

Item: 3

Policy and Resources Committee: 30 November 2023.

Strategy, Performance and Business Solutions.

Directorate Delivery Plan and Risk Register.

Report by Corporate Director for Strategy, Performance and Business Solutions.

1. Purpose of Report

To present the proposed Directorate Delivery Plan for Strategy, Performance and Business Solutions for the period 2023 to 2028 and supporting Directorate Risk Register.

2. Recommendations

The Committee is invited to note:

2.1.

That there will no longer be a requirement to produce a separate Improvement and Performance Annual Report, given that all relevant actions and milestones are set out in the Council Plan Delivery Plan and the Strategy, Performance and Business Solutions Directorate Delivery Plan, which will be reported to the Policy and Resources Committee for scrutiny.

It is recommended:

2.2.

That the Directorate Delivery Plan for Strategy, Performance and Business Solutions for 2023 to 2028 and associated Risk Register, attached as Annexes 1 and 2 to this report, be approved.

The Committee is invited to scrutinise:

2.3.

The Improvement and Performance Annual Report for 2022/23, attached as Annex 3 to this report, in order to obtain assurance.

3. Directorate Delivery Plans

3.1.

The Council Plan 2023-28, approved by Council 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.

3.2.

An outcome driven performance monitoring approach was proposed through 'stretch targets', with regular reporting to show the progress or trend towards achieving them.

3.3.

The Delivery Plan to support the Council Plan 2023-2028, contains a number of priority actions listed to indicate the work which would be undertaken to achieve the identified outcomes.

3.4.

The Council Plan 2023-28 noted that each directorate will have a delivery plan describing the priorities that they will deliver.

3.5.

The Directorate Delivery Plan, attached as Annex 1 to this report, identifies critical areas that Strategy, Performance and Business Solutions will focus on for the period 2023 to 2028 and is informed by the Council Plan priorities. The Directorate Delivery Plan reflects the values and aspirations of the Council and prioritises activity that is of strategic significance, determines clear outcomes with express actions that drive results and measure outputs.

3.6.

Progress with the actions and the status of performance measures contained within the Directorate Delivery Plan will be reported every six months, in accordance with the Council's performance management framework.

4. Risk Management

4.1.

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. This activity is recognised as a key component of sound corporate governance.

4.2.

Strategy, Performance and Business Solutions has produced a risk register attached as Annex 2 to this report.

4.3.

Any new risks which arise throughout the year are added to the relevant risk register when required.

4.4.

The status of risks contained in the Risk Register will be reported every six months, in accordance with the Risk Management Guidance.

5. Improvement and Performance Annual Report

5.1.

As part of approved reporting, the Improvement and Performance Service (formerly Improvement Support) provides an annual report for Elected Member scrutiny. The report for 2022-2023 is attached as Annex 3.

5.2.

It is proposed that, as updates on future progress will now provided through the relevant actions and milestones set out within the Council Plan Delivery Plan and the Strategy Performance and Business Solutions Directorate Delivery Plan in the regular reporting to Policy and Resources Committee for scrutiny, there is no longer a requirement to produce a separate annual report.

6. Corporate Governance

Although this report relates to governance and procedural issues, in that the Directorate Delivery Plan provides the basis for scrutiny of performance, the Plan is based on the priorities of the Council as articulated in the Council Plan and therefore supports and contributes to improved outcomes for communities as outlined in the Council Plan and the Local Outcomes Improvement Plan.

7. Financial Implications

There are no financial implications arising directly from this report. Delivery of the Plan should be from within approved budget limits.

8. Legal Aspects

Strategic planning helps the Council to secure best value and effective risk management helps the Council to meet its statutory obligations and discharge its legal duties of care.

9. Contact Officers

Karen Greaves, Corporate Director for Strategy, Performance and Business Solutions, extension 2202, Email karen.greaves@orkney.gov.uk.

Alex Rodwell, Head of Improvement and Performance, extension 2281, Email alex.rodwell@orkney.gov.uk.

William Moore, Service Manager (Improvement and Performance), extension 2104,
Email william.moore@orkney.gov.uk.

10. Annexes

Annex 1: Directorate Delivery Plan 2023-28 for Strategy, Performance and Business Solutions

Annex 2: Directorate Risk Register for Strategy, Performance and Business Solutions

Annex 3: Improvement and Performance Annual Report 2022-2023.



Annex 1



Strategy, Performance and Business Solutions

Directorate Delivery Plan 2023 - 2028

Contents

Contents.....	2
Overview of the Directorate.....	3
Our People	4
Key Drivers for the Directorate	4
Human Resources and Organisational Development Service	5
Legal and Governance Service	5
Improvement and Performance Service	5
Mission Statement, Core Principles and Staff Values.....	6
The Delivery Plan.....	7
Council Delivery Plan Projects	8
Priorities for Delivery	10
Directorate Performance Measures	23
Risk and Business Continuity.....	26
Appendix 1: Other Plans	27
Appendix 2: Organisational Structure.....	28

Overview of the Directorate

Welcome to our Directorate Delivery Plan. This plan sets out our commitments to the people of Orkney and details the actions we will take to improve the services we provide and how we will monitor and report on those actions.

The fundamental purpose of Strategy, Performance and Business Solutions is to support the Council with the delivery of the Council Plan 2023 to 2028, by providing services to our internal and external customers.

Some information about the Directorate and the diverse range of services we provide, is shown in this section of the plan. The Heads of Service in each area are part of the Directorate Management Team and together we take decisions to prioritise improving the service we deliver.

The Strategy, Performance and Business Solutions (SPBS) directorate delivers critical business support and professional services to enable the Council to legally function effectively and deliver its operational services. SPBS drives the growth in digital service development to utilise technology to simplify, streamline and automate processes which is critical to reduce cost and improve customer service. Communication is key across the organisation and specific work is underway to deliver improved internal and external communications for the Council and support services in a proactive approach to communication and engagement.

The Council's strategic projects require substantial additional legal, procurement and communication and engagement support and SPBS will continue to work with teams across the Council to deliver these critical workstreams.

Supporting managers to look after our valuable human resources is another critical key service and work will continue to focus on leadership and workforce development, organisational cultural development, streamlining recruitment processes and enhancing the employee experience. In addition, focus will be provided to improve the use and scrutiny of performance and self-assessment to identify and drive improvement.

In summary, the combined effects of SPBS will drive the priority of Transforming our Council and ensure that the critical strategic Council priorities are developed, delivered and have demonstrable positive impact for our community.



Karen Greaves BEM
Corporate Director for
Strategy, Performance and
Business Solutions

Our People

The total staffing across the Directorate is 91.44 full-time equivalent, with 113 employees including both permanent and temporary staff.

The Organisational diagram in Appendix 2 shows the Directorate structure in more detail.

Key Drivers for the Directorate

The Council Plan 2023-2028 is the primary driver for the Directorate during this period and we will align this delivery plan with the priorities in the Council Plan.

There are also some key drivers when looking at both the national and local context, including:

- Budget constraints and sustainability of services.
- Addressing recruitment and retention challenges.
- Continuing to ensure good governance.
- Embedding self- assessment and performance management.
- Scottish Government net-zero targets.

Legal and Governance Service

The following service areas sit within the Legal and Governance Service:

Legal Services

- Litigation
- Projects
- Contracts and Property
- Licensing

Governance

- Committee Services
- Information Governance
- Complaints
- Registrars



Gavin Mitchell
Head of Service

Internal Audit

- Internal Audit
- Investigations
- Counter-Fraud
- Best Value

Procurement

- Corporate Procurement
- Circular Economy
- Contracts Register
- Community Wealth Building



Andrew Groundwater
Head of Service

Human Resources and Organisational Development Service

The following service areas sit within the Human Resources and Organisational Development Service:

Human Resources Operations

- Human Resources Policy
- Employee Relations
- Trade Union Liaison and Negotiation
- Reward and Remuneration
- Recruitment and Contractual Administration
- Occupational Health

Organisational Development

- Workforce and Succession Planning
- Learning and Development
- Employee Wellbeing
- Employee Benefits
- Organisational Culture
- Equality, Diversity and Inclusion

Improvement and Performance Service

The following service areas sit within the Improvement and Performance Service:

Customer Services and Corporate Administration

- Corporate administration
- Customer services
- Elections
- School Place caretakers

Democratic Services and Communications

- Civic events and visits
- Communications
- Community Councils
- Elected Member support

Improvement and Performance

- Improvement support
- Performance and best value
- Project and programme management
- Systems development and digital strategy

Strategy and Partnership

- Community consultation and engagement
- Community planning
- Corporate planning, strategy, and policy
- Third Sector liaison



Alex Rodwell
Head of Service

Mission Statement, Core Principles and Staff Values

The Council's **mission statement** is
Working together for Orkney.



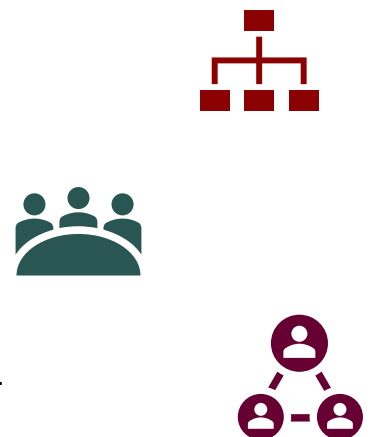
The Council's **core principles** are:

- Protecting our environment and combatting climate change.
- Equality, fairness and inclusion, in particular for vulnerable and remote communities like the ferry-linked isles.
- Sustainable and accessible services for all.
- Community wellbeing and mental health.
- Community wealth-building for future generations.



The Council's **staff values** are:

- **People:** We put our colleagues and our communities at the heart of everything we do.
- **Unity:** We are one council and achieve more when we support, encourage and value each other.
- **Trust:** We trust, respect and empower each other and act with honesty and integrity.
- **Ownership:** We take personal and shared responsibility, are transparent and are accountable for our actions and our impact.
- **Creativity:** We embrace innovative solutions with a drive to improve ways of working.



As one of the Council's senior leaders, I want the services which sit within my Directorate to work with our **mission statement**, **core principles** and **staff values** as the basis for all of our decisions and actions.

The Directorate Management Team and I are working hard to ensure that all of our staff have the skills and the tools they will need to progress our plans to deliver for the people of Orkney.

As a directorate we see our core role as supporting and improving the business of the Council where the community is at the heart of what we do.

The Delivery Plan

The Directorate Delivery Plan shapes the work of the Strategy, Performance and Business Solutions Directorate during the period of the current Council Plan and Council Delivery Plan, from 2023 to 2028.

The plan describes how we will support and contribute to the priorities and actions set out in the Council Plan and Delivery Plan, based on the priorities of elected members and performance against targets in previous years, and how we will meet any new external drivers such as changes to legislation.

The aims and outcomes for the Directorate are based on the priority themes set out in the Council Plan and Delivery Plan– **Growing our economy**, **Strengthening our communities** and **Developing our infrastructure**.

These aims and outcomes will be supported by a number of priorities under an overall theme – **Transforming our council** – to provide the foundations for staff to deliver outstanding customer service and performance.

We will regularly review the aims and outcomes in the Council Plan and the Delivery Plan, and report to elected members twice a year, in our report on progress against this Directorate Delivery Plan.

It is important to note that the aims and actions set out in the Directorate Delivery Plan are a starting point based on current priorities, and that the Plan must be flexible enough to adapt to changing priorities. We will therefore regularly review this plan and make changes as they are needed.



Council Delivery Plan Projects

Our Directorate is responsible for, or directly contributes to, the following delivery projects set out in the Council Delivery Plan:

Staff Recognition and Retention (T1)

Lead(s): Head of Improvement and Performance

Improve staff recognition and engagement so staff feel more valued. Improve openness and transparency so it is a safe place to raise concerns. Provide a suite of work options and terms and conditions that meet the needs of the organisation, our customers and service users, providing the flexibility, wellbeing support and recognition that our employees desire.

Reduce Bureaucracy (T2)

Lead(s): Head of Improvement and Performance

Reduce bureaucracy within and between agencies wherever possible improving working between partners. Consideration of the Single Authority Model (SAM) is included as part of this work.

Invest in staff development opportunities (T3)

Lead(s): Head of Human Resources and Organisational Development

Create a programme for equal access to growth and learning opportunities for employees to develop their full capability aligning with our organisational goals, workforce planning and talent management priorities, with a particular focus on areas where there are skills gaps.

Recruitment including trainee programme (T4)

Lead(s): Head of Human Resources and Organisational Development

Consideration of recruitment approaches to attract potential candidates to Council posts. Development and delivery of specific pathways into OIC for trainees including comprehensive induction, orientation, skills and leadership programmes for effective integration into teams with a focus on alignment with organisational values, promotion of core skills, attitudes and behaviours underpinning sustainable employment.

Improving our processes through the development of our systems (T6)

Lead(s): Head of Improvement and Performance

Improve processes and service delivery through the development of corporate and service digital systems.

Corporate systems such as:

- Digital service delivery (the Customer Service Platform / Microsoft 365 tools).
- Electronic Document and Records Management System Implementation.
- Finance (Integra Centros).
- HR and Payroll (Resource Link / MyView).

Service systems such as:

- Health and Social Care (Paris).
- Housing (Northgate Housing).
- Neighbourhood Services (New Horizons replacement).
- Planning system (IDOX).
- Property Assets Management (Concerto).
- Revenue and Benefits (NEC Revenue and Benefits).
- Schools Education System (SEEMiS).

Full details with specifics for each system will be provided in the Digital Strategy Delivery Plan which will support the delivery of the Council Plan. Tier systems to be defined in the Digital Strategy Delivery Plan.

Priorities for Delivery

We have prioritised some outcomes for delivery, based on either their strategic importance or our recent underperformance. Information about those outcomes is shown below.

We will report to elected members on these measures as part of my Directorate Delivery Plan Progress Report.

Priority Outcome	Action	Performance Measure(s)	Target	Resource Requirement
<p>SPBS 01. SPBS Process improvement. Reduced bureaucracy for SPBS which is efficient and effective and supports our response to the financial challenge.</p> <p><i>Transforming our council</i></p>	<p>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.</p> <p>Develop and deliver improvement plan.</p>	<p>Completion of review for all Strategy, Performance and Business Solutions services.</p> <p>Performance measure will be developed following completion of the review.</p>	<p>Review completion: March 2025.</p>	<p>Led by all service managers within Strategy, Performance and Business Solutions.</p> <p>Within existing resources.</p>

Priority Outcome	Action	Performance Measure(s)	Target	Resource Requirement
<p>SPBS 02. Alternative models of Governance and constitutional reform.</p> <p>To progress constitutional reform with the leadership and strategic oversight of the Constitutional Reform Consultative Group.</p> <p><i>Transforming our council.</i></p>	<p>Progress the constitutional reform project through the approved four stage approach.</p> <p>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.</p>	<p>Specific performance measures will be identified depending on the options selected by elected members.</p>	<p>Milestones to be developed following completion of initial part of stage 1 by March 2024.</p>	<p>Led by Strategy, Performance and Business Solutions.</p> <p>Within existing resources during stage 1.</p>
<p>SPBS 03. Performance.</p> <p>The Council understands how it is performing and is clear about where it needs to improve.</p> <p><i>Transforming our council.</i></p>	<p>Implement Public Sector Improvement Framework self-assessment across services.</p> <p>Review and update corporate performance framework.</p> <p>Develop the tools, approaches, and training to embed the framework across the organisation through to an individual team level.</p>	<p>Develop performance measure to establish to what level it is perceived that performance arrangements articulate progress on our key priorities.</p> <p>This would be captured through a pulse survey of:</p> <ul style="list-style-type: none"> • The public • Elected members • Staff 	<p>Investors in People Indicator 8 delivery continuous improvement</p> <p>2022/23 – 5.1 2027/28 target – 5.5</p> <p>Other baselines to be established in 2023/2024.</p> <p>Targets for 2024-2028 will be set based on baseline figure.</p>	<p>Led by Service Manager (Improvement and Performance).</p> <p>Within existing resources.</p>

Priority Outcome	Action	Performance Measure(s)	Target	Resource Requirement
<p>SPBS 04. Customer service. 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.</p> <p><i>Transforming our council.</i></p>	<p>Review customer feedback.</p> <p>Identify key areas of improvement.</p> <p>Develop framework and customer service toolkit for services to support identified areas of improvement.</p> <p>Implementation and embedding of improvements.</p>	<p>Level of customer satisfaction experienced by the public with queries handled by customer service staff.</p> <p>Captured through an annual public pulse survey.</p>	<p>2022/2023 - 87% 2027/2028 - 95%</p>	<p>Led by Service Manager (Customer Services and Corporate Administration).</p> <p>Within existing resources.</p>
<p>SPBS 05. Customer complaints handling. Clear and customer-focused complaints handling procedure and processes which are easy for the public to access and use.</p> <p><i>Transforming our council.</i></p>	<p>Ongoing review of Complaints Handling Procedure and associated procedures and processes.</p> <p>Amendment of customer complaints handling guide to help signpost complainants where other statutory review processes exist outwith the Complaints Handling Procedure (e.g. planning applications).</p>	<p>Benchmarking with Scottish Public Services Ombudsman's Model Complaints Handling Procedure and best practice in other local authorities.</p> <p>Customer feedback.</p>	<p>March 2025.</p>	<p>Led by Service Manager (Governance).</p> <p>Within existing resource.</p>

Priority Outcome	Action	Performance Measure(s)	Target	Resource Requirement
<p>SPBS 06. Improving attendance. Improved attendance and wellbeing through reduced staff absence.</p> <p><i>Transforming our council.</i></p>	<p>Review OIC managing absence policy.</p> <p>Review occupational health provision.</p> <p>Support managers to embed policy in practice.</p> <p>Continue to develop health and wellbeing programme.</p>	<p>As per Council Plan performance indicators:</p> <p>A) reduce absence to 9 FTE days per annum for SJC staff by 2028. (Currently 12.6)</p> <p>B) reduce absence to 6 FTE days per annum for Teaching staff by 2028. (Currently 8.2)</p> <p>Regular 6 month performance monitoring to track progress</p>	31 March 2028	<p>Led by Service Manager (HR Operations)</p> <p>Within existing resources.</p> <p>Services to consider resourcing to support absence management.</p>
<p>SPBS 07. Equality, fairness, and inclusion. The Council is an employer where equality, fairness, and inclusion is at the heart of everything we do.</p> <p><i>Transforming our council.</i></p>	<p>Review and revise equality outcomes.</p> <p>Creation of an equality outcomes delivery plan.</p> <p>Implemented equality outcomes.</p>	<p>Revised measures approved by council with targets to be identified in the delivery plan.</p>	31 March 2027	<p>Led by Service Manager (Organisational Development).</p> <p>Within existing resources.</p>

Priority Outcome	Action	Performance Measure(s)	Target	Resource Requirement
<p>SPBS 08. Employee processes. Staff feel that employee process are well managed and timeous.</p> <p><i>Transforming our council.</i></p>	<p>Additional guidance for investigating officers and chairs.</p> <p>Additional training for officers</p> <p>Improved administration process.</p> <p>Improved timescale for formal employee processes.</p>	<p>Using new case management system monitor timeframes required to complete Grievance, Disciplinary and Dignity at Work process.</p>	<p>Measured improvement in timeframes.</p>	<p>Led by Service Manager (HR Operations).</p> <p>Within existing resources.</p>
<p>SPBS 09. Community Councils. Community Councils feel in control of their priorities and are supported to develop local solutions which are visible to the public.</p> <p><i>Strengthening our communities.</i></p>	<p>Engage with Community Councils to understand their support requirements including areas like clerking and training.</p> <p>Develop support and training arrangements based on Community Council requirements.</p> <p>Improve communications on the work of Community Councils.</p>	<p>Community Council satisfaction with their involvement in community development and engagement.</p>	<p>2023 - 64% 2027/2028 - 90%</p>	<p>Led by Service Manager (Democratic Services and Communications).</p> <p>Within existing resources.</p>

Priority Outcome	Action	Performance Measure(s)	Target	Resource Requirement
<p>SPBS 10. Community consultation and engagement. Our community consultation and engagement practices are effective and clearly influence decisions and improvement.</p> <p><i>Transforming our council.</i></p>	<p>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.</p>	<p>Community consultation and engagement performance measure will be developed for inclusion in annual public pulse survey. This will measure the public's awareness and trust in the process.</p>	<p>Baseline to be established in 2023/2024.</p> <p>Targets for 2024-2028 will be set based on baseline figure.</p>	<p>Led by Service Manager (Strategy and Partnership).</p> <p>Within existing resources.</p>
<p>SPBS 11. External communication. There is effective communication, which the public trust, respect and have confidence in.</p> <p><i>Transforming our council.</i></p>	<p>Develop Communications Strategy 2023-2028.</p> <p>Develop supporting external communications delivery plan.</p> <p>Implementing the key workstreams over the term of the delivery plan.</p>	<p>Communications performance measure will be developed for inclusion in annual public pulse survey.</p>	<p>Baseline to be established in 2023/2024.</p> <p>Targets for 2024-2028 will be set based on baseline figure.</p>	<p>Led by Service Manager (Democratic Services and Communications).</p> <p>Within existing resources.</p>

Priority Outcome	Action	Performance Measure(s)	Target	Resource Requirement
<p>SPBS 12. Internal communication. Staff are informed and engaged by high quality internal communications which they trust, respect and confidence in.</p> <p><i>Transforming our council.</i></p>	<p>Develop Communications Strategy 2023-2028.</p> <p>Develop supporting internal communications delivery plan.</p> <p>Convene a multi service working group.</p> <p>Implementing the key delivery workstreams over the term of the plan.</p>	<p>Internal communications performance measure will be developed for inclusion in annual staff pulse survey.</p>	<p>Baseline to be established in 2023/2024.</p> <p>Targets for 2024-2028 will be set based on baseline figure.</p>	<p>Led by Service Manager (Democratic Services and Communications).</p> <p>Within existing resources.</p>
<p>SPBS 13. Council publication scheme. Increased transparency and availability of information online through proactive publication of information and less time required for the processing of Freedom of Information requests.</p> <p><i>Transforming our council.</i></p>	<p>Expand Council's existing Publication Scheme to enable information commonly requested under Freedom of Information legislation to be publicly available.</p>	<p>Reduction in number of Freedom of Information requests.</p> <p>Faster turnaround rates.</p>	<p>Baseline 2022/23 March 2025.</p>	<p>Led by Service Manager (Governance).</p> <p>Within existing resources.</p>

Priority Outcome	Action	Performance Measure(s)	Target	Resource Requirement
<p>SPBS 14. Supporting local business through procurement. Greater engagement by local businesses through effective procurement processes promoting decarbonisation.</p> <p><i>Growing our economy.</i></p>	<p>Improve communication with suppliers and ensure that support to access procurement opportunities is publicised and promoted.</p>			<p>Led by Service Manager (Procurement).</p> <p>Within existing resources</p>
	<p>Improve publicity of contract opportunities in an open and transparent manner.</p>	<p>Number of local Suppliers registered with the Supplier Development Programme (SDP) (55).</p> <p>Number of local suppliers providing goods, services or works to the Council Percentage of Local Council Spend.</p> <ul style="list-style-type: none"> 2022/2023 41%. 	<p>Continue with trend in increase in local spend annually, dependent on type and value of projects.</p> <p>Target of 45% by 2027/28.</p>	<p>Within existing resources, in collaboration with Business Gateway and Supplier Development Programme.</p>
	<p>Encourage all tenderers to develop a commitment to net zero policies in parallel with the Council's policies when these are in place.</p>	<p>Procurement Annual Report - Number of Procurements for higher value contracts where climate change selection criteria have been included in the initial selection process for contracts identified as</p>	<p>Incremental change to be recorded on an annual basis.</p>	

Priority Outcome	Action	Performance Measure(s)	Target	Resource Requirement
	Review of Procurement Strategy and Contract Standing Orders (CSOs).	likely to impact on climate change. Revised Procurement Strategy and CSOs approved.	March 2024.	

Priority Outcome	Action	Performance Measure(s)	Target	Resource Requirement
<p>SPBS 15. Programme of and approach to improvement.</p> <p>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.</p> <p><i>Transforming our council.</i></p>	<p>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.</p> <p>Develop and implement plan to embed the Scottish Approach to Service Design.</p> <p>Refresh project management framework and develop tool, approaches, and training with a focus on people, outcomes, and benefits realisation.</p>	<p>Proportion of Improvement and Performance project with defined scope and anticipated benefits at initiation.</p> <p>Proportion of projects achieving their desired benefits following completion.</p>	<p>No baseline</p> <p>2025/56: 75%</p> <p>2027/28: 75%</p>	<p>Led by Service Manager (Improvement and Performance).</p> <p>and</p> <p>Service Manager (Customer Services and Corporate Administration).</p> <p>Within existing resources.</p>

Priority Outcome	Action	Performance Measure(s)	Target	Resource Requirement
<p>SPBS 16. EDRMS. Information is stored safely and securely in a structured and accessible format.</p> <p><i>Transforming our council.</i></p>	<p>Complete architecture and pathfinding phases and thereafter implement the Electronic Document and Records Management System across Council services.</p>	<p>Reduced number of data breaches.</p> <p>Feedback from Keeper of the Records of Scotland on Progress Update Reviews on the Council's Records Management Plan.</p>	<p>September 2025.</p>	<p>Led by Service Manager (Governance).</p> <p>Within existing resources (including dedicated project team).</p>
<p>SPBS 17. The Orkney Partnership. The Council, as a facilitating partner, adds value to community planning through joint working to deliver improved outcomes for our community.</p> <p><i>Strengthening our communities.</i></p>	<p>Develop a new Locality Plan.</p> <p>Develop dynamic delivery group plans in accordance with the three strategic priorities in the Orkney Community Plan (Local Outcomes Improvement Plan) for 2023-30.</p> <p>Progress the Local Outcomes Improvement Plan 2023-30 via the delivery groups.</p>	<p>Locality Plan developed.</p> <p>Delivery group plans approved.</p> <p>Annual reports for The Orkney Partnership published.</p>	<p>31 March 2024</p> <p>Review delivery against plans during the life of the strategy (2023-2030).</p>	<p>Led by Service Manager (Strategy and Partnership).</p> <p>Within existing resources.</p>

Priority Outcome	Action	Performance Measure(s)	Target	Resource Requirement
<p>SPBS 18. Community Wealth Building. 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.</p> <p><i>Growing our Economy.</i></p>	<p>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.</p> <p>Input into development of partnership delivery plan and strategy for CWB.</p> <p>Review scope of Empowering Communities project in context of its contribution to CWB.</p> <p>Council specific action will include working with partners to develop a coordinated approach to support:</p> <ul style="list-style-type: none"> • The Fair Work agenda. • Progressive procurement. 	<p>Performance measure to be developed as part of delivery plan development. This will focus on measuring the extent to which community wealth building has been embedded using gap analysis and the impact it is having.</p>	<p>Baseline and targets to be established.</p>	<p>Led by Service Manager (Strategy and Partnership).</p> <p>CWB focuses on how the use of existing levers held by anchor institutions can deliver the wellbeing economy and make work a route out of poverty.</p> <p>For the most part, this will be delivered by better use of existing resources with limited requirement for additional external expertise where that is not available locally.</p>

Priority Outcome	Action	Performance Measure(s)	Target	Resource Requirement
<p>SPBS 19. Island Games 2025. The Council's role in providing services and support to facilitate the Orkney 2025 Island Games contributes to a successful Games event across Orkney.</p>	<p>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:</p> <ul style="list-style-type: none"> • 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. 	<p>Milestones will be developed to meet the planning requirements for the Orkney 2025 organisers.</p>	<p>July 2025.</p>	<p>Led by Corporate Director for Strategy, Performance and Business Solutions.</p> <p>Resourced by diverting existing resources.</p>

Directorate Performance Measures

We will support the aims set out in the Council Plan and Delivery Plan, to **create a diverse and thriving local economy**, **support communities and deliver what is important to them**, **develop projects to improve our infrastructure**, and attract and retain an effective and engaged workforce.

My Directorate is responsible for, or directly contributes to, the following performance measures. These include measures related to the Council Plan, those recorded and reported on as statutory requirements, such as the Local Government Benchmarking Framework (LGBF) while others are measures we compile and report on voluntarily as they are useful for telling us how well we are delivering services.

I will regularly monitor these performance measures with my Directorate Management Team to ensure we are continuing to deliver our core services.

PI Code	Description	Baseline	Target (2027-28)
CDP 105	Percentage of procurement spent on local enterprises	38%	45%
CDP 201	Community Council satisfaction with their involvement in community development and engagement	64%	90%
CDP 401	Level of customer satisfaction experienced by the public with queries handled by customer service staff	87%	95%
CDP 402	Orkney Islands Council recognised as an Investors in People (IiP) Platinum Organisation	N/A	Achieved
CDP 403	Overall staff satisfaction with working at Orkney Islands Council	58%	Greater than 80%
CDP 404	Staff satisfaction with our leadership style and culture	58%	Greater than 80%
CDP 407	Staff turnover	5.14%	4%
CDP 408	Cost of agency workers as a percentage of our staff budget	3.70%	2%
CDP 409	Sickness absence days per teacher	8.2	6

PI Code	Description	Baseline	Target (2027-28)
CDP 410	Sickness absence days per employee (non-teacher)	12.6	9
CCG 01	Sickness absence. The average number of days per employee lost through sickness absence, expressed as a percentage of the number of working days available.	2.26%	2.40%
CCG 02	Sickness absence. Of the staff who activated a sickness absence trigger, the proportion of these where there was management intervention.	100%	100%
CCG 03	Staff accidents. The number of staff accidents within the service, per 30 staff per year.	0.28	Less than 1%
CCG 04	Budget control. The number of significant variances (priority actions) generated at subjective group level, as a proportion of cost centres held.	40%	15%
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.	8%	2%
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.	5.56%	4%
CCG 07	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.	98.91%	100%
CCG 08	Invoice Payment. The proportion of invoices that were submitted accurately and timeously to the Payments Service, as a proportion of all invoices.	85%	90%
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	95.45%	98%
SPBS_PI_01	Return rate for customer surveys (Internal Audit)	60%	90%
SPBS_PI_02	Percentage of surveys with a score of 8 or more (Internal Audit)	100%	90%

PI Code	Description	Baseline	Target (2027-28)
SPBS_PI_03	Percentage of recommendations accepted (Internal Audit)	99%	90%
SPBS_PI_04	Percentage of draft reports issued within 10 days of fieldwork completion. (Internal Audit)	96%	90%
SPBS_PI_05	Percentage of final reports issued within 5 days of final comments received. (Internal Audit)	96%	90%
SPBS_PI_06	Percentage of audits completed in year compared to plan.	88%	90%
SPBS_PI_07	Cost of Internal Audit	Achieved	Manage within agreed budget
SPBS_PI_08	% FOI / EIR requests responded to within time limit	87.71%	90%
SPBS_PI_09	Average working time for Stage 1 response	5 days	5 days
SPBS_PI_10	Average working time for Stage 2 response	20.4 days	20 days
SPBS_PI_11	% Stage 1 complaint closed within timescale	65%	
SPBS_PI_12	% Stage 2 complaint closed within timescale	68%	

Risk and Business Continuity

The Council identifies and records threats to its core service and planned developments and improvements through the use of a Corporate Risk Register which sets out the high-level risks identified and what measures will be put in place to mitigate or manage those risks.



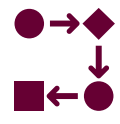
My directorate will maintain a Directorate Risk Register which identifies and records specific threats to our core services, and what measures will be put in place to mitigate or manage them.

I will present an updated Risk Register to elected members as part of my Directorate Delivery Plan Progress Report.



My directorate will maintain a Workforce Plan to define our workforce requirements based on our key activities and the Council's wider priorities. The Workforce Plan will set out the outcomes we intend to achieve, and what actions we will take to ensure we achieve these outcomes.

My directorate will maintain individual Service Area Recovery Plans which support the Council's Business Continuity Plan and provide contingency arrangements to allow us to plan for incidents and emergencies, and ensure we can continue to deliver services in these circumstances.



My Directorate Management Team and I will keep Service Area Recovery Plans under frequent review and ensure they are kept up-to-date.



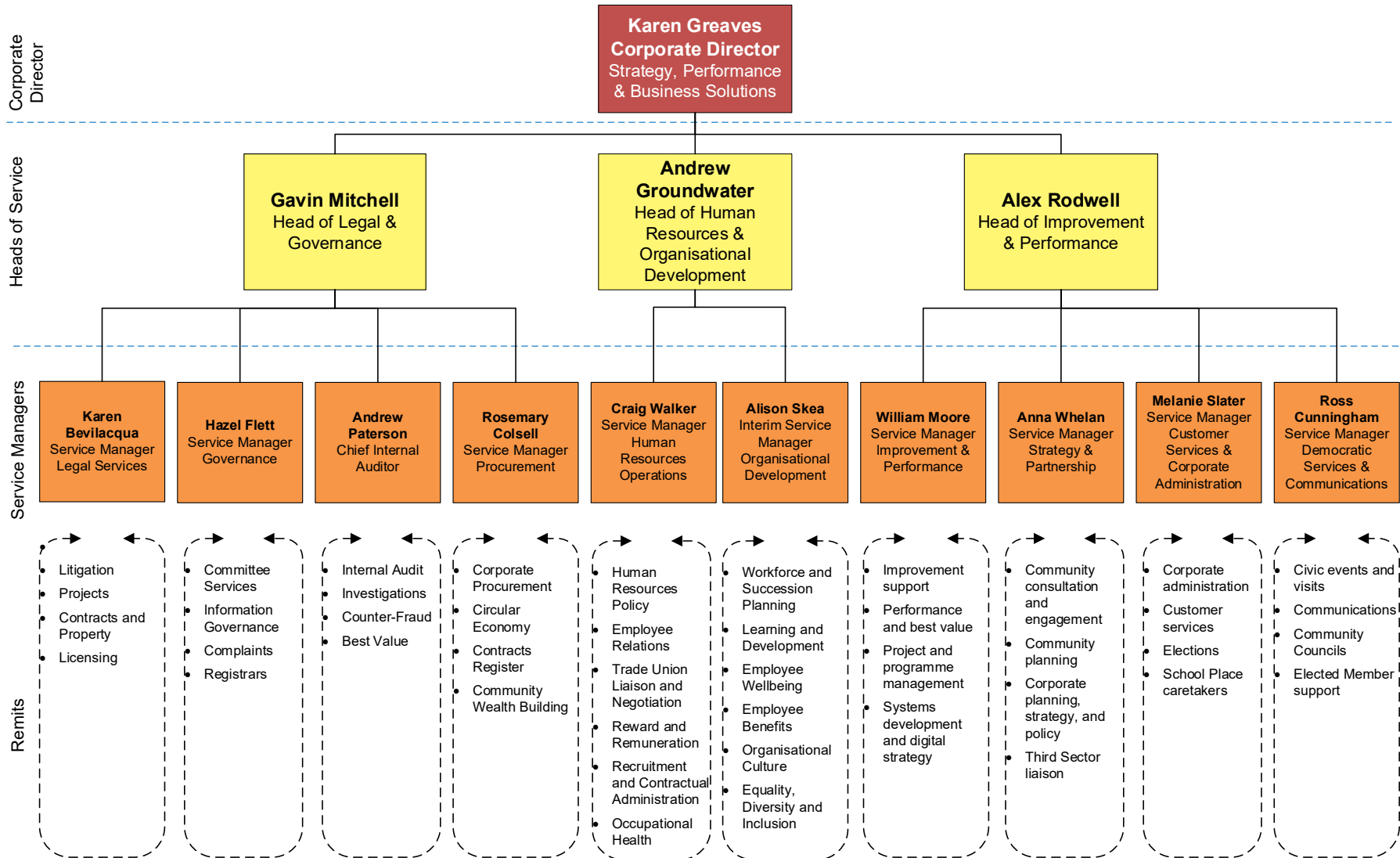
Appendix 1: Other Plans

Heads of Service and Service Managers compile a number of plans setting out the work for individual service areas. These plans support the objectives and priorities in the Council Plan and this Directorate Delivery Plan, and inform the work detailed in individual team-level plans.

The latest versions of each plan can be accessed on the Council's website.

- Communication Strategy 2023-2028 (in development).
- Digital Strategy (2022-2026).
- Digital Strategy Delivery Plan (2022-2026).
- Investors in People implementation plan.
- Orkney Armed Forces Community Covenant.
- Orkney Child Poverty Strategy 2022 – 2026.
- Orkney Community Plan 2023 – 2030 (Local Outcomes Improvement Plan).
- People Plan.
- Records Management Plan.

Appendix 2: Organisational Structure



Strategy, Performance and Business Solutions Risk Register – October 2023

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.	Procurement.	Head of Legal and Governance.	Governance.	8.
12.	Climate Change.	Corporate Director for Strategy, Performance and Business Solutions.	Physical / Reputational.	10.
9.	Breach of GDPR.	Head of Legal and Governance.	Legislation.	7.
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.	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.
<p>Not having the required skills within a service.</p> <p>Small teams or individuals with specific knowledge.</p> <p>Succession planning difficult for small teams.</p> <p>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.</p> <p>Ageing staff profile.</p>	<p>Change in skill requirements.</p> <p>Opportunities elsewhere in, or outwith, the Council.</p> <p>Poor staff morale.</p> <p>Lack of career progression opportunities.</p> <p>Retirement.</p> <p>Limited opportunity for succession planning.</p>	<p>Loss of valuable experience and knowledge.</p> <p>Unable to undertake certain work and deliver core functions and Council priorities.</p>	<p>Treat.</p>	<p>01.01 - Undertake workforce planning and opportunities for career succession planning.</p> <p>01.02 - Be aware of changing environment and required skills. Identification of training needs to address gaps.</p> <p>01.03 - Development of skills identified through leadership development and staff ERDs.</p> <p>01.04 - Contribute to strategic workforce challenges across the Council. – Recruitment taskforce.</p> <p>01.05 – Develop Manager’s toolkits to facilitate regular team meetings and 1:1s to maintain staff morale.</p> <p>01.06 - Review and further develop flexible working policy.</p>

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

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

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

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 are 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 General Data Protection Regulation (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.
<p>Personal information could be processed for Planning Committees, Local Review Body, staff appeals, Licensing, Complaints, Freedom of Information requests.</p> <p>Personnel information held for HR processes.</p>	<p>Sensitive information is leaked or goes to wrong recipients.</p>	<p>Monetary penalty from Information Commissioner's Office.</p> <p>Reputational Risk to Council.</p> <p>Negative impact on staff / potential staff / job applicants.</p>	<p>Treat</p>	<p>07.01 - Training and awareness of GDPR.</p> <p>07.02 - Handling as little personal information as required.</p> <p>07.03 - Secure disposal of personal information in accordance with policy.</p> <p>07.04 - Strong IT and document security.</p> <p>07.05 - Redacting of personal info.</p> <p>07.06 – Use of Electronic Document and Records Management System (EDRMS) to support secure and effective handling of information.</p>

Risk Title: 08 – Procurement

Likelihood.	3	Impact.	4	RAG.	High	Current Risk Score.	12	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.	<p>Services unable to lead system developments due to volume of attention that day to day operational tasks require.</p> <p>SPBS unable to progress systems development without service lead and project management.</p>	<p>Strategic priorities not delivered.</p> <p>Cost savings not identified and achieved.</p> <p>Negative impact on service delivery.</p> <p>Reduced staff morale.</p>	Treat.	<p>09.01 – Improvement Support Team to ensure project management support and guidance in place.</p> <p>09.02 - Mechanisms identified for escalating issues in project delivery at an early stage.</p> <p>09.03 - Expectations managed and good communication on timescales and clarity of roles.</p>

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.
<p>Council Services disrupted due to infrastructure or travel impacted by extreme and unpredictable weather.</p> <p>Communities facing increased frequency of coastal flooding and increased volumes of surface water.</p> <p>Community Resilience Groups more frequently required to stand up to support local citizens.</p> <p>Local economic production affected by climate impacts.</p> <p>Transition to support climate response initiatives require significant capital investment.</p>	<p>Extreme and unpredictable sustained weather (lightning, winds, tides) causes increased damage or wear and tear to Council infrastructure disrupting service delivery.</p> <p>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.</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 Customer Services, digital services, and support to wider council 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>	<p>Treat.</p>	<p>10.01 - Business Continuity plans in place.</p> <p>10.02 - Staff awareness of Council Plan priorities and targets and milestones.</p> <p>10.03 - Staff awareness of appropriate plans for example Flood Risk Management Plan, Coastal Change Adaption Plan.</p> <p>10.04 - Staff participation in resilience reviews and response to incidents through Incident Management process.</p> <p>10.05 - Facilitation of continued development of local Community Resilience Groups within communities.</p> <p>10.06 - Staff participation in cross council Officer Working Group and recognition that Climate Change impacts all Directorates.</p>



ORKNEY
ISLANDS COUNCIL

Improvement and Performance Annual Report 2022-23

Reference no: IST-REPT-008
Version: 1.0
Date revised: 14 November 2023
Version Status: Live



The purpose of this report is to provide an annual update on the Council's Improvement and Performance Service for the year 2022/23 and set out the priorities for 2023/24. This includes:

- An overview of the Improvement and Performance Service.
- A summary of progress in 2022/23.
- A summary of priorities for 2023/24.

1 Contents

2	The Improvement and Performance Service	2
2.1	Purpose	2
2.2	Governance	2
2.3	Team structure.....	3
2.4	Project performance management approach.....	3
3	2022/23: a year in review.....	4
3.1	Approved priorities as at 2022/2023	4
3.2	Delivery in 2022/23	5
4	Priorities for 2023/24.....	8
4.1	Active supported projects	8
4.2	Parked projects.....	11
4.3	Risk.....	11

2 The Improvement and Performance Service

The Improvement Support Team (the team) was established as a permanent team by a recommendation of the Policy and Resources Committee on 18 February 2020.

The Council's restructure in 2021/22 and the Our People, Our Plan programme saw the service's remit expanded and a move within the structure to the new Strategy, Performance and Business Solutions directorate. Existing roles within the Council were moved across to the team to provide a greater focus on improvement and performance.

2.1 Purpose

The purpose of the service is to support services in the delivery of projects, improvements, and initiatives; be they incremental or transformational in nature. This is achieved by providing capacity and expertise. This includes building the organisation's capability in project management, improvement, change management, performance management and digital transformation.

A collaborative approach is taken to project delivery with people and the community at the heart of how the service works.

Activities fall into four core areas:

- Improvement support.
- Performance and best value.
- Project and programme management.
- Systems development and digital strategy.

2.2 Governance

Improvement and Performance support and directly contribute to the priorities and actions set out in the Council Plan and Delivery Plan. The service's overall priorities are set out in:

- The Council Plan Delivery Plan.
- The Strategy Performance and Business Solutions Directorate Delivery Plan.

Elected Member scrutiny is provided through the associated reporting on these plans every 6 months to Policy and Resources Committee.

Further governance and scrutiny of the service's portfolio of projects is delivered through quarterly reporting to the Council's Corporate Leadership Team (CLT) and Information Services Programme Board (ISPB). It includes the three core aspects:

- Priorities | the specific priorities for the service at any given time.
- Progress monitoring | reporting of progress and review of existing priorities.
- Delivery review | scrutiny of what is delivered.

2.3 Team structure

The Improvement and Performance Service reports to the Head of Improvement and Performance and is led by the Service Manager (Improvement and Performance). The current structure of the service is:

Existing roles from the Improvement Support Team

- 1 FTE Service Manager: *permanent, filled.*
- 2.5 FTE Business Improvement Officers: *permanent, filled.*
- 1 FTE Systems Developer and Business Intelligence Analyst: *permanent, filled.*
- 1 FTE Project Officers: *permanent, filled via internal secondment.*

Transferred roles which were already established.



- 3 FTE System Developers: *permanent, 2 posts filled with one vacant due to internal secondment.*
- 1 FTE Performance and Best Value Officer: *permanent, filled via internal secondment.*
- 1 FTE Digital Transformation Officer: *vacant, under review.*

New roles through the restructure (to support the requirements of services).

- 2 FTE System Developers: *permanent, 2 posts filled.*
- 1 FTE Performance and Best Value Trainee: *2-year position, filled.*

2.4 Project performance management approach

Performance management is a core part of the service's approach to project delivery. In 2023/24 the service will refresh its approach to performance management and project delivery to increase focus on the benefits from project outcomes.

As part of the planning process each priority must have clearly identified outcomes and benefits with related performance measures defined during scoping. This should be understood before the priority is approved by the CLT or ISPB for initiation. The level of these should be relevant and proportionate to the scope of the priority.

3 2022/23: a year in review

3.1 Approved priorities as at 2022/2023

This includes projects and priorities transferred with existing roles:

Corporate projects and priorities:

- Corporate Performance and Best Value.
- Modernising IT: (includes system development projects).
- Grounds Maintenance.
- Electronic Document and Records Management System (EDRMS).
- Strategic Data Warehouse.
- Our People, Our Plan Programme (OPOP):
 - Priority 1: Delivery Model.
 - Priority 2: Inspiring Culture.
 - Priority 3: Driving Innovation.
 - Priority 4: Stimulate Economic Recovery.
 - Priority 6: Strategic Asset Development.
- Winter 2022/2023 Cost of Living Payments.
- Electronic Direct Debits.
- Digital Strategy Programme: including projects:
 - Concerto System Development.
 - SEEMIS System Development.

Service projects:

- Controls for Household Waste Recycling Centres.
- Replacement Information Management System for New Horizons.
- Orkney Partnership Children's Services Improvement Plan.
- Orkney Health and Care System Development.
- Telecare Service Analogue to Digital Transition.

Business-as-usual support:

- Customer Service Platform (CSP) Development.

3.2 Delivery in 2022/23

Project	2022/23 delivery
<p>Performance and Best Value</p>	<p>Corporate performance and best value activities including reporting.</p> <p>Support for specific pieces of work includes:</p> <ul style="list-style-type: none"> • Supporting the development of the Council Plan and Deliver Plan 2023-2028. • Support for the Local Code of Corporate Governance self-evaluation process. • Progressing Our People Our Plan priority 3.
<p>Orkney Partnership Children's Services Improvement Plan</p> <p>Owner: Chief Officers Group</p> <p>Project management, facilitation and improvement expertise provided by the Improvement and Performance Service.</p> <p>Support ended July 2022.</p>	<p>Supported delivery areas included:</p> <ul style="list-style-type: none"> • General improvement plan management. • Organisation and facilitation of numerous multi-agency events and workshops. • Development of guidance, procedures, and templates. • Facilitation of improvement activities. • Liaising with the Care Inspectorate.
<p>Grounds Maintenance</p> <p>Owner: Hayley Green</p> <p>Project management, analysis and facilitation support provided by the team.</p> <p>Support ended April 2022.</p>	<ul style="list-style-type: none"> • Handover to service.
<p>Electronic Document and Records Management System (EDRMS)</p> <p>Project Team in place and project management provided by the Improvement and Performance Service.</p> <p>Owner: Gavin Mitchell.</p> <p>Support ongoing.</p>	<ul style="list-style-type: none"> • Stage two (piloting) in progress during 2022/23.

Project	2022/23 delivery
<p>Customer Service Platform (CSP)</p> <p>Owner: Alex Rodwell.</p> <p>Support with system development and platform management provided by the Improvement and Performance Service.</p> <p>Support ongoing.</p>	<ul style="list-style-type: none"> • MyOrkney went live March 2020 to support pandemic response. • Platform used heavily to develop COVID-19 required public and business forms. • The project has transitioned to business-as-usual development from 01 April 2021. • Support for BAU activities ongoing as expertise with the platform sits within Improvement and Performance Service.
<p>Our People, Our Plan Programme (OPOP):</p> <p>Priority 1: Delivery Model.</p> <p>Priority 2: Inspiring Culture.</p> <p>Priority 3: Driving Innovation.</p> <p>Priority 4: Stimulate Economic Recovery.</p> <p>Priority 6: Strategic Asset Development.</p>	<ul style="list-style-type: none"> • Project team supported delivery on each of the OPOP priorities. • Priority 1: Support continued in 2022/2023. • Priority 2: Supported during 2022/2023 with ongoing work embedded as business-as-usual. • Priority 3: Delivery progressed in 2022/23 and work carried out on new Council Plan, Delivery Plan and Performance Framework. • Priority 4: Work progressed and taken forward by project team within service. • Priority 6: Work progressed and taken forward by project team within service.
<p>Digital Strategy Programme</p>	<p>Service leading on this programme. In 2022/23 work carried out included:</p> <ul style="list-style-type: none"> • Discovery and scoping exercises for system development projects. • Proof-of-concept application design and build. • Engagement with services around digital requirements. • Work on compiling the Digital Strategy Delivery Plan 2023-2026.
<p>Replacement Information Management System for New Horizons</p>	<ul style="list-style-type: none"> • Discovery and defining project requirements. • Compiling options appraisal. • Compiling project brief and project plans.

Project	2022/23 delivery
Orkney Health and Care Systems Development	<ul style="list-style-type: none"> • Discovery of user and service requirements. • Compiling backlog of required developments. • Establishing and co-ordinating project board and steering group with user representation. • Preparation of upgrade of underlying technology and core software to a modern version. • Negotiation of ongoing contract with vendor.
Telecare Service – Analogue to Digital Transition	<ul style="list-style-type: none"> • Discovery of user and service requirements. • Compiling outline project plans.
Concerto System Development	<ul style="list-style-type: none"> • Day to day system administration and support. • Discovery of user and service requirements.
Winter 2022/23 Cost of Living Payments	<ul style="list-style-type: none"> • Compiling options appraisal for payment schemes. • Development of digital systems for applications for payment. • Co-ordination and steering of application and payment process.

4 Priorities for 2023/24

This section provides brief next steps for the service’s portfolio of projects.

In addition to the projects outlined in the next sections, Performance and Best Value is a significant priority for the service. The service has led and supported mainstreamed corporate performance and best value activities including reporting.

Support for specific pieces of work includes:

- Supporting development of the Directorate Delivery Plans 2023-2028.
- Supporting the Local Code of Corporate Governance self-evaluation process.
- Progressing work on the review and refresh of the Corporate Performance Framework included as part of Our People Our Plan Priority 3.
- Annual LGBF (Local Government Benchmarking Framework) reporting.
- Annual Performance Report.
- Best Value assurance work.

4.1 Active supported projects

Project	Next steps
Our People, Our Plan Priority 3: Driving Innovation Owner: CLT Status: Active Service leading on delivery.	Further progression on the project including: <ul style="list-style-type: none"> • The review and refresh of the Council’s performance framework.
Electronic Document and Records Management System (EDRMS) Owner: Gavin Mitchell Status: Active Service providing project management, system development, improvement and change expertise.	<ul style="list-style-type: none"> • Go live with solution for pathfinder teams. • Continue testing with further pathfinder teams. • Complete stage 2 (piloting) and progress to stage 3 (delivery). • Expected project delivery and embedding as Business as Usual (BAU) by March 2027.
Customer Service Platform (CSP) Owner: Alex Rodwell Status: Active Service providing system development and steering to ensure effective governance and provide reporting on progress.	Moved to BAU development from April 2021. <ul style="list-style-type: none"> • Continue to provide systems development expertise and improvement. • Complete training for additional system developer. • Implement reporting to Directorate Management Team.

Project	Next steps
<p>Digital Strategy Programme</p> <p>Owner: Alex Rodwell Status: Active</p> <p>Service providing steering, support for system development and improvement and change expertise.</p>	<p>Programme of projects and activities from 2023 to 2026.</p> <ul style="list-style-type: none"> • Develop Digital Strategy Delivery Plan 2023 – 2026. • Review existing digital systems and establish development needs. • System Development Working Group and governance through ISPB.
<p>Replacement Information Management System for New Horizons</p> <p>Owner: Lorna Richardson Status: Active</p> <p>Service providing project management and system development.</p>	<p>Following request from service to reset project and review requirements ahead of proceeding to Capital Project Appraisal (CPA) process, further scoping is being carried out to establish whether any of the functionality of the existing system can be moved into other corporate systems, rather than purchasing a new system to meet needs.</p> <ul style="list-style-type: none"> • Review support November 2023
<p>OHAC Systems Development</p> <p>Owner: Stephen Brown Status: Active</p> <p>Service providing: Project management. System development. Improvement and change expertise.</p>	<ul style="list-style-type: none"> • Implement upgrade to current version of Paris system by October 2023. • Present backlog of system developments to OHAC leadership team following upgrade. • Review support November 2023.
<p>Education Service Systems Development</p> <p>Owner: Peter Diamond Status: Active</p> <p>Service Providing: Improvement and change expertise. System development.</p>	<ul style="list-style-type: none"> • Work with service to agree proximate development needs for SEEMIS system ahead of next school term starting in August 2023. • Identify longer-term development needs for this system. • Implement Risk Matrix module in SEEMIS system (September 2023). • Review support November 2023.

Project	Next steps
<p>Telecare Service – Analogue to Digital Transition</p> <p>Owner: Lynda Bradford Status: Active</p> <p>Service Providing:</p> <p>Project management. System development. Improvement and change expertise.</p>	<ul style="list-style-type: none"> • Complete options appraisal and select preferred supplier(s). • Communication with end users to inform them of requirement for switch to digital. • Identify total funding required for project; project owner to request funding from Integration Joint Board. • Initiate procurement exercise. • Review support November 2023.
<p>Concerto System Development</p> <p>Owner: Kenny MacPherson Status: Active</p> <p>Service Providing:</p> <p>Project management. System development. Improvement and change expertise.</p>	<ul style="list-style-type: none"> • Day to day system administration and support. • Engagement with Concerto user group to understand development requirements. • Establish steering group for governance. • Training for additional System Developer as the current arrangements for system maintenance represent a single point of failure.
<p>Winter 2022/23 Cost of Living Payments</p> <p>Owner: CLT Status: Active</p> <p>Service Providing:</p> <p>Project management. System development.</p>	<ul style="list-style-type: none"> • Complete and circulate project close report.
<p>Electronic Direct Debits</p> <p>Owner: Erik Knight Status: Active</p> <p>Service Providing:</p> <p>Project management. Product delivery. System development. Improvement and change expertise.</p>	<ul style="list-style-type: none"> • Complete testing of Council Tax and Non-Domestic Rates solution by November 2023. • Carry out staff training. • Scope solution for Housing Rents and Sundry Debts. • Review support November 2023.

4.2 Parked projects

Project	Next steps
Modernising IT Owner: Alex Rodwell Status: Parked	<ul style="list-style-type: none"> • Driver documents checks process re-engineering. • Transfer to Corporate Administration team for delivery.
Purchasing and procurement Owner: Gavin Mitchell Status: Parked	<ul style="list-style-type: none"> • Delivery of a local stationery contract. • Creation and dissemination of lessons to purchasing officers across the Council. • Transfer to service and remove from Improvement and Performance backlog September 2023.
Strategic Data Warehouse Owner: Alex Rodwell Status: Parked	<ul style="list-style-type: none"> • Review business case and recommend whether the project should be progressed or closed by March 2024.
Controls for Household Waste Recycling Centres Owner: Lorna Richardson Status: Parked	<ul style="list-style-type: none"> • Confirm if there is a continued business case for this project and review support from Improvement and Performance by March 2024.

4.3 Risk

The proposals and next steps in this section are not without associated risks. A summary of risks includes:

- Service support and leadership:
 - In addition to the team’s support, capacity and support commitment is required from services. Given the current environment and pressures there is a risk that services cannot spare the resources required to support project delivery.
 - Projects are owned by services and not the team. Given the current environment and management structure there is a risk that the services are not able to provide the leadership required for successful project delivery.

The service will consider these risks as part of the wider review of the performance and project management approach outlined and look to mitigate these risks by setting out in project briefs and project initiation documentation the requirements for partnership working ahead of commencement of future projects.