

Item: 8

Policy and Resources Committee: 1 March 2022.

Our People Our Plan – Progress Report.

Report by Chief Executive.

1. Purpose of Report

To provide an update on progress to date within the Our People Our Plan programme and set out priorities for the coming 3-6 months covering the period until October 2022.

2. Recommendations

The Committee is invited to note:

2.1.

That, in summer 2021, the Senior Management Team considered the emerging context for the Council and proposed a credible and deliverable plan providing co-ordinated effort on critical collective priorities, known as Our People Our Plan.

2.2.

Progress to date in progressing the priorities determined within the Our People Our Plan programme, detailed in sections 4 to 10 of this report.

2.3.

The continued focus over the coming months that will be placed on the priorities within the Our People Our Plan programme in order to realise the key outcomes.

2.4.

That, given the natural cycle of corporate/service planning is coming to an end in March 2022, performance reports to be considered by Service Committees in June 2022 will set out the current Corporate and Service Plan achievements to March 2022.

2.5.

That, pending development of the Council's Corporate Plan 2023-2026, by November 2022, the interim performance reports will also include Our People Our Plan programme priorities.

3. Background

3.1.

In summer 2021, the Senior Management Team (SMT) considered the emerging context for the Council and proposed a credible and deliverable plan providing co-ordinated effort on critical collective priorities. The Our People, Our Plan (OPOP) programme, with its leadership focus on seven key areas, has been designed to create the capabilities needed for a strong and successful future.

3.2.

This report provides an update on progress to date and sets out priorities for the coming three to six months covering the period from now until October 2022. Thereafter any remaining activity will be incorporated and aligned to the Council's new Corporate Plan 2023-2026.

3.3.

Orkney Islands Council is transitioning positively from its COVID-19 operating model of the past 18 months to refocus on its wider objectives designed to improve the lives of communities across Orkney, support sustainable economic growth, address inequalities, and establish strong foundations and infrastructure for the delivery of high-quality core services.

3.4.

Acknowledging the need for clarity of purpose and alignment of organisational effort and resources, OPOP was developed as the flagship programme around which the SMT would drive progress on those priorities contained within the approved Council Plan that are considered to be most critical to the future. These priorities have been articulated through seven key outcomes set out in the OPOP programme.

3.5.

The overriding objective of the programme is to galvanise the collective talent of the SMT and the wider leadership team and make demonstrable progress across the seven priorities. The programme, which has been the subject of an Elected Member briefing and was launched with the wider leadership team in October 2021, is summarised in Appendix 1 to this report.

3.6.

Priorities 1-3 have an internal focus and are designed to stimulate tangible progress on developing people and improving performance. Priorities 4-7 are outward focused with an emphasis on accelerating the creation of infrastructure that will remove existing barriers and improve life chances for existing residents of Orkney, facilitate inward migration and support economic growth.

3.7.

On 29 November 2021, when considering a proposed corporate management structure and delivery model, the Policy and Resources Committee recommended that the Chief Executive should submit a report to the Committee, on a quarterly

basis commencing in March 2022, on progress with implementing the revised Corporate Management Structure and Operating Model.

3.8.

The following sections set out progress to date with each of the seven priorities of the OPOP programme.

4. Priority 1 – Delivery Model

Our delivery model for the future is clearly defined, effective, appropriately resources and understood by all.

4.1.

In December 2021, the Council approved comprehensive proposals that reflected the outcomes of the substantial work undertaken in relation to this priority.

4.2.

The proposals focused on key decisions in five broad areas, detailed below.

4.3. Operating Model – Guiding Principles

4.3.1.

As a consequence of the proposals considered, the Council agreed to refocus, reshape and redirect its capacity to ensure that critical strategic priorities that will build the platform for future success are developed, delivered and have demonstrable impact. This change reflects the shift in expectations of customers and service users for more modern, accessible access to services and more efficient service delivery models.

4.3.2.

To achieve this effectively, the Council has developed a clear strategic focus and core principles that will underpin the design of its new operating model to optimise its success.

A suite of guiding principles, attached as Appendix 2 to this report, has been developed and these will help leaders to act collectively, consistently and with clarity to navigate the Council's improvement journey.

4.4. Executive Leadership

4.4.1.

In recognition that high performing councils require collaborative leadership between elected members and officers, the Council acknowledged the need to enhance the strength and depth of its executive leadership team.

4.4.2.

Phase 1 of the operating structure, which focused on the leadership arrangements, was approved in December 2021. Implementation began immediately and, following a robust recruitment and selection process, the Corporate Leadership Team (CLT) is now fully populated, being operational from 21 February 2022, and will drive forward the identified improvements and priorities.

4.4.3.

Matching/slotting for posts at Head of Service and Service Manager level will be initiated following consultation on the proposed approach with the relevant Trade Unions and this is likely to be completed by the end of March 2022. Aligned to this, the Council is committed to design and launch a suite of leadership development initiatives to build individual and collective capabilities over the next 6-12 months.

4.4.4.

The design of Phase 2 of the operating structure is currently being finalised and will be the subject of a separate report in March 2022.

4.5. Modernising and developing our employment practice

4.5.1.

The report to the Policy and Resources Committee on 29 November 2021 set out changes in the external labour market and their consequences for the Council, as well as the shifting expectations of existing employees given their experiences of working through the pandemic.

4.5.2.

These changes, alongside the Council's investment in digital capabilities through the pandemic, must be exploited and, as a result, over the next 3-6 months the leadership team will:

- Focus efforts on a review of the operational estate aligned to the principles of the new operating model.
- Develop a strategic People Plan which will set out the Council's aspirations for and commitment to its employees and how these will be delivered.
- Experiment with new ways of working including hybrid/blended models.
- Review core HR policies to reflect a more flexible, dynamic working environment.

4.6. Organisational and Individual Performance, Engagement and Satisfaction

4.6.1.

Progressive and sustained change across the Council will ultimately be shaped and determined by the experiences, motivation, and commitment of the Council's 1,650+ full time equivalent employees, all of whom have a significant personal contribution to make, that is key to the organisation's success.

4.6.2.

In recognition of this and the need to improve performance in this area the Council agreed to utilise the nationally recognised Investors in People (IiP) framework to support development in this area.

4.6.3.

In addition to providing employee insight to inform action, adopting the framework will support the Council's journey to be an employer of choice, provide progressive accreditation that is recognised nationally and internationally, allow cross sector benchmarking with organisations across the UK and importantly directly contribute to improving the Council's performance and as a consequence customer/user satisfaction.

4.6.4.

Initial discussions have taken place with IiP with a view to commencing work in April 2022 which will facilitate the first accreditation, as agreed by Council, in the last quarter of 2022.

4.7. Strengthening Strategic Focus

4.7.1.

Future Corporate Plan development provides a unique opportunity for effective and impactful collaborative leadership between political and executive leaders.

4.7.2.

Following the local government elections in May 2022, it has been agreed that the new Council will take the opportunity to learn from best practice in strategic/corporate planning, ensuring that its plans for the future clearly link priorities with capacity to deliver, align financial and non-financial resources appropriately and link activity to demonstrable outcomes.

4.7.3.

The aim will be to establish strength, depth and cohesiveness in the organisation's strategic narrative and take the opportunity to better express actions, prioritise activity that is of strategic significance, determine clear outcomes, results and measures. A detailed plan/programme for this work is being actively developed with scheduled completion (including adequate time for engagement with Elected Members on the overall approach as well as meaningful engagement with all relevant stakeholders) no later than November 2022.

4.7.4.

In preparation for development of the Corporate Plan 2023 – 2026, the newly formed CLT will build on the experience of the last 18 months and optimise the period between now and the election to ensure that discussions on future plans can be properly informed by:

- The operating context as it is developing – internally and externally including policy context.

- Current performance.
- How the Council benchmarks in key service areas.
- The developing financial landscape and settlement.
- Customer Views and Experiences.
- Employee Experience.
- Stakeholder Views.

4.8.

Progress on existing corporate/service plan performance will be reported to relevant service committees in June 2022. In the interim period between then and agreement of the Corporate Plan 2023-26, performance reporting will include Our People Our Plan priorities.

5. Priority 2 – Inspiring Culture

We have an organisational culture that inspires and enables our people to excel and builds our capacity.

5.1.

The Council aims to create an organisational culture that inspires and enables its people to excel and build capacity. To achieve this, officers will continuously invest time and effort in the Council's values to inspire how they think, act and connect with and support people across all services and organisational boundaries.

5.2.

This priority has five key workstreams and each element is being delivered through collaboration and co-design with leaders/staff across the organisation.

5.3. Values and Behaviours

5.3.1.

Values drive culture and in turn this supports strategy delivery. The aim is to develop a set of practice values and behaviours, leadership competences and behaviours and an Employee Charter which details what employees can expect, what managers will do and what is expected of employees in return.

5.3.2.

Draft practice values have been developed using the feedback from the workforce development sessions and are about to be consulted on with a wider staff group.

5.4. Health and Wellbeing

5.4.1.

Supporting staff with access to wider support opportunities and resources is key to reinforcing the value of employees. This will include development of a Stress and Mental Health Policy, an Employee Assistance Programme and Wellness Action Plan, and a Health and Wellbeing forum.

5.4.2.

An intranet site has been developed to provide information on Our People Our Plan and access / signposting to the resources available for Health and Wellbeing, Learning and Development and Staff Communication and Engagement. This will be launched on 28 February 2022.

5.5. Value of our People

5.5.1.

Recognising the contribution of employees provides a sense of belonging, connection to strategic priorities and pride in the work of the Council. Organisation wide mechanisms to recognise the contribution of staff, including an Employee Award Scheme, peer to peer and public recognition and recognition by senior management, are being developed. The existing employee benefits will be better articulated. These schemes will create a culture where staff feel valued and supported.

5.5.2.

The principles of a staff awards scheme have been considered by the CLT and will be further developed by a wider staff group prior to Council approval later this year.

5.6. Engaging our People

5.6.1.

Providing a new internal modern communication and engagement approach designed by staff and ensuring that messages reach every part of the organisation is key to ensure that everyone, everywhere is connected across the Council and has a voice.

5.6.2.

Given the specific role that leaders play in the future, as outlined in the new operating model/management structure, a Leadership Forum has been established. This is intended to support all leaders to be engaged with the CLT/Extended Corporate Management Team in developing and reinforcing the desired leadership culture, communicating key messages, developing the approach to planning and performance etc. Wider staff events and other initiatives will be developed related to appropriate themes to ensure that all staff are meaningfully engaged and supported.

5.6.3.

A number of Leadership Forum/Lunch and Learn events have taken place over the past three months to initiate engagement of leaders on a range of issues, including the OPOP programme, the new operating model and developing communication approaches. The next planned session in late February will explore the role of leaders in developing and promoting organisational values and workforce planning.

5.6.4.

An OPOP branding package has been developed and used to promote all OPOP communications and employee training sessions – reinforcing key messages and clearly identifying activity connected to OPOP.

5.6.5.

Over the coming months a wider staff consultative group will be established to act as an advisory group to further develop proposals on values, behaviours and internal communications.

5.7. Embedding our Culture

The Council needs to modernise and change its policies, processes and procedures to reflect a more dynamic, innovative and high performing culture. The focus will therefore be to develop a sustainable shift in leadership practice that will signal change, and build the foundations for a more empowered, innovative future for all, embedding the shift in culture and establishing career, leadership and talent pathways supported by an emphasis on peer-to-peer support and coaching.

5.8.

Consideration of the impact of effort across all of these areas is key if the Council is to understand the baseline position and the impact of planned activities on achieving desired outcomes as well as informing future activity. Evaluation approaches for all engagement activity have been established and the outcomes will be utilised to track progress.

6. Priority 3 – Drive Innovation

We drive innovation and outstanding performance through inspiring people and improving our processes.

6.1.

Priority 3 is focussed on driving innovation and outstanding performance through inspiring people and improving processes and approach to organisational performance. This includes looking at the framework and creating a culture that fosters and encourages a focus on high performance.

6.2.

The outcomes of this workstream must be closely aligned to workstreams 1 and 2. This will optimise investment in improving the operating model and core processes, support staff to reduce waste, improve quality, customer experience, and secure value for money for the Council's partners and customers.

6.3.

In order to progress this priority, the following five key performance principles have been created to set a vision of how we want to shape the Council's approach and drive improvement:

- Outcomes Focussed.
- Targeted and Measured.
- Embedded and Accountable.
- Responsive.
- Integrated.

6.4.

Within these principles, the following three tangible outcomes areas have been set:

- Develop a performance framework where action taken, the indicators measured and the risks mitigated against, reflect and focus on the priorities and outcomes the Council is working to achieve, as well as the challenges faced.
- Simplify and improve performance related processes – for example, governance and reporting, self-assessment and benchmarking.
- Change the approach and mindset to performance management.

6.4.1.

This work is being progressed through a core group of officers and cross organisational subgroups have been formed to focus on carrying forward specific pieces of work.

6.5.

The new operating model clearly articulates the relationship between many of the drivers of high performance which have been reflected in the operating structure. While there will be considerable work to be undertaken to optimise the performance benefits for service users and staff the ambition and core foundations have been clearly determined.

6.6.

High levels of engagement with service management teams on Workforce Planning and through Lunch and Learn sessions have provided a focus for wide-ranging discussion on both “culture” and “performance” allowing all leaders to inform the shaping of priorities which will support collective ownership.

6.7.

While work on this workstream is at relatively early stages as specific proposals required to be informed by workstreams 1 and 2, key background work has been progressed, including:

- Options around the approach on self-assessment have been investigated and an options appraisal drafted.
- Proposal on Service Plan transition period formed, as outlined at section 4.8 above.
- Local Government Benchmarking Framework indicators have been mapped against current priorities to show how benchmarking information could be better used to aligned with outcomes.

6.8.

In addition to contributing to the development of thinking on the future Corporate Plan the focus of activity for the team will be as follows:

- Consider the creation of regular forums and events for cross-service collaboration and learning.
- Develop proposals for how all staff at all levels can better understand how their role contributes to good performance and achieving the priorities of the Council.
- Review the role of the Performance and Risk Management Team, and consider the most appropriate forum to take ownership of the Strategic Planning and Performance Framework at senior management level.

7. Priority 4 – Stimulate Economic Recovery

We will stimulate economic recovery by accelerating the Council’s social housing new building programme.

7.1.

Underlying issues exist that have the potential to limit the Council’s ability to achieve its economic aims – one of these is the availability of quality housing. More new homes are required to address the needs of existing residents of Orkney, but also to create capacity that will support the growth of the population, should the Council’s aspirations regarding inward investment in green energies etc be realised.

7.2.

The ambition for this workstream is therefore to create confidence for the construction sector by accelerating investment in social housing projects that provide energy efficient, sustainable new homes for the people of Orkney whilst stimulating economic recovery.

7.3. Strategic Housing Investment Plan (SHIP)

7.3.1.

Thirty-six newly built properties were completed during financial year 2021/22 in Kirkwall and St Margaret’s Hope. Completion of a further eight properties, situated in Stromness, is expected during March 2022.

7.3.2.

To facilitate wider considerations, the Council has undertaken a significant review of the Housing Revenue Account Business Plan with the intention of optimising both the opportunities for and pace of investment. This review was supported by a financial review by specialist advisors which included financial modelling to meet the Energy Efficiency Standards for Social Housing 2 across the Council’s existing stock, building new properties and servicing existing debt from house build.

7.3.3.

The updated Strategic Housing Improvement Plan (SHIP) was approved by the Council in December 2021. It includes 78 properties for development by the Council, which would be more than the Council's annual development capacity available within the parameters of the Housing Revenue Account (HRA) (approx. 30 units, see section 7.4.2 below) and alternative funding mechanisms are being explored.

7.3.4.

Required processes will be completed to ensure governance is in place for the projects within the SHIP and that the required processes are progressed including those relating to planning and building warrant. Initially three individual projects, totalling 38 properties, will be progressed.

7.3.5.

Providing planning permission is granted for the Soulisquoy development, steps will be taken to seek governance to develop the site infrastructure.

7.3.6.

The SHIP is being delivered in line with appropriate financial projections.

7.4. Financial Modelling and Funding

7.4.1.

A revised financial modelling tool for the Housing Revenue Account has been developed by specialist advisors. The assumptions within the model will be reviewed by Housing and Finance services and determine whether amendments are necessary to ensure that the Housing Revenue Account Business Plan supports the upgrading of existing Council properties, the implementation of the Energy Efficiency Standard for Social Housing 2 and new build.

7.4.2.

Initial projections would suggest a financial potential to build approximately 30 houses per year for five years. The updated model was received by the Council during week commencing 7 February 2022 and senior staff undertook training accordingly. A report will be presented to the CLT in the near future.

7.4.3.

A broader business case/options appraisal for mid-market rent properties outlining investment requirements, return on investment and community benefit requires to be explored in full. This is specialist work requiring an in depth understanding of the wider housing market, legislation, financial modelling etc which will be procured and delivered over the next six months.

7.4.4.

To augment investment opportunities and explore new funding sources, the Finance Service is engaging with its treasury advisers around investment opportunities for the Strategic Reserve Fund and the Pension Fund, to potentially develop a mid-market rent investment proposal should there be a business case for doing so.

8. Priority 5 – Improve Connectivity

We will improve connectivity and enable economic growth by facilitating the delivery of 21st century infrastructure.

8.1.

This workstream is externally focussed and is intended to ensure the investment of time, and appropriate resource capacity, to secure political commitment and funding that will connect people and businesses across service and geographic boundaries.

8.2.

There are two strands within this workstream, detailed below.

8.3. Ferries Infrastructure

8.3.1.

Robust, senior Member and Officer level engagement with Scottish Government/ Transport Scotland on the principle of Fair Ferry Funding, and on the capital funding requirements for inter-island air and ferry services in particular has characterised the focus over at least the past 24 months. As has been reported to Members, whilst there have been positive discussions, there has been very little movement on delivery of any support towards resolving the funding inequities and the 2022/23 budget settlement from the Scottish Government does not resolve these issues. Discussions on this continue through the Corporate Director for Enterprise, and Sustainable Regeneration.

8.3.2.

Alongside this work good progress has been made, with completion of the Outline Business Case (OBC) and approval from the Development and Infrastructure Committee to proceed to Outline Design Specification stage for the Outer North Isles and Rousay, Egilsay and Wyre networks (including hull formation and propulsion).

8.3.3.

Discussion with Scottish Government in respect of Ferry Funding will continue as a priority. The opportunity to submit a bid (June 2022) to the UK Government's Levelling Up Fund will be considered by the Policy and Resources Committee on 1 March 2022. The bid will set out proposals to convert Papa Westray and North Ronaldsay from Lo-Lo to Ro-Ro (and Graemsay if feasible). This is supported by the CLT, along with an additional suggestion to develop options around a fixed link.

8.4. Digital Infrastructure

8.4.1.

A full review of the impact of R100 has been completed and, as expected, concluded that, regardless of the stated commitment of "providing access to superfast broadband of 30 Megabits per second (Mbps) to every home and business in Scotland" an extremely high number of Orkney properties, especially but not exclusively in the Isles, would not get access to this level of connectivity.

8.4.2.

In light of this, on 19 May 2021, the Policy and Resources Committee recommended that the services of a specialist consultant should be procured, to develop a Digital Strategy for the islands that recommended a clear strategic plan to deliver a gigabit capable network. Work is now underway via an external consultant to develop a series of options, including the possibility of a local Orkney based solution. The approach will explore the opportunities provided by cross agency partnerships, map existing infrastructure and examine available options.

8.4.3.

An early draft report has been received from the appointed consultants and officers are reviewing this at present although it is acknowledged that further work is required. Contact has been made with The Department for Culture Media and Sport with a list of potential Council properties eligible to become a 'hub' with fast, reliable broadband, known as a Gigabit Hub, from which industry can connect surrounding homes and businesses. Consideration will also be given to Local Internet Service providers to facilitate connectivity using the Scottish broadband voucher scheme funds.

9. Priority 6 – Strategic Development

We will enable economic sustainability and prosperity by investing in strategic asset development.

9.1. Community Wind Farms

9.1.1.

Through 'Orkney's Community Wind Farm Project', the Strategic Projects team has been progressing potential development of three sites for community wind farms – on Hoy, on Faray, and at Quanterness in St Ola. Each site would have 28.8 megawatt (MW) capacity, with six 150m high turbines.

9.1.2.

The projects are considered to be of national significance for the following reasons:

- Their potential to influence a new subsea interconnector between Orkney and the Scottish Mainland.
- A new interconnector would make a significant contribution in meeting national net-zero carbon emissions targets.
- A recent economic study found that the cable could be worth at least £371 million to the Orkney economy, rising to £807 million if the wave and tidal energy industry makes use of the cable.

9.1.3.

In September 2019, the electricity market regulator, Ofgem, published its final decision on the needs case for the new interconnector, setting out that planning permission for 135MW of new generation was required and that this would require to be signed up to a grid connection agreement, and pass a financial audit before the

end of 2021 (since extended to the end of 2022) in order to trigger the interconnector.

9.1.4.

The projects have benefited from being progressed by a dedicated team (Strategic Projects Team). The proposals have been refined from the initial concepts to three firm projects for which the diligence required to get to the point where planning applications could be submitted has been reached.

9.1.5.

The Council was advised by the Scottish Government on 21 December 2021 that they had approved planning permission for two of the Council Wind farm applications at Quanterness Kirkwall and at Wee Fea in Hoy. The planning permission is conditional on the needs case being achieved for the interconnector. The Scottish Government has yet to determine the application for a wind farm on Faray.

9.1.6.

The project priorities over the next period will include seeking approval/governance on signature of a Contract for Difference (CfD).

9.1.7.

Production of an updated project plan by appointed advisers and completion of a draft financial model for the developments to replace the Council's own financial model are also key pieces of work for the next few months.

9.2. Harbour Development

9.2.1.

The Orkney Harbours Masterplan Phase 1, published in November 2019, is an ambitious blueprint that provides a framework for the long-term future of the islands, in particular looking at facilities that ensure the decarbonisation of the marine industry and provision of facilities for development of offshore wind. The Masterplan encompasses development including:

- Scapa Deep Water Quay.
- Orkney Logistics Base.
- Proposals for enhancing Lyness and Stromness harbours.

9.2.2.

Many developers are looking at Orkney as a development location following the first ScotWind Leasing round by Crown Estate Scotland in January 2022. Orkney is emerging as a prominent and preferred location for the assembly / construction, and as a base for maintenance and operation for offshore wind projects.

9.2.3.

Prior to the ScotWind announcement, officers from Marine Services were in discussions with a wide range of developers to highlight the facilities planned in Orkney as part of the Harbours Masterplan Phase 1.

9.2.4.

Crown Estate Scotland announced the results of their ScotWind leasing round on 17 January 2022, with 17 developers being awarded sites. In total, nearly 25 gigawatts (GW) of potential consent were awarded, of which 14.5GW will be for floating offshore wind developments. Close to Orkney the sites to the West and East were awarded as follows:

- Site N1 to the West of Orkney – awarded to West of Orkney consortium that includes Offshore Wind Power Ltd, RIDG Power, Total Energies and Green Investment Group, and is backed by MacQuarries Bank.
- Site NE2 to the East of Orkney – awarded to DEMA Concessions.
- Site NE3 to the Southeast of Orkney – awarded to Falck Renewables, BlueFloat Energy and Orsted.

9.2.5.

It is imperative that the Council provides confidence to developers who see Scapa Flow, SDWQ and other facilities (Lyness, Stromness and Hatston (Orkney Logistics Base)) as a key element to their development plans and work with them to ensure that the Council is ready to support them when they commence installation.

9.2.6.

It is anticipated all site investigation will be completed with both factual and interpretive reporting by end of March 2022, although weather delays are being experienced with the marine site investigation at Scapa Deep Water Quay.

10. Priority 7 – Enable Full Potential

We will work alongside service users, patients and carers to improve the care, support and protection of our children, young people and adults in Orkney to enable the realisation of each person's full potential.

10.1.

This workstream is designed to ensure that, working alongside service users, patients and carers, the care, support and protection of children, young people and adults in Orkney is improved to enable the realisation of each person's full potential.

10.2.

Under the leadership of the Chief Officer/Corporate Director, Orkney Health and Care, significant work has been undertaken in improving procedures and guidance in both adult and children's services.

10.2.1.

In Children's Services, an improvement plan has been advanced by embedding a routine multi-agency leadership team, supported by the Improvement Support team.

10.2.2.

In Adult Support and Protection, a self-evaluation was undertaken, and an improvement plan has been established with progress being made in relation to procedures and training.

10.3.

A Joint Strategic Needs Assessment has been completed for the purpose of informing the Health and Social Care priorities over the next three years. The Integration Scheme between the Council and NHS Orkney, outlining the delegated arrangements in the Integration Joint Board, has been approved by both bodies and will be laid before Parliament.

10.4.

A wide range of critical procedures have been reviewed and/or introduced to better support staff in the field of public protection. In Children's Services, this has been acknowledged by the Care Inspectorate in their most recent Progress Review.

10.5.

The Integration Joint Board approved the plan for significantly increasing the capacity of the Child and Adolescent Mental Health Service and a Clinical Director has been appointed. An appointment has also been made to a permanent Consultant Psychiatrist.

10.6.

Preparations have been made for the forthcoming Progress Review of Children's Services and a formal position statement has been submitted in advance of this. The next two months will require a significant focus on the next Progress Review in Children's Services.

10.7.

In addition, Health and Social Care structures have been reviewed, with implementation anticipated over the coming months, with additional staffing and leadership capacity created to support the desire for sustainable, quality services. Work will also be completed over the next few months to address the recruitment challenges currently faced within social work and social care.

11. Delivery and Risk Management

11.1.

Delivering the changes outlined above draws on expertise from across the Council and elsewhere in partner agencies. Given the current capacity issues in the Council and the need to grow capabilities in key areas, internal expertise will continue to require to be supplemented by specialist advice to support delivery and contribute directly to building internal capacity. This is exacerbated by wider pressures in the labour market that are impacting recruitment in key areas, not only these projects but in core service delivery areas.

11.2.

The focus and impetus that has been created to date requires to be sustained, and in some areas accelerated, by the new CLT to maintain momentum. This will be addressed directly through higher levels of collaborative working and utilisation of cross organisational resources in a flexible and agile manner as well as maintaining good governance in respect of the Programme.

11.3.

In addition to people resources, Priorities 4, 5 and 6 will rely heavily on well executed planning applications resulting in positive outcomes as well as robust financial models with multiple funding sources involving both the public and private sectors. Not all of these issues will be directly within the control of the Council and due cognisance must continue to be given to these issues by Strategic Leads, Project Teams and Elected Members to optimise the potential for success.

11.4.

Alongside the priorities outlined in this report, the Local Government Election will require officers to focus on ensuring that the election process is properly resourced. In addition, induction and orientation of newly elected members immediately following the election will demand significant focus to ensure a smooth transition to the Council and that progress on key issues highlighted in this report continue to be reported progress effectively.

12. Conclusions

12.1.

Substantial progress has been made over the past five months in bringing to life the priorities forming the Our People Our Plan programme. The programme was designed to ensure a sharp leadership focus on existing elements of the Corporate Plan that were considered fundamental to building strong foundations for the future.

12.2.

The success to date reflects the considerable and collective efforts of officers and elected members in driving these priorities with energy and commitment. The maturity of the programme is developing well, however elements related to priorities 1-3 remain fragile requiring significant and sustained leadership effort over the coming months.

12.3.

The newly appointed CLT will play a pivotal role in continuing the journey of developing delivery capacity and capabilities, enabling the Council to transition successfully to the new operating model with the benefits that this will bring for service users, employees and the wider economy in the short and longer term.

13. Human Resource Implications

The human resources implications and issues are covered through the body of the report, in particular within the progress summaries of Priorities 1 to 3.

14. Corporate Governance

14.1.

This report relates to the Council complying with governance and its duties as an employer and therefore does not directly support and contribute to improved outcomes for communities as outlined in the Council Plan and the Local Outcomes Improvement Plan.

14.2.

However, the Our People Our Plan programme is designed to improve customer/ service user focus and drive performance for the delivery of the Council Plan and help develop Local Outcomes Improvement Plan priorities.

15. Financial Implications

There are no direct financial implications arising from this report. Project specific reports to relevant Committees/Council have highlighted the need for and sought approval for relevant resources the consequences of which will be contained within 2022/23 budget provisions.

16. Legal Aspects

There are no direct legal or regulatory implications arising from this report.

17. Contact Officer

John W Mundell, Interim Chief Executive, Email john.mundell@orkney.gov.uk

18. Appendices

Appendix 1 – Our People Our Plan – Visual Overview.

Appendix 2 – Operating Model Guiding Principles.

Appendix 1 – Our People Our Plan Visual Overview



Our leadership and organisational capacity will be focused to ensure outstanding performance on these key priorities, providing the platform for energising staff and improving confidence across our communities and our stakeholders

Delivery Model <p>Our delivery model for the future is clearly defined, effective, appropriately resourced and understood by all</p>	
Inspiring Culture <p>We have an organisational culture that inspires and enables our people to excel and builds our capability</p>	
Drive Innovation <p>We drive innovation and outstanding performance through inspiring people, improving processes and changing our approach to performance management</p>	
Stimulate Economic Recovery <p>We will stimulate economic recovery by accelerating the council's social housing new build programme</p>	
Improve Connectivity <p>We improve digital and transport connectivity and enable economic growth by facilitating the delivery of 21st century infrastructure</p>	
Strategic Development <p>We will enable economic sustainability and prosperity by investing in strategic asset development such as renewable energy projects</p>	
Enable Full Potential <p>We will work alongside others to improve the care, support and protection of all our service users to enable everyone's full potential</p>	

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Appendix 2 - Operating Model – Guiding Principles

Customer Service	<ul style="list-style-type: none"> • Modern services to better meet customer/service users' lifestyles. • Customers/Service Users have access to services whenever they choose from wherever they are. • Services are kept affordable by delivering them more efficiently across our diverse communities. • Customers/Service Users are digitally enabled to draw down services directly. • Customers/Service Users will increasingly shape the services and drive outcomes through co-creation.
Core Processes	<ul style="list-style-type: none"> • Simplified and streamlined core processes automated end to end where possible with an emphasis on empowering the customer/service user. • Cross-functional processes that re-design and support the desired customer/service user journey.
Leadership	<ul style="list-style-type: none"> • Shared leadership culture. • Leaders serve the Team. • Staff empowered to act in the interests of the customers/service users. • Collaboration and effective inter/intra organisational relationships a given. • Supports creativity and innovation.
Balance of Resources	<ul style="list-style-type: none"> • Balance of resources focussed on front line delivery and continuous improvement.
Employee Experience	<ul style="list-style-type: none"> • Create a values led employee experience at each stage of the employee life cycle. • Establish OIC as an employer of choice. • Reward and recognition arrangements that reflect drive for excellence. • Highly engaged workforce where outstanding performance, improvement and change are the norm.