



Item: 3

Policy and Resources Committee: 18 June 2024.

Performance Monitoring – Strategy, Performance and Business Solutions.

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

1. Overview

- 1.1. The Council Plan 2023-28, approved in March 2023, reflects national priorities set by both the Scottish and UK Governments and the core services which the Council provides day to day, as well as taking account of new duties arising from recent legislation.
- 1.2. The Delivery Plan to support the Council Plan contains a number of priority actions listed to indicate the work which will be undertaken to achieve the identified outcomes.
- 1.3. The Council Plan 2023-28 noted that each directorate will have a delivery plan describing the priorities that they will deliver. The Directorate Delivery Plan for Strategy, Performance and Business Solutions, was approved in December 2023.
- 1.4. The Council's Risk Management Policy and Strategy requires that all directorates maintain a register of risks that are inherent in their activities and the services they provide. The risk register in respect of Strategy, Performance and Business Solutions was approved in December 2023.
- 1.5. In terms of the Council's Strategic Planning and Performance Management Framework, performance in respect of the Directorate Delivery Plan, performance indicators and complaints and compliments are reported to the relevant committee on a six-monthly basis, in June and November.
- 1.6. Annexes 1 and 2 provide the six-monthly updates in respect of the Strategy, Performance and Business Solutions directorate delivery plan, together with relevant performance indicators.
- 1.7. 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 Strategy, Performance and Business Solutions 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 and 2 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 Strategy, Performance and Business Solutions 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 Strategy, Performance and Business Solutions 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 Strategy, Performance and Business Solutions 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.
- i. SPBS DDP 14d Supporting local business through procurement.
 - ii. SPBS DDP 17a The Orkney Partnership.

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 Strategy, Performance and Business Solutions is attached as Annex 2.

5. Directorate Complaints and Compliments

- 5.1. Table 1 below sets out the complaints and compliments made to Strategy, Performance and Business Solutions 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.	1	2	1	4
Compliments.	5	5	4	14

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.

6. Directorate Risk Register

6.1. Managers within Strategy, Performance and Business Solutions 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:

Karen Greaves, Corporate Director for Strategy, Performance and Business Solutions, extension 2202, Email karen.greaves@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.](#)

[Strategy, Performance and Business Solutions – 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.


Strategy Performance and Business Solutions Directorate Delivery Plan 2023-28


Progress against SPBS Directorate Delivery Plan 2023-28 actions at 31 March 2024





Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 01a Process improvement HR&OD	Review of internal processes to identify opportunities to improve their efficiency and effectiveness, eliminate unnecessary processes or steps, and integrate with other council electronic systems where possible. Develop and deliver improvement plan.	Reduced bureaucracy for SPBS which is efficient and effective and supports our response to the financial challenge	GREEN 	02-May-2024	31-Mar-2025
Lead	Comment				
Andrew Groundwater	We have formed an action plan around recruitment to make better and more efficient use of systems and have begun delivery of the improvements. An HR case management system has been developed with support from Improvement and Performance. Admin time for booking onto corporate learning courses has been reduced by using the online webinar functionality in MS Teams.				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 01b Process improvement Legal & Governance	Review of internal processes to identify opportunities to improve their efficiency and effectiveness, eliminate unnecessary processes or steps, and integrate with other council electronic systems where possible. Develop and deliver improvement plan.	Reduced bureaucracy for SPBS which is efficient and effective and supports our response to the financial challenge	GREEN 	05-Mar-2024	31-Mar-2025
Lead	Comment				
Gavin Mitchell	A significant project being led by Legal and Governance is the development and implementation of an Electronic Document and Records Management System which will reduce bureaucracy as well as support compliance with the Council's statutory obligations. Stage 2 of the Project (pathfinding-piloting) is close to completion. Planning for Stage 3 (implementation) is underway.				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 01c Process improvement Improvement & Performance	Review of internal processes to identify opportunities to improve their efficiency and effectiveness, eliminate unnecessary processes or steps, and integrate with other council electronic systems where possible. Develop and deliver improvement plan.	Reduced bureaucracy for SPBS which is efficient and effective and supports our response to the financial challenge	GREEN 	02-May-2024	31-Mar-2025
Lead	Comment				
Alex Rodwell	Work is ongoing to look at our core business processes and how they can be improved. Extensive discovery work has been carried out with the Customer Service and Corporate Administration team and with Strategy and Partnership. Work with Democratic Services & Communications and Improvement & Performance is underway and will take greater precedence in the second half of the year.				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 02 Alternative models of Governance and constitutional reform.	Progress the constitutional reform project through the approved four stage approach. This will include ensuring we are utilising legislation to its fullest, for example the Islands (Scotland) Act 2018 and exploring the viability alternative models of governance including a Single Islands Authority.	To progress constitutional reform with the leadership and strategic oversight of the Constitutional Reform Consultative Group.	GREEN 	05-Mar-2024	31-Mar-2026
Lead	Comment				
Karen Greaves	Briefings on previous work have been provided to Elected Members and the Community Planning Partnership. Stage one of the agreed work is well underway with an update report to Policy & Resources Committee planned for September 2024.				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 03a Performance	Implement Public Sector Improvement Framework self-assessment across services.	The Council understands how it is performing and is clear about where it needs to improve.	GREEN 	01-Apr-2023	31-Mar-2028
Lead	Comment				
Alex Rodwell	PSIF self-assessment carried out within Improvement and Performance. Further discussions carried out with Improvement Service and a draft plan for rollout across the organisation is now being put forward for approval from senior leaders. Corporate checklists will be completed by ECLT and Service Managers. Front-line checklists will be completed by teams within the organisation. Improvement plans for each service will follow from this exercise.				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 03b Performance	Review and update corporate performance framework.	The Council understands how it is performing and is clear about where it needs to improve.	GREEN 	01-Apr-2023	31-Mar-2028
Lead	Comment				
Alex Rodwell	Updated performance management framework has been drafted for approval.				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 03c Performance	Develop the tools, approaches, and training to embed the framework across the organisation through to an individual team level.	The Council understands how it is performing and is clear about where it needs to improve.	GREEN 	01-Apr-2023	31-Mar-2028
Lead	Comment				
Alex Rodwell	Work to commence when approved performance management framework is in place.				


Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 04 Customer service	Review customer feedback and identify key areas of improvement. Develop framework and customer service toolkit for services to support identified areas of improvement. Implementation and embedding of improvements.	It is easy to deal with the Council and access the services the public need. There are consistent standards of customer service and a high level of satisfaction with their interactions with the Council	GREEN		01-Apr-2023	31-Mar-2028
Lead	Comment					
Alex Rodwell	Recently a pulse survey was carried out over 10 days from Monday 22 April and closed on Wednesday 1 May 2024. The survey consisted of one question “on a scale of 1 to 5, how would you rate the service you have rated today with 1 being very dissatisfied and 5 being very satisfied”? This question was asked via four methods: MyOrkney/online, Emails, Telephone calls, and Face-to-face with a total of 555 responses received. The level of customer satisfaction experienced by the public with queries handled by customer service staff was 94%. The areas where elements of improvement could be made will be evaluated and actions planned from this.					


Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 05 Customer complaints handling	Ongoing review of Complaints Handling Procedure and associated procedures and processes. Amendment of customer complaints handling guide to help signpost complainants where other statutory review processes exist outwith the Complaints Handling Procedure (e.g. planning applications).	Clear and customer-focused complaints handling procedure and processes which are easy for the public to access and use.	GREEN		29-Apr-2024	31-Mar-2025
Lead	Comment					
Gavin Mitchell	The Complaints Handling Process and Procedure, including customer guide, are published on the Council's website. The customer guide was recently updated to provide clarity on things that cannot be dealt with under the complaints handling procedure, including signposting complainants where other statutory review processes exist outwith the Complaints Handling Procedure (e.g. planning applications). The Unacceptable Actions and Challenging Behaviour Policy is currently under review and will be submitted to Committee by the end of the calendar year.					


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 06 Improving attendance	Review OIC managing absence policy. Review occupational health provision. Support managers to embed policy in practice. Continue to develop health and wellbeing programme.	Improved attendance and wellbeing through reduced staff absence.	GREEN 	02-May-2024	31-Mar-2028
Lead	Comment				
Andrew Groundwater	Work to review Occupational Health provision is ongoing with a draft specification complete. An Employee Assistance Programme provider has been selected and commissioned with implementation of the service due to be complete by summer 2024. The Project on Growing a Sustainable Social Care Workforce has identified supporting attendance as a key priority.				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 07 Equality, fairness, and inclusion	Review and revise equality outcomes. Creation of an equality outcomes delivery plan. Implemented equality outcomes.	The Council is an employer where equality, fairness, and inclusion is at the heart of everything we do.	GREEN 	02-May-2024	31-Mar-2027
Lead	Comment				
Andrew Groundwater	Revised Equality Outcomes were agreed at Policy and Resources Committee in November 2023. Meetings underway with outcome leads to develop delivery actions and map baseline for the Equality Outcomes Delivery Plan that will be finalised by June 2024. Identified actions to be tracked through Pentana.				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 08 Employee processes	Additional guidance for investigating officers and chairs. Additional training for officers Improved administration process. Improved timescale for formal employee processes.	Staff feel that employee processes are well managed and timeous.	GREEN 	01-Apr-2023	31-Mar-2028
Lead	Comment				
Andrew Groundwater	New guidance and templates for officers have been produced and disseminated with training available on an ongoing basis. The corporate admin group has reviewed administrative approaches for support to these formal processes. Monitoring of timescales via a new in-house case management system has been introduced and is monitored monthly.				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 09a Community Councils	Engage with Community Councils to understand their support requirements including areas like clerking and training. Develop support and training arrangements based on Community Council requirements.	Community Councils feel in control of their priorities and are supported to develop local solutions which are visible to the public.	GREEN 	01-Apr-2023	31-Mar-2028
Lead	Comment				
Alex Rodwell	We are taking this forward as a priority - demonstrated by the organising of a training/networking event taking place later this summer for Chairs/Vice Chairs/Clerks to attend and by holding new quarterly meetings between Chairs to understand common concerns and issues needing addressed, including training requirements.				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 09b Community Councils	Improve communications on the work of Community Councils.	Community Councils feel in control of their priorities and are supported to develop local solutions which are visible to the public.	GREEN 	05-Mar-2024	31-Mar-2028
Lead	Comment				
Alex Rodwell	We have already recorded video content from a number of community councils highlighting their work and encouraging people to join or learn about their local meetings. These will be rolled out as part of an awareness raising campaign in the summer. More work to be undertaken in this area and planning has been taking place with the communications team.				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 10 Community consultation and engagement	Develop a modernised suite of tools and protocols for community consultation and engagement which meet the needs and expectations of the community and ensure better co-ordination between the Council, OHAC and The Orkney Partnership. This includes elements of participatory democracy.	Our community consultation and engagement practices are effective and clearly influence decisions and improvement.	GREEN 	02-May-2024	31-Mar-2026
Lead	Comment				
Alex Rodwell	The complete programme of activity underway is scheduled to take until March 2026, although some workstreams will be completed in the interim.				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 11a External communication	Develop External Communications Strategy 2023-2028.	There is effective communication, which the public trust, respect and have confidence in.	GREEN 	05-Mar-2024	31-Mar-2026
Lead	Comment				
Alex Rodwell	The Communications Strategy is in draft and undergoing review by relevant senior officers prior to being presented to Policy and Resources Committee later in 2024.				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 11b External communication	Develop supporting external communications delivery plan	There is effective communication, which the public trust, respect and have confidence in.	GREEN 	05-Mar-2024	31-Dec-2024
Lead	Comment				
Alex Rodwell	The delivery plan to support the Communications Strategy will be prepared and finalised by the end of 2024.				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 11c External communication	Implementing the key workstreams over the term of the delivery plan.	There is effective communication, which the public trust, respect and have confidence in.	GREEN 	05-Mar-2024	31-Mar-2028
Lead	Comment				
Alex Rodwell	Implementation work will begin once the Communications Strategy is approved and the delivery plan finalised.				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 12a Internal communication	Develop Internal Communications Strategy 2023-2028.	Staff are informed and engaged by high quality internal communications which they trust, respect and confidence in.	GREEN 	05-Mar-2024	31-Mar-2026
Lead	Comment				
Alex Rodwell	The Communications Strategy is in draft and undergoing review by relevant senior officers prior to being presented to Policy and Resources Committee later in 2024.				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 12b Internal communication	Develop supporting internal communications delivery plan.	Staff are informed and engaged by high quality internal communications which they trust, respect and confidence in.	GREEN 	05-Mar-2024	31-Dec-2024
Lead	Comment				
Alex Rodwell	The delivery plan to support the Communications Strategy will be prepared and finalised by the third quarter of financial year 2024-25.				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 12c Internal communication	Convene a multi service working group	Staff are informed and engaged by high quality internal communications which they trust, respect and confidence in.	GREEN 	05-Mar-2024	31-Dec-2024
Lead	Comment				
Alex Rodwell	The multi service working group will be convened in the third quarter of financial year 2024-25.				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 12d Internal communication	Implementing the key delivery workstreams over the term of the plan.	Staff are informed and engaged by high quality internal communications which they trust, respect and confidence in.	GREEN 	05-Mar-2024	31-Mar-2028
Lead	Comment				
Alex Rodwell	Implementation work will begin once the Communications Strategy is approved and delivery plan finalised.				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 13 Council publication scheme.	Expand Council's existing Publication Scheme to enable information commonly requested under Freedom of Information legislation to be publicly available.	Increased transparency and availability of information online through proactive publication of information and less time required for the processing of Freedom of Information requests.	GREEN 	23-Apr-2024	31-Mar-2025
Lead	Comment				
Gavin Mitchell	Information Governance continues to encourage services to publish any information which regularly feature in FOI requests on the website. Responses to FOIs would also direct the requester to the website, if the information has been published. Action to be included on agenda for next quarterly meeting of FOI Officers (June 2024) for discussion.				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 14a Supporting local business through procurement.	Improve communication with suppliers and ensure that support to access procurement opportunities is publicised and promoted.	Greater engagement by local businesses through effective procurement processes promoting decarbonisation.	GREEN 	03-May-2024	31-Mar-2028
Lead	Comment				
Gavin Mitchell	Consideration is being given to how this can be best achieved in an effective manner through discussion with services who know their market, including how to improve and widen publicity to increase uptake of opportunities available. Increased signposting to suppliers for support with the process will also be considered. Discussions have commenced with Scotland Excel and Economic Development to identify opportunities to achieve this goal.				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 14b Supporting local business through procurement.	Improve publicity of contract opportunities in an open and transparent manner.	Greater engagement by local businesses through effective procurement processes promoting decarbonisation.	GREEN 	05-Mar-2024	31-Mar-2028
Lead	Comment				
Gavin Mitchell	Meet the Buyer events are arranged for contract opportunities where additional information on these is believed to be necessary in order to actively encourage submissions. Greater use of these will be considered to increase visibility and awareness of contract opportunities, as well as other methods of promotion and signposting. Collaboration with Economic Development is in progress to promote contract opportunities via the newly established Business Forum.				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 14c Supporting local business through procurement.	Encourage all tenderers to develop a commitment to net zero policies in parallel with the Council's policies when these are in place.	Greater engagement by local businesses through effective procurement processes promoting decarbonisation.	GREEN 	05-Mar-2024	31-Mar-2028
Lead	Comment				
Gavin Mitchell	Sustainable Procurement Policy to be reviewed prior to consideration by the Corporate Leadership Team prior to commencement of public consultation in Summer 2024.				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 14d Supporting local business through procurement.	Review of Procurement Strategy and Contract Standing Orders (CSOs).	Greater engagement by local businesses through effective procurement processes promoting decarbonisation.	BLUE 	01-Oct-2023	31-Mar-2028
Lead	Comment				
Gavin Mitchell	The revised Procurement Strategy 2023-28 was approved at the General Meeting of the Council on 12 December 2023, and the revised Contract Standing Orders were approved at the General Meeting of the Council on 11 March 2024. This action can be marked as complete.				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 15a Programme of and approach to improvement	Corporate Leadership Team prioritised rolling programme of improvement priorities for 'Improvement and Performance' and 'Customer Services and Corporate Administration' prioritised and agreed. This should include outstanding projects from previous initiatives such as the change programme.	Services are delivering transparent improvement and transformation. There is a clear and prioritised programme of improvement, supported where required by the Improvement Support Team, where outcomes and benefits are clearly articulated and monitored.	GREEN 	05-Mar-2024	31-Mar-2025
Lead	Comment				
Alex Rodwell	Work has commenced on presenting a programme of improvements for approval by the Corporate Leadership Team.				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 15b Programme of and approach to improvement	Develop and implement plan to embed the Scottish Approach to Service Design.	Services are delivering transparent improvement and transformation. There is a clear and prioritised programme of improvement, supported where required by the Improvement Support Team, where outcomes and benefits are clearly articulated and monitored.	GREEN 	05-Mar-2024	31-Mar-2028
Lead	Comment				
Alex Rodwell	A plan is in development to embed the Scottish Approach to Service Design across the Council.				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 15c Programme of and approach to improvement	Refresh project management framework and develop tool, approaches, and training with a focus on people, outcomes, and benefits realisation.	Services are delivering transparent improvement and transformation. There is a clear and prioritised programme of improvement, supported where required by the Improvement Support Team, where outcomes and benefits are clearly articulated and monitored.	GREEN 	03-Apr-2024	31-Mar-2028
Lead	Comment				
Alex Rodwell	Work underway on establishing a council-wide framework for project management and a project plan has been drafted for delivering this work.				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 16 EDRMS	Complete architecture and pathfinding phases and thereafter implement the Electronic Document and Records Management System across Council services	Information is stored safely and securely in a structured and accessible format.	GREEN 	05-Mar-2024	31-Mar-2025
Lead	Comment				
Gavin Mitchell	EDRMS project progressing with Stage 2 nearing completion (Pathfinders). Planning for Stage 3 (implementation) has commenced.				

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 17a The Orkney Partnership	Develop a new Locality Plan.	The Council, as a facilitating partner, adds value to community planning through joint working to deliver improved outcomes for our community.	BLUE 	01-Sep-2023	31-Mar-2024
Lead	Comment				
Alex Rodwell	The Orkney Partnership adopted a new strategic priority of Local Equality in the Community Plan 2023-30. A Local Equality Delivery Group (LEDG) was set up to progress this priority and its new Locality Plan for the ferry-linked isles was approved by the Orkney Partnership Board on 19 December 2023. The LEDG is implementing this plan while developing further workstreams relating to local equality, diversity and inclusion across Orkney.				

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
SPBS DDP 17b The Orkney Partnership	Develop dynamic delivery group plans in accordance with the three strategic priorities in the Orkney Community Plan (Local Outcomes Improvement Plan) for 2023-30.	The Council, as a facilitating partner, adds value to community planning through joint working to deliver improved outcomes for our community.	GREEN 	03-May-2024	31-Mar-2028
Lead	Comment				
Alex Rodwell	All three Delivery Groups are progressing their briefs. The Cost of Living Task Force and Sustainable Development Delivery Group (SDDG) have dynamic delivery plans in place and the SDDG is working on a Community Wealth Building Strategy. The Local Equality Delivery Group has developed a Locality Plan for the ferry-linked isles which is effectively its delivery plan. All plans are monitored regularly and the group chairs report quarterly to the Orkney Partnership Board.				

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 17c The Orkney Partnership	Progress the Local Outcomes Improvement Plan 2023-30 via the delivery groups.	The Council, as a facilitating partner, adds value to community planning through joint working to deliver improved outcomes for our community.	GREEN		05-Mar-2024	31-Mar-2028
Lead		Comment				
Alex Rodwell		The Community Plan 2023-30 (Orkney's statutory Local Outcomes Improvement Plan) is progressing satisfactorily via the delivery groups. The Cost of Living Delivery Group was able to advance a number of its objectives during 2023-24 through targeted distribution of the Islands Cost Crisis Fund. The Sustainable Development Delivery Group is developing a strategy to progress many of its objectives via the medium of Community Wealth Building, a model which lends itself well to Orkney's circumstances and is popular with partner agencies. The Local Equality Delivery Group has developed a new Locality Plan for the ferry-linked isles as its initial focus. Orkney Partnership Board reviewed the LOIP in March 2024 and agreed some updates to be incorporated into the 2024-30 iteration of the plan.				

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 18 Community Wealth Building.	<p>The principles and pillars of CWB (spending, workforce, land and property, inclusive ownership, and finance) will be further embedded within relevant Council policies, procedures and working practices. Input into development of partnership delivery plan and strategy for CWB. Review scope of Empowering Communities project in context of its contribution to CWB. Council specific action will include working with partners to develop a coordinated approach to support:</p> <ul style="list-style-type: none"> • The Fair Work agenda. • Progressive procurement 	Community Wealth Building (CWB) is embedded as a means to deliver the wellbeing economy and net zero by greater wealth creation and retention in Orkney and ensuring that wealth is more equally distributed in the county.	GREEN		05-Mar-2024	31-Mar-2028
Lead	Comment					
Alex Rodwell	<p>The Orkney Partnership has adopted Community Wealth Building (CWB) as a model to focus activity around the five pillars via all of the delivery groups, especially the Sustainable Development Delivery Group which has formed a CWB working group and is developing a Partnership strategy for CWB. CWB is popular with partner agencies, many of which have already adopted it within their own plans and sector strategies.</p> <p>The review of the scope of the Empowering Communities project in the context of CWB will begin in late spring/early summer 2024.</p>					

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
SPBS DDP 19 Island Games 2025	Project management to co-ordinate the Council's role in supporting and facilitating the planning and delivery of the Orkney 2025 Island Games in areas such as: <ul style="list-style-type: none"> • The delivery of agreed infrastructure projects. • Appropriate use of public facilities (public buildings, public spaces). • Public services, including roads and transport. • The use of OIC buildings for events, accommodation including catering requirements. • Additional requirement for cleaning, waste management and other services. • OIC staff volunteering during the games. 	The Council's role in providing services and support to facilitate the Orkney 2025 Island Games contributes to a successful Games event across Orkney	GREEN		05-Mar-2024	31-Jul-2025
Lead	Comment					
Karen Greaves	Work is underway by the supporting OIC Operational team to identify additional tasks and associated costs in support of the Games.					

Personnel key

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

Head of Human Resources and Organisational Development – Andrew Groundwater

Head of Improvement and Performance – Alex Rodwell

Head of Legal and Governance – Gavin Mitchell

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.

Strategy, Performance and Business Solutions

Performance Indicator Report

Service Performance Indicators 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%	5.19%	6.1%	AMBER	⚠																								
Comment																												
The transfer of a number of staff into SPBS has led to a change to the baseline data for this performance indicator. Staff sickness absence is managed in accordance with the sickness absence policy and line managers will be supported in this.																												
Trend Chart																												
<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2021/22</td> <td>1.93%</td> <td>4%</td> </tr> <tr> <td>Q4 2021/22</td> <td>2.14%</td> <td>4%</td> </tr> <tr> <td>Q2 2022/23</td> <td>2.46%</td> <td>4%</td> </tr> <tr> <td>Q4 2022/23</td> <td>2.26%</td> <td>4%</td> </tr> <tr> <td>Q2 2023/24</td> <td>2.98%</td> <td>4%</td> </tr> <tr> <td>Q3 2023/24</td> <td>3.95%</td> <td>4%</td> </tr> <tr> <td>Q4 2023/24</td> <td>5.19%</td> <td>4%</td> </tr> </tbody> </table>					Quarter	Actual (%)	Target (%)	Q2 2021/22	1.93%	4%	Q4 2021/22	2.14%	4%	Q2 2022/23	2.46%	4%	Q4 2022/23	2.26%	4%	Q2 2023/24	2.98%	4%	Q3 2023/24	3.95%	4%	Q4 2023/24	5.19%	4%
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Performance Indicator

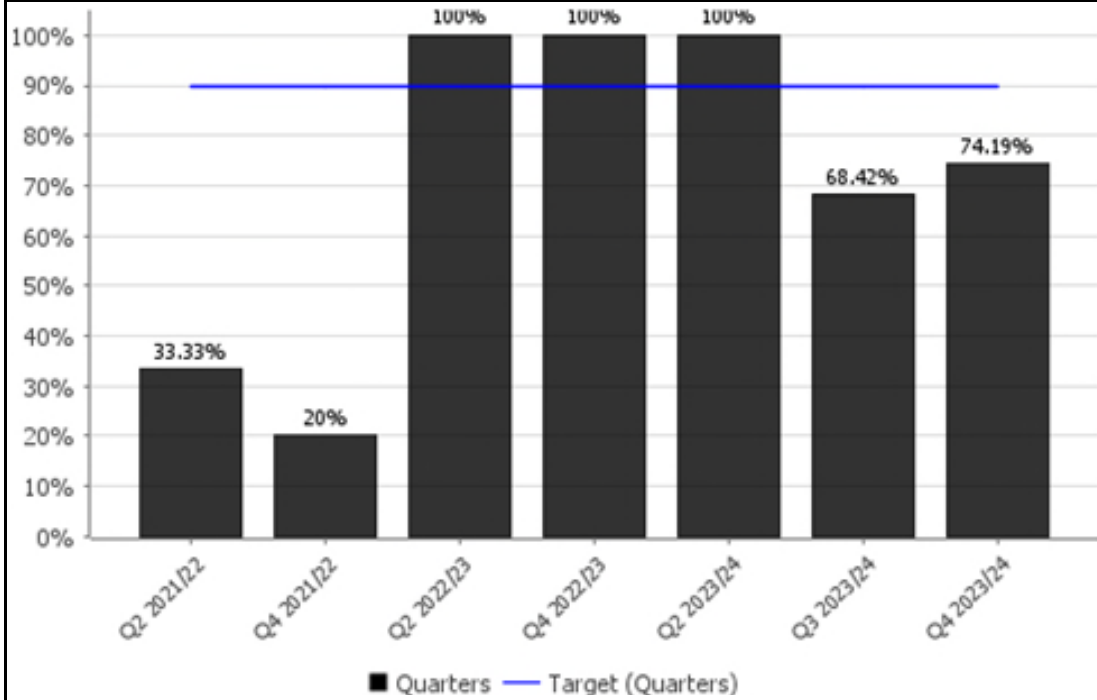
CCG 02 – Sickness absence – Of the staff who had frequent and/or long-term sickness absence (they activated the sickness absence triggers), the proportion of these where there was management intervention.

Target	Actual	Intervention	RAG	
90%	74.19%	79%	RED	●

Comment

The transfer of a number of staff into SPBS has led to a change to the baseline data for this performance indicator. Managers will be supported to ensure that management interventions within the sickness absence policy are applied and the associated reporting is completed.

Trend Chart



Performance Indicator

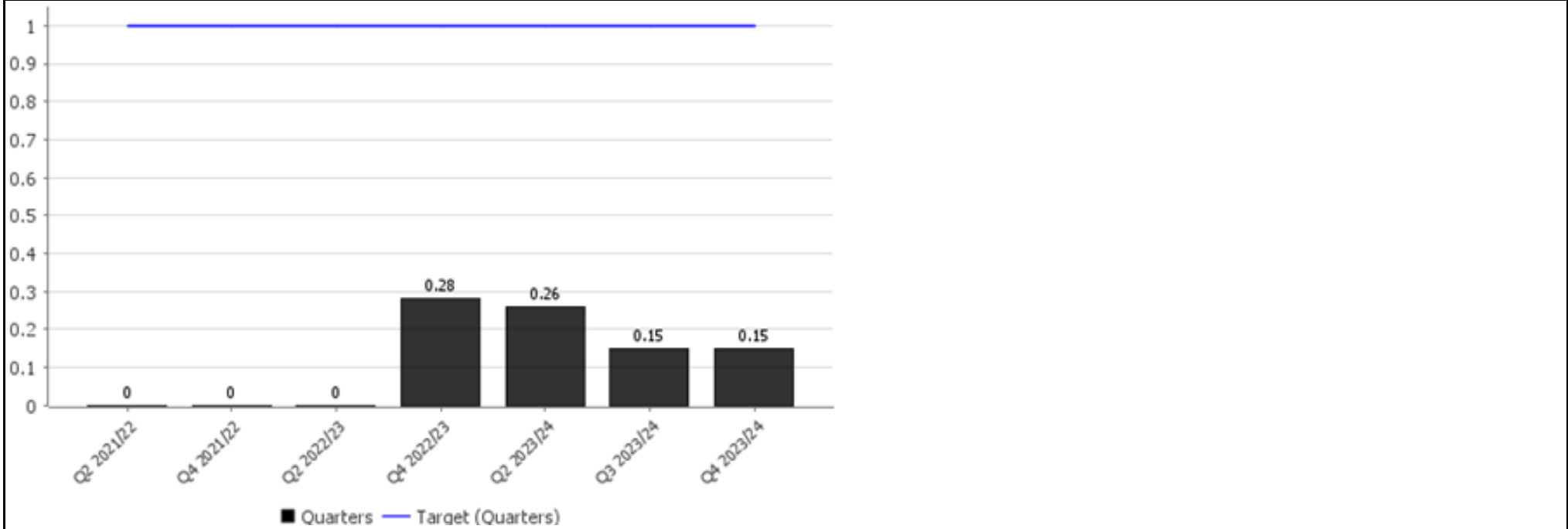
CCG 03 – Staff accidents – The number of staff accidents within the service, per 30 staff per year.

Target	Actual	Intervention	RAG	
1	0.15	2.1	GREEN	▶

Comment

There have been no Accidents reported during this quarter.

Trend Chart



Performance Indicator

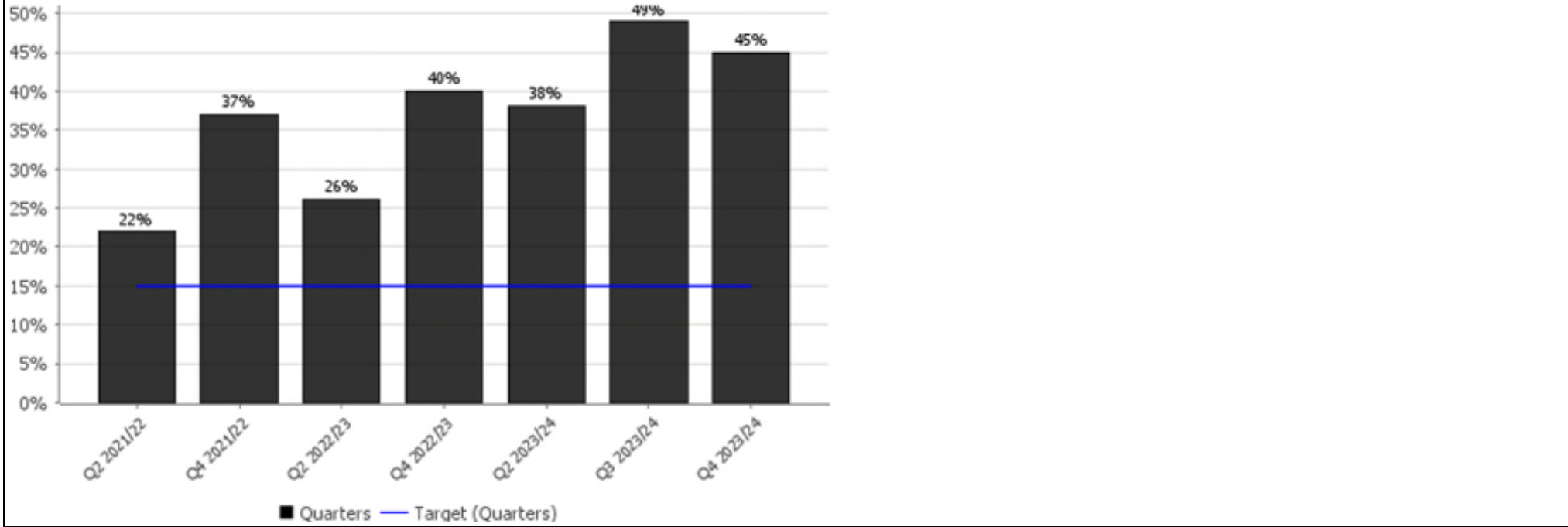
CCG 04 – Budget control – The number of significant variances (priority actions) generated at subjective group level, as a proportion of cost centres held.

Target	Actual	Intervention	RAG	
15%	45%	31%	RED	●

Comment

The number of variances is due to vacancies within the staffing structure. A number of posts have recently been recruited to which should reduce the variances for future reporting however a number of vacancies are being held vacant for consideration as part of the budget setting exercise.

Trend Chart



Performance Indicator

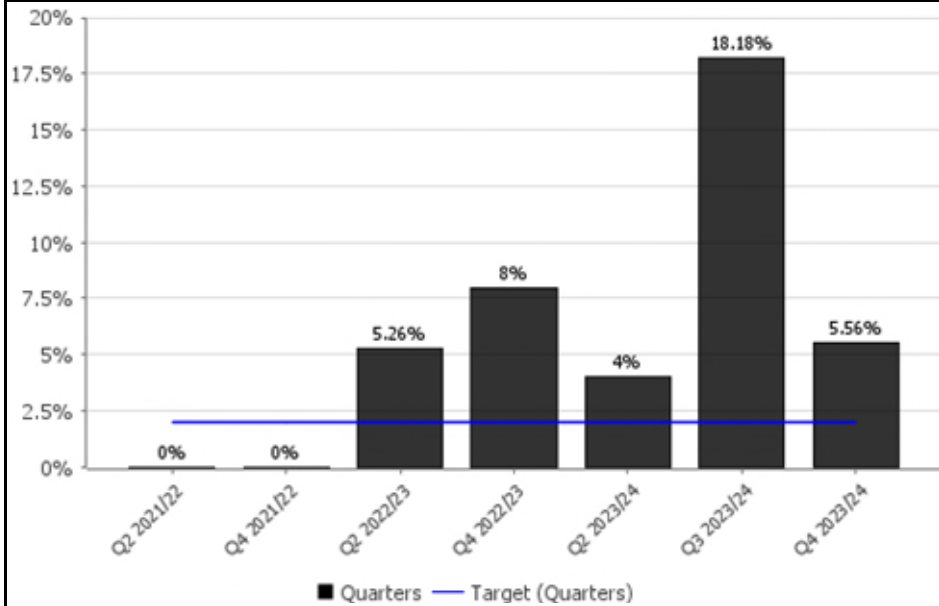
CCG 05 – Recruitment and retention – The number of advertised service staff vacancies still vacant after six months from the time of advert, as a proportion of total staff vacancies.

Target	Actual	Intervention	RAG	
2%	5.56%	4.1%	RED	●

Comment

There are some posts which are difficult to fill and work is underway to look at amending job specifications to attract a wider range of applicants.

Trend Chart



Performance Indicator

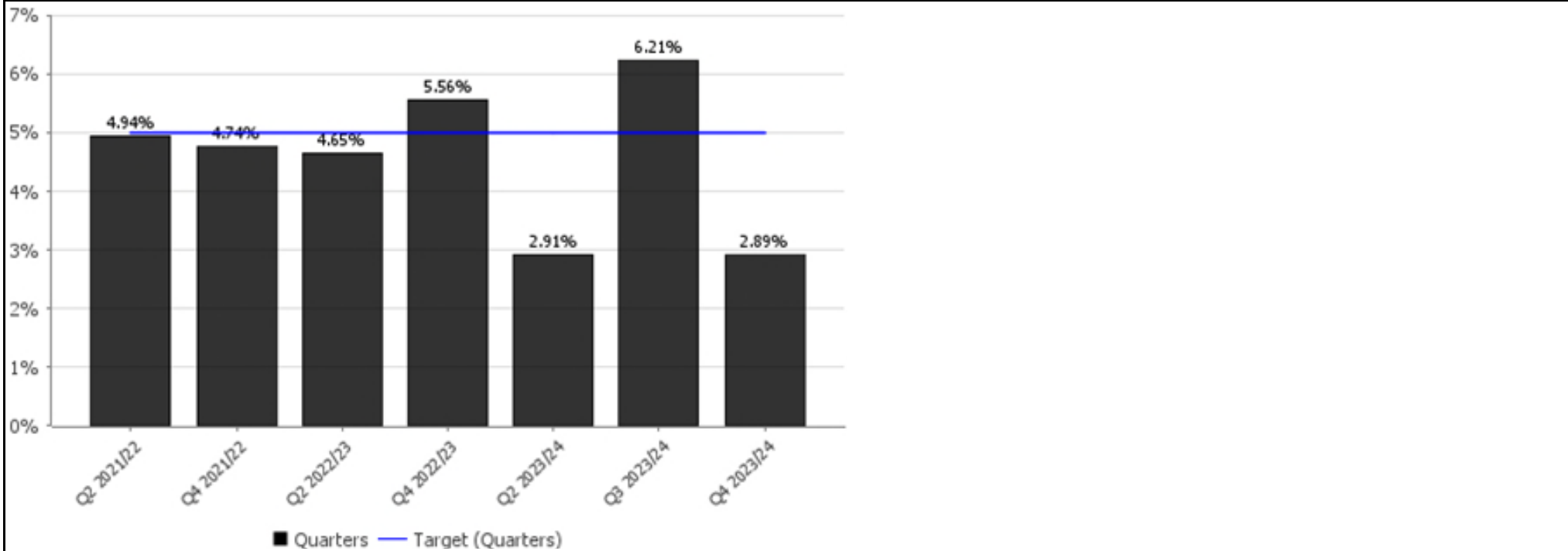
CCG 06 – Recruitment and retention – The number of permanent service staff who leave the employment of Orkney Islands Council – but not through retirement or redundancy – as a proportion of all permanent service staff.

Target	Actual	Intervention	RAG	
5%	2.89%	10.1%	GREEN	▶

Comment

Turnover within the service is low.

Trend Chart



Performance Indicator

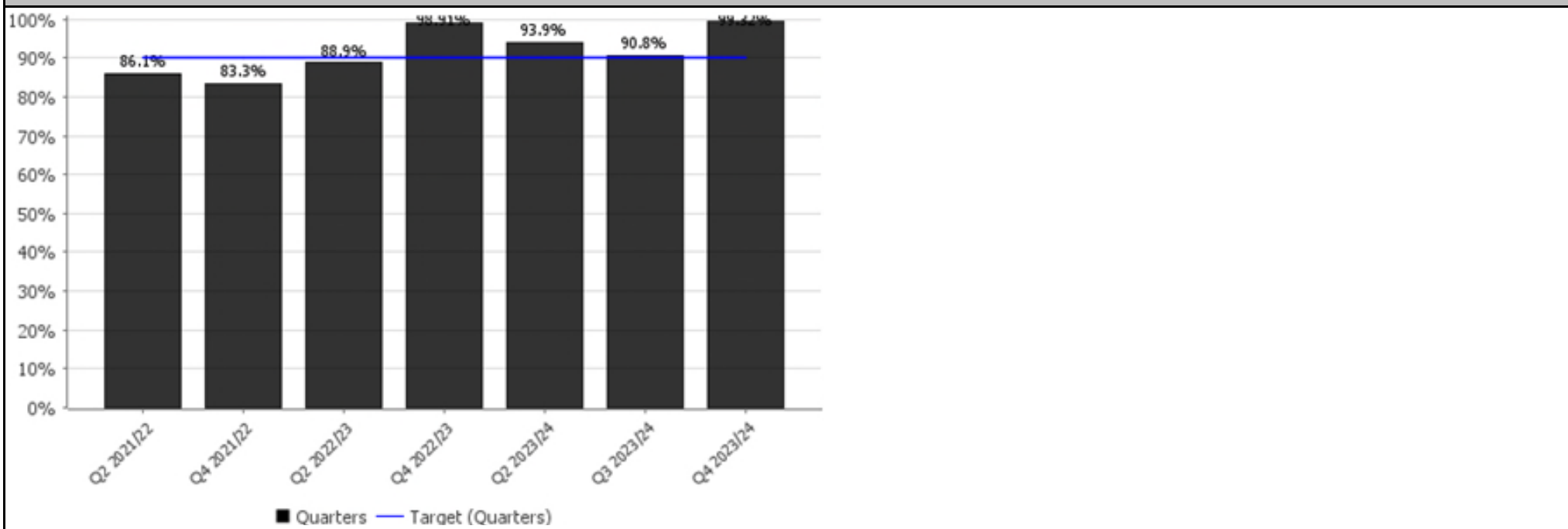
CCG 07 – ERD – The number of staff who receive (at least) an annual face-to-face performance review and development meeting, as a proportion of the total number of staff within the service.

Target	Actual	Intervention	RAG	
90%	99.32%	79%	GREEN	▶

Comment


The new 'Good Conversations' has led to staff becoming more engaged in the process.

Trend Chart



Performance Indicator

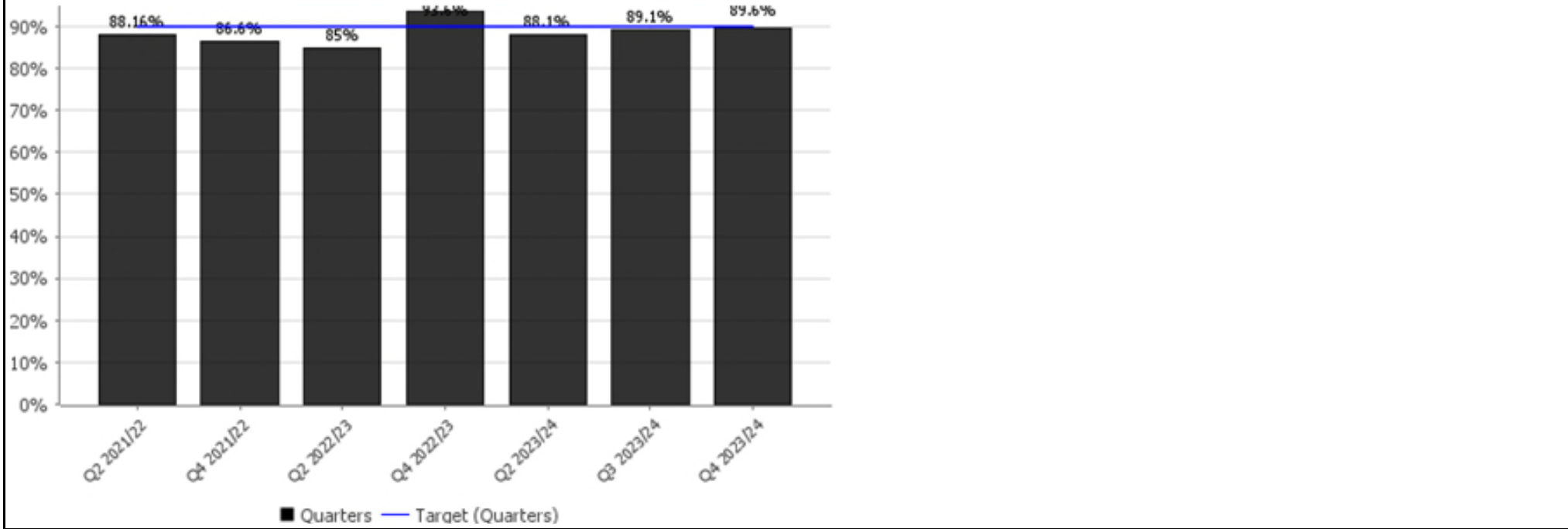
CCG 08 – Invoice payment – The number of invoices that were submitted accurately, and paid within 30 days of invoice date, as a proportion of the total number of invoices paid.

Target	Actual	Intervention	RAG	
90%	89.6%	79%	AMBER	

Comment


Staff strive to process invoices without delay.

Trend Chart



Performance Indicator

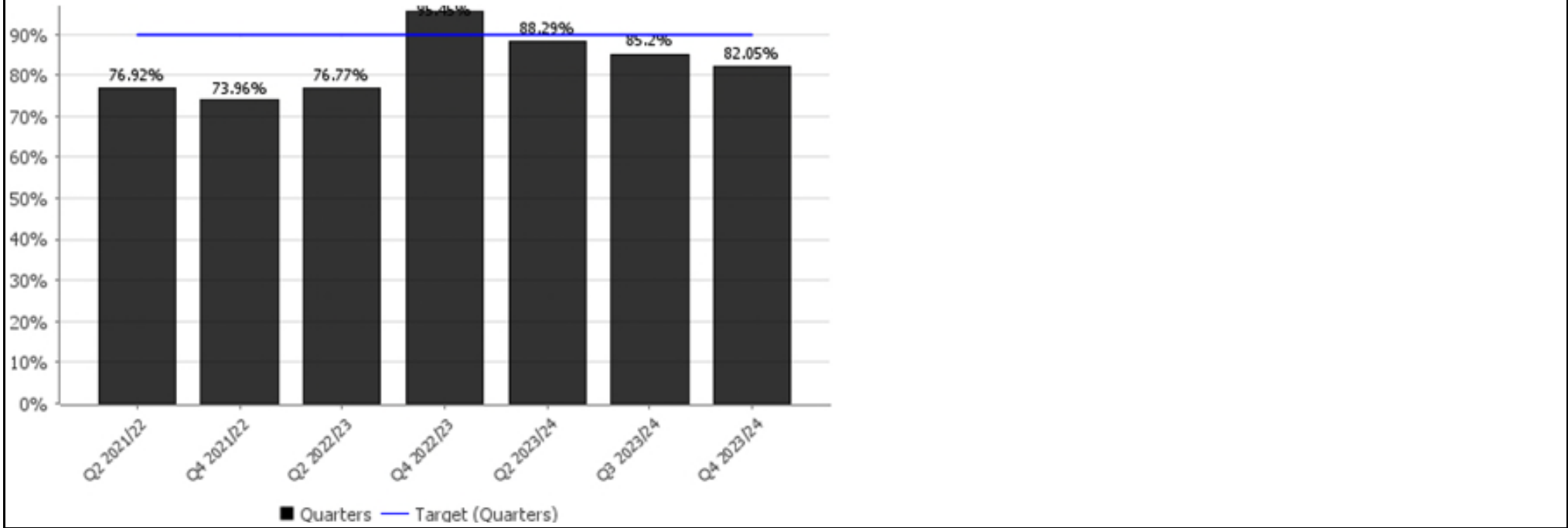
CCG 09 – Mandatory training – The number of staff who have completed all mandatory training courses, as a percentage of the total number of staff in the service.

Target	Actual	Intervention	RAG	
90%	82.05%	79%	AMBER	

Comment


Performance in this area has decreased and managers will be supported to address this.

Trend Chart



Performance Indicator

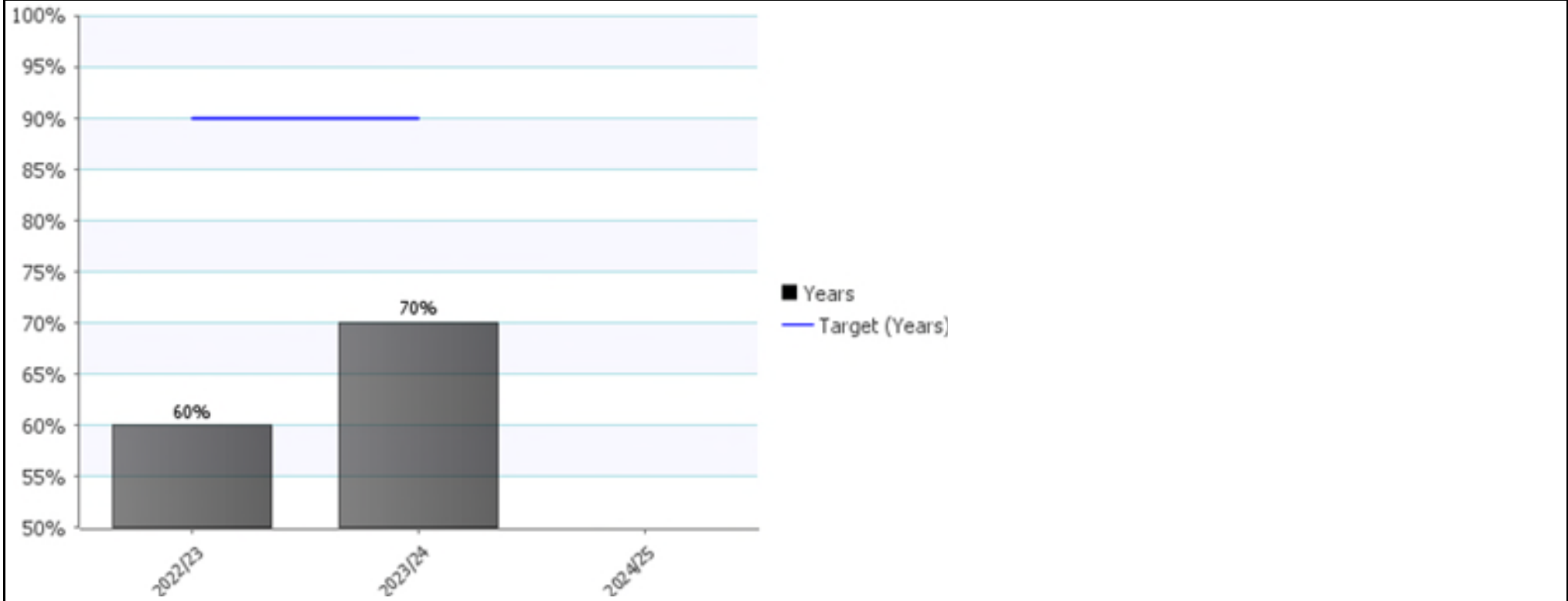
SPBS_PI_01 Return rate for customer surveys (Internal Audit)

Target	Actual	Intervention	RAG	
90%	70%	75%	RED	

Comment

There is an increase in the number of returns since last year but more work will be done to encourage customers to respond.

Trend Chart



Performance Indicator

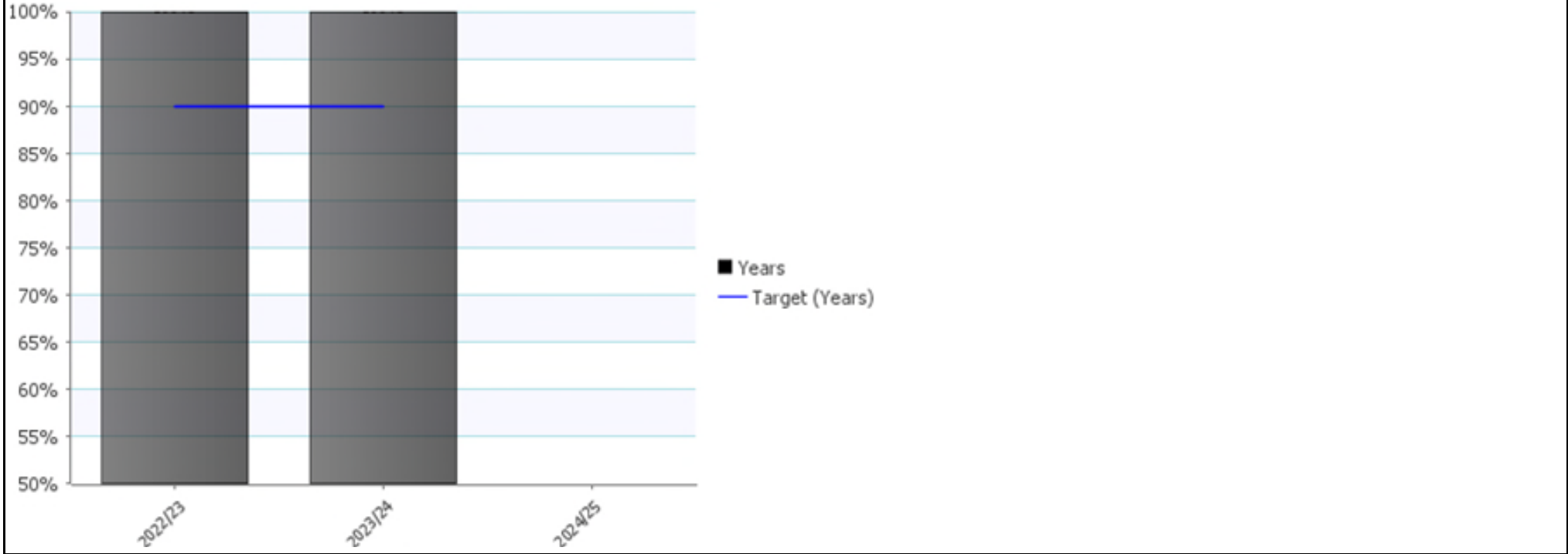
SPBS_PI_02 Percentage of surveys with a score of 8 or more (Internal Audit)

Target	Actual	Intervention	RAG	
90%	100%	75%	GREEN	▶

Comment

All returns received this year had a score of 9 or 10.

Trend Chart



Performance Indicator

SPBS_PI_03 Percentage of recommendations accepted (Internal Audit)

Target	Actual	Intervention	RAG	
90%	100%	75%	GREEN	▶

Comment

All internal audit recommendations made this year have been accepted by the relevant manager.

Trend Chart



Performance Indicator

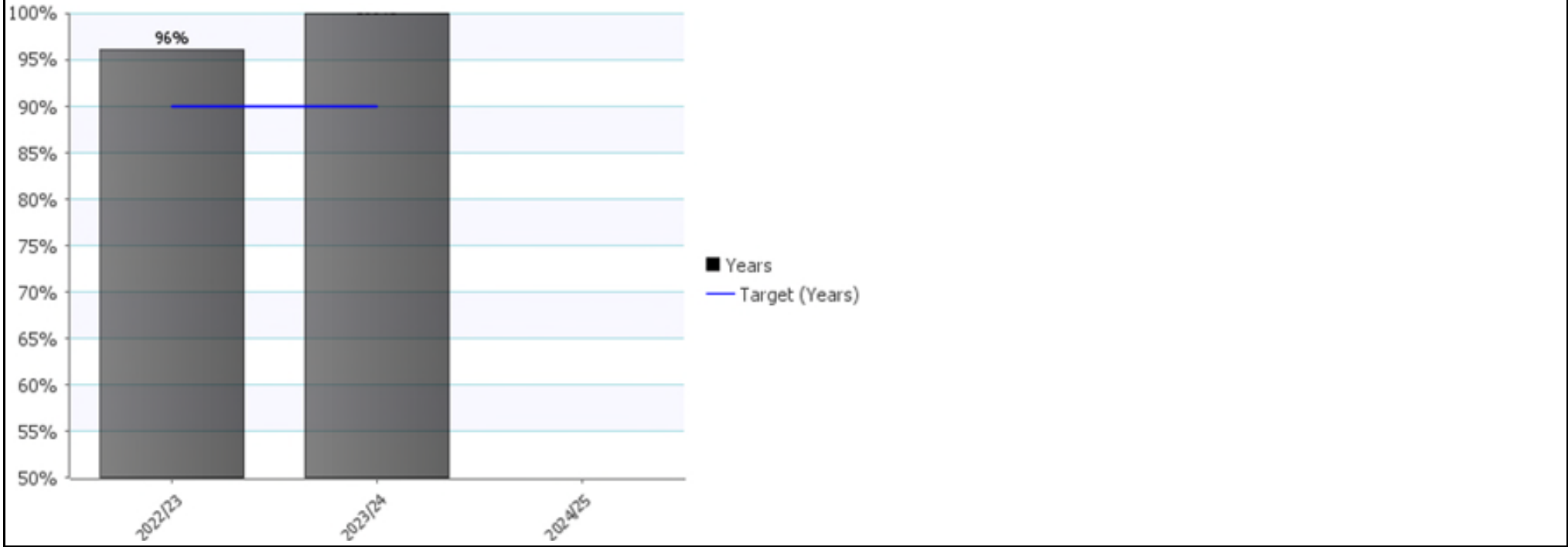
SPBS_PI_04 Percentage of draft reports issued within 10 days of fieldwork completion. (Internal Audit)

Target	Actual	Intervention	RAG	
90%	100%	75%	GREEN	▶

Comment


All draft audit reports issued this year have been issued within 10 days of fieldwork completion.

Trend Chart



Performance Indicator

SPBS_PI_05 Percentage of final reports issued within 5 days of final comments received. (Internal Audit)

Target	Actual	Intervention	RAG	
90%	100%	75%	GREEN	

Comment


All final audit reports this year have been issued within 5 days of receiving final comments from management.

Trend Chart



Performance Indicator

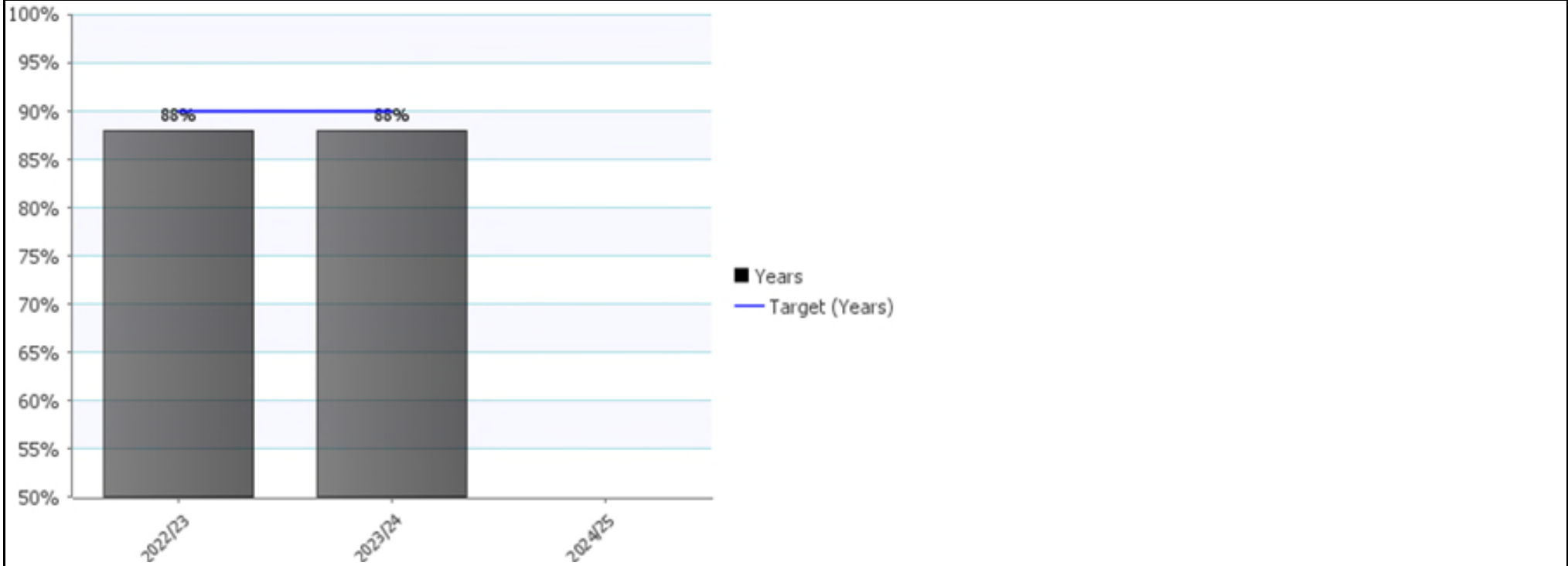
SPBS_PI_06 Percentage of audits completed in year compared to plan (Internal Audit)

Target	Actual	Intervention	RAG	
90%	88%	75%	AMBER	

Comment

Three audits from the 23/24 plan were carried forward to 24/25 at the request of the responsible Director or manager.

Trend Chart



Performance Indicator

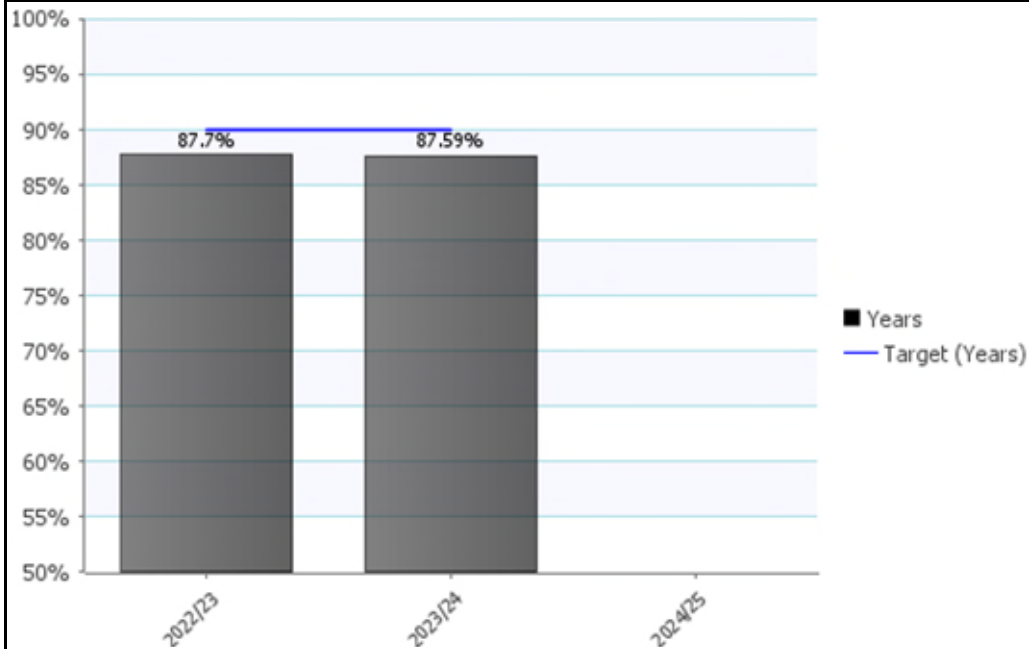
SPBS_PI_08 % FOI / EIR requests responded to within time limit

Target	Actual	Intervention	RAG	
90%	87.59%	75%	AMBER	⚠️

Comment


It should be noted that the performance recorded in this indicator relates to the entire Council. Governance staff provide co-ordination of FOI and EIR requests and responses, and support directorates where there are queries. The FOI Officers group meets regularly to discuss any issues or difficulties, and how improvements to response times might be possible. The performance recorded has remained stable since the last reporting period.

Trend Chart



Performance Indicator

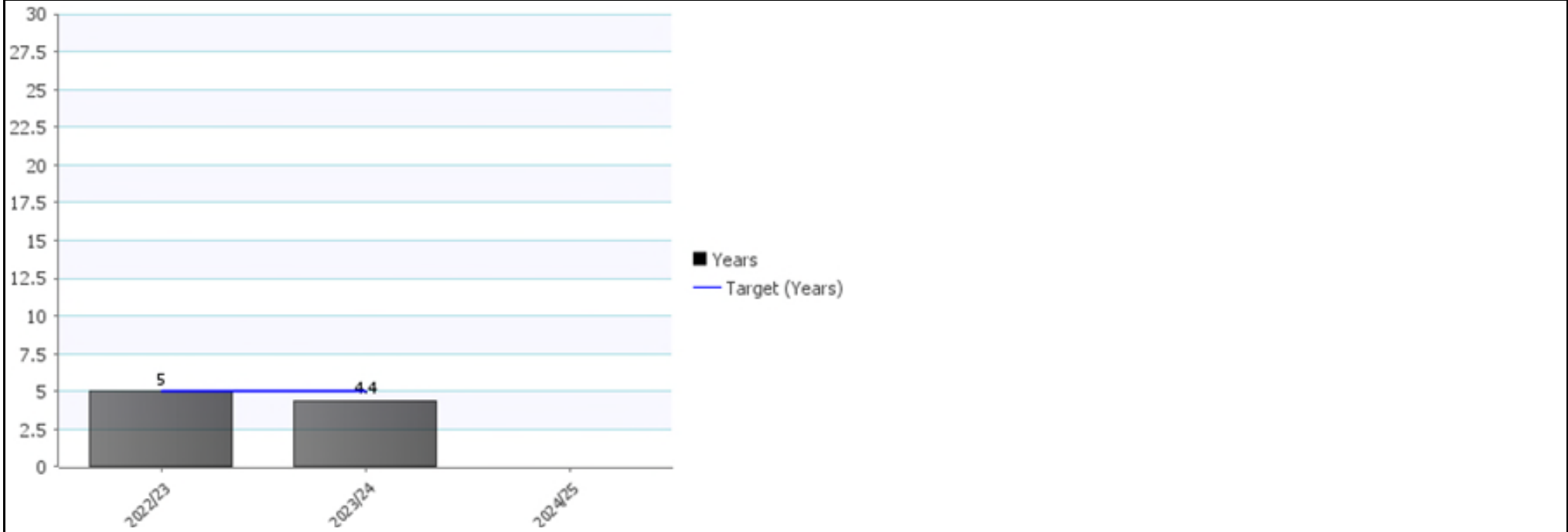
SPBS_PI_09 Average working time for Stage 1 response for Complaints

Target	Actual	Intervention	RAG	
5	4.4	15	GREEN	

Comment


It should be noted that the performance recorded in this indicator relates to the entire Council. The average response rate for Stage 1 complaints is under the target set of 5 days.

Trend Chart



Performance Indicator

SPBS_PI_10 Average working time for Stage 2 response for Complaints

Target	Actual	Intervention	RAG	
20	20.6	30	AMBER	

Comment

It should be noted that the performance recorded in this indicator relates to the entire Council. The performance recorded has remained stable since the last reporting period. Stage 2 complaints are often much more complicated and lengthier to assess, seek information and form responses to, but the Complaints Officers group meets regularly to discuss issues and how response rates could be improved.

Trend Chart



Performance Indicator

SPBS_PI_11 % Stage 1 complaint closed within timescale

Target	Actual	Intervention	RAG	
90%	75%	75%	RED	●

Comment

It should be noted that the performance recorded in this indicator relates to the entire Council. Although the performance indicator remains red, there has been a 10% improvement in performance against this indicator. Nonetheless, there remains room for improvement and the Complaints Officers group meets regularly to discuss issues and how response timescales could be improved.

Trend Chart



Performance Indicator

SPBS_PI_12 % Stage 2 complaint closed within timescale

Target	Actual	Intervention	RAG	
90%	72%	75%	RED	●

Comment

It should be noted that the performance recorded in this indicator relates to the entire Council. There has been a small improvement in performance since the last reporting period. Stage 2 complaints are often much more complicated and lengthier to assess, seek information and form responses to, and the Complaints Officers group meets regularly to discuss issues and how response timescales could be improved.

Trend Chart



Strategy, Performance and Business Solutions Risk Register – May 2024

Strategic Risks

Cluster.	Risk Number.	Owner.
Financial.	2.	Corporate Director for Strategy, Performance and Business Solutions.
Staffing.	1.	Head of Human Resources and Organisational Development.
Governance.	6. 8.	Head of Improvement and Performance. Head of Legal and Governance.
Legislation.	7.	Head of Legal and Governance.
Communication.	3.	Head of Improvement and Performance.
Reputational.	4.	Corporate Director for Strategy, Performance and Business Solutions.
Reputational / Physical.	10.	Corporate Director for Strategy, Performance and Business Solutions.
Legislative / Governance.	5.	Corporate Director for Strategy, Performance and Business Solutions.
Technological.	9.	Head of Improvement and Performance.

Risks by rating

Risk Rating.	Risk.	Owner.	Cluster.	Risk Number.
20.	Finance and Budget Cuts.	Corporate Director for Strategy, Performance and Business Solutions.	Financial.	2.
12.	Business Continuity.	Head of Improvement and Performance.	Governance.	6.
12.	Staffing and Skills.	Head of Human Resources and Organisational Development.	Staffing.	1.
12.	Climate Change.	Corporate Director for Strategy, Performance and Business Solutions.	Physical / Reputational.	10.
9.	Internal and External Communications.	Head of Improvement and Performance.	Communication.	3.
9.	Failure to comply with Statutory Timings.	Corporate Director for Strategy, Performance and Business Solutions.	Governance / Legislation.	5.
9.	Development of Systems and Processes.	Head of Improvement and Performance.	Technological.	9.
9.	Procurement.	Head of Legal and Governance.	Governance.	8.
9.	Breach of GDPR.	Head of Legal and Governance.	Legislation.	7.
9.	Failure to meet Customer and Stakeholder Expectations.	Corporate Director for Strategy, Performance and Business Solutions.	Reputational.	4.

Risk Matrix

			IMPACT				
			1.	2.	3.	4.	5.
			Insignificant	Minor	Moderate	Major	Severe
LIKELIHOOD	5.	Almost Certain.	Medium	Medium	High	High	Extreme
	4.	Likely.	Medium	Medium	Medium	High	Extreme
	3.	Possible.	Low	Medium	Medium	High	High
	2.	Unlikely.	Low	Low	Medium	Medium	High
	1.	Rare.	Low	Low	Low	Medium	High

Risk Title: 01 – Staffing and Skills

Likelihood	3	Impact.	4	RAG	High	Current Risk Score	12	Target Risk Score	8
Owner	Head of Human Resources and Organisational Development					Cluster.	Staffing		

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
<p>Not having the required skills within a service.</p> <p>Small teams or individuals with specific knowledge.</p> <p>Succession planning difficult for small teams.</p> <p>Recruitment and retention - inability to retain existing staff and a lack of suitable staff for recruitment. Some teams have specific qualification requirements which further reduces the pool of applicants.</p> <p>Ageing staff profile.</p>	<p>Change in skill requirements.</p> <p>Opportunities elsewhere in, or outwith, the Council.</p> <p>Poor staff morale.</p> <p>Lack of career progression opportunities.</p> <p>Retirement.</p> <p>Limited opportunity for succession planning.</p>	<p>Loss of valuable experience and knowledge.</p> <p>Unable to undertake certain work and deliver core functions and Council priorities.</p>	<p>Treat.</p>	<p>01.01 - Undertake workforce planning and opportunities for career succession planning.</p> <p>01.02 - Be aware of changing environment and required skills. Identification of training needs to address gaps.</p> <p>01.03 - Development of skills identified through leadership development and staff Good Conversations.</p> <p>01.04 - Contribute to strategic workforce challenges across the council through Recruitment taskforce.</p> <p>01.05 – Develop Manager’s toolkits to facilitate regular team meetings and 1:1s to maintain staff morale.</p> <p>01.06 - Review and further develop flexible working policy.</p>

Risk Title: 02 – Finance and Budget Cuts

Likelihood	5	Impact	4	RAG	High	Current Risk Score	20	Target Risk Score	9
Owner	Corporate Director for Strategy, Performance and Business Solutions					Cluster	Financial		

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

Risk Title: 03 – Internal and External Communication

Likelihood	3	Impact	3	RAG	Medium	Current Risk Score	9	Target Risk Score	4
Owner	Head of Improvement and Performance						Cluster	Communication	

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

Risk Title: 04 – Failure to Meet Customer and Stakeholder requirements

Likelihood	3	Impact	3	RAG	Medium	Current Risk Score	9	Target Risk Score	4
Owner	Corporate Director for Strategy, Performance and Business Solutions						Cluster	Reputational	

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
Customer and Stakeholders' expectations not clearly defined or agreed.	Service delivery standards not met. Customer / Stakeholder complaints.	Reputational risk – increase in complaints and adverse publicity. Increased cost to Council if work has to be re-performed	Treat.	04.01 – Ensure appropriate Staff training in place and undertaken. 04.02 - Regular communication with customers and stakeholders to articulate and manage expectations. 04.03 - Actively seek customer / stakeholder feedback and identify any improvements required. 04.04 - Agreed brief/terms of reference / service standards with full understanding of customer and stakeholder requirements. 04.05 - Co-ordinated public engagement across the Council and with partners / stakeholders where appropriate. 04.06 – Fill vacant posts timeously where appropriate to ensure where possible services are operating at optimum staff complement.

Risk Title: 05 – Failure to comply with Statutory Timings / Agreed timescales

Likelihood	3	Impact	3	RAG	Medium	Current Risk Score	9	Target Risk Score.	9
Owner	Corporate Director for Strategy, Performance and Business Solutions					Cluster	Governance / Legislative		

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

Risk Title: 06 – Business Continuity

Likelihood	3	Impact.	4	RAG	High	Current Risk Score	12	Target Risk Score	9
Owner	Head of Improvement and Performance						Cluster	Governance	

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
An event or incident leads to the inability of teams to carry out their core functions.	Pandemic, IT incident, power outage, fire, flood etc	Backlog of work and failing to meet deadlines. Loss of critical documents.	Treat.	06.01 - Directorate ensures that service business continuity plans in place. 06.02 - Remote working possible at home on laptops. 06.03 - Ensuring documents are stored in the cloud using the Microsoft 365 stack (OneDrive, Teams and SharePoint).

Risk Title: 07 – Breach of GDPR

Likelihood	3	Impact	3	RAG	Medium	Current Risk Score	9	Target Risk Score	9
Owner	Head of Legal and Governance						Cluster	Legislation	

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>Personal information could be processed for Planning Committees, LRB, staff appeals, Licensing, Complaints, FOIs</p> <p>Personnel information held for HR processes.</p>	<p>Sensitive information is leaked or goes to wrong recipients.</p>	<p>Monetary penalty from ICO.</p> <p>Reputational Risk to Council.</p> <p>Negative impact on staff / potential staff / job applicants.</p>	<p>Treat.</p>	<p>07.01 - Training and awareness of GDPR.</p> <p>07.02 - Handling as little personal information as required.</p> <p>07.03 - Secure disposal of personal information in accordance with policy.</p> <p>07.04 - Strong IT and document security.</p> <p>07.05 - Redacting of personal info.</p> <p>07.06 – Use of Electronic Document and Records Management System (EDRMS) to support secure and effective handling of information.</p>

Risk Title: 08 – Procurement

Likelihood	3	Impact	3	RAG	Medium	Current Risk Score	9	Target Risk Score	8
Owner	Head of Legal and Governance						Cluster	Governance	

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
Procurement Legislation, Policy and Procedures not adhered to.	Unsuccessful bidders lodging a legal challenge.	Reputational damage. Interruption of council service delivery. Financial awards where a contract award is overturned. Staff resources. Low staff morale. Increased scrutiny and pressure on staff.	Treat.	08.01 - Training and awareness raising. 08.02 - Procurement team adequately resourced including additional resource to accompany significant capital projects where applicable.

Risk Title: 09 – Development of Systems and Processes

Likelihood	3	Impact	3	RAG	Medium	Current Risk Score	9	Target Risk Score	8
Owner	Head of Improvement and Performance						Cluster	Technological	

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
Due to other work being prioritised by services - failure to support services to progress system developments and lack of progress on strategic outcomes.	<p>Services unable to lead system developments due to volume of attention that day to day operational tasks require.</p> <p>SPBS unable to progress systems development without service lead and project management.</p>	<p>Strategic priorities not delivered.</p> <p>Cost savings not identified and achieved.</p> <p>Negative impact on service delivery.</p> <p>Reduced staff morale.</p>	Treat.	<p>09.01 – Improvement Support team to ensure project management support and guidance in place.</p> <p>09.02 - Mechanisms identified for escalating issues in project delivery at an early stage.</p> <p>09.03 - Expectations managed and good communication on timescales and clarity of roles.</p>

Risk Title: 10 – Climate Change

Likelihood	3	Impact	4	RAG	High	Current Risk Score	12	Target Risk Score	8
Owner	Corporate Director for Strategy, Performance and Business Solutions					Cluster	Physical / Reputational		

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>Council Services disrupted due to infrastructure or travel impacted by extreme and unpredictable weather.</p> <p>Communities facing increased frequency of coastal flooding and increased volumes of surface water.</p> <p>Community Resilience Groups more frequently required to stand up to support local citizens.</p> <p>Local economic production affected by climate impacts.</p> <p>Transition to support climate response initiatives require significant capital investment.</p>	<p>Extreme and unpredictable sustained weather (lightning, winds, tides) causes increased damage or wear & tear to council infrastructure disrupting service delivery.</p> <p>Increased severity of coastal flooding leads to damage of property in coastal communities, while surface water levels impact transport routes and agricultural activities in the community.</p> <p>Surface water and other climate impacts affect normal activity cycles impacting food production including agriculture.</p> <p>Move to Net Zero requires capital funding and resourcing beyond Council capacity.</p>	<p>Weakened or disrupted delivery of Council services including Customer Services, digital services, and support to wider council services.</p> <p>Reduced economic output in Orkney requires increased Council interventions.</p> <p>Failure to meet targets or reductions in funding of other Council Priorities to support initiatives.</p>	<p>Treat.</p>	<p>10.01 - Business Continuity plans in place.</p> <p>10.02 - Staff awareness of Council Plan priorities and targets and milestones.</p> <p>10.03 - Staff awareness of appropriate plans for example Flood Risk Management Plan, Coastal Change Adaption Plan.</p> <p>10.04 - Staff participation in resilience reviews and response to incidents through Incident Management process.</p> <p>10.05 - Facilitation of continued development of local Community Resilience Groups within communities</p> <p>10.06 - Staff participation in cross council Officer Working Group and recognition that Climate Change impacts all Directorates.</p>