

Item: 22.1

General Meeting of the Council: 9 December 2025.

Performance Monitoring – Chief Executive’s Service.

Report by Chief Executive.

1. Overview

- 1.1. The Council Plan 2023-28, approved in March 2023, outlines the Council’s priorities for the five-year period of the plan. It describes what the Council has planned to do to address these priorities, and how success is measured.
- 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 identified outcomes.
- 1.3. The Council Plan 2023-28 provides 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 which relate to the Chief Executive’s Service, together with relevant performance indicators.
- 1.7. Annex 3 sets out the revised Chief Executive’s Service risk register for consideration.
- 1.8. Section 4 below sets out more detail on complaints and compliments received by the Chief Executive’s Service.

- 1.9. Following the restructure approved by the Council on 7 May 2025, this performance report relates to the actions in the Strategy, Performance and Business Solutions Directorate Delivery Plan which pertain to the functional areas within the Chief Executive's Service, until such time as a Chief Executive's Service Delivery Plan is approved.

2. Recommendations

- 2.1. It is recommended that members of the Committee:
- i. Note the performance of the Chief Executive's Service for the reporting period 1 April to 30 September 2025, in respect of service 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 sections 3.2 and 3.3 of this report.
 - iii. Note the complaints and compliments made to the Chief Executive's Service in the 6-month period 1 April to 30 September 2025, and for the two preceding six-month periods, as set out in section 4 of this report.
 - iv. Approve the 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, which relate to the Chief Executive's Service, 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 12c Internal communication.
- 3.3. Set out below are those Directorate Delivery Plan actions identified as needing amendment, for example, by having the target date updated.
- i. SPBS DDP 2 Alternative models of Governance and constitutional reform – it is proposed that the target date for this action be extended to 31 March 2028.

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 the Chief Executive's Service is attached as Annex 2.
- 4.2. In February 2024, the Corporate Leadership Team agreed to start monitoring the Cross Council Generic Performance Indicators on a quarterly basis but to remain reporting to committee on a six-monthly basis.

5. Directorate Complaints and Compliments

- 5.1. Table 1 below sets out the complaints and compliments made to the Chief Executive's Service in the 6-month period 1 April to 30 September 2025, and for the two preceding six-month periods.

Table 1.	Six months ending 30 September 2024.	Six months ending 31 March 2025.	Six months ending 30 September 2025.	Totals.
Complaints.	2	1	0	3
Compliments.	4	4	0	8

- 5.2. When considering the raw data within Table 1 above, it should be noted that the Council has adopted a policy of encouraging staff to record all complaints against the Council through the Complaints Handling Procedure. This includes complaints that are quickly and satisfactorily resolved by the frontline service, thereby enabling the Council to identify any trends that would help to improve the service. As a result, the number of complaints captured by the procedure may increase and that does not necessarily reflect an increase in the number of people contacting the service to express dissatisfaction with the Council.
- 5.3. As the numbers of complaints remain low, no particular trends or common themes have been identified.

For Further Information please contact:

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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:** An Equality Impact Assessment is not required for performance monitoring.
6. **Island Communities Impact:** An Island Communities Impact Assessment is not required for performance monitoring.
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.
 - ☐ Improving Population Health.
9. **Environmental and Climate Risk:** Not applicable.
10. **Risk:** Not applicable.
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.

Annexes

Annex 1 – Directorate Delivery Plan Actions.


Annex 2 – Performance Indicators.


Annex 3 – Risk Register.


Chief Executive's Service Directorate Delivery Plan 2023-28


Progress against SPBS Directorate Delivery Plan 2023-28 actions at 30 September 2025





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 of 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				
Gavin Mitchell	BRAG status at 31 March 2025: Amber A Corporate Policy team is currently being established within existing resource, which will include two Policy posts and will help to support progress of the project. The Council continues to be in active dialogue with NHS Orkney, the Integration Joint Board and Scottish Government on the development of a routemap to reform of public services in Orkney, in line with the Scottish Government's Programme for Government and Public Service Reform commitments. It is envisaged that this programme of work will continue for a significant period beyond March 2026 and therefore it is recommended that the target date for this action be extended to 31 March 2028.				


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-2025
Lead	Comment				
Gavin Mitchell	BRAG status at 31 March 2025: Amber An External Communications Delivery Plan has been produced and is due to be presented to Elected Members on the Council's Communications and Engagement Consultative Group on 28 November 2025.				

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				
Gavin Mitchell	BRAG status at 31 March 2025: Green Subject to review by the Council's Communications and Engagement Consultative Group in November 2025, implementation of the various actions in the External Communications Delivery Plan will take place over the period of the Plan through to 2028, as agreed within the Communications and Engagement Strategy 2024-28, which was approved by the Council in December 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 have confidence in.	GREEN		05-Mar-2024	31-Dec-2025
Lead	Comment					
Gavin Mitchell	BRAG status at 31 March 2025: Amber Following a staff survey and meetings of an Internal Communications Multi-Service Working Group, an Internal Communications Delivery Plan has been produced and is due to be presented to Elected Members on the Council's Communications and Engagement Consultative Group on 28 November 2025.					

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 have confidence in.	BLUE		05-Mar-2024	30-Sep-2025
Lead	Comment					
Gavin Mitchell	BRAG status at 31 March 2025: Red A multi-service working group on internal communications was first convened in Summer 2025 and several meetings have taken place since to agree upon an Internal Communications Delivery Plan. The multi-service working group included representatives from communications, corporate administration, human resources, and organisational development. This action is now complete.					

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 have confidence in.	GREEN		05-Mar-2024	31-Mar-2028
Lead	Comment					
Gavin Mitchell	BRAG status at 31 March 2025: Green Subject to review of the Council's Communications and Engagement Consultative Group in November 2025, implementation of the various actions in the Delivery Plan will take place over the period of the Plan through to 2028, as agreed within the Communications and Engagement Strategy 2024-28, which was approved by the Council in December 2024.					

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-2026
Lead	Comment					
Gavin Mitchell	BRAG status at 31 March 2025: Green The Communications team and the Procurement team are in the process of creating a procurement blog and developing supporting training that will enable new contract opportunities to be loaded up at point of issue. These will be fed into the rolling newsfeed on the Council's website so that contract opportunities can be highlighted in real time.					

Personnel key

Head of Corporate Governance – Gavin Mitchell

BRAG key

Action BRAG System



The agreed action is experiencing significant underperformance, with a medium to high risk of failure to meet its target



The agreed action is experiencing minor underperformance, with a low risk of failure to meet its target



The agreed action is likely to meet or exceed its target



The agreed action has been progressed to completion

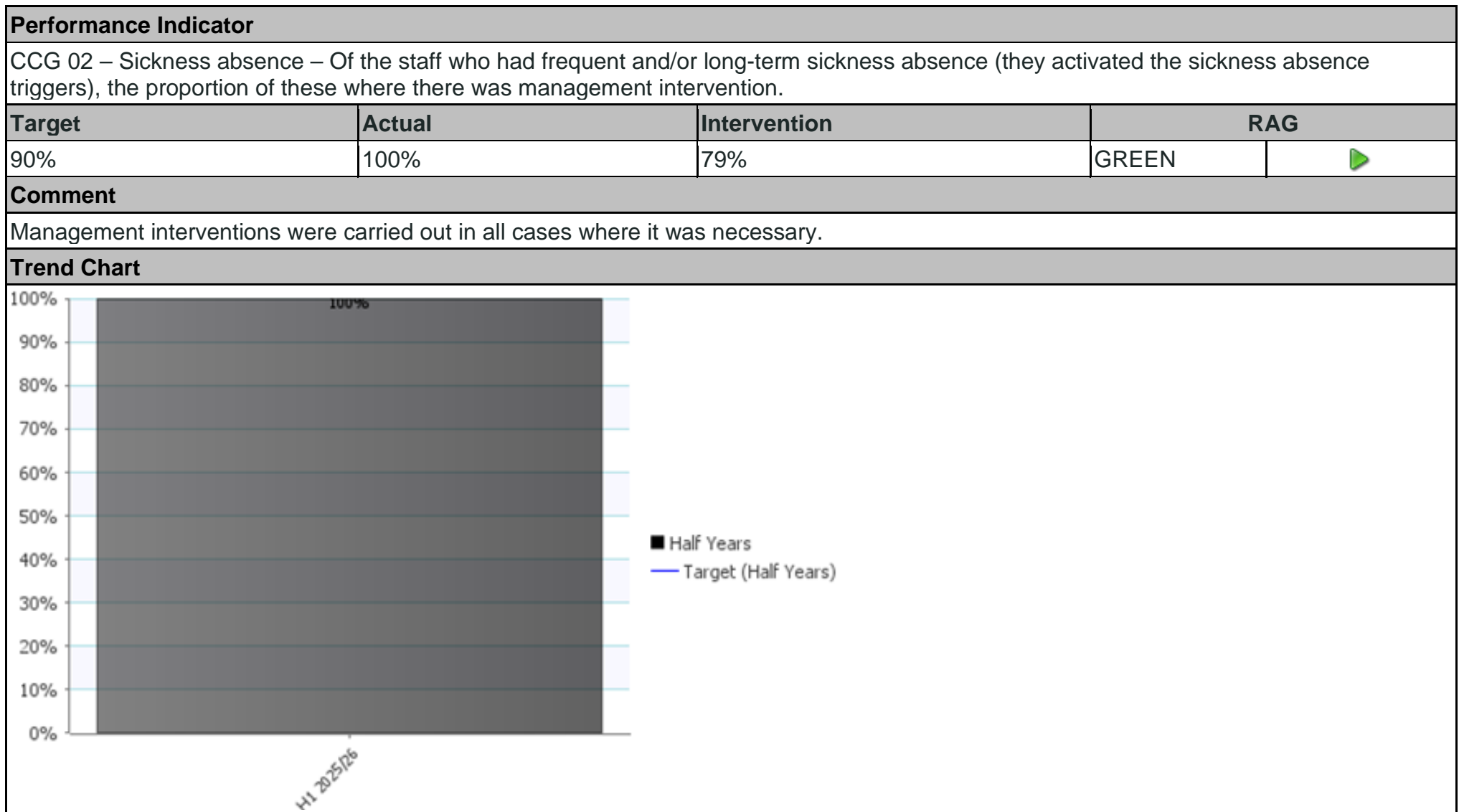
Chief Executive's Service Performance Indicator Report


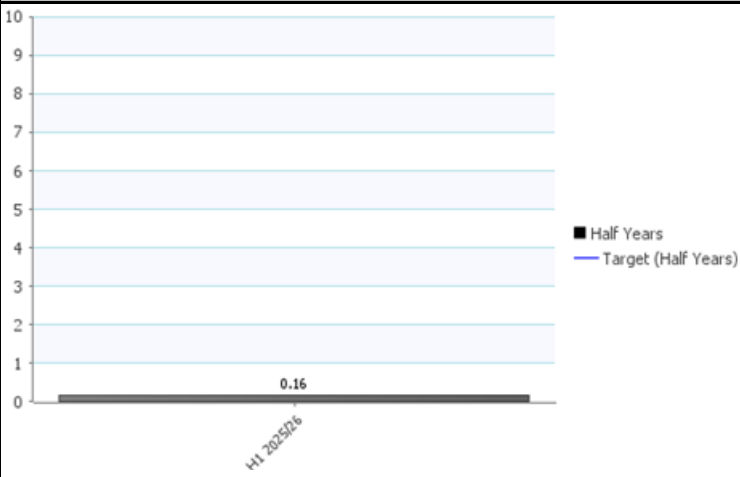
Service Performance Indicators at 30 September 2025

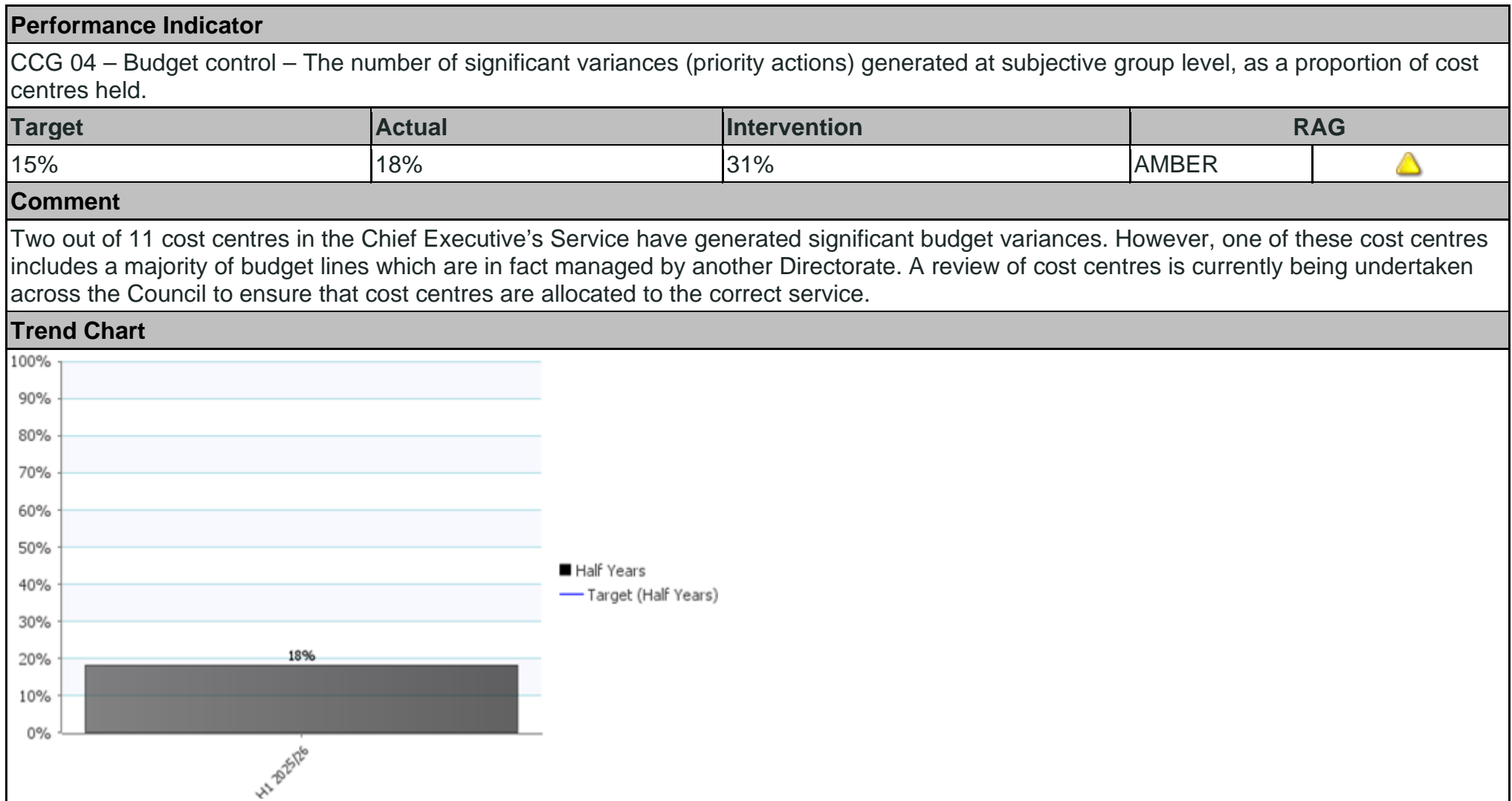
Annex 2

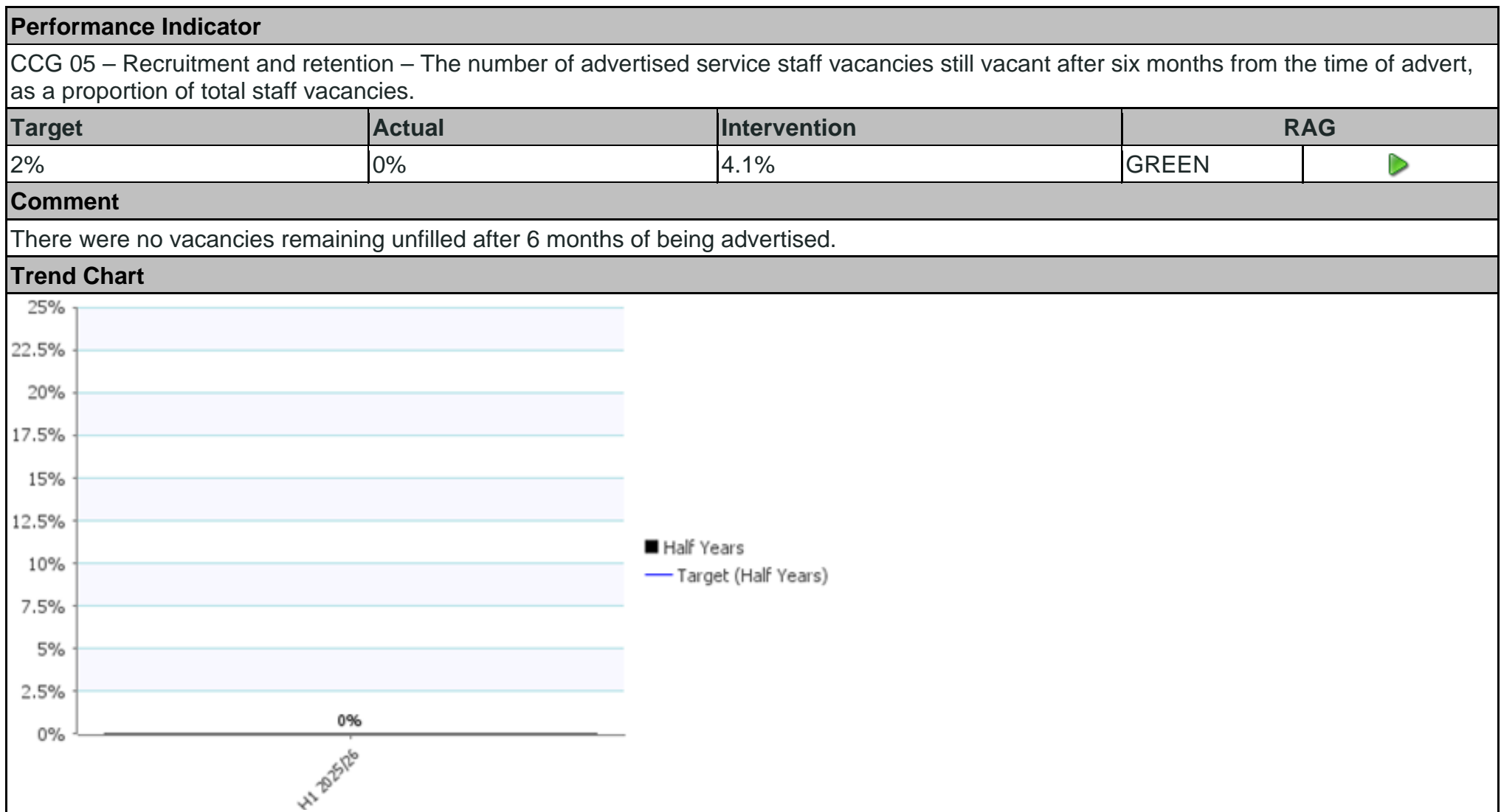


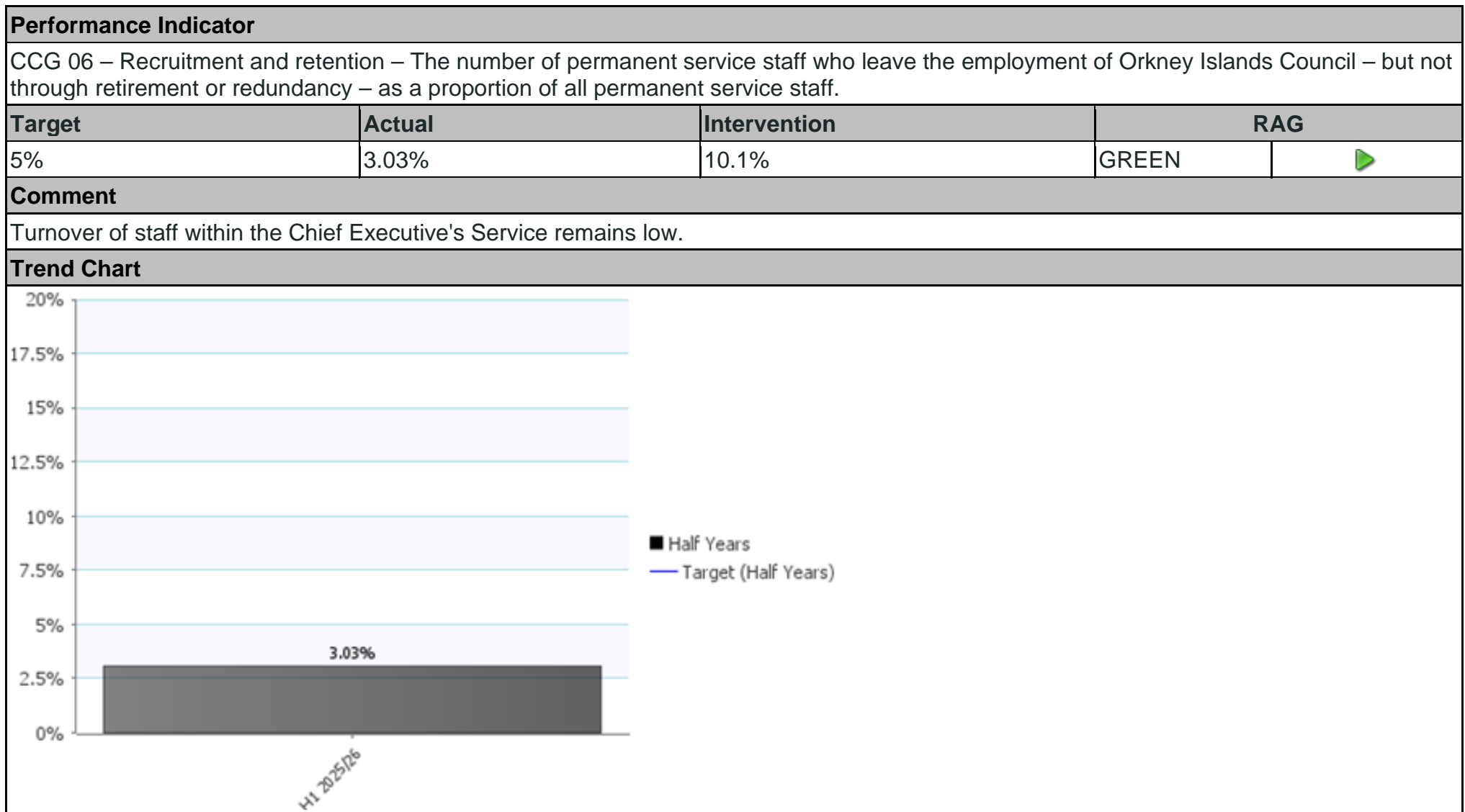
Performance Indicator				
CCG 01 – Sickness absence – The average number of working days per employee lost through sickness absence, expressed as a percentage of the number of working days available.				
Target	Actual	Intervention	RAG	
4%	0.78%	6.1%	GREEN	▶
Comment				
Sickness absence remains low across the Chief Executive's Service.				
Trend Chart				
<p>Legend: ■ Half Years, — Target (Half Years)</p> <p>0.78%</p> <p>H1 2025/26</p>				

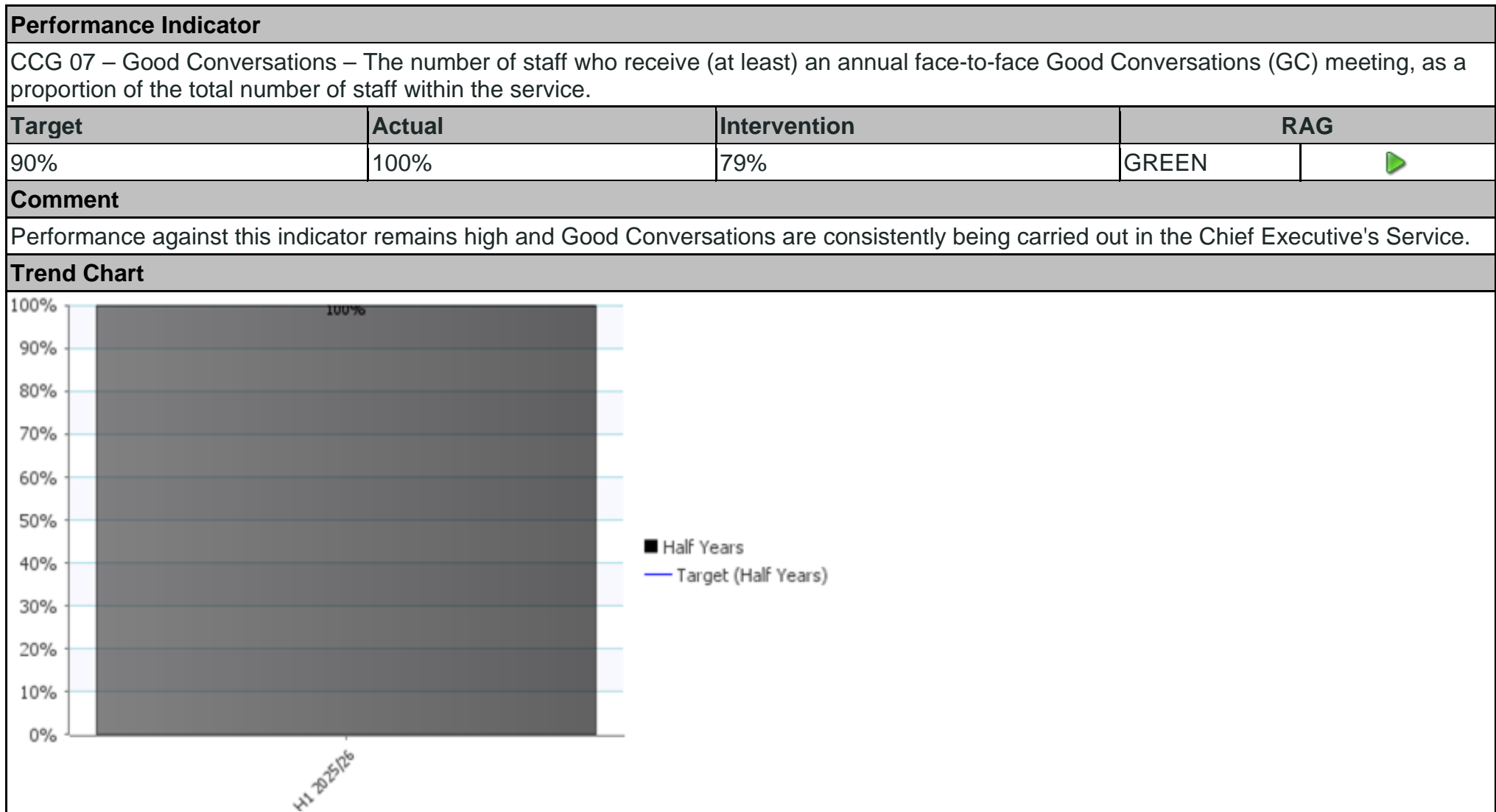


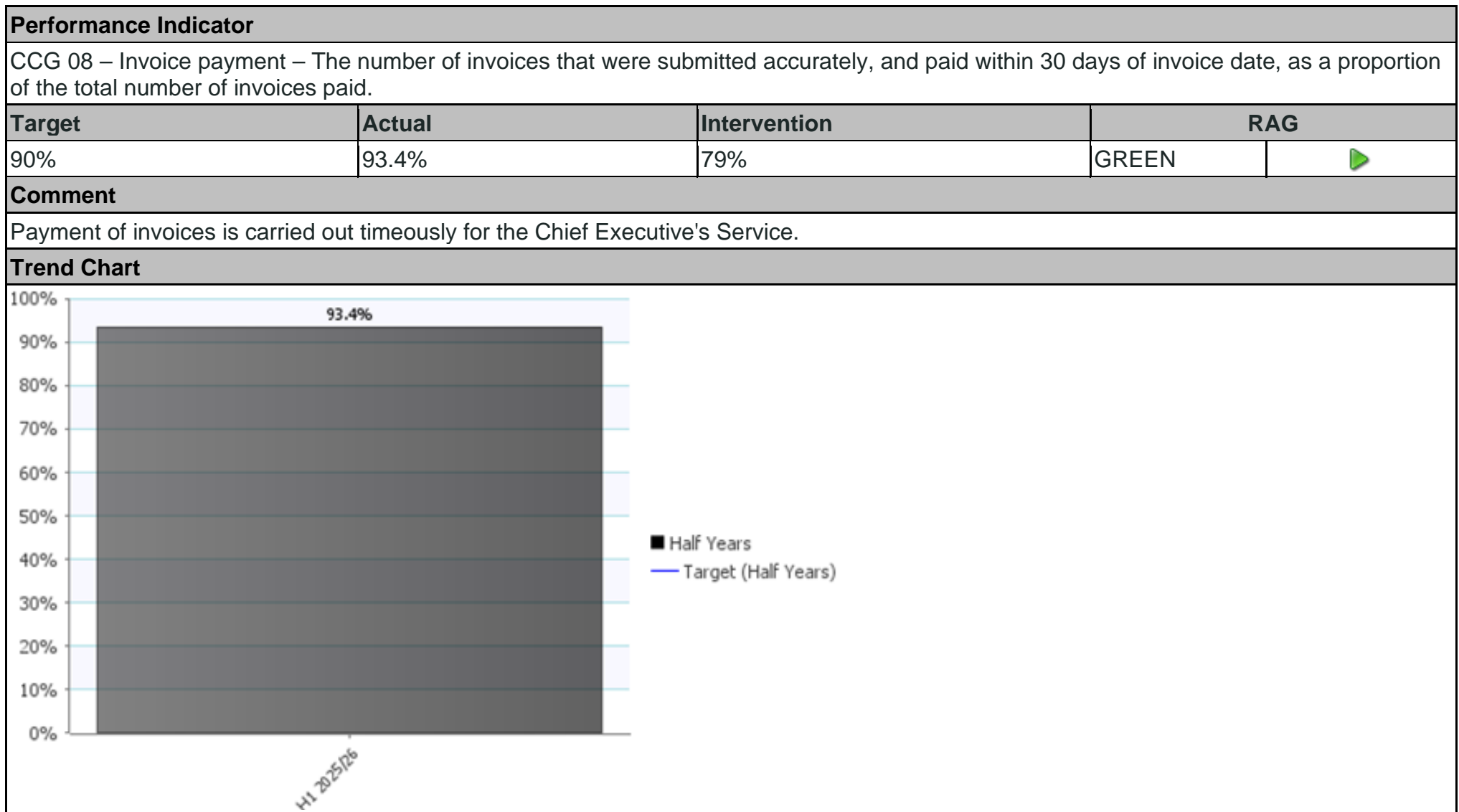
Performance Indicator										
CCG 03 – Staff accidents – The number of staff accidents within the service, per 30 staff per year.										
Target	Actual	Intervention	RAG							
1	0.16	2.1	GREEN							
Comment										
<p>Quarterly Report: October 2025 (Health and Safety Reports from October 2024 to September 2025)</p> <p>Trend Analysis: The Chief Executive’s Service is demonstrating a small increasing trend of accident reporting for the 12-month rolling period report in this quarter.</p> <p>Over the past 12 months, there has been one safety-related incident affecting staff in the Chief Executive’s Service. This incident arose as a result of a mechanical fault in a lift, although no injury was sustained. The equipment was immediately isolated, and a full investigation was carried out, resulting in technical repairs, updated inspection routines, and staff briefings.</p> <p>RIDDOR: During this reported 12-month period there have been 0 RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) reportable accidents for Chief Executive’s Service.</p>										
Trend Chart										
 <table><caption>Trend Chart Data</caption><tr><th>Period</th><th>Half Years</th><th>Target (Half Years)</th></tr><tr><td>H1 2025/26</td><td>0.16</td><td>2.1</td></tr></table>					Period	Half Years	Target (Half Years)	H1 2025/26	0.16	2.1
Period	Half Years	Target (Half Years)								
H1 2025/26	0.16	2.1								

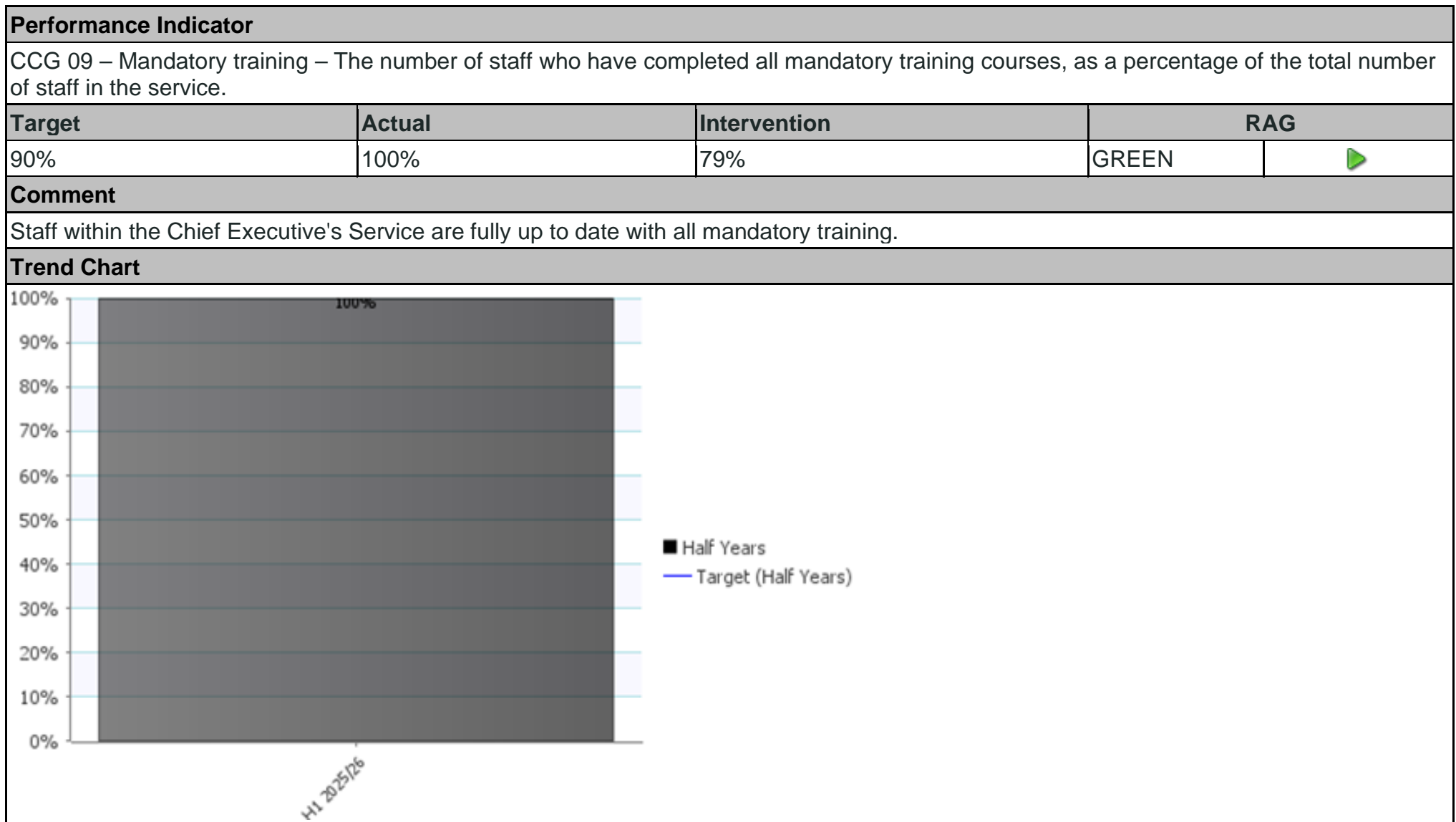












Performance Indicator RAG System



The performance indicator is experiencing significant underperformance, with a medium to high risk of failure to meet its target



The performance indicator is experiencing minor underperformance, with a low risk of failure to meet its target



The performance indicator is likely to meet or exceed its target

Chief Executive's Service Risk Register – October 2025

Strategic Risks

Cluster.	Risk Number.	Owner.
Financial.	1.	Head of Corporate Governance.
Governance.	5, 7.	Head of Corporate Governance.
Legislation.	6.	Head of Corporate Governance.
Communication.	2.	Head of Corporate Governance.
Reputational.	3.	Head of Corporate Governance.
Reputational / Physical.	8.	Head of Corporate Governance.
Legislative / Governance.	4.	Head of Corporate Governance.

Risks by rating

Risk Rating.	Risk.	Owner.	Cluster.	Risk Number.
20.	Finance and budget cuts.	Head of Corporate Governance.	Financial.	1.
12.	Business continuity.	Head of Corporate Governance.	Governance.	5.
12.	Climate change.	Head of Corporate Governance.	Physical / Reputational.	8.
9.	Internal and external communications.	Head of Corporate Governance.	Communication.	2.
9.	Failure to comply with statutory timings.	Head of Corporate Governance.	Governance / Legislation.	4.
9.	Procurement.	Head of Corporate Governance.	Governance.	7.
9.	Breach of GDPR.	Head of Corporate Governance.	Legislation.	6.
9.	Failure to meet customer and stakeholder expectations.	Head of Corporate Governance.	Reputational.	3.

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 – Finance and budget cuts

Likelihood	5	Impact	4	RAG	High	Current Risk Score	20	Target Risk Score	9
Owner	Head of Corporate Governance						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 service budgets.</p>	<p>Failure to deliver core and statutory services of Chief Executive's Service.</p> <p>Failure to support service areas to deliver core statutory services.</p>	<p>Tolerate.</p>	<p>02.01 - Review of overheads although this is limited due to low level of costs relating to overheads.</p> <p>02.02 - Directorate analysis to identify areas for efficiencies and a review of services to ensure staff resource is focussed on essential functions.</p>

Risk Title: 02 – Internal and external communication

Likelihood	3	Impact	3	RAG	Medium	Current Risk Score	9	Target Risk Score	4
Owner	Head of Corporate Governance						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>We fail 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 Service / Council wants to achieve.</p> <p>Increased cost to Council if work has to be reperformed.</p> <p>Good ideas lost.</p>	Treat.	<p>03.01 - Leadership development and staff training.</p> <p>03.02 – Internal and External Communications delivery plans developed and implemented.</p> <p>03.03 - Regular communication with customers and stakeholders.</p> <p>03.04 - Actively seek customer / stakeholder feedback.</p>

Risk Title: 03 – Failure to meet customer and stakeholder requirements

Likelihood	3	Impact	3	RAG	Medium	Current Risk Score	9	Target Risk Score	4
Owner	Head of Corporate Governance						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 reperformed	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 – Fill vacant posts timeously where appropriate to ensure where possible services are operating at optimum staff complement.

Risk Title: 04 – Failure to comply with statutory timings / agreed timescales

Likelihood	3	Impact	3	RAG	Medium	Current Risk Score	9	Target Risk Score.	9
Owner	Head of Corporate Governance						Cluster	Governance / Legislative	

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>Volume of work, competing priorities, lack of staffing could lead to not adhering to Service Level Agreements, service standards, or statutory timings, and not adhering to agreed timescales for specific service 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 – Staff awareness of critical timings across service and wider council services.</p> <p>05.03 – Managers supporting staff to prioritise and diarise timings to ensure adherence.</p>

Risk Title: 05 – Business Continuity

Likelihood	3	Impact.	4	RAG	High	Current Risk Score	12	Target Risk Score	9
Owner	Head of Corporate Governance						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: 06 – Breach of General Data Protection Regulation (GDPR)

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

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
Personal information could be processed for Planning Committee, Local Review Body, staff and education appeals, Licensing, Complaints, Freedom of Information requests	Sensitive information is leaked or goes to wrong recipients.	Monetary penalty from Information Commissioner's Office. Reputational risk to Council.	Treat.	07.01 - Training and awareness of General Data Protection Regulation. 07.02 - Handling as little personal information as required. 07.03 - Secure disposal of personal information in accordance with policy. 07.04 - Strong IT and document security. 07.05 - Redacting of personal info. 07.06 – Use of Electronic Document and Records Management System (EDRMS) to support secure and effective handling of information.

Risk Title: 07 – Procurement

Likelihood	3	Impact	3	RAG	Medium	Current Risk Score	9	Target Risk Score	8
Owner	Head of Corporate 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. 08.03 – Contract Standing Orders updated in March 2024.

Risk Title: 8 – Climate Change

Likelihood	3	Impact	4	RAG	High	Current Risk Score	12	Target Risk Score	8
Owner	Head of Corporate Governance						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>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.</p> <p>Reduced economic output in Orkney requires increased Council interventions.</p> <p>Failure to meet targets or reductions in funding of other Council priorities to support initiatives.</p>	Treat.	<p>10.01 - Business continuity plans in place.</p> <p>10.02 - Staff awareness of Council Plan priorities, 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 - Staff participation in cross-council Officer Working Group and recognition that Climate Change impacts all Directorates and services.</p> <p>10.06 - Exploration of potential sources of external funding for responding to climate change.</p>