is to respond within the deadline.
- 5.4. It is also important to note that the number of complaints received by the Council does not capture the number of first-time service requests that frontline teams handle and manage each day. A great deal of effort goes towards dealing with these service requests to find an immediate resolution for customers which helps to prevent a situation escalating to a complaint.
- 5.5. Between April and September 2025 there were no discernible relationships in terms of the types of complaints received.
- 5.6. In the reporting period April to September 2025, the number for Infrastructure and Organisational Development complaints generally is broken down as follows:
- 10 complaints were not upheld.
 - 5 complaints were upheld.
 - 1 complaint was partially upheld.
- 5.7. The Directorate Complaints Officer works with Heads of Service, Managers and Officers to improve the flow of communication and response time regarding complaints and provides a support mechanism in terms of advice. The Customer Services Platform system is beneficial in regard to recording of formal complaints and now that the live reporting system is available this should start to increase the efficiency of reporting.
- 5.8. Internally run complaints training is offered to all Council staff and the Scottish Public Services Ombudsman run courses periodically.
- 5.9. It is encouraging to observe the number of compliments received across the Infrastructure and Organisational Development Directorate noting that the detail

on these compliments is provided in the quarterly reports produced by the Directorate Complaints Officer and submitted to the Information Governance Officer.

- 5.10. The compliments received during this six-month monitoring period vary in nature – the majority are in relation to the service provided by the Trading Standards team (who regularly recover money and also get money waived for consumers), but others relate to various other services provided by Infrastructure and Organisational Development, including Building Standards, Environmental Health, Waste Operations, Burial Grounds, Roads Support, Roads Operations, Building Cleaning, Property, Safety and Resilience and the Operation Support team.
- 5.11. The Directorate Business Support team send regular reminders to encourage all staff to report compliments, the next reminder will be sent in October 2025 (including to those staff who do not have access to a computer); managers also play a key part in encouraging their teams to ensure compliments are shared and sent to the Directorate Business Support team for recording, particularly those staff that are based outwith the office. Compliments are recorded through the Customer Services Platform.

6. Directorate Risk Register

- 6.1. Managers within Infrastructure and Organisational Development have recently conducted a six-monthly review and update of the directorate Risk Register, along with the list of actions to mitigate these risks. The updated Risk Register is attached as Annex 3 to this report.

For Further Information please contact:

Hayley Green, Director of Infrastructure and Organisational Development, extension 2301, Email hayley.green@orkney.gov.uk

Implications of Report

1. **Financial:** none arising directly from this report.
2. **Legal:** The Council's performance monitoring systems help the Council to meet its statutory obligation to secure best value.
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:** Service risks are outlined in the attached Risk Register.
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.

Local Outcomes Improvement Plan.

Neighbourhood Services and Infrastructure Directorate Delivery Plan 2023-28.

Risk Management Policy and Strategy.

Annexes

Annex 1 – Directorate Delivery Plan Actions.

Annex 2 – Performance Indicators (6 monthly).

Annex 3 – Directorate Risk Register.


Neighbourhood Services and Infrastructure (NSI) Directorate Delivery Plan 2023-2028 and Strategy, Performance and Business Solutions (SPBS) Directorate Delivery Plan 2023-2028.


Progress against NSI and SPBS Directorate Delivery Plan Priorities as at 30 September 2025.





Title	Description	BRAG		Actual Start Date	Due Date
01 - Process Improvement - Review of the Orkney Local Development Plan (OLDP) 2017 and preparation of the new OLDP	Review of the Orkney Local Delivery Plan 2017 and preparation of new Orkney Local Development Plan (OLDP). Cross referenced with the Local Code of Corporate Governance: Improvement Action Plan 2023-2024 - Defining Outcomes C1.	GREEN	▶	12-Dec-2023	31-Mar-2027
Lead	Comment				
Hayley Green	<p>BRAG status as at 31 March 2025 was green.</p> <p>The Development Plan Scheme which sets out the programme for the preparation of the Orkney Local Development Plan was presented to the Development and Infrastructure Committee in November 2024 and was approved.</p> <p>Work is underway in preparing the Evidence Report and as part of this there have been public engagement events on the review of the Orkney Local Development Plan. Drop-in events were held in Stromness, Dounby, Kirkwall and St Margaret's Hope during April to June 2024. Public surveys including, a Call for Ideas, the Call for Sites and an Outdoor Play Space Survey were also conducted in the period between May and September 2024.</p>				

	<p>The Evidence Base Gate Check was reported to Development and Infrastructure Committee in June 2025 which is currently subject of review by Scottish Government Reporter and anticipated feedback is due in autumn 2025.</p> <p>Timeframes for the next stage of the review process are being reviewed and will be detailed in a Development Plan Scheme which will be reported to Development and Infrastructure Committee in February 2026.</p>
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Title	Description	BRAG		Actual Start Date	Due Date
02 - Marine Plan - prepare a plan for the Orkney Islands marine region	Prepare a marine plan for the Orkney Islands Marine Region. Cross referenced with the Local Code of Corporate Governance: Improvement Action Plan 2023-2024 - Defining Outcomes - C1 (target 2022-2028).	AMBER		12-Dec-2023	31-Dec-2025
Lead	Comment				
Hayley Green	<p>BRAG status as at 31 March 2025 was green.</p> <p>Following the submission of the consultative draft plan to the Scottish Government in December 2022 it unfortunately took the Scottish Government until June 2024 to sign off the draft plan for public consultation. This significant delay was due to staff resource issues, a lack of clarity on national marine planning policy and the result of a judicial review regarding the appropriate use of the National Marine Plan.</p> <p>Public consultation on the draft plan commenced in August 2024 and ran until October 2024 with drop-in sessions held at ten locations throughout Orkney plus two online engagement events. Significant work was undertaken to engage with the Scottish Government during 2025 to finalise the Plan to respond to the consultation process and the updated Statement of Public Participation now indicates that a Finalised Plan will be reported to the Development and Infrastructure Committee in November 2025.</p>				


Title	Description	BRAG		Actual Start Date	Due Date
03 - Sustainable Transport - develop and deliver walking, wheeling and cycling projects	Develop and deliver walking, wheeling and cycling projects.	GREEN		12-Dec-2023	31-Mar-2028
Lead	Comment				
Hayley Green	<p>BRAG status as at 31 March 2025 was green.</p> <p>The Council continues to receive annual grant funding from the Scottish Government for Active Travel programme works. Good progress is being made during 2025/26 on project delivery despite limited staff resource capacity.</p> <p>Work is underway in Quarter 2 2025 to re-assess the team structure and delivery plan for Tier 1 funding. It is hoped to establish a dedicated team manager post to drive forward this agenda during 2025/26, utilising external Scottish Government Tier 1 funding. A report on progress will be made to the November 2025 meeting of the Policy and Resources Committee.</p>				


Title	Description	BRAG		Actual Start Date	Due Date
04 - Local Place Plans - promote and support the production of plans	Promote and support the production of Local Place Plans.	GREEN		12-Dec-2023	31-Mar-2027
Lead	Comment				
Hayley Green	<p>BRAG status as at 31 March 2025 was red.</p> <p>All Community Councils were written to with an invitation to prepare Local Place Plans by the end of March 2025 and a request to contact the Development Planning team if they were interested in doing so.</p> <p>A dedicated part of the Council website has been created offering links to supporting materials to assist communities to prepare a Local Place Plan.</p> <p>A number of communities have indicated an interest in preparing plans including Evie and Rendall, Holm, Kirkwall and St Ola, Stromness, Stenness, Stronsay and St Andrews and Deerness. The Dounby Local Place Plan is in the process of being finalised prior to being formally registered with the Council. Stenness is complete and Birsay is at the initial stages of undertaking a Plan. There is engagement with the Orkney Fund Board (formerly the Orkney Towns Board) regarding potential to support Place Plan work through the work of that Board.</p>				


Title	Description	BRAG		Actual Start Date	Due Date
06 - Orkney Local Heat and Energy Efficiency Strategy	Progress to Net Zero via the decarbonisation of our Council buildings and properties, via the Orkney Local Heat and Energy Efficiency Strategy.	BLUE		12-Dec-2023	31-Mar-2028


	Cross referenced with the Local Code of Corporate Governance: Improvement Action Plan 2023-2024 - Defining Outcomes - C1 (target 2023-2025).				
Lead	Comment				
Hayley Green	<p>BRAG status as at 31 March 2025 was green.</p> <p>The Orkney Local Heat and Energy Efficiency Strategy (OLHEES) and the Delivery Plan were presented to Policy and Resources Committee in February 2025 and were approved, they have been published and submitted to the Scottish Government. Consideration should be given to closing this action which is now business as usual.</p>				


Title	Description	BRAG		Actual Start Date	Due Date
07 - Strategic Asset Plan	Develop and deliver a Strategic Asset Plan to review our use of property assets so that the Council can take steps to be more efficient.	GREEN		12-Dec-2023	31-Mar-2028
Lead	Comment				
Hayley Green	<p>BRAG status as at 31 March 2025 was green.</p> <p>Work is continuing across the estates service to support this action. A meeting has been held with Scottish Futures Trust and we are planning to engage them. The Property Asset Management Plan is in place and work on the delivery plan is underway.</p>				


Title	Description	BRAG		Actual Start Date	Due Date
08 - Local Resilience Plan	Prepare a local resilience plan for each island. Cross referenced with the Local Code of Corporate Governance: Improvement Action Plan 2023-2024 - Engaging comprehensively with institutional stakeholders - B2.	RED		12-Dec-2023	30-Sep-2025
Lead	Comment				
Hayley Green	<p>BRAG status as at 31 March 2025 was green.</p> <p>These plans are being developed by the Safety and Resilience Service in conjunction with other Service Managers as required. Visits by the Service Manager to some of the islands took place during Spring/Summer 2025.</p> <p>Consideration should be given to extending the target date for this action from 30 September 2025 to 31 August 2026 due to a lack of capacity within the team to progress this by the current target date.</p>				

Title	Description	BRAG		Actual Start Date	Due Date
10 - Management and Control of Operational Costs	Complete the review of the New Horizon system, supported by the Improvement Support Team. Cross referenced with the Local Code of Corporate Governance: Improvement Action Plan 2023-2024 - Robust Internal Controls - F3.	BLUE		12-Dec-2023	31-Mar-2028
Lead	Comment				
Hayley Green	<p>The BRAG status as at 31 March 2025 was green.</p> <p>The review of the New Horizon system is complete, and a number of individual actions have been identified which will move the various activities carried out by New Horizon into new or existing Council systems. As a result, this specific action is complete.</p> <p>Identifying alternative systems for the various activities and then implementing these is an ongoing action with several components. To date, a new Fleet Management System has been implemented which has removed all Fleet related activities from the New Horizon system. Additionally, the Quarry invoicing process is now carried out on Integra.</p> <p>The next area of focus will be the job costing process which allocates cost for particular operational activities to specific cost centres. Work to pursue identification of an alternative Stock Management System will be pursued in parallel. This item is discussed at Infrastructure Services Management meetings.</p> <p>Consideration should be given to closing this action.</p>				

Title	Description	BRAG		Actual Start Date	Due Date
12 - Waste and Recycling Strategy	Identify appropriate strategic direction for waste and recycling in Orkney, taking into account changes in legislation. The strategy has been identified but we have not been able to put in place the infrastructure to support it which relates to funding issues. We will continue to look for ways to fund the necessary infrastructure.	BLUE		12-Dec-2023	31-Mar-2028
Lead	Comment				
Hayley Green	<p>BRAG status as at 31 March 2025 was green.</p> <p>Following the cancellation of the Integrated Waste Facility project, officers have developed a Waste Strategy comprising a range of suggested projects for consideration and development. This Strategy was approved by Council in July 2025. Implementation of the various activities contained within the Strategy is currently on hold due to vacancies within strategic posts in the team but it will continue to inform current and future work and will provide a baseline from which to respond to ongoing changes in legislation, regulation and Government policy.</p> <p>Consideration should be given to closing this action.</p>				

Title	Description	BRAG		Actual Start Date	Due 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.	GREEN		12-Dec-2023	31-Mar-2028
Lead	Comment				
Hayley Green	<p>BRAG status as at 31 March 2025 was green.</p> <p>A new Council Occupational Health (OH) contract has been in place from August 2025 with TAC Health Care.</p> <p>Updated and revised procedures are being implemented to streamline and improve OH service provision.</p> <p>The service is looking to roll out secure manager access to the OH system in early 2026 to enable managers to make referrals and receive reports from OH directly for their employees. The service is also implementing a revised pre-employment health process based on a risk assessment approach and including baseline health surveillance for relevant posts.</p>				

Title	Description	BRAG		Actual Start Date	Due Date
SPBS DDP 08 Employee processes	Additional guidance for investigating officers and chairs. Additional training for officers Improved administration process. Improved timescale for formal employee processes.	GREEN		12-Dec-2023	31-Mar-2026
Lead	Comment				
Hayley Green	<p>BRAG status as at 31 March 2025 was green.</p> <p>A revised Council Recruitment and Selection Policy and Procedure has been implemented. An updated manager briefing is being finalised and a medium term plan for manager online e-learning on policy and face to face practical sessions is being developed.</p> <p>The Managing Sickness Policy and Procedure and the Redeployment Policy and Procedure are being reviewed and will go to Human Resources Sub-committee in early 2026.</p> <p>Moving forward with implementing revised approaches to casual/relief/supply working and temporary to permanent employment to ensure compliance with fair work principles and minimise zero hours contracts use. A New Careers Support Policy will go to Human Resources Sub-committee along with a review of Flexi Time, Flexible Working and Home/Hybrid Working Policy.</p>				

Title	Description	BRAG		Actual Start Date	Due 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: <ul style="list-style-type: none"> • The delivery of agreed infrastructure projects. • Appropriate use of public facilities (public buildings, public spaces). 	BLUE		12-Dec-2023	31-Jul-2025

	<ul style="list-style-type: none"> • 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	<p>Through Karen Greaves and then subsequently Hayley Green as lead liaison officers and co-ordinators for the Council's involvement in the Island Games, Orkney Islands Council's staff supported the delivery of the Islands Games with a high degree of professionalism and a can-do attitude, contributing towards the tremendous success of the event and all work associated with this was completed within the original timescales set.</p> <p>Consideration should be given to closing this action off.</p>				

BRAG key

Red - the performance indicator is experiencing significant underperformance, with a medium to high risk of failure to meet its target.

Amber - the performance indicator is experiencing minor underperformance, with a low risk of failure to meet its target.


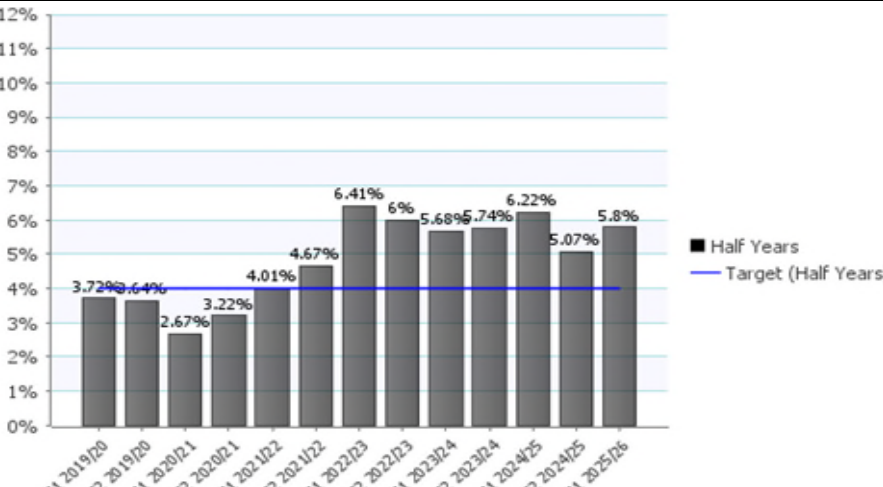
Green - the performance indicator is likely to meet or exceed its target.


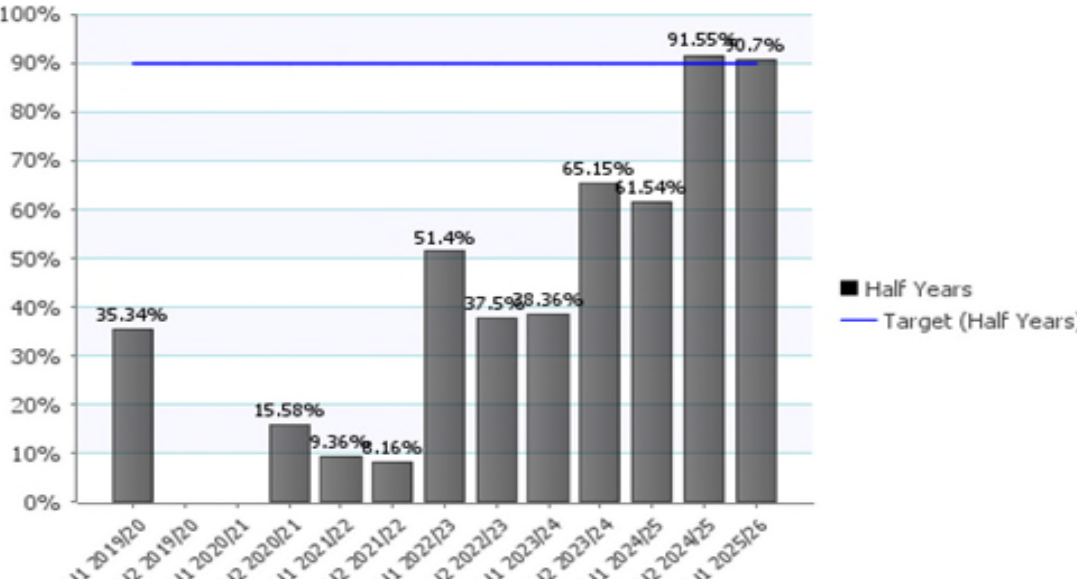
Blue – the agreed action has been progressed to completion.


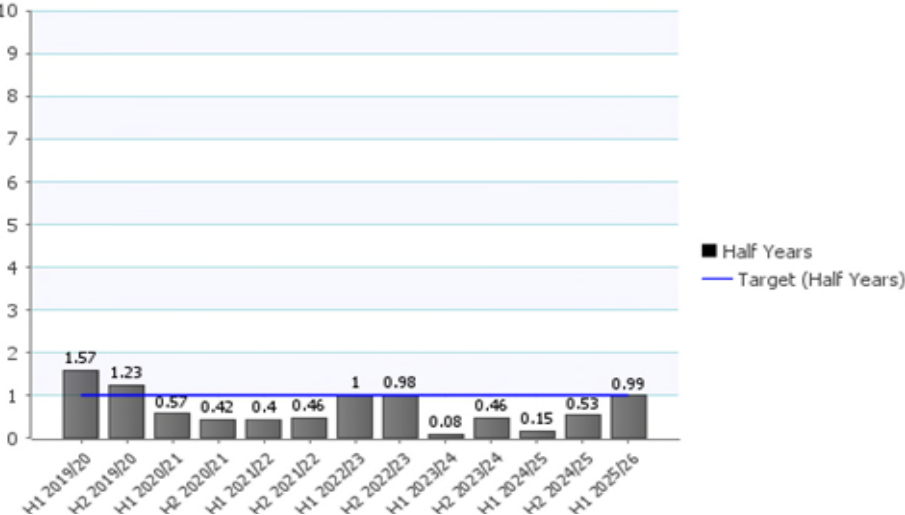
Infrastructure and Organisational Development Performance Indicator Report - 6 Monthly

Service Performance Indicators as at 30 September 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%	5.8%	6.1%	AMBER																													
Comment																																
The Service continues to work closely with the Human Resources team to ensure that short-term and long-term sickness absence is addressed as a matter of priority. However, these matters are individually unique and it is difficult to forecast or prevent occasional fluctuations in the performance percentage over reporting periods. The Infrastructure and Organisational Development Senior Management Team are aware of the areas within the service where sickness levels are higher and continue to collaborate with relevant managers to address these.																																
Trend Chart																																
 <table><thead><tr><th>Half Year</th><th>Percentage</th></tr></thead><tbody><tr><td>H1 2019/20</td><td>3.72%</td></tr><tr><td>H2 2019/20</td><td>3.64%</td></tr><tr><td>H1 2020/21</td><td>2.67%</td></tr><tr><td>H2 2020/21</td><td>3.22%</td></tr><tr><td>H1 2021/22</td><td>4.01%</td></tr><tr><td>H2 2021/22</td><td>4.67%</td></tr><tr><td>H1 2022/23</td><td>6.41%</td></tr><tr><td>H2 2022/23</td><td>6%</td></tr><tr><td>H1 2023/24</td><td>5.68%</td></tr><tr><td>H2 2023/24</td><td>5.74%</td></tr><tr><td>H1 2024/25</td><td>6.22%</td></tr><tr><td>H2 2024/25</td><td>5.07%</td></tr><tr><td>H1 2025/26</td><td>5.8%</td></tr></tbody></table>					Half Year	Percentage	H1 2019/20	3.72%	H2 2019/20	3.64%	H1 2020/21	2.67%	H2 2020/21	3.22%	H1 2021/22	4.01%	H2 2021/22	4.67%	H1 2022/23	6.41%	H2 2022/23	6%	H1 2023/24	5.68%	H2 2023/24	5.74%	H1 2024/25	6.22%	H2 2024/25	5.07%	H1 2025/26	5.8%
Half Year	Percentage																															
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H2 2024/25	5.07%																															
H1 2025/26	5.8%																															


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%	90.7%	79%	GREEN																													
Comment																																
<p>There has been a noticeable improvement in the performance of this indicator over the last two periods and the status remains at green.</p> <p>Intervention by managers is discussed at the Infrastructure and Organisational Development (IOD) performance monitoring meetings. The IOD Senior Management Team is aware of the areas within the service where intervention has not taken place and continues to work with Human Resources and managers within their own teams and provide any support required.</p> <p>The Organisational Development team send reminders to all managers in advance of the next reporting period, which is helpful, training and support is also available for managers.</p>																																
Trend Chart																																
 <p>The chart displays the percentage of management intervention for sickness absence over time. The y-axis represents the percentage from 0% to 100%. The x-axis shows half-year periods from H1 2019/20 to H1 2025/26. A horizontal blue line indicates the target at 90%. The bars represent the actual percentage for each half-year, with values ranging from 8.16% to 91.55%.</p> <table><thead><tr><th>Half Year</th><th>Percentage</th></tr></thead><tbody><tr><td>H1 2019/20</td><td>35.34%</td></tr><tr><td>H2 2019/20</td><td></td></tr><tr><td>H1 2020/21</td><td></td></tr><tr><td>H2 2020/21</td><td>15.58%</td></tr><tr><td>H1 2021/22</td><td>9.36%</td></tr><tr><td>H2 2021/22</td><td>8.16%</td></tr><tr><td>H1 2022/23</td><td>51.4%</td></tr><tr><td>H2 2022/23</td><td>37.5%</td></tr><tr><td>H1 2023/24</td><td>38.36%</td></tr><tr><td>H2 2023/24</td><td>65.15%</td></tr><tr><td>H1 2024/25</td><td>61.54%</td></tr><tr><td>H2 2024/25</td><td>91.55%</td></tr><tr><td>H1 2025/26</td><td>90.7%</td></tr></tbody></table>					Half Year	Percentage	H1 2019/20	35.34%	H2 2019/20		H1 2020/21		H2 2020/21	15.58%	H1 2021/22	9.36%	H2 2021/22	8.16%	H1 2022/23	51.4%	H2 2022/23	37.5%	H1 2023/24	38.36%	H2 2023/24	65.15%	H1 2024/25	61.54%	H2 2024/25	91.55%	H1 2025/26	90.7%
Half Year	Percentage																															
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H2 2021/22	8.16%																															
H1 2022/23	51.4%																															
H2 2022/23	37.5%																															
H1 2023/24	38.36%																															
H2 2023/24	65.15%																															
H1 2024/25	61.54%																															
H2 2024/25	91.55%																															
H1 2025/26	90.7%																															

Performance Indicator																																														
CCG 03 – Staff accidents – The number of staff accidents within the service, per 30 staff per year.																																														
Target	Actual	Intervention	RAG																																											
1	0.99	2.1	GREEN																																											
Comment																																														
Please note that Health and Safety statistics run from October 2024 to September 2025.																																														
<p>Trend Analysis: the Directorate is demonstrating an increasing trend of accident reporting for the 12-month rolling period report in this quarter.</p> <p>The reported incidents cover a range of common workplace accident types. These include slips, trips, or falls on the same level; contact with fixed or stationary objects; being struck by moving objects; manual handling activities such as lifting or carrying; and acts of violence. Additionally, there were several incidents classified under other miscellaneous accident categories. This spread reflects typical patterns seen in operational environments and highlights the importance of continued attention to hazard identification and safe working practices.</p> <p>RIDDOR: During this reported 12-month period there has been 4 RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) reportable accidents for this directorate.</p>																																														
Trend Chart																																														
 <table><caption>Trend Chart Data</caption><thead><tr><th>Half Year</th><th>Actual (Half Years)</th><th>Target (Half Years)</th></tr></thead><tbody><tr><td>H1 2019/20</td><td>1.57</td><td>1.0</td></tr><tr><td>H2 2019/20</td><td>1.23</td><td>1.0</td></tr><tr><td>H1 2020/21</td><td>0.57</td><td>1.0</td></tr><tr><td>H2 2020/21</td><td>0.42</td><td>1.0</td></tr><tr><td>H1 2021/22</td><td>0.4</td><td>1.0</td></tr><tr><td>H2 2021/22</td><td>0.46</td><td>1.0</td></tr><tr><td>H1 2022/23</td><td>1</td><td>1.0</td></tr><tr><td>H2 2022/23</td><td>0.98</td><td>1.0</td></tr><tr><td>H1 2023/24</td><td>0.08</td><td>1.0</td></tr><tr><td>H2 2023/24</td><td>0.46</td><td>1.0</td></tr><tr><td>H1 2024/25</td><td>0.15</td><td>1.0</td></tr><tr><td>H2 2024/25</td><td>0.53</td><td>1.0</td></tr><tr><td>H1 2025/26</td><td>0.99</td><td>1.0</td></tr></tbody></table>					Half Year	Actual (Half Years)	Target (Half Years)	H1 2019/20	1.57	1.0	H2 2019/20	1.23	1.0	H1 2020/21	0.57	1.0	H2 2020/21	0.42	1.0	H1 2021/22	0.4	1.0	H2 2021/22	0.46	1.0	H1 2022/23	1	1.0	H2 2022/23	0.98	1.0	H1 2023/24	0.08	1.0	H2 2023/24	0.46	1.0	H1 2024/25	0.15	1.0	H2 2024/25	0.53	1.0	H1 2025/26	0.99	1.0
Half Year	Actual (Half Years)	Target (Half Years)																																												
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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%	40%	31%	RED	<div></div>																												
Comment																																
The Infrastructure and Organisational Development (IOD) Senior Management Team continues to contribute to the Revenue Expenditure Monitoring Report (REMR) process and flag up areas of concerns and difficulties. Meetings between IOD and Finance are in place to ensure detailed discussions take place prior to reports going forward to committee. For many of the operationally focused budgets, accurately profiling work can be complicated, due to much of it being reactive rather than programmed. Where possible, profiles are being reviewed to better reflect likely actual expenditure but it is likely that the number of variances will continue to be high, reflecting the complexity of the work allocated to that cost centre rather than any underlying issue with budget management. Known discrepancies between the profiled labour charges and actual costs being booked had been leading to increased variances despite no underlying issue. Therefore action has now been taken to review profiles and to bring them more in line with the actual time taken for costs to be booked to budget codes, thereby reducing the number of variances due to this cause.																																
Trend Chart																																
<div><table><thead><tr><th>Half Year</th><th>Percentage</th></tr></thead><tbody><tr><td>H1 2019/20</td><td>30%</td></tr><tr><td>H2 2019/20</td><td>40%</td></tr><tr><td>H1 2020/21</td><td>38%</td></tr><tr><td>H2 2020/21</td><td>41%</td></tr><tr><td>H1 2021/22</td><td>62%</td></tr><tr><td>H2 2021/22</td><td>86%</td></tr><tr><td>H1 2022/23</td><td>40%</td></tr><tr><td>H2 2022/23</td><td>50%</td></tr><tr><td>H1 2023/24</td><td>39%</td></tr><tr><td>H2 2023/24</td><td>48%</td></tr><tr><td>H1 2024/25</td><td>36%</td></tr><tr><td>H2 2024/25</td><td>45%</td></tr><tr><td>H1 2025/26</td><td>40%</td></tr></tbody></table></div>					Half Year	Percentage	H1 2019/20	30%	H2 2019/20	40%	H1 2020/21	38%	H2 2020/21	41%	H1 2021/22	62%	H2 2021/22	86%	H1 2022/23	40%	H2 2022/23	50%	H1 2023/24	39%	H2 2023/24	48%	H1 2024/25	36%	H2 2024/25	45%	H1 2025/26	40%
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H1 2021/22	62%																															
H2 2021/22	86%																															
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H1 2023/24	39%																															
H2 2023/24	48%																															
H1 2024/25	36%																															
H2 2024/25	45%																															
H1 2025/26	40%																															

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.

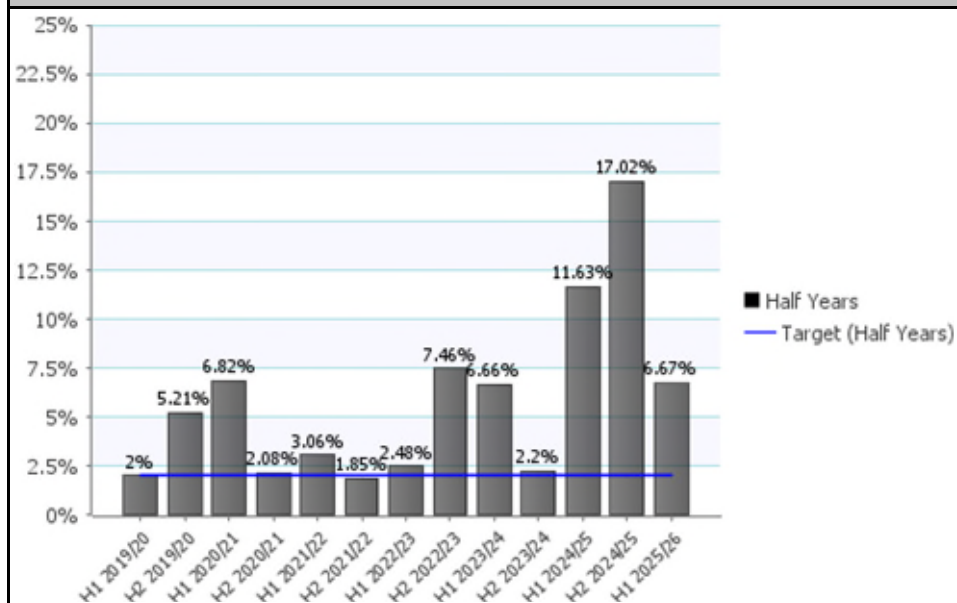
Target	Actual	Intervention	RAG	
2%	6.67%	4.1%	RED	

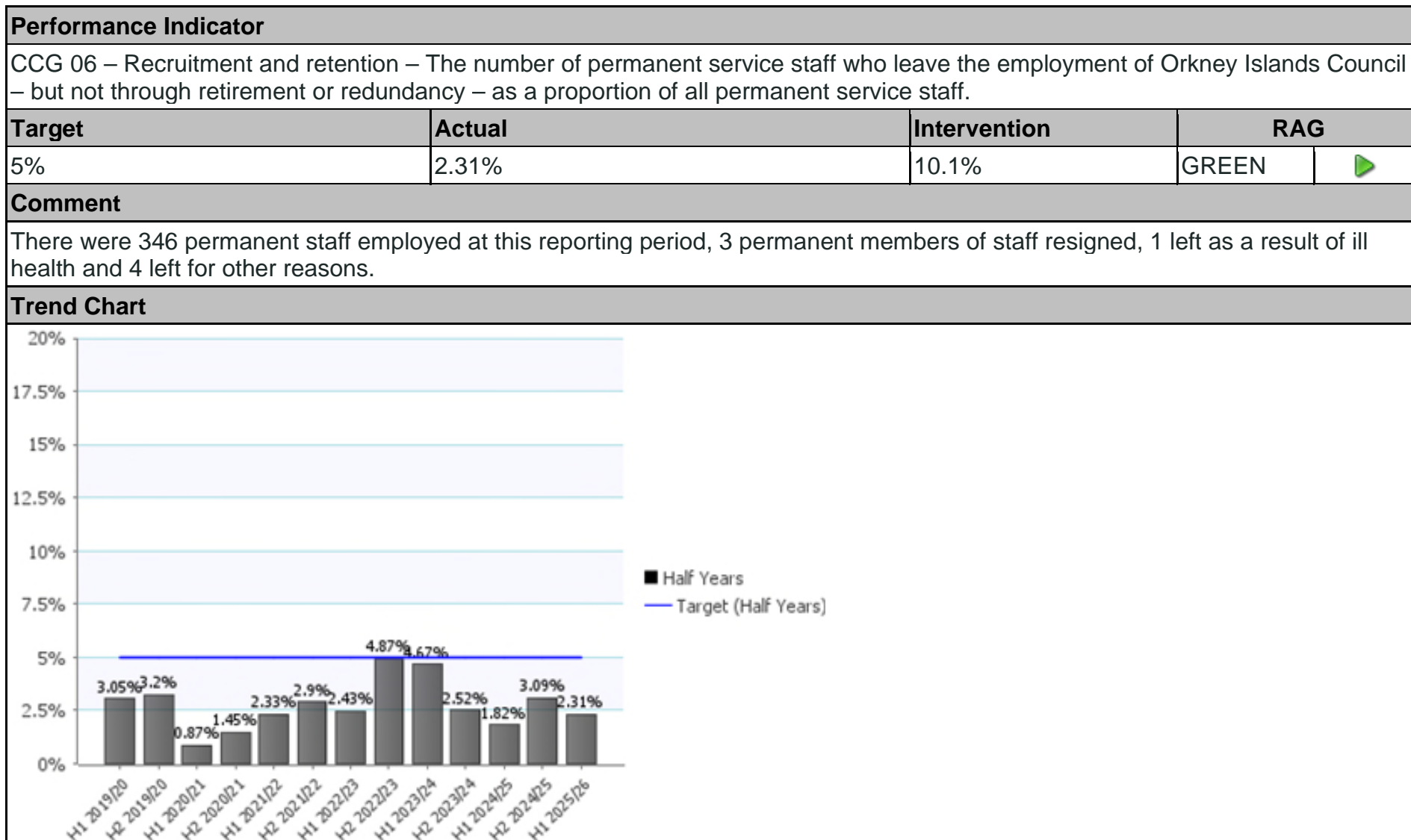
Comment


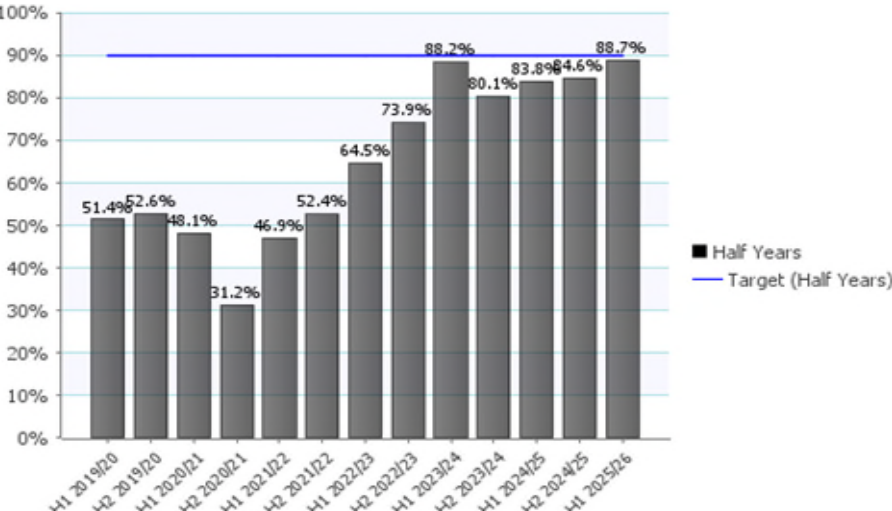
3 posts remained vacant during this period:


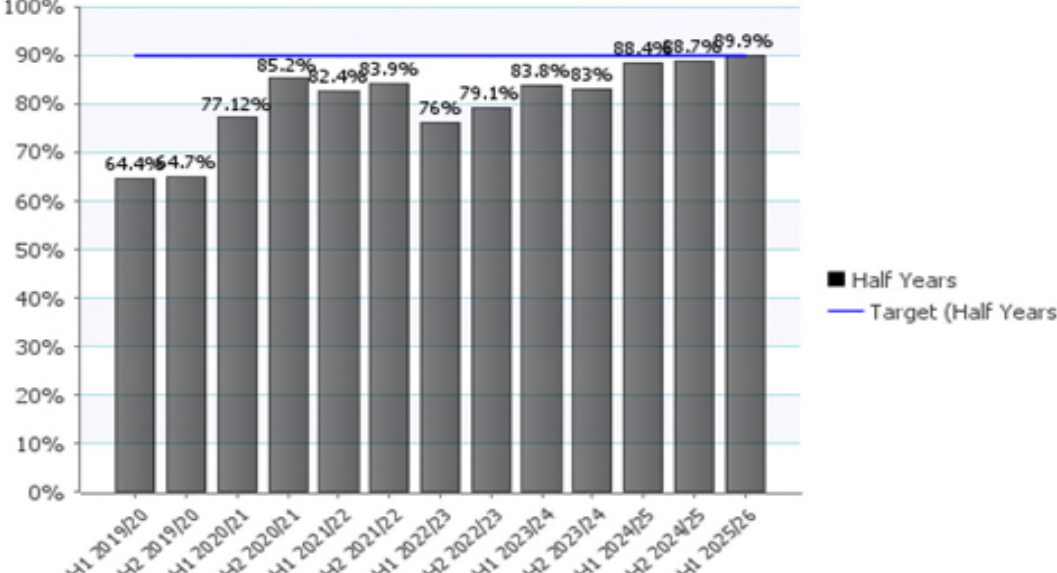
- Environmental Health Officer.
- Database Support Officer (IT).
- Architectural Technologist.


The status of this performance indicators reflects the challenges in recruiting to certain types of posts.

Trend Chart

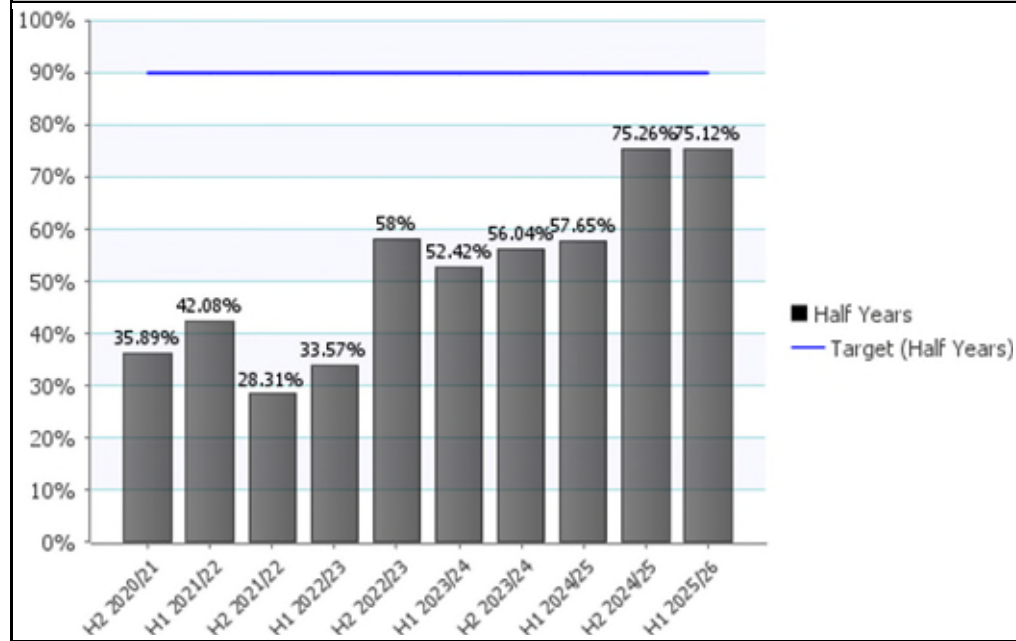


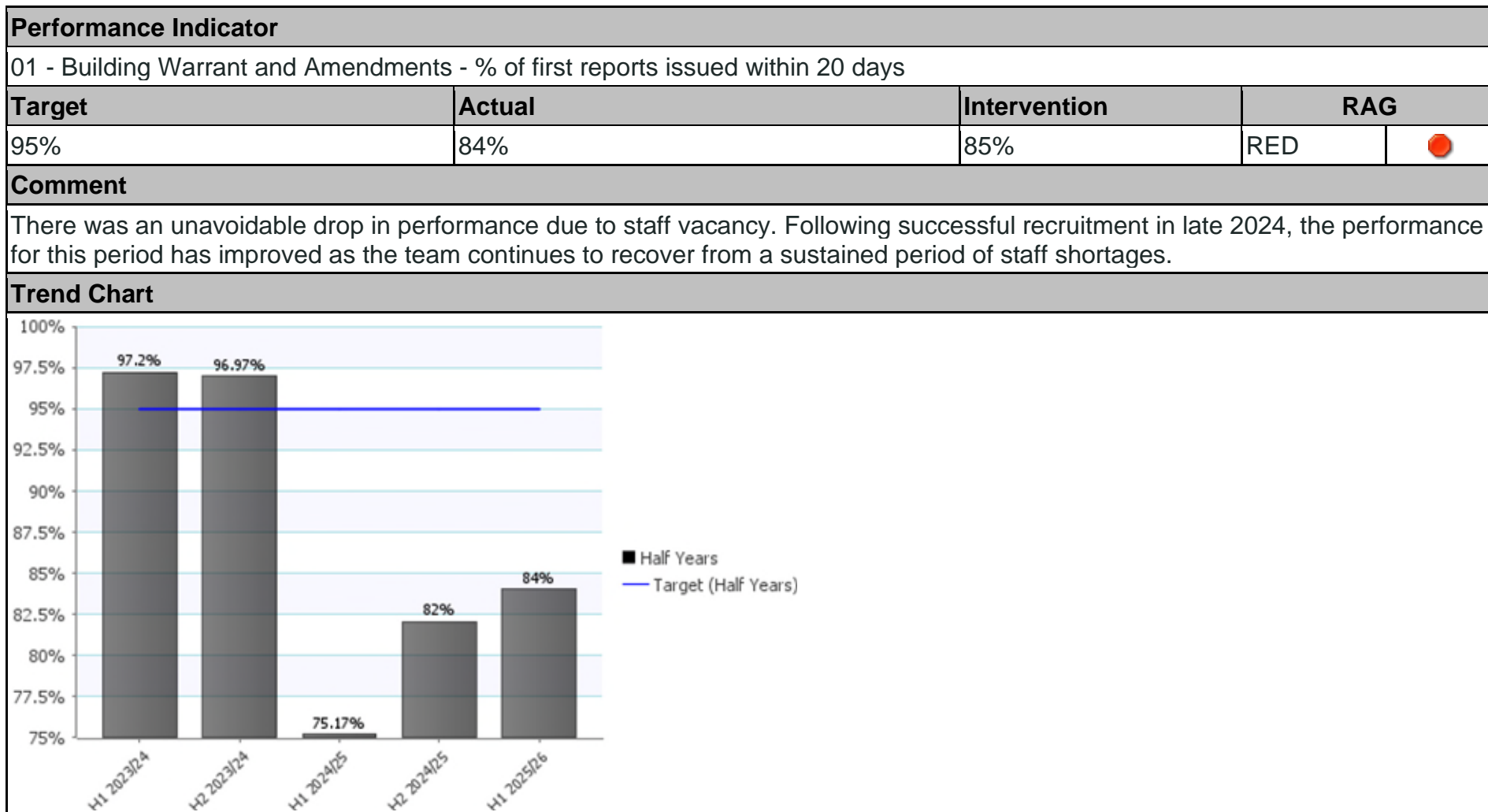
Performance Indicator																																
CCG 07 – Good Conversations – The number of staff who receive (at least) an annual face-to-face Good Conversations (GC) meeting, as a proportion of the total number of staff within the service.																																
Target	Actual	Intervention	RAG																													
90%	88.7%	79%	AMBER																													
Comment																																
<p>There continues to be improvement in the performance of this indicator, the Infrastructure and Organisational Development (IOD) Senior Management Team continue to review the Good Conversation process performance to identify areas requiring support and training.</p> <p>Heads of Service continue to collaborate very closely with managers to provide support and to ensure that meetings are conducted on an annual basis. The recording sheet of the status of these meetings is held centrally and is accessible to the Director and all Heads of Service so they can check at any point in time on progress. Managers continue to provide regular support to operational staff as required.</p> <p>Additional administrative support is dedicated to this process and these teams proactively send reminders to managers, set up meeting dates and issue the paperwork for the meetings, this support has had a positive impact on the performance of this indicator.</p>																																
Trend Chart																																
 <table><caption>Good Conversations (GC) Performance Data</caption><thead><tr><th>Half Year</th><th>Percentage</th></tr></thead><tbody><tr><td>H1 2019/20</td><td>51.4%</td></tr><tr><td>H2 2019/20</td><td>52.6%</td></tr><tr><td>H1 2020/21</td><td>48.1%</td></tr><tr><td>H2 2020/21</td><td>31.2%</td></tr><tr><td>H1 2021/22</td><td>46.9%</td></tr><tr><td>H2 2021/22</td><td>52.4%</td></tr><tr><td>H1 2022/23</td><td>64.5%</td></tr><tr><td>H2 2022/23</td><td>73.9%</td></tr><tr><td>H1 2023/24</td><td>88.2%</td></tr><tr><td>H2 2023/24</td><td>80.1%</td></tr><tr><td>H1 2024/25</td><td>83.8%</td></tr><tr><td>H2 2024/25</td><td>84.6%</td></tr><tr><td>H1 2025/26</td><td>88.7%</td></tr></tbody></table>					Half Year	Percentage	H1 2019/20	51.4%	H2 2019/20	52.6%	H1 2020/21	48.1%	H2 2020/21	31.2%	H1 2021/22	46.9%	H2 2021/22	52.4%	H1 2022/23	64.5%	H2 2022/23	73.9%	H1 2023/24	88.2%	H2 2023/24	80.1%	H1 2024/25	83.8%	H2 2024/25	84.6%	H1 2025/26	88.7%
Half Year	Percentage																															
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H2 2023/24	80.1%																															
H1 2024/25	83.8%																															
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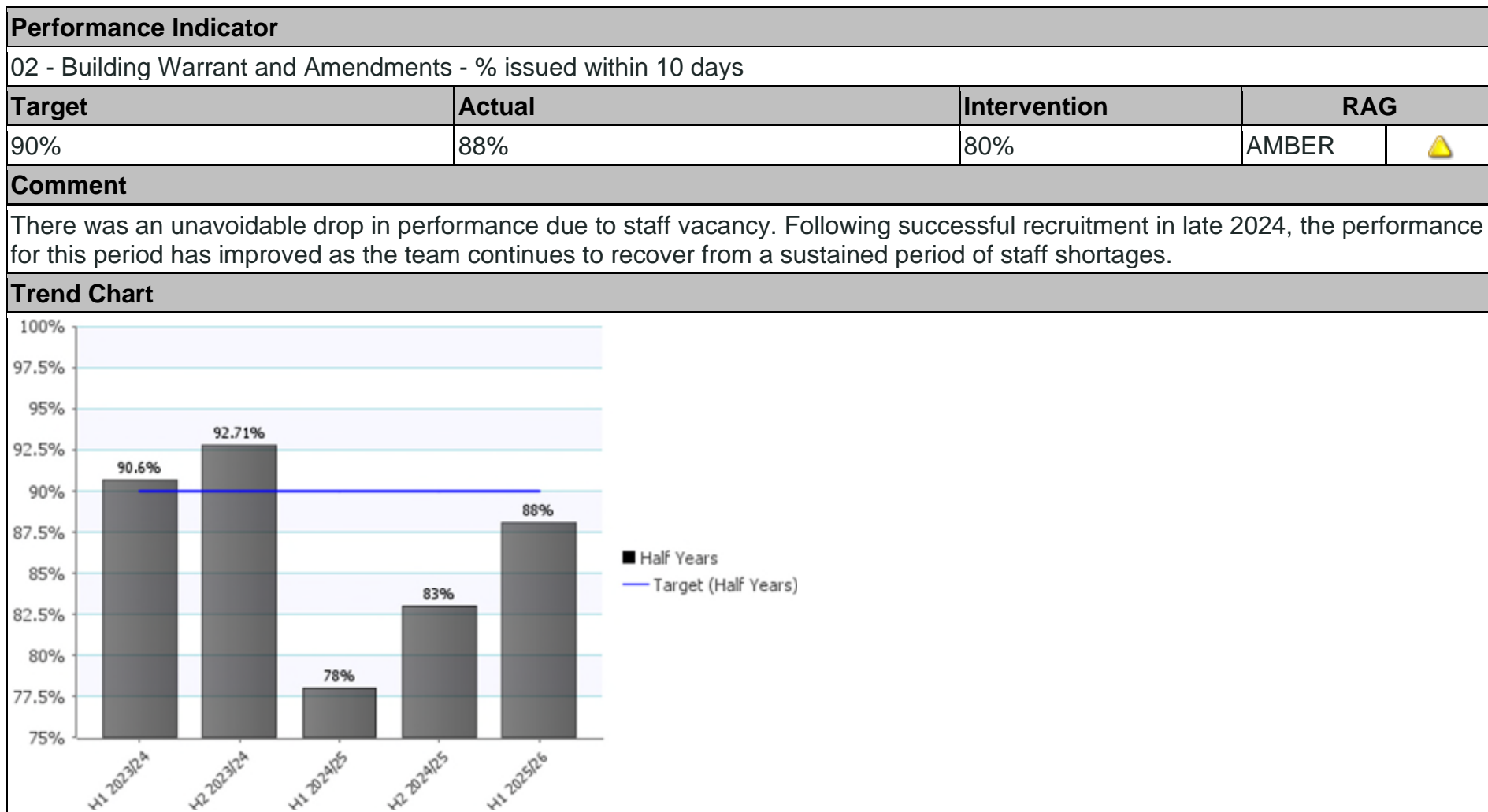
Performance Indicator																																
CCG 08 – Invoice payment – The number of invoices that were submitted accurately, and paid within 30 days of invoice date, as a proportion of the total number of invoices paid.																																
Target	Actual	Intervention	RAG																													
90%	89.9%	79%	AMBER																													
Comment																																
<p>This performance indicator remains at amber but there is a small improvement for this reporting period, and the indicator is only 0.1% below target.</p> <p>There continues to be some challenges with certain suppliers who send out invoices long after the date on the invoice, this can be months later and sometimes longer.</p>																																
Trend Chart																																
 <table><thead><tr><th>Half Year</th><th>Performance (%)</th></tr></thead><tbody><tr><td>H1 2019/20</td><td>64.4%</td></tr><tr><td>H2 2019/20</td><td>64.7%</td></tr><tr><td>H1 2020/21</td><td>77.12%</td></tr><tr><td>H2 2020/21</td><td>85.2%</td></tr><tr><td>H1 2021/22</td><td>82.4%</td></tr><tr><td>H2 2021/22</td><td>83.9%</td></tr><tr><td>H1 2022/23</td><td>76%</td></tr><tr><td>H2 2022/23</td><td>79.1%</td></tr><tr><td>H1 2023/24</td><td>83.8%</td></tr><tr><td>H2 2023/24</td><td>83%</td></tr><tr><td>H1 2024/25</td><td>88.4%</td></tr><tr><td>H2 2024/25</td><td>88.7%</td></tr><tr><td>H1 2025/26</td><td>89.9%</td></tr></tbody></table>					Half Year	Performance (%)	H1 2019/20	64.4%	H2 2019/20	64.7%	H1 2020/21	77.12%	H2 2020/21	85.2%	H1 2021/22	82.4%	H2 2021/22	83.9%	H1 2022/23	76%	H2 2022/23	79.1%	H1 2023/24	83.8%	H2 2023/24	83%	H1 2024/25	88.4%	H2 2024/25	88.7%	H1 2025/26	89.9%
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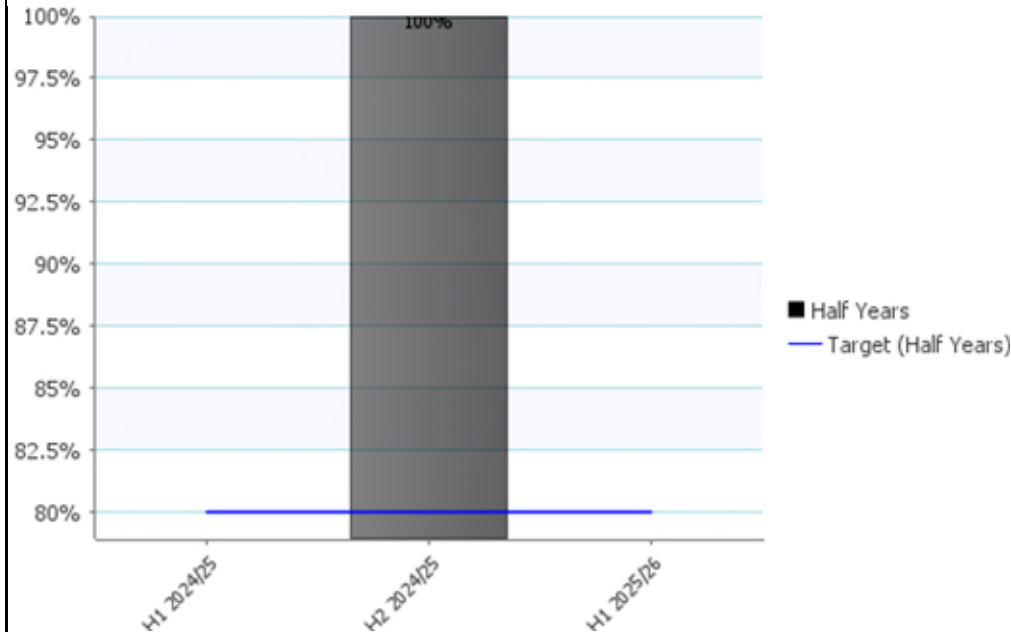
Performance Indicator				
CCG 09 – Mandatory training – The number of staff who have completed all mandatory training courses, as a percentage of the total number of staff in the service.				
Target	Actual	Intervention	RAG	
90%	75.12%	79%	RED	
Comment				
<p>The Infrastructure and Organisational Development (IOD) Senior Management Team continues to work closely with the Organisational Development team to overcome challenges in ensuring that all staff complete mandatory iLearn training.</p> <p>Some staff, primarily operational staff, complete certain training as a matter of course and as part of their job specific training, and it was agreed with Organisational Development and with the Safety and Contingencies Team that these staff do not need to complete the iLearn training as well as this would be duplication; for accuracy of reporting these staff were removed from the report. The services actively monitor and manage job specific training that falls out with the mandatory iLearn modules and ensures that all training is completed and the relevant certificates are in place e.g. health and safety related training.</p> <p>The Quality Assurance Officer in Infrastructure Services, based at Hatston, continues to run group sessions for employees which is a major contributing factor in the improvement in the performance of this indicator.</p> <p>It is important to be aware that if staff are off long term sick but have not reached the 4 week trigger period their training will show on the report as overdue even though they are not available to complete the training, after the 4 week trigger is reached the training will not show as overdue on the statistics. We suggested that this performance indicator is reviewed as part of the review of all Cross Council Generic Performance Indicators which took place in March 2025.</p> <p>Line managers receive automated emails from the iLearn system to inform them that staff training is overdue but staff members do not receive these emails direct. The automated emails go out to remind people that training is overdue but it would prove beneficial if the reminders could go out a month or so in advance of the training deadline date so that arrangements can be made for the training to be completed prior to the deadline. Managers can access MyView to check if training is due but doing this manually, particularly when there are large teams is time consuming.</p>				

Trend Chart







Performance Indicator																
04 - Planning Enforcement - % of inspections for reported breaches of planning control undertaken within the target response times																
Target	Actual	Intervention	RAG													
80%	TBC	80%	TBC	TBC												
Comment																
Data is not yet available for this period but this is being worked on with the aim that the Director will have the information to report on at the Development and Infrastructure Committee on 11 November 2025.																
Trend Chart																
 <p>The trend chart displays performance data for three half-years. The vertical axis (Y-axis) represents the percentage of inspections completed within target response times, ranging from 80% to 100% in 2.5% increments. The horizontal axis (X-axis) lists the periods: H1 2024/25, H2 2024/25, and H1 2025/26. A dark grey bar for H2 2024/25 indicates a performance level of 100%. A horizontal blue line at the 80% mark represents the target for all half-years. A legend on the right identifies the dark grey bar as 'Half Years' and the blue line as 'Target (Half Years)'.</p> <table><tr><th>Half Year</th><th>Actual Performance (%)</th><th>Target (%)</th></tr><tr><td>H1 2024/25</td><td>TBC</td><td>80%</td></tr><tr><td>H2 2024/25</td><td>100%</td><td>80%</td></tr><tr><td>H1 2025/26</td><td>TBC</td><td>80%</td></tr></table>					Half Year	Actual Performance (%)	Target (%)	H1 2024/25	TBC	80%	H2 2024/25	100%	80%	H1 2025/26	TBC	80%
Half Year	Actual Performance (%)	Target (%)														
H1 2024/25	TBC	80%														
H2 2024/25	100%	80%														
H1 2025/26	TBC	80%														

RAG key

Red - the performance indicator is experiencing significant underperformance, with a medium to high risk of failure to meet its target.

Amber - the performance indicator is experiencing minor underperformance, with a low risk of failure to meet its target.

Green - the performance indicator is likely to meet or exceed its target.

Orkney Islands Council (OIC)

Infrastructure and Organisational Development (IOD) Service Risk Register - October 2025

Risks by risk number

Cluster.	Risk number.	Risk.	Owner.
Financial.	1.	Waste.	Head of Infrastructure Services.
Managerial/Professional.	2.	Workforce Planning.	Director of Infrastructure and Organisational Development.
Reputational.	3.	Major Capital Projects, delay or failure.	Director of Infrastructure and Organisational Development.
Financial.	4.	Financial pressures across the Directorate – Fuel and inflationary costs.	Director of Infrastructure and Organisational Development.
Financial.	5.	Quarries, reduced income.	Head of Infrastructure Services.
Financial.	6.	Operational, insufficient funding.	Director of Infrastructure and Organisational Development.
Legislative/Regulatory.	7.	Health and Safety, accidents and incidents.	Director of Infrastructure and Organisational Development.
Financial.	8.	Residual liability, property not in use.	Head of Property and Asset Management.
Financial.	9.	Discretionary services and affordability.	Director of Infrastructure and Organisational Development.

Cluster.	Risk number.	Risk.	Owner.
Managerial/Professional.	10.	Failure to progress strategic objectives.	Director of Infrastructure and Organisational Development.
Legislative/Regulatory.	11.	Climate Change.	Director of Infrastructure and Organisational Development.
Legislative/Regulatory.	12.	The Effective Management of Trees and Woodlands.	Director of Infrastructure and Organisational Development.
Financial.	13.	Finance and Reputational impact of liabilities falling to the Council from planning decisions issued without Section 75 legal agreements to secure decommissioning/site remediation works (major/higher impact environmental works e.g. wind turbines).	Director of Infrastructure and Organisational Development.

Risks by cluster

Cluster.	Risk Number.	Risk.	Owner.
Legislative/Regulatory.	7.	Health and Safety, accidents and incidents.	Director of Infrastructure and Organisational Development.
Legislative/Regulatory.	11.	Climate Change.	Director of Infrastructure and Organisational Development.
Legislative/Regulatory.	12.	The Effective Management of Trees and Woodlands.	Director of Infrastructure and Organisational Development.
Financial.	1.	Waste.	Head of Infrastructure Services.
Financial.	4.	Financial pressures across the Directorate - Fuel and inflationary costs.	Director of Infrastructure and Organisational Development.
Financial.	5.	Quarries, reduced income.	Head of Infrastructure Services.
Financial.	6.	Operational, insufficient funding.	Director of Infrastructure and Organisational Development.
Financial.	8.	Residual liability, property not in use.	Head of Property and Asset Management.
Financial.	9.	Discretionary services and affordability.	Director of Infrastructure and Organisational Development.
Financial.	13.	Finance and Reputational impact of liabilities falling to the Council from planning	Director of Infrastructure and Organisational Development.

Cluster.	Risk Number.	Risk.	Owner.
		decisions issued without Section 75 legal agreements to secure decommissioning/site remediation works (major/higher impact environmental works e.g. wind turbines).	
Managerial/Professional.	2.	Workforce Planning.	Director of Infrastructure and Organisational Development.
Managerial/Professional.	10.	Failure to progress strategic objectives.	Director of Infrastructure and Organisational Development.
Reputational.	3.	Major Capital Projects.	Director of Infrastructure and Organisational Development.

Risks by Owner

Owner.	Cluster.	Risk Number.	Risk.
Director of Infrastructure and Organisational Development.	Financial.	6.	Operational, insufficient funding.
Director of Infrastructure and Organisational Development.	Financial.	9.	Discretionary services and affordability.
Director of Infrastructure and Organisational Development.	Legislative/Regulatory.	7.	Health and Safety, accidents and incidents.
Director of Infrastructure and Organisational Development.	Managerial/Professional.	10.	Failure to progress strategic objectives.
Director of Infrastructure and Organisational Development.	Financial.	4.	Financial pressures across the Directorate - fuel and inflationary costs.
Director of Infrastructure and Organisational Development.	Managerial/Professional.	2.	Workforce Planning.
Director of Infrastructure and Organisational Development.	Reputational.	3.	Major Capital Projects, delay or failure.
Director of Infrastructure and Organisational Development.	Legislative/Regulatory.	11.	Climate Change.
Director of Infrastructure and Organisational Development.	Legislative/Regulatory.	12.	The Effective Management of Trees and Woodlands.
Director of Infrastructure and Organisational Development.	Financial.	13.	Financial and reputational impact of liabilities falling to the Council from planning decisions issued without Section 75 legal

Owner.	Cluster.	Risk Number.	Risk.
			agreements to secure decommissioning/site remediation works (major/higher impact environmental works e.g. wind turbines).
Head of Infrastructure Services.	Financial.	1.	Waste.
Head of Infrastructure Services.	Financial.	5.	Quarries, reduced income.
Head of Property and Asset Management.	Financial.	8.	Residual liability, property not in use.

Risks by rating

Risk Rating.	Owner.	Cluster.	Risk Number.	Risk.
16.	Director of Infrastructure and Organisational Development.	Legislative/Regulatory	11.	Climate Change.
16.	Head of Infrastructure Services.	Financial.	5.	Quarries, reduced income.
16.	Director of Infrastructure and Organisational Development.	Financial.	4.	Financial pressures across the Directorate - fuel and inflationary costs.
16.	Director of Infrastructure and Organisational Development.	Financial.	9.	Discretionary services and affordability.
15.	Director of Infrastructure and Organisational Development.	Financial.	6.	Operational, insufficient funding.
15.	Director of Infrastructure and Organisational Development.	Managerial/Professional.	10.	Failure to progress strategic objectives.
15.	Director of Infrastructure and Organisational Development.	Managerial/Professional.	2.	Workforce Planning.
12.	Director of Infrastructure and Organisational Development.	Legislative/Regulatory.	12.	The Effective Management of Trees and Woodlands.

Risk Rating.	Owner.	Cluster.	Risk Number.	Risk.
12.	Director of Infrastructure and Organisational Development.	Financial.	13.	Financial and reputational impact of liabilities falling to the Council from planning decisions issued without Section 75 legal agreements to secure decommissioning/site remediation works (major/higher impact environmental works e.g. wind turbines).
12.	Head of Infrastructure Services.	Financial.	1.	Waste.
9.	Head of Property and Asset Management.	Financial.	8.	Residual liability, property not in use.
9.	Director of Infrastructure and Organisational Development.	Reputational.	3.	Major Capital Project delay or failure.
8.	Director of Infrastructure and Organisational Development.	Legislative/Regulatory.	7.	Health and Safety, accidents and incidents.

Risk Prioritisation Matrix

			IMPACT				
			1.	2.	3.	4.	5.
			Insignifica nt	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

Title						Cluster		Owner	
01 - Affordability of Waste Collection and Disposal.						Financial		Hayley Green	
Likelihood	4	Impact	3	RAG	Yellow	Current Risk Score	12	Target Risk Score	4

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
Affordability of existing waste collection models.	The Council fails in the delivery of this service, waste is not collected.	<p>The Council will be unable to fulfil its regulatory obligations with regards to waste collection.</p> <p>The Council will not be able to close the gap towards meeting the Government targets for recycling.</p>	Treat	<p>01.01 – Ongoing programme of review and service redesign.</p> <p>01.02 — Integrated Waste Strategy. Following the Council decision that a new facility is unaffordable, an Integrated Waste Strategy was developed, which identifies service improvements, efficiencies and opportunities for redesign.</p> <p>01.03 – The Service continues to review best practice and looking at examples from other places, both within Scotland and beyond.</p>

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
				01.04 - Recruitment for a Service Manager (Environmental Services) has been unsuccessful and this lack of resource continues to be a significant issue within a small team.

Title						Cluster		Owner	
02 - Workforce Planning.						Managerial/Professional		Hayley Green	
Likelihood	5	Impact	3	RAG	Amber	Current Risk Score	15	Target Risk Score	6

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
<p>The Council may have insufficient training plans in place and Good Conversations (GCs) not being conducted regularly.</p> <p>Challenge of recruitment to key professional posts.</p> <p>Failure to retain staff.</p> <p>Staff morale falls leading to an impact on performance and ill health.</p> <p>Lack of proper training including career grade plans/apprenticeships</p>	<p>The Council does not have fully trained staff with the right skills, in the right place, at the right time, to deliver set priorities and/or statutory functions.</p> <p>Lack of career progression.</p> <p>Limited opportunity for succession planning.</p>	<p>The Council cannot manage with an untrained workforce. Existing workforce becomes demoralised; service standards drop; an increased risk of non-compliance with changes in legislation, practices etc.</p> <p>Lack of valuable experience and knowledge.</p> <p>Unable to deliver priority core work and services.</p>	<p>Treat</p>	<p>02.01 – Appropriate systems in place to measure competency, ensure training, and people development is undertaken as required, with a particular focus on statutory services.</p> <p>02.02 – Workforce Plans implemented within teams. Noted that budget pressures will impact on plans, and that recruitment for some key posts remains exceedingly difficult.</p> <p>At every possible opportunity (such as a staff member leaving) the Service Manager and Head of Service will review their staffing profile and</p>

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
<p>will impact on the Service in the future.</p> <p>Workforce Plans were approved through Committee in March 2017 and further reviewed through the staffing re-structure in 2021/22.</p>				<p>consider any reasonable changes.</p> <p>02.03 – A focus on Good Conversations for all staff from 2022/23 to date has significantly improved performance with feedback from staff who have conducted the Good Conversation framework that this is helpful for all involved.</p> <p>02.04 - updated October 2025 to incorporate key elements and mitigation from the Staffing and Workforce risk in the last Strategy Performance and Business Solutions Risk Register. This reflects that HR&OD are part of the new IOD Directorate.</p>

Title						Cluster		Owner	
03 - Major Capital Project Delay or Failure.						Reputational		Hayley Green	
Likelihood	3	Impact	3	RAG	Yellow	Current Risk Score	9	Target Risk Score	9

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
<p>The risk of insufficient financial and/or staff resources to meet current and future demand makes it difficult for the Council to realise its priorities e.g. Scale Wind, Islands Deal, Harbours Master Plan.</p> <p>Failure to spend grant funding due to tenders in excess of budget or similar issues.</p> <p>Reputational damage.</p> <p>Resources – financial and people, including loss of key staff and</p>	<p>Strategic high-level project programme slippage of being over budget.</p> <p>Scale of project management business requirements associated with key strategic projects over the next 5 to 10 years.</p>	<p>Failure to deliver major projects.</p> <p>Failure to deliver anticipated income or anticipated efficiency savings.</p> <p>Reputational harm.</p> <p>Impact on Service Delivery.</p>	Treat	<p>03.01 – Ensuring appropriate consideration of pressures during capital and revenue budget setting and most efficient use of existing resources.</p> <p>03.02 – Establish additional project specific staff and budget resources to ensure new project delivery where required.</p> <p>03.03 – Complete the implementation of recommendations relevant to the capital programme arising from the external review of the Planning Service. Planning resource and planning agent role within the property team</p>

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
<p>difficulty in recruiting new members of the team on a timely basis.</p>				<p>has now been filled and this structural closer working is now in place.</p> <p>03.04 - New Capital Project Appraisal process has been developed to streamline the consideration of recommended projects and is now in use and getting very positive feedback from all involved.</p> <p>03.05 – The Capital Programme Board provides an effective gateway route for new Capital Programme items and provides the refreshed, streamlined framework but noting that changes in the levels of funding and borrowing available has restricted capacity.</p> <p>03.06 - A number of projects were removed from the capital programme following a recommendation by the Policy</p>

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
				<p>and Resources Committee in June 2024.</p> <p>03.07 - CLT have demonstrated flexibility and adjusted routine CLT meetings to sit as a special Capital Programme Board for urgent projects which require governance. This is proving highly effective.</p>

Title						Cluster		Owner	
04 - Financial Pressures across the Directorate - Fuel and Inflationary costs.						Financial		Hayley Green	
Likelihood	4	Impact	4	RAG	Amber	Current Risk Score	16	Target Risk Score	12

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
<p>The Council faces challenges because of the volatility of fuel costs and the very high rate of inflation, which affects both materials and labour costs.</p> <p>The running costs for plant and vehicles is directly affected by the cost of fuel. This is particularly challenging for contracted services where the Council is obliged to honour contractual agreements.</p>	<p>The Council has a large increase in costs which impacts on the services that are delivered across this Directorate.</p>	<p>Running costs of Council premises and associated energy efficiency impacted.</p>	<p>Tolerate</p>	<p>04.01 – Contingency planning where possible to account for current financial situation, including information to Members when appropriate around risks and consequences.</p> <p>04.02 – Continued close working relationship with Finance colleagues to seek advice and support.</p> <p>04.03 – Procurement critical in terms of seeking best tenders and appropriate value for money solutions, including the use of nationally agreed frameworks where appropriate (for example, energy costs).</p>

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
				<p>04.04 – Encourage lower fuel usage. Migration to low energy vehicles and other alternative fuels.</p> <p>04.05 – Capital project development of renewables to offset energy consumption (electricity rather than oil) through Council owned renewables project and properties.</p> <p>04.06 – cost of electricity has dropped with the current contract however the risk remains given the world financial situation.</p> <p>04.07 - Service considering Service Pressure Bids for the 2026/27 budget setting process.</p>

Title						Cluster		Owner	
05 - Reduced income from business activities from Quarries and associated budget overspend due to self-financed strategy which relies on income generation and continued supply.						Financial		Hayley Green	
Likelihood	4	Impact	4	RAG	Amber	Current Risk Score	16	Target Risk Score	12

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
<p>The Council Quarry has been a significant income resource which has been applied to a self-financing budget approach within IOD.</p> <p>This is market dependent on the availability of infrastructure and ongoing supply. When sales fall (as in 2022/23) this anticipated income is not realised and there is then an associated burden on the IOD budget.</p>	<p>Change in local market for quarry goods.</p> <p>Extensive periods of plant breakdown/time to replace unplanned failure.</p>	<p>Lack of availability of quarry products for Council projects and local markets.</p> <p>IOD self-financed budget strategy leading to overspend.</p>	Treat	<p>05.01 – The updated Business Plan covering the period 2024 – 2029 has been approved by Council. This Plan identifies opportunities around income generation and sets out the platform for the long term sustainability of the Quarry. The Quarry Manager continues to proactively engage with external markets.</p> <p>05.02 – Closer working arrangements with the Roads Operations team to ensure that the Quarry team fully understands future demand</p>

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
				<p>and can supply the appropriate product.</p> <p>05.03 – The pricing strategy has been reviewed to ensure that it remains competitive within the market whilst covering costs. This remains under close review given the dynamic conditions within the market. The external market is currently showing some signs of improvement.</p> <p>05.04 – External support for blasting procured and implemented in March 2023. This is a 3 year contract (with a 2 year extension clause) which will enable blasts to be planned and programmed in accordance with business needs and to ensure an appropriate supply of material to the market.</p> <p>05.05 – Ongoing discussions with the finance team to understand opportunities for</p>

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
				review of the quarry finance model.

Title						Cluster		Owner	
06 - Insufficient operational equipment and infrastructure funding, including support of the maintenance of current assets and infrastructure.						Financial		Hayley Green	
Likelihood	5	Impact	3	RAG	Amber	Current Risk Score	15	Target Risk Score	9

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
<p>The Council may not have sufficient funds to sustain assets, replace ageing assets and develop key assets and infrastructure.</p> <p>Essential plant and equipment have to be maintained to ensure they can support the Council's services.</p> <p>Existing building assets must be maintained to agreed standards and, where possible, supported towards Net Zero targets.</p>	<p>The Council does not have sufficient budget to maintain or develop its essential assets or infrastructure to provide public services.</p> <p>The Council cannot implement an asset management strategy.</p> <p>The Council fails to meet statutory or regulatory requirements on maintenance.</p>	<p>Plant, equipment and infrastructure deteriorate; services are not delivered.</p> <p>Council's reputation at risk.</p> <p>Risk of accidents and potential claims.</p>	<p>Tolerate</p>	<p>06.01 – Funded asset management plans are in place for annual programmes for repair and replacement across roads, fleet, property and IT. The funding allocated for these programmes has been increased temporarily for 3 years commencing in FY 25/26, which will ease some of the pressure.</p> <p>06.02 – Capital programme planning and prioritisation focusing on repairs, renewals and additions that mitigate rising costs through the revised business focussed Capital Project Appraisal</p>

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
				<p>process and linked to the Asset Management Plan.</p> <p>06.03 – The Capital Programme Board provides an effective gateway route for new Capital Programme items and provides the refreshed, streamlined framework but noting that changes in the levels of funding and borrowing available has restricted capacity.</p> <p>06.04 – Cross working with the Estates team to reduce the size of the “estate” in the current Medium-Term Resource Strategy (MTRS) planning period to then see a fall in demand for maintenance (pressure on funding the asset replacement).</p>

Title						Cluster		Owner	
07 - Health and Safety; accidents and incidents.						Legislative/Regulatory		Hayley Green	
Likelihood	2	Impact	4	RAG	Yellow	Current Risk Score	8	Target Risk Score	6

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
<p>The risk of not managing accidents and health and safety incidents.</p> <p>Particular operational vulnerabilities are:</p> <ul style="list-style-type: none"> • Hand and Arm Vibration Syndrome (HAVS); • quarrying accident; • lifting injury; • machinery injury; • heavy vehicle – moving injury; 	<p>The Council not supporting the wellbeing of staff.</p> <p>The Council fails to manage accidents and health and safety incidents appropriately.</p>	<p>An increase in the number of accidents/incidents; loss of productivity; loss of equipment; an increased risk of legal challenges; risk of financial claims and financial penalties.</p>	<p>Treat</p>	<p>07.01 – Council Occupational Health, Safety and Welfare Policy approved by Council in March 2025.</p> <p>07.02 – Control of Vibration Guidance drafted and under review at present.</p> <p>07.03 – Lone Working Policy and Guidance - being drafted at the moment but likely to be completed in January 2026.</p> <p>07.04 - Fire Safety Policy – is in review and likely to complete by December 2025.</p> <p>07.05 - Major Emergency Plan – this is overdue and awaiting commencement. In the</p>

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
<ul style="list-style-type: none"> • Waste related injury / contamination; • lone working; and • working at height and up ladders. 				<p>meantime, the current plan remains in place if required.</p> <p>07.06 – Training programme(s), reporting, implementing improvements.</p> <p>07.07 – Work Methods Safety meetings and reviews. Safety Management Systems and Audit.</p> <p>07.08 – Maintaining a comprehensive schedule of staff and management meetings and culture in relation to Health and Safety matters e.g. quarterly cross service management health and safety meetings, tool box talks etc. Delivering the Safety Forums, including Member attendance.</p> <p>07.09 – Service Health and Safety Induction process and introduction of new Near Miss Process in Spring 2021.</p>

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
				<p>07.10 – Ongoing review of Health and Safety issues at various management forums including Heads of Service, works reps meetings and union meetings.</p> <p>07.11 – Access to People Safe MySOS devices (or equivalent devices) to services with a high level of lone working has been trialled and is being evaluated. Need to link this with the Lone Working Policy.</p> <p>07.12 – Use of Violence/ Unacceptable Behaviour Flagging process to alert staff of potentially challenging service users.</p> <p>07.13 – Promoting Positive Behaviour initiative to support staff in frontline roles.</p> <p>07.14 – Planning and Regulatory has reviewed their risk assessments and conflict</p>

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
				resolution training is being arranged for 2026.

Title						Cluster		Owner	
08 - Residual Liability for properties no longer in original use.						Financial		Hayley Green	
Likelihood	3	Impact	3	RAG	Yellow	Current Risk Score	9	Target Risk Score	6

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
<p>The Council is exposed to significant expenditure to remediate sites to appropriate level.</p> <p>Public liability arising from the fact that sites are no longer in active use. Hence not necessarily secure or part of an inspection regime. The alternative is the Council does nothing and is at risk of claim arising from injury etc.</p>	Current liability (has been the case for many years).	<p>Financial, staff resources for inspection, planning, penalties. Specialist studies are required.</p> <p>Public health and reputation.</p>	Treat	<p>08.01 – Asset Management planning and mitigation, including the disposal of assets which are no longer required.</p> <p>08.02 – Prioritise inspection and immediate remedial action through existing service budgets with corresponding risk of overspend.</p> <p>08.03 – Additional budget pressures associated with any approval for the final works programme.</p> <p>08.04 – Cross-Directorate work to support the Estates team on accelerating (if possible) disposal routes,</p>

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
				<p>including bringing in external support to deliver this project given current lack of staffing resources within the Estates Team.</p> <p>08.05 - Landfill and ex-quarries – disused quarries have been made safe but there is a risk that they need to be remediated before they are disposed of as some have ongoing maintenance requirements.</p>

Title						Cluster		Owner	
09 - Affordability of Services and likelihood of reduction in spending on discretionary services.						Financial		Hayley Green	
Likelihood	4	Impact	4	RAG	Amber	Current Risk Score	16	Target Risk Score	12

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
<p>Political expectation that service levels will not change despite budget reductions.</p> <p>Discretionary services likely to be the focus for reductions in funding.</p>	Budget reductions below baseline service level requirement.	Budget overspends.	Treat	<p>09.01 – Ensure full awareness and understanding of consequences through the budget setting process.</p> <p>09.02 – Strong Corporate Leadership/Improvement Support Team Board approach to budget setting.</p> <p>09.03 – Follow through budget savings with service changes quickly and resolutely following decisions.</p> <p>09.04 – Service considering Service Pressure Bids for the 2026/27 budget setting process.</p>

Title						Cluster		Owner	
10 - Failure to progress strategic objectives due to the inevitable focus on day-to-day service delivery.						Managerial/Professional		Hayley Green	
Likelihood	5	Impact	3	RAG	Amber	Current Risk Score	15	Target Risk Score	12

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
<p>Lack of progress on strategic outcomes.</p> <p>Loss of opportunity.</p> <p>Medium to long term failure of service.</p>	<p>Volume of attention required on day-to-day activities and priorities that removes time, resource commitment and focus away from progressing strategic objectives, e.g. both operational such as responding to day-to-day questions and/or requests and also corporate processes, e.g. Freedom of Information (FOI), performance management etc.</p>	<p>Strategies not delivered.</p> <p>Service failure.</p> <p>Negative impact on service delivery.</p> <p>Deterioration in long term performance of the service.</p> <p>Inefficiencies.</p> <p>Pressure on staff leading to poor health and wellbeing e.g. stress, sickness and/or a drop in morale.</p>	<p>Treat</p>	<p>10.01 – Seek to focus resources on delivery of the Council Plan’s approved strategic objectives/projects for the service.</p> <p>10.02 – Managing expectations in regard to the responsiveness of day-to-day operational demands and also corporate demands.</p> <p>10.03 – Re-calibration of service standards e.g. review service response standards/times for non-safety</p>

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
				<p>critical or strategic outcome items.</p> <p>10.04 – Regular and open communication with Community Councils and Councillors, with visible senior leadership throughout.</p>

Title						Cluster		Owner	
11 - Climate Change.						Physical		Hayley Green	
Likelihood	4	Impact	4	RAG	Amber	Current Risk Score	16	Target Risk Score	12

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
<p>Council infrastructure impacted by extreme and unpredictable weather, resulting in increased costs of maintenance and weakened or disrupted delivery of services including travel disruption.</p> <p>Communities facing increased frequency of coastal flooding and increased volumes of surface water.</p> <p>Local economic production affected by climate impacts.</p>	<p>Extreme and unpredictable sustained weather (lightning, winds, tides) causes increased damage or wear and tear to Council infrastructure.</p> <p>Increased severity of coastal flooding leads to damage to property in coastal communities, while surface water levels impact transport routes and agricultural activities in the community.</p> <p>Surface water and other climate impacts affect normal activity cycles impacting food production including agriculture.</p> <p>Move to Net Zero requires capital funding and resourcing beyond Council capacity.</p>	<p>Weakened or disrupted delivery of Council services including transport, roads maintenance, property access and digital services.</p> <p>Reduced economic output in Orkney requires increased Council interventions.</p> <p>Failure to meet targets or reductions in funding of other Council Priorities to support initiatives.</p>	Treat	<p>11.01 – Declaration of Climate Emergency.</p> <p>11.02 – Council Plan has specific climate related goals including baseline review and Net Zero targets and milestones.</p> <p>11.03 – Orkney Local Heat and Energy Efficiency Strategy and the Carbon Management Plan.</p> <p>11.04 – Flood Risk Management Plan 2022 – 2028.</p> <p>11.05 – Resilience review and response to SEPA Flood</p>

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
<p>Transition to support climate response initiatives require significant capital investment.</p>				<p>Warnings as an Incident Management process.</p> <p>11.06 – Development of the Coastal Change Adaptation Plan is underway with expected completion towards the end of 2025/26.</p> <p>11.07 – Development of local resilience capabilities and the ongoing involvement in resilience planning and exercises.</p> <p>11.08 – Development of Climate Change Strategy and Action Plan, with associated engagement events with Members and Officers.</p> <p>11.09 – Cross-Council officer working group established, recognising that Climate Change impacts all Directorates.</p> <p>11.10 – Contractors appointed to complete an independent study into indicative Council</p>

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
				<p>transition pathways towards net zero, work started Autumn 2024. Due to conclude in Quarter 4 of 2025/26.</p> <p>11.11 – Report along with a proposed new Vision Statement, presented to Policy and Resources in September 2024 and approved.</p> <p>11.12 – The Council is a participant in the Strategic Territorial Partnership Board and therefore works across multiple authority areas, with a focus on decarbonisation.</p> <p>11.13 - Food security plan under discussion following a presentation to Elected Members by Professor Tim Lang. This is wider than IOD and includes external partners such as NHSO and UHI.</p>

Title						Cluster		Owner	
12 - The Effective Management of Trees and Woodlands on Land that is in the Ownership and Control of the Council.						Legislative/Regulatory		Hayley Green	
Likelihood	3	Impact	4	RAG	Amber	Current Risk Score	12	Target Risk Score	12

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
The potential for falling trees or branches to cause injury to members of the public visiting the location or cause damage to neighbouring land/property.	<p>Lack of regular inspection of all trees in the ownership and/or control of the Council.</p> <p>Disease such as Ash Dieback affecting the structural integrity of a tree(s).</p>	<p>Injury to visiting members of the public and/or damage to neighbouring land and/or property, and/or damage to vehicles.</p> <p>Financial claims from third party if they suffer accident, injury, loss or damage.</p> <p>Reputational damage to Council.</p>	Treat	<p>12.01 – Include all trees in the ownership and control of the Council in the bi-annual tree survey and inspection that is completed on some of OIC trees as part of the ground maintenance work completed by Engineering Services, the next survey is due to be completed by Christmas 2025.</p> <p>12.02 – Consider the establishment of a budget for the onwards maintenance and management of all trees in the ownership and control of the Council. This would be subject to a Service Pressure Bid and</p>

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
				<p>would be considered as part of the budget setting process.</p> <p>12.03 – Undertake any maintenance works e.g. felling trees/lopping branches where there is an immediate risk to public safety.</p> <p>12.04 – Where a large number of trees require to be felled provide for compensatory replacement tree planting on-site or in general location.</p>

Title						Cluster		Owner	
13 - Financial and Reputational impact of liabilities falling to the Council from planning decisions issued without Section 75 legal agreements to secure decommissioning/site remediation works (major/higher impact environmental works e.g. wind turbines).						Financial		Hayley Green	
Likelihood	3	Impact	4	RAG	Amber	Current Risk Score	12	Target Risk Score	16

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
Historic and future planning permissions issued without Section 75 Agreement/ bonded sums to secure funding to address decommissioning and remediation should this be required at a future date.	Insolvency or desertion of operator of a development/site without means to enforce planning conditions/remediation requirements.	Council is left with the burden of site remediation/ decommissioning.	Treat	13.01 - Work commenced in July 2025 to establish new procedure between Planning, Finance and Legal teams which will mean future planning decisions will only be issued when there is conclusion of appropriate agreement (most likely Section 75 Agreement) and establishment of a bonded sum to cover remediation costs should these be required at the end of the life of a development. We are aiming to have this in place by the end of 2025 at the latest.

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
				13:02 - Capital Project Appraisal process to be checked to ensure that this requirement is built in.