



**Item: 6**

**Development and Infrastructure Committee: 4 June 2024.**

**Performance Monitoring – Neighbourhood Services and Infrastructure.**

**Report by Corporate Director for Neighbourhood Services and Infrastructure.**

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## **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.
- 1.4. The Directorate Delivery Plan for Neighbourhood Services and Infrastructure was approved in December 2023.
- 1.5. 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.
- 1.6. The risk register in respect of Neighbourhood Services and Infrastructure was approved in December 2023.
- 1.7. 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.
- 1.8. 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.

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

## 2. Recommendations

2.1. It is recommended that members of the Committee:

- i. Scrutinise the performance of Neighbourhood Services and Infrastructure for the reporting period 1 October 2023 to 31 March 2024, in respect of directorate priorities and performance indicators, as set out in Annexes 1 to 3 and respectively to this report.
- ii. Agree the amendments proposed to the actions referred to in section 3.2 of this report.
- iii. Scrutinise the complaints and compliments made to Neighbourhood Services and Infrastructure in the 6-month period 1 October 2023 to 31 March 2024, and for the two preceding six-month periods, as set out in section 5 of this report.
- iv. Approve the revised Neighbourhood Services and Infrastructure 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.

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.

3.3. **Management and Maintenance of Road Assets** - This is an ongoing action which encompasses the "business as usual" work of the roads team. The annual Road Asset Replacement Programme was presented to the Development and Infrastructure Committee on 28 March 2024 and details what work can be carried out under the approved budget. The annual surface dressing programme is being developed and a new technique for reactive maintenance has been adopted.

## 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 Neighbourhood Services and Infrastructure is attached as Annex 2.

- 4.2. In February 2024, the Corporate Leadership Team agreed to start monitoring the Cross Council Generic Performance Indicators on a quarterly basis but to remain reporting to committee on a six monthly basis, this is why the indicator charts show statistics for 6 monthly periods, moving to quarterly periods.

## 5. Directorate Complaints and Compliments

- 5.1. Table 1 below sets out the complaints and compliments made to Neighbourhood Services and Infrastructure in the 6-month period 1 October 2023 to 31 March 2024, and for the two preceding six-month periods.

Table 1.	Six months ending 31 March 2023.	Six months ending 30 September 2023.	Six months ending 31 March 2024.	Totals.
Complaints.	60.	23.	20.	103.
Compliments.	70.	63.	81.	214.

- 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 front-line 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 October 2023 and March 2024 there were no discernible relationships in terms of the types of complaints received.

- 5.6. In the reporting period October 2023 to March 2024, the number for Neighbourhood Services and Infrastructure complaints generally is broken down as follows:
- 17 complaints were not upheld.
  - 2 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 very beneficial in regard to recording of formal complaints and in the longer term, when reporting capacity has increased, efficiency of reporting should increase. Internally run complaints training is offered to all Council staff and the Scottish Public Services Ombudsman run courses periodically.
- 5.8. It is encouraging to observe the number of compliments received across the Neighbourhood Services and Infrastructure Directorate noting that the detail on these compliments is provided in the quarterly reports produced by the Complaints Officer and submitted to the Information Governance Officer. 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, but others relate to various other services provided by Neighbourhood Services and Infrastructure. A reminder of how to report compliments was sent to all Neighbourhood Services and Infrastructure staff in January 2024 and a further reminder is due to go out to all staff in June 2024 (including to those 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. Compliments are recorded through the Customer Services Platform.

## **6. Directorate Risk Register**

- 6.1. Managers within Neighbourhood Services and Infrastructure have recently carried out the annual 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, Corporate Director for Neighbourhood Services and Infrastructure,  
extension 2301, Email [hayley.green@orkney.gov.uk](mailto:hayley.green@orkney.gov.uk)

**Implications of Report**

1. **Financial:** none arising directly from this report.
2. **Legal:** none arising directly from this report.
3. **Corporate Governance:** not applicable.
4. **Human Resources:** not applicable.
5. **Equalities:** not applicable.
6. **Island Communities Impact:** not applicable.
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.

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.


Annex 3 – Risk Register.

## Neighbourhood Services and Infrastructure (NSI) Directorate Delivery Plan 2023-2028

Progress against NSI Directorate Delivery Plan Priorities at 31 March 2024


Title	Description	Intended Outcome	BRAG		Start Date	Target Date
Process Improvement - Review of the Orkney Local Development Plan (OLDP) 2017 and preparation of the new OLDP	Review of the Orkney Local Development Plan 2017 and preparation of new Local Development Plan (LDP) Cross referenced with the Local Code of Corporate Governance: Improvement Action Plan 2023-2024 - Defining Outcomes C1	Develop a policy/spatial framework for local decision making that will support the delivery of a wide range of strategic priorities including climate change, nature, recovery, inclusive growth and the well-being economy.	GREEN		12-Dec-2023	31-Mar-2027
Lead	Comment					
Hayley Green	The Development Plan Scheme which sets out the programme for the preparation of the Local Development Plan was presented to the Development and Infrastructure Committee in November 2023. The publication of the proposed Local Development Plan is due in January 2026.					


Title	Description	Intended Outcome	BRAG		Start Date	Target Date
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)	Develop an integrated policy/spatial framework to guide local decision making on development and activities in the marine environment, whilst ensuring that the quality of marine environment is protected, and where appropriate, enhanced.	GREEN		12-Dec-2023	31-Mar-2025
Lead	Comment					
Hayley Green	The consultative draft plan was submitted to the Scottish Government in December 2022, unfortunately the Scottish Government has not yet signed off the draft plan for public consultation. It is now anticipated that public consultation on the draft plan will take place during late Spring to late Summer 2024, however given possible changes with the Scottish Government Ministerial team there is concern that this may be delayed again.					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
Sustainable Transport - develop and deliver walking, wheeling and cycling projects	Develop and deliver walking, wheeling and cycling projects.	Enable the delivery of a high quality accessible active travel network which improves the ability of people to walk, wheel or cycle for any journey, supporting the health and well-being of our residents and visitors, reducing carbon emissions, benefitting the local economy and reducing inequalities.	GREEN		12-Dec-2023	31-Mar-2028
Lead	Comment					




Hayley Green	A Stage 2 CPA for the Weyland Bay Coastal Path was recommended for approval by the Policy and Resources Committee in November 2023 and an application for grant funding for the project was submitted to Transport Scotland's Active Travel Infrastructure Fund in February 2024.
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Title	Description	Intended Outcome	BRAG	Start Date	Target Date
Local Place Plans - promote and support the production of plans	Promote and support the production of Local Place Plans.	Encourage local communities to play a proactive role in defining the future of their places through expressing their aspirations and ambitions for future change and developing proposals for their local area to feed into the planning system.	GREEN 	12-Dec-2023	30-Sep-2024
Lead	Comment				
Hayley Green	All community councils have been 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 are interested in doing so.				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
Capital Strategy	Develop and deliver a new Capital Strategy to facilitate the effective delivery of a programme of OIC's capital construction and other projects and improvements	Improve the clarity, efficiency and delivery of how we spend capital in Orkney.	GREEN 	12-Dec-2023	31-Mar-2028


	setting out a 10 year strategy to drive forward a programme.				
<b>Lead</b>	<b>Comment</b>				
Hayley Green	The title for this programme has been changed to Capital Strategy which is part of the ongoing review of the process and was agreed by the Corporate Leadership Team 29 April 2024. A progress update on the Capital Strategy was presented to the Corporate Leadership Team on 30 April 2024 where it was agreed to move this forward in line with the recommendations in the report. A further report will go to Policy and Resources Committee in June 2024, the report will include an update on the annual improvement programme, an update on capital slippage and a revised CPA process which is being developed through working with the Finance team. Significant progress on the Capital Strategy is expected throughout the year.				

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
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.  Cross referenced with the Local Code of Corporate Governance: Improvement Action Plan 2023-2024 - Defining Outcomes - C1 (target 2023-2025)	Reduce our carbon footprint, so that Council assets progress to decarbonisation to help play our part in addressing climate change to mitigate the impacts it has locally and globally.	GREEN		12-Dec-2023	31-Mar-2028
<b>Lead</b>	<b>Comment</b>					


**Annex 1**


Hayley Green	Work is progressing on the Orkney Local Heat and Energy Efficiency Strategy and the expectation is that the strategy will be presented to the Corporate Leadership Team and to Elected Members in 2024 and then subsequently to the Scottish Government.
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<b>Title</b>	<b>Description</b>	<b>Intended Outcome</b>	<b>BRAG</b>		<b>Start Date</b>	<b>Target Date</b>
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.	Review our property assets to make sure they give best value in terms of an environment for service delivery and in terms of money.	GREEN		12-Dec-2023	31-Mar-2028
<b>Lead</b>	<b>Comment</b>					
Hayley Green	Work is continuing across the estates service to support this action.					


<b>Title</b>	<b>Description</b>	<b>Intended Outcome</b>	<b>BRAG</b>		<b>Start Date</b>	<b>Target Date</b>
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	Develop the resilience of our communities, helping their planning and preparation of response.	GREEN		12-Dec-2023	31-Mar-2025


	with institutional stakeholders -B2				
<b>Lead</b>	<b>Comment</b>				
Hayley Green	This is being developed by the Safety and Resilience Service in conjunction with the Service Manager, Democratic Services and Communications.				


Title	Description	Intended Outcome	BRAG		Start Date	Target Date
ICT and Cybersecurity Strategy	Develop and deliver the new ICT and Cybersecurity Strategy 2024-2029	Implement and deliver a new Information and Communication (ICT) and Cybersecurity Strategy and establish new service level agreements to support the availability and data quality of our information technology systems.	GREEN		12-Dec-2023	31-Mar-2028
<b>Lead</b>	<b>Comment</b>					
Hayley Green	The draft strategy will be presented to Asset Management Sub Committee in September 2024.					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
Management and Control of Operational Costs	Complete the review of the New Horizon system, supported by the Improvement Support Team.	Improve internal management and control of operational costs.	GREEN		12-Dec-2023	31-Mar-2028

	Cross referenced with the Local Code of Corporate Governance: Improvement Action Plan 2023-2024 - Robust Internal Controls - F3				
<b>Lead</b>	<b>Comment</b>				
Hayley Green	This is an ongoing action which encompasses a full scale review of the methods for recording time and activities and then allocating the appropriate costs to the relevant cost centres. The job card process is being reviewed, with the aim of reducing its complexity and work continues to investigate and understand the ways in which shared costs are distributed across budgets. This item is discussed at Neighbourhood Services Management meetings.				

<b>Title</b>	<b>Description</b>	<b>Intended Outcome</b>	<b>BRAG</b>		<b>Start Date</b>	<b>Target Date</b>
Management and Maintenance of Road Assets	Implement the agreed Roads Asset Management Programme and Roads Revenue Maintenance Programme - ongoing/business as usual	Manage and maintain the roads asset within approved budgets	BLUE		12-Dec-2023	31-Mar-2028
<b>Lead</b>	<b>Comment</b>					
Hayley Green	This is an ongoing action which encompasses the "business as usual" work of the roads team. The annual Road Asset Replacement Programme was presented to the Development and Infrastructure Committee on 28 March 2024 and details what work can be carried out under the approved budget. The annual surface dressing programme is being developed and a new technique for reactive maintenance has been adopted.					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
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	Develop a waste strategy for Orkney that reflects local and national requirements and aspirations and supports work towards Net Zero within existing resources.	GREEN		12-Dec-2023	31-Mar-2028
Lead	Comment					
Hayley Green	The previous plans for the proposed Integrated Waste Facility have been reviewed and it is confirmed that the underlying strategy is still relevant and will meet both local and national requirements, policy guidelines and statutory considerations. The estimated cost of the Integrated Waste Facility is being reviewed and the updated proposal will be presented to the Policy and Resources Committee on 18 June 2024, with a Members Seminar scheduled for 12 June 2024.					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
Plant and Vehicle Replacement Strategy	We will deliver a vehicle fleet that meets the needs of the communities and the Council while reflecting the	Plant and Vehicle Replacement Strategy that incorporates best use of existing assets plus a plan to move towards decarbonisation of the fleet.	GREEN		12-Dec-2023	31-Mar-2028

	aspirations of Net Zero and decarbonisation within available resources				
<b>Lead</b>	<b>Comment</b>				
Hayley Green	The annual Plant and Vehicle Replacement Programme for 2024/25 was approved by the Asset Management Sub-committee in January 2024 and work has begun to procure the vehicles on this programme. As part of the ongoing development and review of the programme for future years, consideration is given to identifying alternative technologies, sharing of vehicles and the purchase of multi-purpose vehicles. There will be the potential at a future review period to mark this action as complete as this will be business as usual.				

**Personnel key**

**Corporate Director for Neighbourhood Services and Infrastructure** – Hayley Green

**Head of Planning and Community Protection** – Roddy MacKay

**Head of Neighbourhood Services** – Lorna Richardson

**Head of Property, Asset Management and Facilities** – Kenny MacPherson

**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.

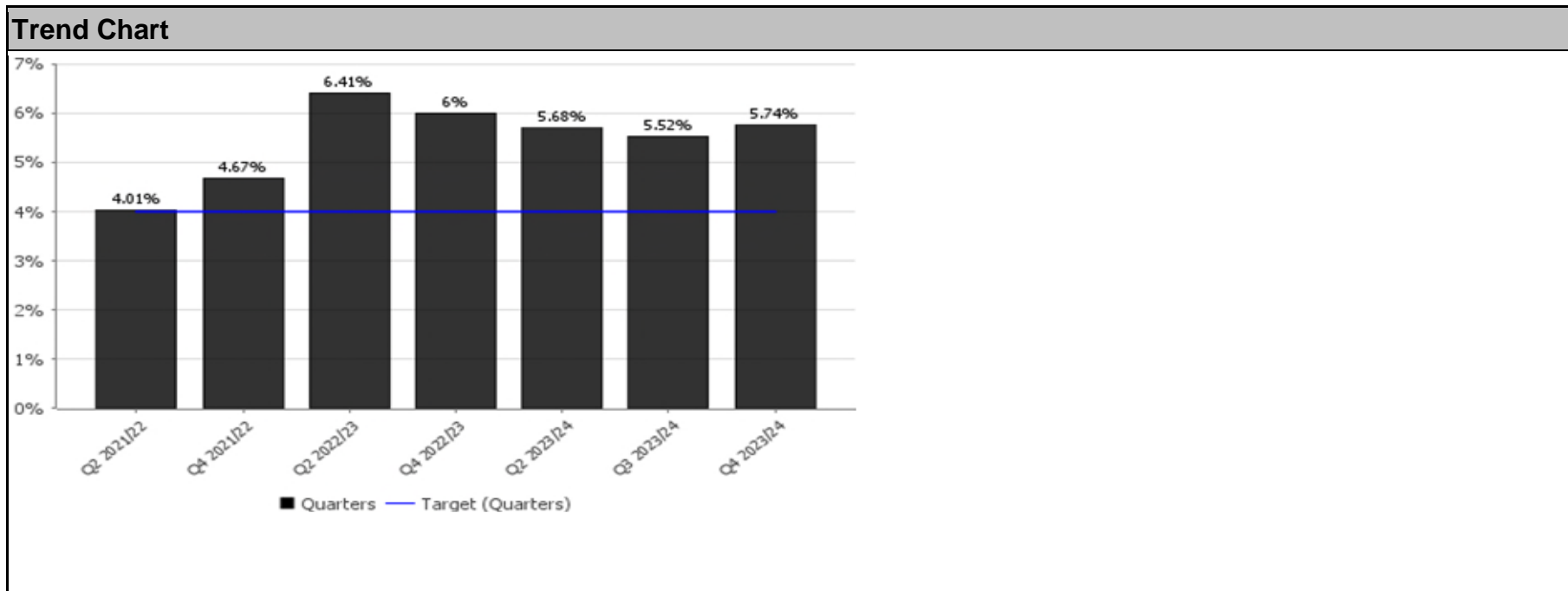
## Neighbourhood Services and Infrastructure (NSI) Performance Indicator Report - 6 Monthly


Cross Council Generic Indicators as at 31 March 2024



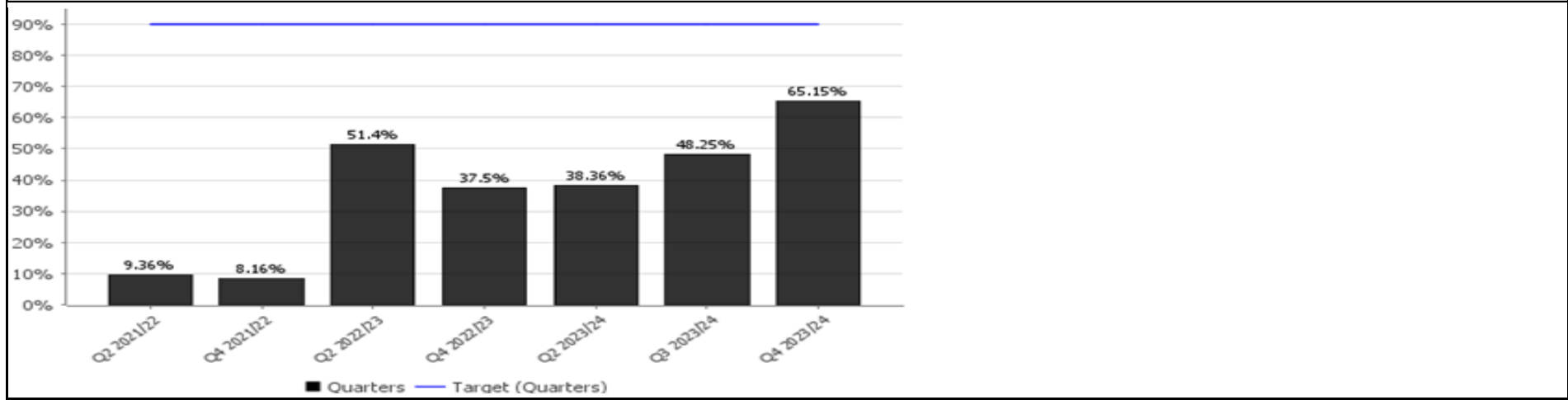
Performance Indicator				
CCG 01 – Sickness absence – The average number of working days per employee lost through sickness absence, expressed as a percentage of the number of working days available.				
Target	Actual	Intervention	RAG	
4%	5.74%	6.1%	RED	●
Comment				
<p>The Service continues to work 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.</p> <p>The Neighbourhood Services and Infrastructure Senior Management Team are aware of the areas within the service where sickness levels are higher and continue to work with relevant managers to address these.</p>				




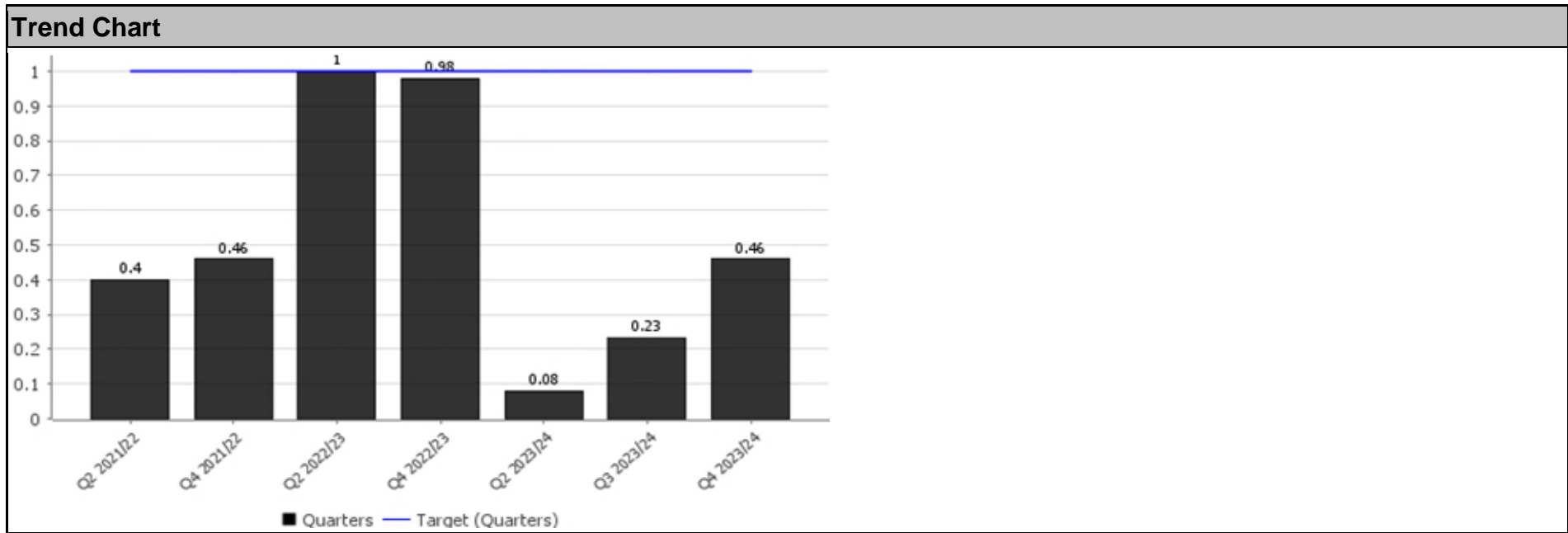


Performance Indicator				
CCG 02 – Sickness absence – Of the staff who had frequent and/or long-term sickness absence (they activated the sickness absence triggers), the proportion of these where there was management intervention.				
Target	Actual	Intervention	RAG	
90%	65.15%	79%	RED	
Comment				
<p>There is an improvement in this indicator since the last reporting period. Intervention by managers is discussed at the Neighbourhood Services and Infrastructure (NSI) performance monitoring meetings. The NSI Senior Management Team continues to work with Human Resources and managers within their own teams to ensure that more active intervention takes place in the future. The Senior Management Team is aware of the areas within the service where intervention has not taken place and discuss this with the relevant managers and will provide any support required.</p> <p>There is confidence that managers in most areas are holding conversations with staff on their return to work but that the conversations are not being recorded. There is an expectation that the performance for this indicator will continue to gradually improve over future reporting periods. A reminder will be issued to all staff with line management responsibilities and further training will be arranged as required.</p>				

Trend Chart



Performance Indicator				
CCG 03 – Staff accidents – The number of staff accidents within the service, per 30 staff per year.				
Target	Actual	Intervention	RAG	
1	0.46	2.1	GREEN	
Comment				
<p><b>Trend Analysis:</b> NSI is demonstrating a continued decreasing trend of accident reporting for the 12-month period report in this quarter. The current trend being observed can be attributed to the removal of heavy equipment that previously caused injuries during lifting and movement operations. Additional to that specific action, support continues to be provided to operational teams in understanding and managing safety issues by Safety and Resilience Officers and Heads of Service. Heads of Service will continue to remind managers and teams to ensure that accident reports are completed and submitted in a timely manner.</p> <p>A detailed report has been emailed to the Corporate Director for information and consideration.</p> <p><b>RIDDOR:</b> During this reported 12-month period there has been 1 RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) reportable accidents for NSI.</p>				




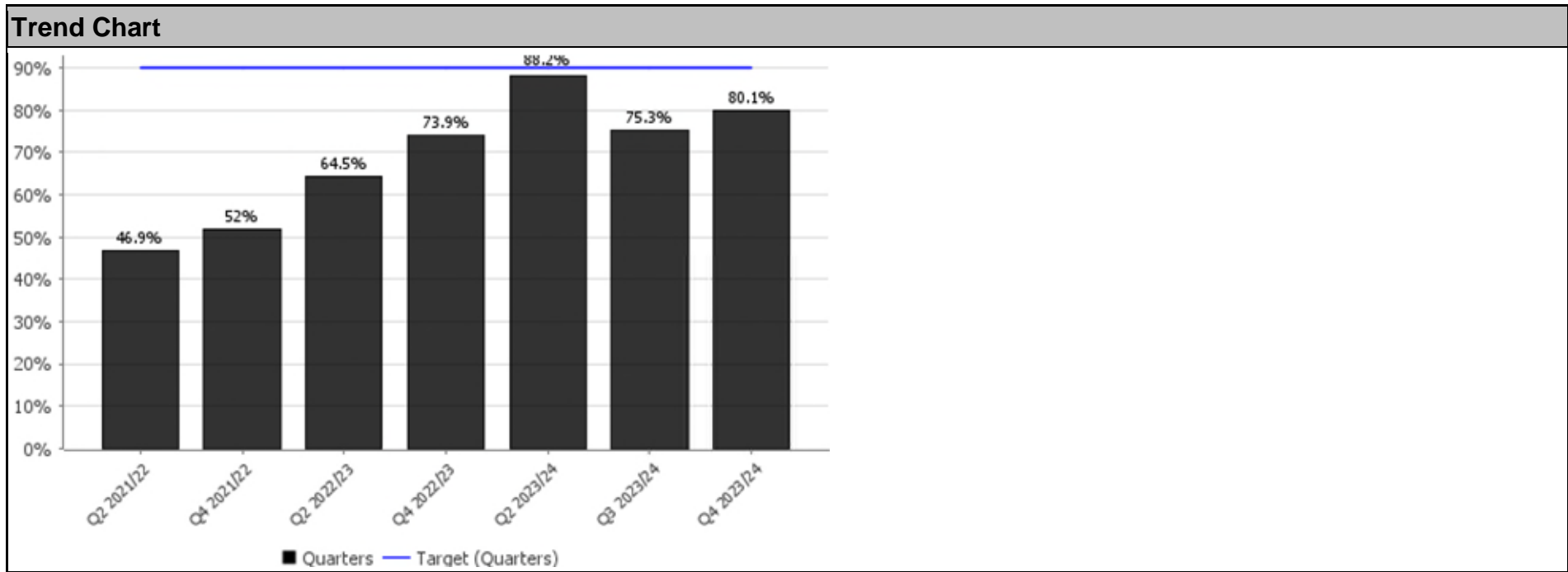
Performance Indicator																				
CCG 04 – Budget control – The number of significant variances (priority actions) generated at subjective group level, as a proportion of cost centres held.																				
Target	Actual	Intervention	RAG																	
15%	48%	31%	RED	<span style="color: red;">●</span>																
Comment																				
The Neighbourhood Services and Infrastructure (NSI) Senior Management Team continues to contribute to the Revenue Expenditure Monitoring Report (REMR) process and flag up areas of concerns and difficulties. The profiling of operational budgets is challenging, given the often reactive nature of the work. Therefore, whilst attempts are made to appropriately profile cost centres at the start of the year, there will be inevitable variances throughout the financial reporting period which do not, in general, represent significant budget challenges.																				
Trend Chart																				
<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2 2021/22</td> <td>62%</td> </tr> <tr> <td>Q4 2021/22</td> <td>85%</td> </tr> <tr> <td>Q2 2022/23</td> <td>40%</td> </tr> <tr> <td>Q4 2022/23</td> <td>50%</td> </tr> <tr> <td>Q2 2023/24</td> <td>39%</td> </tr> <tr> <td>Q3 2023/24</td> <td>46%</td> </tr> <tr> <td>Q4 2023/24</td> <td>48%</td> </tr> </tbody> </table>					Quarter	Percentage	Q2 2021/22	62%	Q4 2021/22	85%	Q2 2022/23	40%	Q4 2022/23	50%	Q2 2023/24	39%	Q3 2023/24	46%	Q4 2023/24	48%
Quarter	Percentage																			
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Q4 2023/24	48%																			

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%	2.2%	4.1%	AMBER	⚠																
Comment																				
1 post (Asset Management Surveyor) remained vacant during this period.																				
Trend Chart																				
<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2 2021/22</td> <td>3.06%</td> </tr> <tr> <td>Q4 2021/22</td> <td>1.85%</td> </tr> <tr> <td>Q2 2022/23</td> <td>2.48%</td> </tr> <tr> <td>Q4 2022/23</td> <td>7.46%</td> </tr> <tr> <td>Q2 2023/24</td> <td>6.66%</td> </tr> <tr> <td>Q3 2023/24</td> <td>21.87%</td> </tr> <tr> <td>Q4 2023/24</td> <td>2.2%</td> </tr> </tbody> </table>					Quarter	Percentage	Q2 2021/22	3.06%	Q4 2021/22	1.85%	Q2 2022/23	2.48%	Q4 2022/23	7.46%	Q2 2023/24	6.66%	Q3 2023/24	21.87%	Q4 2023/24	2.2%
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Q3 2023/24	21.87%																			
Q4 2023/24	2.2%																			


Performance Indicator																				
CCG 06 – Recruitment and retention – The number of permanent service staff who leave the employment of Orkney Islands Council – but not through retirement or redundancy – as a proportion of all permanent service staff.																				
Target	Actual	Intervention	RAG																	
5%	2.52%	10.1%	GREEN	▶																
Comment																				
There were 317 permanent staff employed at this reporting period, eight permanent members of staff left the Council, seven staff resigned from their positions and one was a result of ill health.																				
Trend Chart																				
<table border="1"> <caption>Recruitment and Retention Data</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2 2021/22</td> <td>2.33%</td> </tr> <tr> <td>Q4 2021/22</td> <td>2.9%</td> </tr> <tr> <td>Q2 2022/23</td> <td>2.43%</td> </tr> <tr> <td>Q4 2022/23</td> <td>4.87%</td> </tr> <tr> <td>Q2 2023/24</td> <td>4.67%</td> </tr> <tr> <td>Q3 2023/24</td> <td>6.05%</td> </tr> <tr> <td>Q4 2023/24</td> <td>2.52%</td> </tr> </tbody> </table>					Quarter	Percentage	Q2 2021/22	2.33%	Q4 2021/22	2.9%	Q2 2022/23	2.43%	Q4 2022/23	4.87%	Q2 2023/24	4.67%	Q3 2023/24	6.05%	Q4 2023/24	2.52%
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Q4 2022/23	4.87%																			
Q2 2023/24	4.67%																			
Q3 2023/24	6.05%																			
Q4 2023/24	2.52%																			

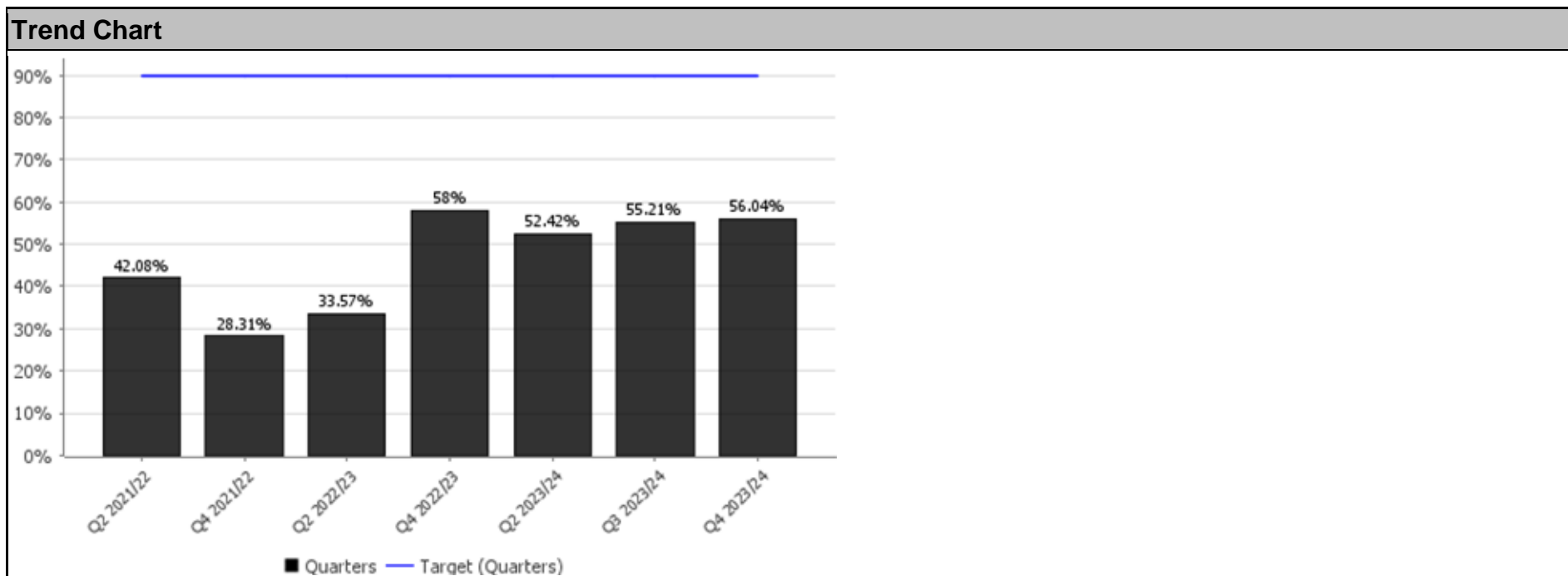


Performance Indicator				
CCG 07 – Good Conversations (formerly ERD) – The number of staff who receive (at least) an annual face-to-face performance review and development meeting, as a proportion of the total number of staff within the service.				
Target	Actual	Intervention	RAG	
90%	80.1%	79%	AMBER	
Comment				
<p>There is further improvement in the performance of this indicator which we are seeing each reporting period and which we anticipate will continue to improve.</p> <p>The Neighbourhood Services and Infrastructure (NSI) Senior Management Team continue to meet on a regular basis with Human Resources to discuss the Good Conversation process to identify areas requiring support and training.</p> <p>Heads of Service continue to work very closely with managers to provide support and to ensure that meetings are carried out on an annual basis. The recording sheet of the status of these meetings is held centrally and is accessible to the Corporate 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>				



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%	83%	79%	AMBER	⚠️																								
Comment																												
<p>This indicator remains at an amber status. There continue to be some challenges with suppliers who send out invoices long after the date on the invoice, sometimes many months and sometimes longer, therefore the performance indicator is exceedingly difficult to meet. Also, some invoices are received before the goods are actually received, meaning they cannot be paid until the goods are received and checked.</p> <p>Progress on invoicing is usually reported to the Corporate Director on a weekly basis, this is currently on hold due to a lack of capacity to provide this information but will be reinstated when resources allow.</p>																												
Trend Chart																												
<table border="1"> <caption>Quarterly Performance Data</caption> <thead> <tr> <th>Quarter</th> <th>Actual Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2021/22</td> <td>82.4%</td> <td>90%</td> </tr> <tr> <td>Q4 2021/22</td> <td>83.9%</td> <td>90%</td> </tr> <tr> <td>Q2 2022/23</td> <td>76%</td> <td>90%</td> </tr> <tr> <td>Q4 2022/23</td> <td>79.1%</td> <td>90%</td> </tr> <tr> <td>Q2 2023/24</td> <td>83.8%</td> <td>90%</td> </tr> <tr> <td>Q3 2023/24</td> <td>81.9%</td> <td>90%</td> </tr> <tr> <td>Q4 2023/24</td> <td>83%</td> <td>90%</td> </tr> </tbody> </table>					Quarter	Actual Performance (%)	Target (%)	Q2 2021/22	82.4%	90%	Q4 2021/22	83.9%	90%	Q2 2022/23	76%	90%	Q4 2022/23	79.1%	90%	Q2 2023/24	83.8%	90%	Q3 2023/24	81.9%	90%	Q4 2023/24	83%	90%
Quarter	Actual Performance (%)	Target (%)																										
Q2 2021/22	82.4%	90%																										
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Q2 2023/24	83.8%	90%																										
Q3 2023/24	81.9%	90%																										
Q4 2023/24	83%	90%																										

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%	56.04%	79%	RED	
Comment				
<p>There is a slight improvement in this indicator since the last reporting period. The Neighbourhood Services and Infrastructure (NSI) Senior Management Team continues to work closely with the Organisational Development team to overcome challenges in ensuring that all staff complete mandatory iLearn training. 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.</p> <p>Organisational Development provide paper-based training materials for those staff who do not have IT access, managers arrange group team sessions to cover the training but noting that this can still be challenging, particularly with staff based on the outer isles.</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. A discussion has taken place with Organisational Development and consideration is being given to switching this facility back on which would prove extremely helpful. The automated emails go out to remind people that training is overdue, and there has been a request made to see if the reminder could be sent 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.</p>				



**Personnel key**

**Corporate Director for Neighbourhood Services and Infrastructure** – Hayley Green

**Head of Planning and Community Protection** – Roddy MacKay

**Head of Neighbourhood Services** – Lorna Richardson

**Head of Property, Asset Management and Facilities** – Kenny MacPherson

**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.

## Orkney Islands Council (OIC) Neighbourhood Services and Infrastructure (NSI) Service Risk Register – April 2024

### Risks by risk number

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

**Annex 3**

<b>Cluster.</b>	<b>Risk number.</b>	<b>Risk.</b>	<b>Owner.</b>
Managerial/Professional.	10.	Failure to progress strategic objectives.	Corporate Director of Neighbourhood Services and Infrastructure.
Legislative/Regulatory.	11.	Climate Change.	Corporate Director of Neighbourhood Services and Infrastructure.
Legislative/Regulatory.	12.	The Effective Management of Trees and Woodlands.	Corporate Director of Neighbourhood Services and Infrastructure.

## Risks by cluster

<b>Cluster.</b>	<b>Risk Number.</b>	<b>Risk.</b>	<b>Owner.</b>
Legislative/Regulatory.	7.	Health and Safety, accidents and incidents.	Corporate Director of Neighbourhood Services and Infrastructure.
Legislative/Regulatory.	11.	Climate Change.	Corporate Director of Neighbourhood Services and Infrastructure.
Legislative/Regulatory.	12.	The Effective Management of Trees and Woodlands.	Corporate Director of Neighbourhood Services and Infrastructure.
Financial.	1.	Waste.	Head of Neighbourhood Services.
Financial.	4.	Financial pressures across the Directorate - Fuel and inflationary costs.	Corporate Director of Neighbourhood Services and Infrastructure.
Financial.	5.	Quarries, reduced income.	Head of Neighbourhood Services.
Financial.	6.	Operational, insufficient funding.	Corporate Director of Neighbourhood Services and Infrastructure.
Financial.	8.	Residual liability, property not in use.	Head of Property, Asset Management and Facilities.
Financial.	9.	Discretionary services and affordability.	Corporate Director of Neighbourhood Services and Infrastructure.
Managerial/Professional.	2.	Workforce Planning.	Corporate Director of Neighbourhood Services and Infrastructure.



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Managerial/Professional.	10.	Failure to progress strategic objectives.	Corporate Director of Neighbourhood Services and Infrastructure.
Reputational.	3.	Major Capital Projects, delay or failure.	Corporate Director of Neighbourhood Services and Infrastructure.

## Risks by Owner

Owner.	Cluster.	Risk Number.	Risk.
Corporate Director of Neighbourhood Services and Infrastructure.	Financial.	6.	Operational, insufficient funding.
Corporate Director of Neighbourhood Services and Infrastructure.	Financial.	9.	Discretionary services and affordability.
Corporate Director of Neighbourhood Services and Infrastructure.	Legislative/Regulatory.	7.	Health and Safety, accidents and incidents.
Corporate Director of Neighbourhood Services and Infrastructure.	Managerial/Professional.	10.	Failure to progress strategic objectives.
Corporate Director of Neighbourhood Services and Infrastructure.	Financial.	4.	Financial pressures across the Directorate - Fuel and inflationary costs.
Corporate Director of Neighbourhood Services and Infrastructure.	Managerial/Professional.	2.	Workforce Planning.
Corporate Director of Neighbourhood Services and Infrastructure.	Reputational.	3.	Major Capital Projects, delay or failure.
Corporate Director of Neighbourhood Services and Infrastructure.	Legislative/Regulatory.	11.	Climate Change.
Corporate Director of Neighbourhood Services and Infrastructure.	Legislative/Regulatory.	12.	The Effective Management of Trees and Woodlands.
Head of Neighbourhood Services.	Financial.	1.	Waste.

**Annex 3**

<b>Owner.</b>	<b>Cluster.</b>	<b>Risk Number.</b>	<b>Risk.</b>
Head of Neighbourhood Services.	Financial.	5.	Quarries, reduced income.
Head of Property, Asset Management and Facilities.	Financial.	8.	Residual liability, property not in use.

## Risks by rating

<b>Risk Rating.</b>	<b>Owner.</b>	<b>Cluster.</b>	<b>Risk Number.</b>	<b>Risk.</b>
20.	Head of Neighbourhood Services.	Financial.	5.	Quarries, reduced income.
20.	Corporate Director of Neighbourhood Services and Infrastructure.	Legislative/Regulatory	11.	Climate Change.
16.	Corporate Director of Neighbourhood Services and Infrastructure.	Financial.	9.	Discretionary services and affordability.
15.	Corporate Director of Neighbourhood Services and Infrastructure.	Financial.	6.	Operational, insufficient funding.
15.	Corporate Director of Neighbourhood Services and Infrastructure.	Managerial/Professional.	10.	Failure to progress strategic objectives.
15.	Corporate Director of Neighbourhood Services and Infrastructure.	Reputational.	3.	Major Capital Projects, delay or failure.
12.	Corporate Director of Neighbourhood Services and Infrastructure.	Managerial/Professional.	2.	Workforce Planning.
12.	Head of Neighbourhood Services.	Financial.	1.	Waste.
12.	Corporate Director of Neighbourhood Services and Infrastructure.	Legislative/Regulatory.	12.	The Effective Management of

**Annex 3**

<b>Risk Rating.</b>	<b>Owner.</b>	<b>Cluster.</b>	<b>Risk Number.</b>	<b>Risk.</b>
				Trees and Woodlands.
9.	Head of Property, Asset Management and Facilities.	Financial.	8.	Residual liability, property not in use.
8.	Corporate Director of Neighbourhood Services and Infrastructure.	Legislative/Regulatory.	7.	Health and Safety, accidents and incidents.
6.	Corporate Director of Neighbourhood Services and Infrastructure.	Financial.	4.	Financial pressures across the Directorate - Fuel and inflationary costs.

Risk Prioritisation 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

**Annex 3**

<b>Risk Number.</b>	<b>Risk Title.</b>				<b>Cluster.</b>	<b>Owner.</b>			
01.	Affordability of Waste collection and disposal.				Financial.	Head of Neighbourhood Services.			
<b>Likelihood:</b>	4.	<b>Impact:</b>	3.	<b>RAG:</b>	Yellow.	<b>Current Risk Score:</b>	12.	<b>Target Risk Score:</b>	4.

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
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 Facility. This project is in development, the Stage 2 Capital Project Appraisal (CPA) was considered in the 2021/22 financial year but issues around funding have led to an excessive delay in implementation.</p> <p>A revised report will go to Policy and Resources Committee in June 2024 with an amended funding approach.</p> <p>01.03 – The Service continues to review best practice and looking at examples from other places, both within Scotland and beyond.</p>

**Annex 3**

<b>Risk Number.</b>	<b>Risk Title.</b>				<b>Cluster.</b>	<b>Owner.</b>			
02.	Workforce Planning.				Managerial/Professional.	Corporate Director of Neighbourhood Services and Infrastructure.			
<b>Likelihood:</b>	5.	<b>Impact:</b>	3.	<b>RAG:</b>	Amber.	<b>Current Risk Score:</b>	12.	<b>Target Risk Score:</b>	6.

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<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>Lack of proper training including career grade plans/apprenticeships 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>The Council does not have fully trained staff, in the right place, at the right time, to deliver set priorities and/or statutory functions.</p> <p>Unable to recruit to key posts.</p>	<p>The Council cannot manage with an untrained workforce.</p> <p>Existing workforce becomes demoralised; service standards drop; an increased risk of non-compliance with changes in legislation, practices etc.</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 very difficult. At every possible opportunity (such as a staff member leaving) the Service Manager and Head of Service will review their staffing profile and consider any reasonable changes.</p> <p>02.03 – A focus on Employee Review and Development for all staff since 2022 has significantly improved performance and this has continued to improve during 2023/2024. Feedback for those involved in the Good Conversations process is</p>



**Annex 3**

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
				that the system is helpful and much improved.

<b>Risk Number.</b>	<b>Risk Title.</b>	<b>Cluster.</b>	<b>Owner.</b>						
03.	Major capital project delay or failure.	Reputational.	Corporate Director of Neighbourhood Services and Infrastructure.						
<b>Likelihood:</b>	4.	<b>Impact:</b>	3.	<b>RAG:</b>	Yellow.	<b>Current Risk Score:</b>	12.	<b>Target Risk Score:</b>	9.

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<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</p>	<p>Strategic high-level project programme slippage or failure 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 has been established but there are challenges in progressing recruitment.</p>

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<p>key staff and difficulty in recruiting new members of the team on a timely basis.</p>				<p>03.04 – Seeking to conclude the planning for the next capital programme (period 2024 to 2029) by Autumn 2024, and thereafter adjust resource levels to meet delivery demands. The switch in focus towards a Capital Investment Strategy will provide a refreshed framework within which decisions can be made.</p> <p>03.05 – Closer working with Elected Members around the prioritisation of the future Capital Programme, including an interactive seminar in Autumn 2023, and follow up sessions scheduled for Spring and Summer 2024, before final consideration by Policy and Resources in Autumn 2024.</p>

**Annex 3**

<b>Risk Number.</b>	<b>Risk Title.</b>				<b>Cluster.</b>	<b>Owner.</b>			
04.	Financial pressures across the Directorate - Fuel and inflationary costs.				Financial.	Corporate Director of Neighbourhood Services and Infrastructure.			
<b>Likelihood:</b>	4.	<b>Impact:</b>	4.	<b>RAG:</b>	Amber.	<b>Current Risk Score:</b>	16.	<b>Target Risk Score:</b>	12.

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<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 very 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> <p>04.04 – Encourage lower fuel usage contingency. 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>

**Annex 3**

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
				04.06 - A service pressure bid was accepted for energy costs which will go some way to mitigating energy costs.

<b>Risk Number.</b>	<b>Risk Title.</b>	<b>Cluster.</b>	<b>Owner.</b>						
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.	Head of Neighbourhood Services.						
<b>Likelihood:</b>	5.	<b>Impact:</b>	4.	<b>RAG:</b>	Amber.	<b>Current Risk Score:</b>	20.	<b>Target Risk Score:</b>	12.

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<p>The Council Quarry has been a significant income resource which has been applied to a self-financing budget approach within NSI.</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 NSI 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>NSI self-financed budget strategy leading to overspend.</p>	Treat.	<p>05.01 – External consultancy support through an experienced Quarry Senior Manager started in 2022/23. This work included drafting a revised Quarry Business Plan that will be submitted for Member scrutiny no later than Spring 2024. This plan will consider options around income generation and the long term sustainability of the Quarry. A seminar for Elected Members will take place in April 2024.</p> <p>05.02 – Closer working arrangements with the Roads Operations team to ensure that</p>

**Annex 3**

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
				<p>the quarry fully understands future demand 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.</p> <p>05.04 – The enabling works for the quarry expansion have been completed.</p> <p>05.05 – External support for Blasting procured and implemented in March 2023. This enabled a significant amount of stone to be made available which supports current planned programme. A 3 year contract was awarded in January 2024 for blasting services.</p>

**Annex 3**

<b>Risk Number.</b>	<b>Risk Title.</b>				<b>Cluster.</b>	<b>Owner.</b>			
06.	Insufficient Operational equipment and infrastructure funding, including support of the maintenance of current assets and infrastructure.				Financial.	Corporate Director of Neighbourhood Services and Infrastructure.			
<b>Likelihood:</b>	5.	<b>Impact:</b>	3.	<b>RAG:</b>	Amber.	<b>Current Risk Score:</b>	15.	<b>Target Risk Score:</b>	9.

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<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, however the funds allocated are not sufficient.</p> <p>06.02 – Capital programme planning and prioritisation focusing on repairs, renewals and additions that mitigate rising costs through a revised business focussed Capital Project Appraisal process and linked to the Asset Management Plan.</p> <p>06.03 – Consideration of the priorities for the Capital Programme for 2024 to 2029, and the development of a new Capital Investment Strategy to cover this period.</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</p>

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
				<p>(pressure on funding the asset replacement).</p> <p>06.05 – Through the budget process review the standards of service delivery to set a “lower bar” in terms of the performance target in areas such as roads and street cleansing. This then impacts on the volume of work and the plant and equipment/vehicles needed and would probably increase complaints and customer dis-satisfaction. All needs to be considered as part of the future budget setting process.</p>

**Annex 3**

<b>Risk Number.</b>	<b>Risk Title.</b>				<b>Cluster.</b>	<b>Owner.</b>			
07.	Health and Safety - accidents and incidents.				Legislative/Regulatory.	Corporate Director of Neighbourhood Services and Infrastructure.			
<b>Likelihood:</b>	2.	<b>Impact:</b>	4.	<b>RAG:</b>	Yellow.	<b>Current Risk Score:</b>	8.	<b>Target Risk Score:</b>	6.

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<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"> <li>• Hand and Arm Vibration Syndrome (HAVS),</li> <li>• quarrying accident,</li> <li>• lifting injury,</li> <li>• machinery injury,</li> <li>• heavy vehicle – moving injury,</li> <li>• Waste related injury / contamination,</li> <li>• lone working,</li> <li>• working at height and up ladders.</li> </ul>	<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 Health and Safety Policy (2023).</p> <p>07.02 – Lone Working Policy and Guidance (2018).</p> <p>07.03 – Training programme(s), reporting, implementing improvements.</p> <p>07.04 – Work Methods Safety meetings and reviews. Safety Management Systems and Audit.</p> <p>07.05 – 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>



**Annex 3**

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
				<p>07.06 – Service Health and Safety Induction process and introduction of new Near Miss Process in Spring 2021.</p> <p>07.07 – Ongoing review and scrutiny of Health and Safety issues at various management forums including Heads of Service, works reps meetings, union meetings and the Health and Safety Committee meetings.</p> <p>07.08 – Access to People Safe MySOS devices (or equivalent devices) to services with a high level of lone working is being explored.</p> <p>07.09 – Use of Violence/Unacceptable Behaviour Flagging process to alert staff of potentially challenging service users.</p> <p>07.10 – Health and Safety continues to be a priority topic for operational services, including at toolbox talks.</p> <p>07.11 - Ongoing work and improvements to the culture of health and safety across the organisation.</p> <p>07.12 - Promoting positive behaviour is led by health and social care to address behaviour issues in service users.</p>

**Annex 3**

<b>Risk Number.</b>	<b>Risk Title.</b>				<b>Cluster.</b>	<b>Owner.</b>			
08.	Residual Liability for properties no longer in original use.				Financial.	Head of Property, Asset Management and Facilities.			
<b>Likelihood:</b>	3.	<b>Impact:</b>	3.	<b>RAG:</b>	Yellow.	<b>Current Risk Score:</b>	9.	<b>Target Risk Score:</b>	6.

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<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>	<p>Current liability (has been the case for many years).</p>	<p>Financial, staff resources for inspection, planning, penalties. Specialist studies are required.</p> <p>Public health and reputation.</p>	<p>Treat.</p>	<p>08.01 – Asset Management planning and mitigation, including the disposal and demolition of assets which are no longer required where appropriate.</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, including bringing in external support to deliver this project given current lack of staffing resources within the Estates Team.</p>

Annex 3

Risk Number.		Risk Title.				Cluster.		Owner.	
9.		Affordability of Neighbourhood Services and Infrastructure Services and likelihood of reduction in spending on discretionary services.				Financial.		Corporate Director of Neighbourhood Services and Infrastructure.	
<b>Likelihood:</b>	4.	<b>Impact:</b>	4.	<b>RAG:</b>	Amber.	<b>Current Risk Score:</b>	16.	<b>Target Risk Score:</b>	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>

Risk Number.		Risk Title.				Cluster.		Owner.		
10.		Failure to progress strategic objectives due to the inevitable focus on day-to-day service delivery.				Managerial/Professional.		Corporate Director of Neighbourhood Services and Infrastructure.		
<b>Likelihood:</b>	5.	<b>Impact:</b>	3.	<b>RAG:</b>	Amber.	<b>Current Risk Score:</b>		15.	<b>Target Risk Score:</b>	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 critical or strategic outcome items.</p> <p>10.04 – Regular and open communication with Community Councils and Councillors, with visible senior leadership throughout.</p>

Annex 3

<b>Risk Number.</b>	<b>Risk Title.</b>				<b>Cluster.</b>	<b>Owner.</b>			
11.	Climate Change.				Physical.	Corporate Director for Neighbourhood Services and Infrastructure.			
<b>Likelihood:</b>	4.	<b>Impact:</b>	5.	<b>RAG:</b>	Red.	<b>Current Risk Score:</b>	20.	<b>Target Risk Score:</b>	12.

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<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>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.</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</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 – New Council Plan has specific climate related goals including baseline review and Net Zero targets and milestones.</p> <p>11.03 – Local Heat and Energy Efficiency Strategy.</p> <p>11.04 – Flood Risk Management Plan 2022 – 2028.</p> <p>11.05 – Resilience review and response to SEPA Flood Warnings as an Incident Management process.</p> <p>11.06 – Preparation of the Coastal Change Adaptation Plan.</p> <p>11.07 – Development of local resilience capabilities and the ongoing involvement in resilience planning and exercises.</p>

**Annex 3**

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
	resourcing beyond Council capacity.			<p>11.08 – Development of Climate Change Strategy and Action Plan, with associated engagement events with Members and Officers.</p> <p>11.09 – Establishment of a Cross-Council Officer working group, recognising that Climate Change impacts all Directorates. The Corporate Director for Neighbourhood Services and Infrastructure will chair this group.</p> <p>11.10 – Commission independent study into indicative Council transition pathways towards net zero.</p>

**Annex 3**

<b>Risk Number.</b>	<b>Risk Title.</b>				<b>Cluster.</b>	<b>Owner.</b>			
12.	The Effective Management of Trees and Woodlands on Land that is in the Ownership and Control of the Council.				Legislative/Regulatory	Corporate Director of Neighbourhood Services and Infrastructure.			
<b>Likelihood:</b>	3.	<b>Impact:</b>	4.	<b>RAG:</b>	Amber.	<b>Current Risk Score:</b>	12.	<b>Target Risk Score:</b>	12.

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
The potential for falling trees or branches to cause injury to members of the public visiting the location or cause damage to land / property neighbouring.	<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.</p> <p>12.02 – Establish a budget for the onwards maintenance and management of all trees in the ownership and control of the Council.</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>