

Item: 8

Policy and Resources Committee: 22 November 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.

2. Recommendations

The Committee is invited to note:

2.1.

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

2.2.

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.

3. Background

3.1.

In transitioning from the response to recovery phase of the COVID-19 pandemic, OPOP was developed as the flagship programme around which the Corporate Leadership Team (CLT) 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. A visual overview of the programme is attached as Appendix 1 to this report.

3.2.

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.

3.3.

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.

3.4.

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 April 2022, 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. The suite of guiding principles, attached as Appendix 2 to this report, has been developed and are being cascaded throughout the organisation by managers. 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 of the need to enhance staffing in key areas across the Council, Phase 2 of the operating structure was approved by the Council on 29 April 2022, and recruitment is well underway to fill the additional posts.

4.4.2.

Following a recruitment exercise, the Council has appointed a permanent Chief Executive who will take up in post in early 2023.

4.4.3.

Recognising the need to provide appropriate professional development for the Leadership Forum, the Council committed to a suite of leadership development initiatives to build individual and collective capabilities over the next 6-12 months. Work is nearing completion on this new Leadership Development Programme, with the first event taking place on 15 November 2022.

4.5. Modernising and developing our employment practice

4.5.1.

The Council considered and approved a People Plan 2022-26 in July 2022 which set out a new approach to tackling the many People challenges the Council faces over the coming years. This document underpins the improvements and principles laid out in the Phase 1 and Phase 2 restructuring reports and supports the work in both the Priority Projects focussed on Culture and Performance.

4.5.2.

In addition, in order to capture the good practice learning through the pandemic, the Council is further exploring new ways of working including hybrid/blended models.

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 2,000+ 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. This will support the Council in its journey to be an employer of choice and importantly, directly contribute to improving the Council's performance and as a consequence customer/user satisfaction.

4.6.3.

The initial planning work for commencing IiP is complete and a whole staff survey will be launched in the second half of November 2022, with follow-up in-person meetings with staff in the January 2023.

4.7. Strengthening Strategic Focus

4.7.1.

Future Corporate Plan development provides an opportunity to learn from best practice in strategic/corporate planning, to ensure priorities link clearly with capacity to deliver, align financial and non-financial resources appropriately and link activity to demonstrable outcomes.

4.7.2.

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, and determine clear outcomes, results and measures. The programme for this work is well underway with a draft Council Plan developed for consideration by the Policy and Resources Committee at this meeting today, 22 November 2022.

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

5.3. Values and Behaviours

Values drive culture and in turn this supports strategy delivery. A set of practice values and behaviours has been developed with the input of managers at all levels. Staff have recently fed back on the first draft, and this will now enable the final version to be completed. Following this an internal campaign to launch and embed the new values will commence in December 2023.

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 launched 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. In addition, a workshop for managers has been held to introduce and discuss the resources available.

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. Initiatives 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 early next 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.

The Leadership Forum is now well established and supports all leaders to be engaged with the CLT/Extended CLT in developing and reinforcing the desired leadership culture, communicating key messages, developing the approach to planning and performance etc.

5.6.3.

Several Leadership Forum/Lunch and Learn events have taken place over the past six months to engage with leaders on a range of issues, including the OPOP programme, the new operating model, developing communication, developing and promoting staff values and the People Plan. The next planned session in November will explore the role of leaders in the context of today's social and economic challenges.

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 are 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.

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

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

6.4.

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.

Over the last 6 months, work on this workstream has concentrated on the Council Plan development and the supporting performance measures. In addition, a pilot of the self-assessment framework has been undertaken by one service area prior to roll out across all services.

6.6.

Work to review the cross-Council performance indicators is underway to support managers in managing performance.

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 rented and mid-market rent 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, was completed in 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 and life-time improvements 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.

Planning permission has been granted for the Soulisquoy development and steps are underway to seek governance to develop the site infrastructure.

7.3.6.

Tenders have been accepted for Carness Phase 2 and the Service is in discussions with the Scottish Government regarding grant funding to support this build programme.

7.3.7.

The tender for 20 design and build projects is due for imminent distribution.

7.3.8.

The Capital Project Appraisal (CPA) process is underway for 25 design and build properties.

7.3.9.

Hub North has been commissioned to carry out a needs analysis specifically on the need for social rented housing and mid-market rent but will also identify need for student accommodation, private ownership and shared ownership build across Orkney.

7.3.10.

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 builds.

7.4.2.

Initial projections would suggest a financial potential to build approximately 25 houses per year for five years. This modelling is due for update following price rises.

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. As recommended by the Policy and Resources Committee on 1 March 2022, a bid to the UK Government's Levelling Up Fund was submitted. The bid sets out proposals to convert Papa Westray and North Ronaldsay from Lo-Lo to Ro-Ro (and Graemsay if feasible).

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”, over 1,000 Orkney properties will be reliant on a voucher and have to seek their own solution to access this level of connectivity.

8.4.2.

In light of this, on 20 September 2022, the Policy and Resources Committee recommended that, to support investment in a gigabit capable network for all of Orkney, the Council should facilitate commercial telecoms infrastructure investment and stimulate market demand, rather than taking a role as a telecoms operator itself.

8.4.3.

The Council has agreed a series of actions that include taking a leadership role in raising awareness of the R100 voucher scheme, including the provision of advice and support to individuals, community groups and telecom providers, to support the development of gigabit capable telecom networks for all of Orkney, to prepare and submit an application to the UK Government for project funding to deliver fibre infrastructure to all eligible Council sites and to consult with local and national communication operators on the benefits of accessing gigabit hub infrastructure and the impacts this may have on their commercial network roll out plans in Orkney.

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 in St Ola 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 Council was notified on 7 July 2022 by the Low Carbon Contracts Company (LCCC) that it has been successful in the bid for a Contract for Difference (CfD) in Auction Round 4 (AR4) for Orkney's Community Wind Farm Project sites at Quanterness and Hoy.

9.1.7.

The projects have secured a price of £46.39/MWh which is a significant uplift on the bid price that had been determined as financially viable for the projects and therefore represents a very good result. CfD awards are given in 2012 prices and then index linked. The CfD therefore represents approximately £55.92/MWh in today's money.

9.1.8.

Being awarded a CfD is a positive milestone for the project as it reduces financial risk for the sites by securing a guaranteed price for electricity generated over a 15 year timeframe. Securing a CfD also counts towards the conditional Needs Case target of 135MW to secure a transmission connection, as approved by Ofgem, negating the need for these projects to undergo an audit by Ofgem.

9.1.9.

The CfD contracts have been signed and are currently going through the ICP (Initial Conditions Precedent) process, information for the Legal Opinion, KYC (Know Your Customer) and Facility descriptions have been submitted for review by LCCC.

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 (SDWQ).
- 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 DEME 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.

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.

The second Joint Inspection Progress Review of Children’s Services has been completed and the report published in May 2022. The findings highlighted further progress has been and the inspectors now feel that a further review is not required. The report identified eight areas for further progress and, reassuringly, all eight of these areas had been highlighted and identified by local partners through the position statement provided to inspectors prior to the Review.

10.2.1.

An improvement plan is in place and being monitored closely by a multi-agency Improvement Delivery Group. The progress of those improvements will be reported on through an updated position statement for the inspectors in March 2023.

10.3.

A Joint Inspection of Adult Support and Protection has now been announced and the timetable of activities for this runs from November 2022 with a published report scheduled for April 2023.

10.4.

The Independent Chair of the Public Protection Committee has now changed hands with Tam Baillie stepping down. The Public Protection Chief Officer’s Group has appointed Alex Davidson to take over the role on an interim basis. Mr Davidson has vast experience within the public protection arena and has been supporting the preparation for the Adult Support and Protection Inspection.

10.5.

The Public Protection Chief Officer’s Group, currently Chaired by the Interim Chief Executive, has produced an annual report which will be shared with all partners at the forthcoming Orkney Partnership Board.

10.6.

Adverts are currently live for two new posts to support the Public Protection agenda – specifically a Lead Officer and a Training and Development Officer.

10.7.

There are ongoing workforce challenges, particularly within social work. There is a significant shortage of qualified social workers across Scotland and recruitment is proving difficult for all areas. As such, Orkney is competing with many mainland authorities for access to a small pool of agency and locum workers. A strategic partnership with the Open University has been established to create a traineeship programme, providing the opportunity for local people to undertake training and qualify as social workers. Following an initial sifting and interview process, it is anticipated that four individuals will begin their training in February 2023. Given their current qualifications, it is hoped that all four will qualify within the next 18 months to two years. Work is already underway to plan for a second cohort in September 2023.

10.8.

There are significant workforce challenges within the Care at Home Service, with approximately a 25% vacancy rate across the establishment. The social care workforce across Scotland is facing a similar challenge with, for example, the six Integration Joint Board areas in Greater Glasgow and Clyde currently running with 30% vacancies. The Orkney Integration Joint Board approved a job evaluation to increase the salary scale for Care at Home staff from Grade 4 to Grade 5, recognising the increased complexity of the role and ensuring that the posts can be competitive with other sectors.

10.9.

In collaboration with Orkney College, a six-week taster course, Introduction to Care, is currently running its fourth cohort of students with a healthy uptake. All students who complete the course are guaranteed interviews for roles within social care and a number of students from previous cohorts have successfully secured employment with the Council and Third Sector organisations on the islands.

10.10.

Whilst the above-noted initiatives at a local level have been established to address the workforce challenges, the extent of these across a number of services remains, arguably, the single biggest risk to this workstream. As such, the Interim Chief Executive has formally written to the Scottish Permanent Secretary to ask what support can be provided from a national perspective. The Chief Social Work Officer has similarly escalated concerns to the Chief Social Work Advisor to the Scottish Government.

11. Delivery and Risk Management

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.

12. Conclusions

12.1.

Substantial progress has been made in bringing to life and pursuing 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.

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, are contained within 2022/23 budget provisions.

16. Legal Aspects

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

17. Contact Officer

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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 & 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