

Item: 7

Education, Leisure and Housing Committee: 4 June 2025.

Performance Monitoring – Education, Leisure and Housing.

Report by Director of Education, Communities and Housing.

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 several priority actions listed to indicate the work which will be undertaken to achieve the identified outcomes.
- 1.3. The Council Plan 2023-28 noted that each directorate will have a delivery plan describing the priorities that they will deliver.
- 1.4. In terms of the Council's Strategic Planning and Performance Framework, performance in respect of the Directorate Delivery Plan, performance indicators and complaints and compliments are reported to the relevant committee on a six-monthly basis, in June and November.
- 1.5. The Directorate Delivery Plan for Education, Leisure and Housing, was presented to Committee on 11 September 2024. It is also important to note that the Education, Leisure and Housing services have several, detailed, statutory plans and reports that must be submitted to external bodies for scrutiny and sign off on an annual basis.
- 1.6. Annexes 1 and 2 attached provide the six-monthly updates in respect of the Education, Leisure and Housing Directorate Delivery Plan, together with relevant performance indicators.
- 1.7. The Council's Risk Management Policy and Strategy requires that all directorates maintain a register of risks that are inherent in its activities and the services it provides.
- 1.8. Annex 3 sets out the revised directorate risk register for consideration.

2. Recommendations

2.1. It is recommended that members of the Committee:

- i. Note the performance of Education, Leisure and Housing for the reporting period 1 October 2024 to 31 March 2025, in respect of directorate priorities and performance indicators, as detailed in Annexes 1 and 2 respectively to this report.
- ii. Agree the proposed amendments to the Directorate Delivery Plan actions as set out in sections 3.2 and 3.3 of this report.
- iii. Note the complaints and compliments made to Education, Leisure and Housing in the six-month period 1 October 2024 to 31 March 2025, and for the two preceding six-month periods, as detailed in section 5 of this report.
- iv. Approve the revised Education, Leisure and Housing 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 Education Leisure and Housing Directorate Delivery Plan 2024-2026.

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. 1.1 Budget Management - In line with Council approved Budget Management Strategy, follow this process by allocating each service area budget saving targets.
- ii. 1.2 Budget Management - Heads of Service and Service Managers to evaluate service budgets and delivery and identify budget saving options.
- iii. 1.3 Budget Management - Service Managers to present suggested budget management options to the Extended Directorate Management Team meeting to agree options to be progressed to Corporate Leadership Team (CLT) for consideration.
- iv. 1.4 Budget Management - Corporate Director to present strategy position and budget management options to CLT for consideration.
- v. 1.5 Budget Management – Corporate Director to present strategy and budget management options agreed by CLT to elected members at a members' seminar for indication on next steps.

- vi. 1.6 Budget Management - Extended Directorate Management Team to progress work as guided by members' seminar to collate further detail for the proposed budget management proposals.
 - vii. 1.7 Budget Management - Detailed proposals with risk assessments to be brought to Extended Directorate Management Team meeting for consultation.
 - viii. 1.8 Budget Management - Corporate Director to update CLT outlining risks and shortfall if there are any.
 - ix. 1.9 Budget Management - Extended Directorate Management Team to present detailed budget management plans to elected members at a second members' seminar.
 - x. 1.10 Budget Management - Recommendations from the Member Officer Working Group and suggestions from the member seminar to be presented to the Education, Leisure and Housing Committee through a Committee Report.
 - xi. 1.11 Budget Management - Extended Directorate Management Team to action consultation where required and implementation of the plan.
 - xii. 2.1 Service Reviews - Following established governance from Council, commission external consultants to review both the Culture Service and the Sport and Leisure Service to identify future operating models to establish financially sustainable, quality service provision.
- 3.3. Set out below are those Directorate Delivery Plan actions assessed as requiring an extension to the target date:
- i. 2.3 Service Reviews - Member Officer Working Groups to present recommendations to members through member seminars. It is recommended to extend the target date for this action to 31 December 2026.

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 Education, Leisure and Housing is attached as Annex 2.

5. Directorate Complaints and Compliments

- 5.1. Table 1 below sets out the complaints and compliments made to Education, Leisure and Housing in the six-month period 1 October 2024 to 31 March 2025, and for the two preceding six-month periods.

Table 1.	Six months ending 31 March 2024.	Six months ending 30 September 2024.	Six months ending 31 March 2025.	Totals.
Complaints.	40.	31.	54.	109.
Compliments.	41.	12.	31.	67.

- 5.2. Table 2 set out a breakdown within the service of complaints and compliments for the six months ending 31 March 2025:

Table 2.	Complaints.	Compliments.
Catering.	2.	0.
Community Learning and Development.	1.	3.
Culture.	1.	3.
Education.	21.	1.
Housing.	28.	23.
Leisure.	1.	1.
Total.	54.	31.

- 5.3. 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.
- 5.4. There has been an overall increase in both complaints and compliments between the six-month reporting period ending 31 March 2025 and the previous six-month reporting period. Over the past two years, the end of March six-month reporting periods show higher levels of complaints when compared to the end of September six-month reporting periods.

- 5.5. The Housing Service received the highest number of complaints within Education, Leisure and Housing for the six months ending 31 March 2025. Table 3 sets out a further breakdown of the types of complaint received by the Housing Service for this period:

Table 3.	Percentage of complaints.
Council policy/procedure.	13.8%.
Issue with application.	3.5%.
Issue with staff.	3.5%.
Length of time taken for a repair.	40.0%.
Level of OIC service.	10.3%.
Quality of work.	17.2%.
Length of time taken to respond to queries.	11.7%.

- 5.6. Senior managers regularly review the Education, Leisure and Housing complaints log to ensure complaints are dealt with timeously, that the Council's Complaints Handling Procedure is adhered to, and that lessons are learned and incorporated into future service provision.

6. Directorate Risk Register

- 6.1. Managers within Education, Leisure and Housing 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:

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Implications of Report

1. **Financial:** none arising directly from this report.
2. **Legal:** The Council's performance monitoring systems help the Council to meet its statutory obligation to secure best value.
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.

Education, Leisure and Housing Directorate Delivery Plan 2024 - 2026

Risk Management Policy and Strategy.

Annexes

Annex 1 – Directorate Delivery Plan Actions.

Annex 2 – Performance Indicators.

Annex 3 – Risk Register.


Education, Leisure and Housing Directorate Delivery Plan 2024-26


Progress against ELH Directorate Delivery Plan 2024-26 at 31 March 2025





Title	Description	Intended Outcome	BRAG		Target Date
1.1 Budget Management	In line with Council approved Budget Management Strategy, follow this process by allocating each service area budget saving targets.	Review service delivery - Ensure that we continue to deliver vital services to the people of Orkney in a sustainable way. Strengthening Communities.	BLUE	⬆️	30-Apr-2024
Lead	Comment				
James Wylie	All service areas were allocated a three-year savings target linked to the service budget allocation as a percentage of the overall budget. For example, if the service is allocated 10% of the overall budget then the service was to find 10% of the Directorate saving targets.				


Title	Description	Intended Outcome	BRAG		Target Date
1.2 Budget Management	Heads of Service and Service Managers to evaluate service budgets and delivery and identify budget saving options.	Review service delivery - Ensure that we continue to deliver vital services to the people of Orkney in a sustainable way. Strengthening Communities.	BLUE	⬆️	31-May-2024
Lead	Comment				
James Wylie	Heads of Service and Service Managers evaluated all budget lines and the operational use of budgets to identify areas where budget savings could be identified. The principal aim was that savings should not see service areas' resource reduced and additional workload added for staff. In many cases, identified savings for member consideration resulted in reduction of service delivery.				


Title	Description	Intended Outcome	BRAG		Target Date
1.3 Budget Management	Service Managers to present suggested budget management options to the Extended Directorate Management Team meeting to agree options to be progressed to Corporate Leadership Team (CLT) for consideration.	Review service delivery - Ensure that we continue to deliver vital services to the people of Orkney in a sustainable way. Strengthening Communities.	BLUE		30-Jun-2024
Lead	Comment				
James Wylie	Service Managers presented their suggested budget management options to the Extended Directorate Management Team for scrutiny. Some service areas were able to identify savings to meet their three-year targets but without a change in statutory policy other service areas were unable to meet their targets.				


Title	Description	Intended Outcome	BRAG		Target Date
1.4 Budget Management	Corporate Director to present strategy position and budget management options to CLT for consideration.	Review service delivery - Ensure that we continue to deliver vital services to the people of Orkney in a sustainable way. Strengthening Communities.	BLUE		30-Jun-2024
Lead	Comment				
James Wylie	The Corporate Director presented the agreed strategy position and budget saving proposals as agreed by the Extended Directorate Management Team. The agreed strategy was to allocate savings targets linked to the service budget allocation as a percentage of the overall budget. For example, if the service is allocated 10% of the overall budget, then the service was to find 10% of the Directorate saving targets. Savings proposals were presented, and strategy and proposals were scrutinised by the CLT. All proposals were agreed to be put forward to Elected Members at a seminar.				


Title	Description	Intended Outcome	BRAG		Target Date
1.5 Budget Management	Corporate Director to present strategy and budget management options agreed by CLT to elected members at a members' seminar for indication on next steps.	Review service delivery - Ensure that we continue to deliver vital services to the people of Orkney in a sustainable way. Strengthening Communities.	BLUE		30-Jun-2024
Lead	Comment				
James Wylie	The Corporate Director presented the agreed Directorate saving options to the CLT for scrutiny. The presented saving options were accepted by the CLT.				


Title	Description	Intended Outcome	BRAG		Target Date
1.6 Budget Management	Extended Directorate Management Team to progress work as guided by members' seminar to collate further detail for the proposed budget management proposals.	Review service delivery - Ensure that we continue to deliver vital services to the people of Orkney in a sustainable way. Strengthening Communities.	BLUE		31-Aug-2024
Lead	Comment				
James Wylie	Heads of Service and Service Managers completed required budget proformas providing details, including risks, for every agreed savings proposal.				


Title	Description	Intended Outcome	BRAG		Target Date
1.7 Budget Management	Detailed proposals with risk assessments to be brought to Extended Directorate Management Team meeting for consultation.	Review service delivery - Ensure that we continue to deliver vital services to the people of Orkney in a sustainable way. Strengthening Communities.	BLUE		30-Sep-2024
Lead	Comment				
James Wylie	The Extended Directorate Management Team scrutinised all proformas prior to submission to the Corporate Leadership Team with Services Managers taking the team through their proformas for fact checking and shared understanding of the proposals and risks associated with each saving.				


Title	Description	Intended Outcome	BRAG		Target Date
1.8 Budget Management	Corporate Director to update CLT outlining risks and shortfall if there are any.	Review service delivery - Ensure that we continue to deliver vital services to the people of Orkney in a sustainable way. Strengthening Communities.	BLUE		30-Sep-2024
Lead	Comment				
James Wylie	All relevant proformas with associated risks were presented to the Corporate Leadership Team by the Corporate Director, scrutinised and agreed.				

Title	Description	Intended Outcome	BRAG		Target Date
1.9 Budget Management	Extended Directorate Management Team to present detailed budget management plans to elected members at a second members' seminar.	Review service delivery - Ensure that we continue to deliver vital services to the people of Orkney in a sustainable way. Strengthening Communities.	BLUE		31-Oct-2024
Lead	Comment				
James Wylie	The Extended Directorate Management Team presented detailed overviews of the proposed budget savings over a whole-day seminar. Detailed scrutiny took place throughout the day.				

Title	Description	Intended Outcome	BRAG		Target Date
1.10 Budget Management	Suggestions from the member seminar to be presented to the Education, Leisure and Housing Committee through a Committee Report (target date to be confirmed through CLT).	Review service delivery - Ensure that we continue to deliver vital services to the people of Orkney in a sustainable way. Strengthening Communities.	BLUE		31-Dec-2026
Lead	Comment				
James Wylie	Saving proposals were presented to the Policy and Resources Committee.				

Title	Description	Intended Outcome	BRAG		Target Date
1.11 Budget Management	Extended Directorate Management Team to action consultation where required and implementation of the plan.	Review service delivery - Ensure that we continue to deliver vital services to the people of Orkney in a sustainable way. Strengthening Communities.	BLUE		31-Dec-2025
Lead	Comment				
James Wylie	Consultation was carried out for relevant budget savings options.				

Title	Description	Intended Outcome	BRAG		Target Date
2.1 Service Reviews (Sport and Leisure Service, Culture Service, and Library and Archives)	Following established governance from Council, commission external consultants to review both the Culture Service and the Sport and Leisure Service to identify future operating models to establish financially sustainable, quality service provision.	Review service delivery - Ensure that we continue to deliver vital services to the people of Orkney in a sustainable way. Strengthening Communities.	BLUE		31-May-2025
Lead	Comment				
James Wylie	External consultants for both the Culture and Sport and Leisure reviews have been appointed and final reports received which will now be considered by the individual member officer working groups.				

Title	Description	Intended Outcome	BRAG		Target Date
2.2 Service Reviews (Sport and Leisure Service, Culture Service, and Library and Archives)	Request the creation of three Member Officer working groups, one for the Culture Service, one for the Sport and Leisure Service and one for the Library and Archive Service.	Review service delivery - Ensure that we continue to deliver vital services to the people of Orkney in a sustainable way. Strengthening Communities.	RED		31-Mar-2025
Lead	Comment				
James Wylie	<p><u>Culture Service</u></p> <p>In 2022 funds were made available to carry out a full consultant-led review of the Culture Service. The objective was to produce an options appraisal with strategic recommendations for a framework and a risk register to help the Council identify the most economically advantageous delivery model or models for Cultural Services that will inform planning of the Cultural Services for the next ten years and beyond.</p> <p>Bryn Jones Associates (BJA) were appointed to carry out the review in March 2023. The team visited Orkney in June 2023, carried out desktop research and consultation with Members, Officers, visitors and Orkney residents through the remainder of the summer, and submitted their final report in December 2023.</p> <p>In February 2024, a short-life member/officer working group (MOWG) to consider the findings of the consultant-led review of the Culture Service was established by the Education, Leisure and Housing Committee.</p> <p>The MOWG met on the following occasions:</p> <ul style="list-style-type: none"> • 11 June 2024 – initial meeting with presentations from Culture Team officers and key stakeholders • 14 June 2024 – site visits to Scapa Flow Museum, Kirbuster and Corrigall Farm Museums, the Orkney Museum, St Magnus Cathedral and the Museum Stores • 5 July 2024 – presentation by Bryn Jones Associates and discussion. <p>The work of the MOWG resumed in November 2024. Six themed position papers were to be prepared analysing in detail the following elements of Culture offer:</p> <ul style="list-style-type: none"> • St Magnus Cathedral • Museums 				

- Collections
- Arts Development
- Digital
- Heritage Structures

Meetings of the MOWG were paused until the outcome of the proposed Council management restructure was established, then meetings will restart.

Sport and Leisure Service

In 2022 funds were made available to carry out a full consultant-led review of the Sport and Leisure across Orkney. The objective was to produce an options appraisal with strategic recommendations for a framework and a risk register to help the Council identify the most economically advantageous delivery model or models for sport and leisure across Orkney for the next ten years and beyond.

In March 2024, a short-life member/officer working group (MOWG) to consider the findings of the consultant-led review of the Sport and Leisure in Orkney was established by the Education, Leisure and Housing Committee.

Strategic Leisure were appointed to carry out the review of Sport and Leisure and carried out desktop research and consultation with Members, Officers, visitors, the Pickaquoy Centre Trust and Orkney residents and submitted their final report in April 2024.

The MOWG for Sport and Leisure had its first meeting on 12 June 2024, with Council officers, and partners providing an overview of sport nationally (sportscotland) and locally from the Council, Orkney 2025, the Pickaquoy Centre and NHS Orkney.

The MOWG for Sport and Leisure met again on 23 August 2024 to visit several sites and facilities.


It was agreed that the work of the MOWG for Sport and Leisure be paused to progress the work of the Culture review.


Meetings of the Sport and Leisure MOWG will restart following the 2025 summer recess.

Library and Archive Service

There has been no request made for the creation of a MOWG for the Library and Archives as no budget has been identified to fund a review of the service, therefore if there is to be a review of the Library and Archive service and the subsequent creation of a MOWG additional budget will be required.

	Without sufficient budget to carry out a review of the Library and Archives service, this action will not be able to be completed.
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Title	Description	Intended Outcome	BRAG		Target Date
2.3 Service Reviews (Sport and Leisure Service, Culture Service, and Library and Archives)	Member Officer Working Groups to present recommendations to members through member seminars.	Review service delivery - Ensure that we continue to deliver vital services to the people of Orkney in a sustainable way. Strengthening Communities.	RED		28-Feb-2025
Lead	Comment				
James Wylie	The individual MOWGs for the Culture Service and the Sport and Leisure Service will present recommendations to members through members' seminars. The date for the Culture review to be presented to members was initially set for 28 May 2025, however, the work of the MOWG was postponed until the outcome of the Council's staffing restructure was known, therefore the target date for this action will have to be revised. A suggested revised date is December 2026, although it is estimated that the findings of the Culture MOWG will be presented later in 2025.				

Title	Description	Intended Outcome	BRAG		Target Date
2.4 Service Reviews (Sport and Leisure Service, Culture Service, and Library and Archives)	Recommendations from the Member Officer Working Group and suggestion from the member seminar to be presented to the Education, Leisure and Housing Committee.	Review service delivery - Ensure that we continue to deliver vital services to the people of Orkney in a sustainable way. Strengthening Communities.	RED		31-Mar-2026
Lead	Comment				
James Wylie	The outcome of this action will be dependent on the progress of action 2.3. As a result, a suggested revised date for this action is Dec 2026.				

BRAG key

Red - the action is experiencing significant underperformance, with a medium to high risk of failure to meet its target.

Amber - the action is experiencing minor underperformance, with a low risk of failure to meet its target.

Green - the action is likely to meet or exceed its target.

Blue – the agreed action has been progressed to completion.

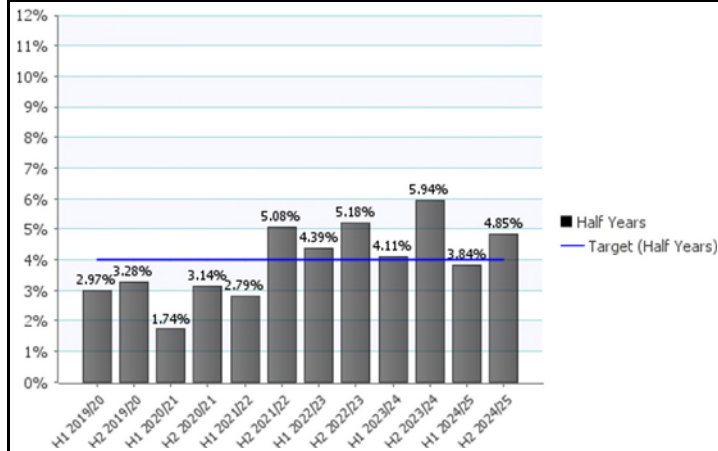
Education, Leisure and Housing Performance Indicator Report

Service Performance Indicators at 31 March 2025



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%	4.85%	6.1%	AMBER	⚠
Comment				
This indicator has seen a slight rise from 3.84% to 4.85% in the past six months, which brings it outside target. Our records indicate that over 47% of sickness absences are short term absences due to minor illnesses/conditions. Service Managers have identified specific areas of concern and are working with managers directly.				

Trend Chart



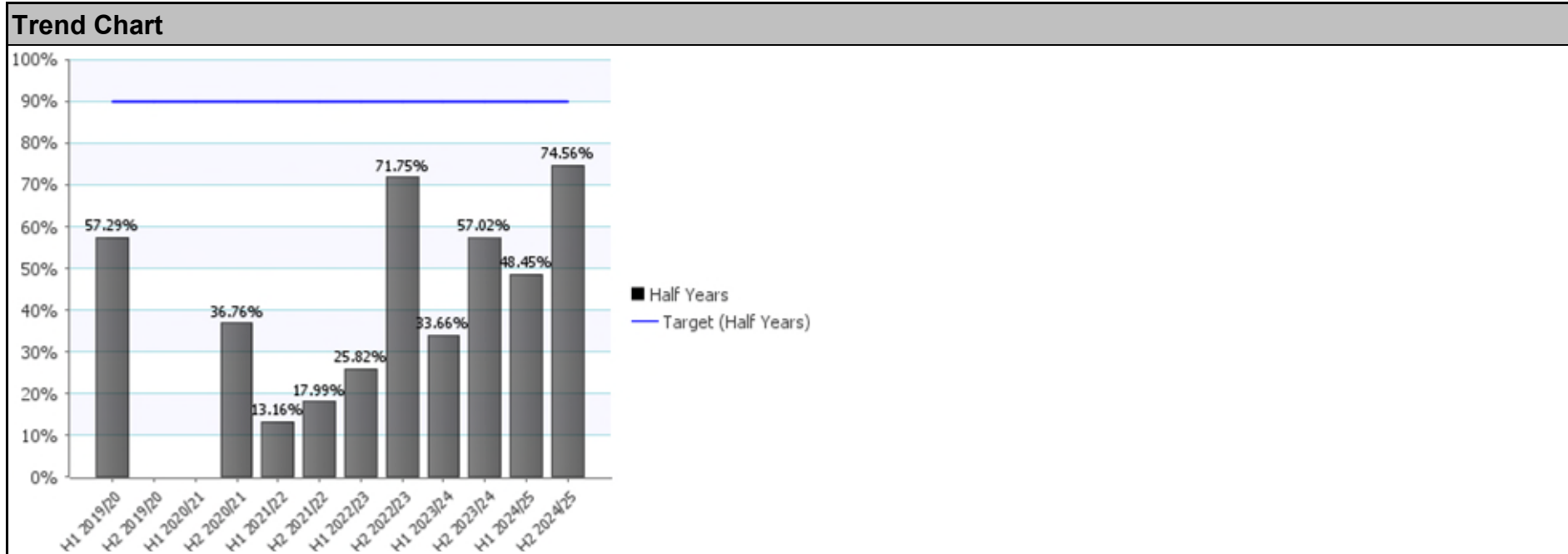
Performance Indicator

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%	74.56%	79%	RED	

Comment

Out of the 232 absences, 173 are recorded as having management interventions which is a significant improvement on the previous reporting period. Directorate staff will continue to monitor this regularly, with Service Managers following up with relevant line managers to ensure that interventions are being carried out and recorded as per policy.

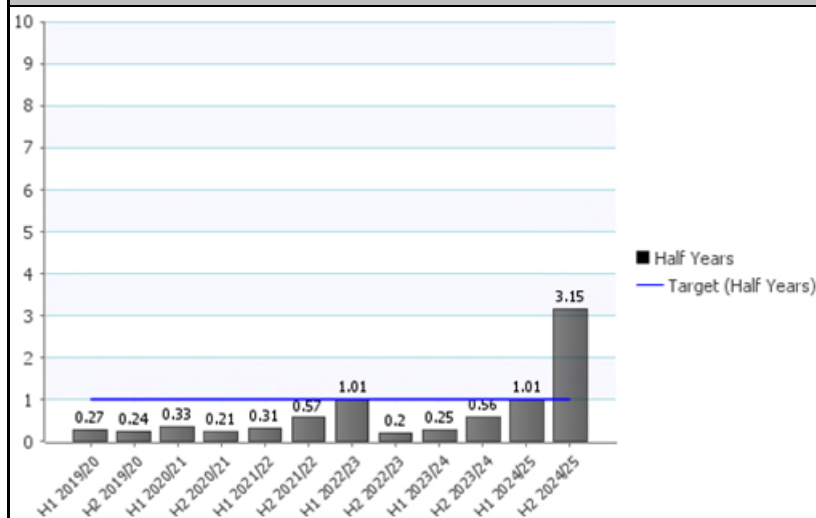


Performance Indicator				
CCG 03 – Staff accidents – The number of staff accidents within the service, per 30 staff per year.				
Target	Actual	Intervention	RAG	
1	3.15	2.1	RED	
Comment				
The directorate is demonstrating an increasing trend of accident reporting for the 12-month rolling period report in this quarter. The prevailing trend can be attributed to ELH's targeted efforts to gain oversight and establish accurate information regarding acts of violence in OIC schools. Previously, this Performance Indicator did not incorporate such reporting.				

Across Scotland, incidents of violence in schools are reported to be increasing. ELH acknowledges this trend and there has been a concerted effort to support all staff in the recording of such incidents in the past year. Additionally, it should be noted at this time, ELH are implementing safety measures to address the reports, including risk assessment management, providing additional staff training, and collaborating with the Council's Safety and Resilience Team to support staff well-being. Policy development is also underway to establish clear and supportive strategies for fostering positive relationships and behaviours within schools.

RIDDOR: During this reported 12-month period there have been 0 RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) reportable accidents.

Trend Chart



Performance Indicator

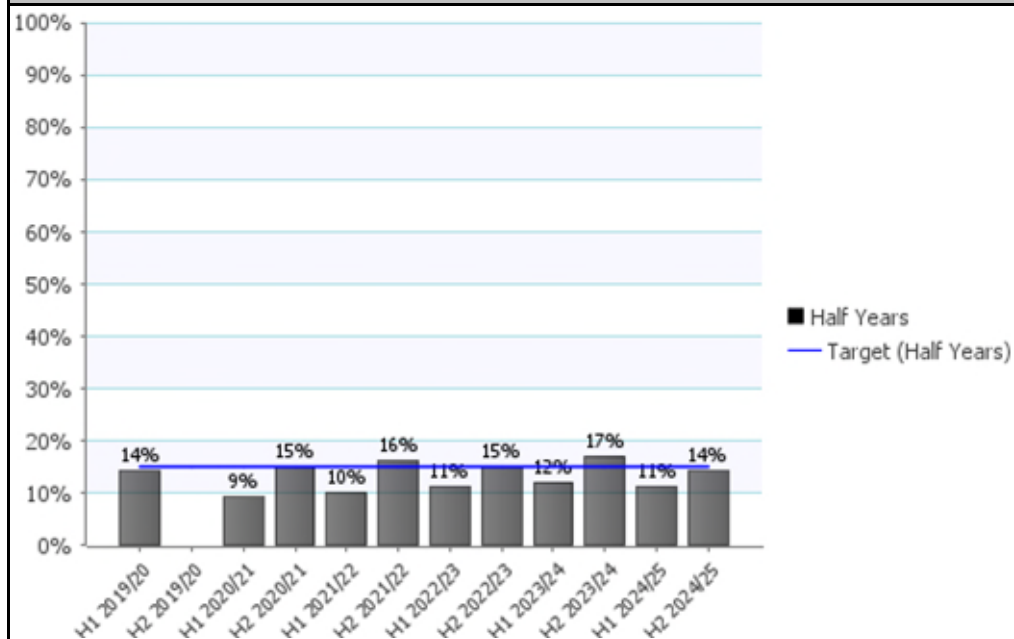
CCG 04 – Budget control – The number of significant variances (priority actions) generated at subjective group level, as a proportion of cost centres held.

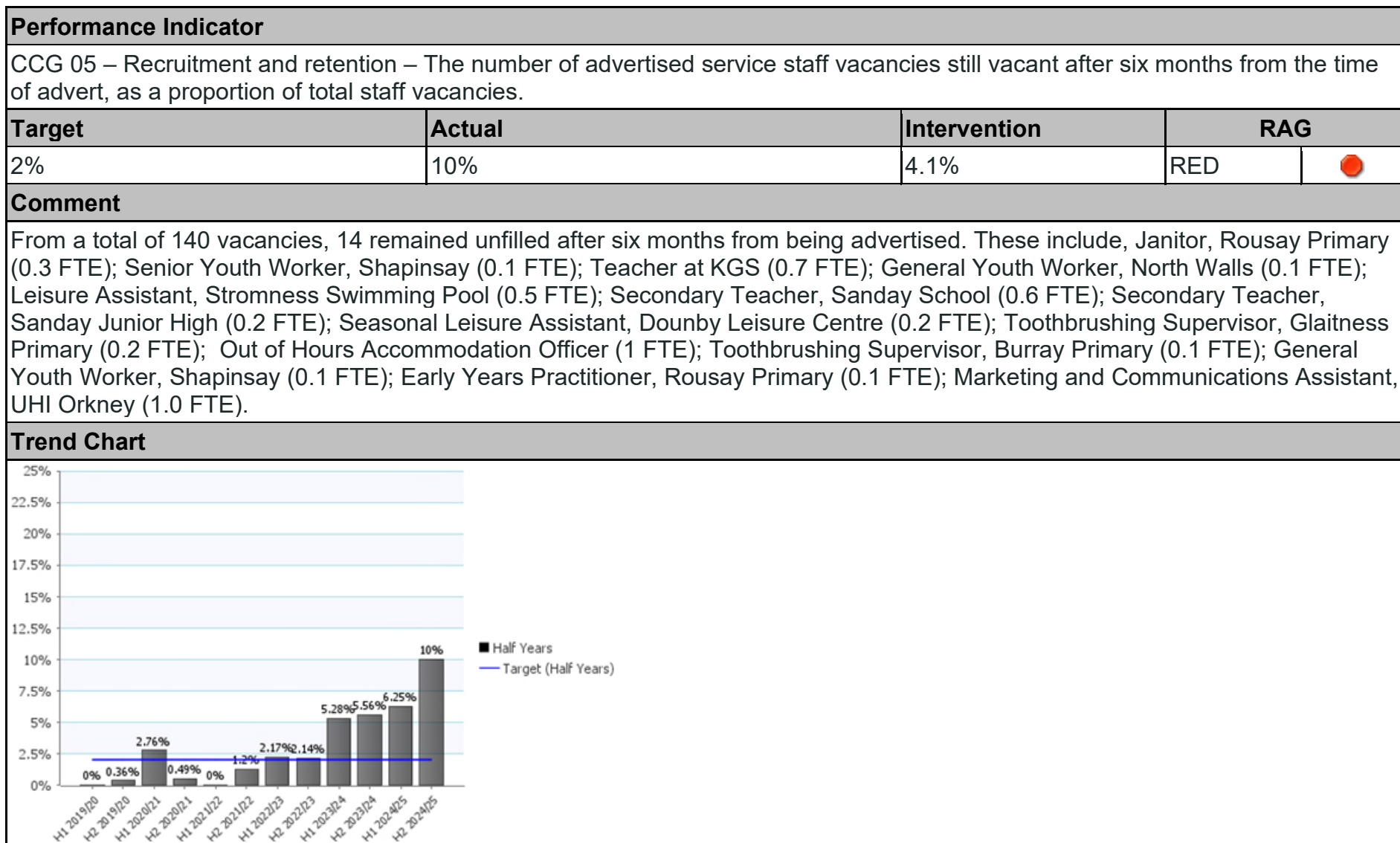
Target	Actual	Intervention	RAG	
15%	14%	31%	GREEN	▶

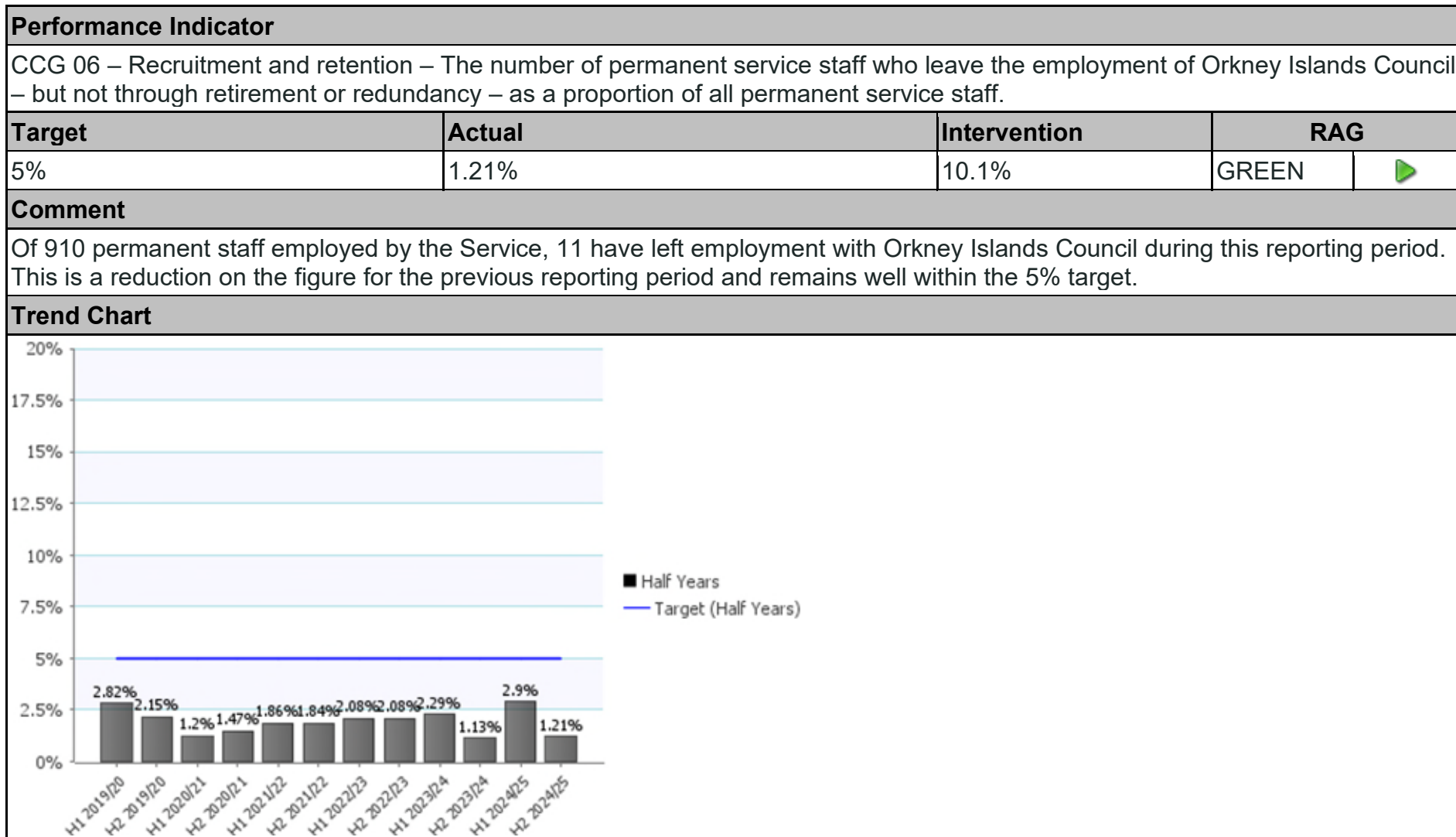
Comment

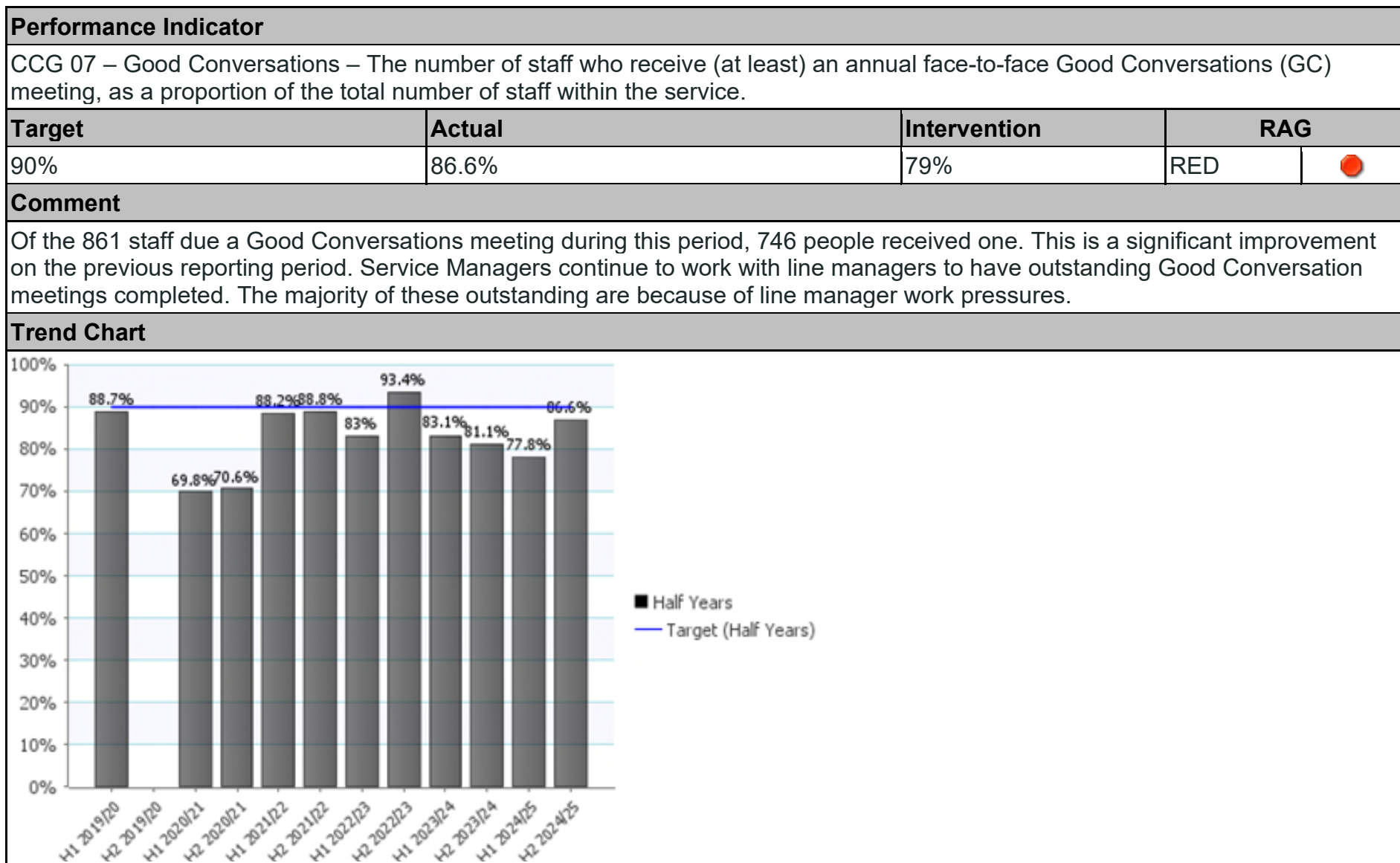
There has been a rise in the number of variances since the last reporting period although the percentage remains within target. The figures in this table show a consistent trend at Q2 and Q4 of the financial year across several years. Directorate staff continue to monitor budget management regularly and budget holders continue to demonstrate effective budget management within Education, Leisure and Housing.

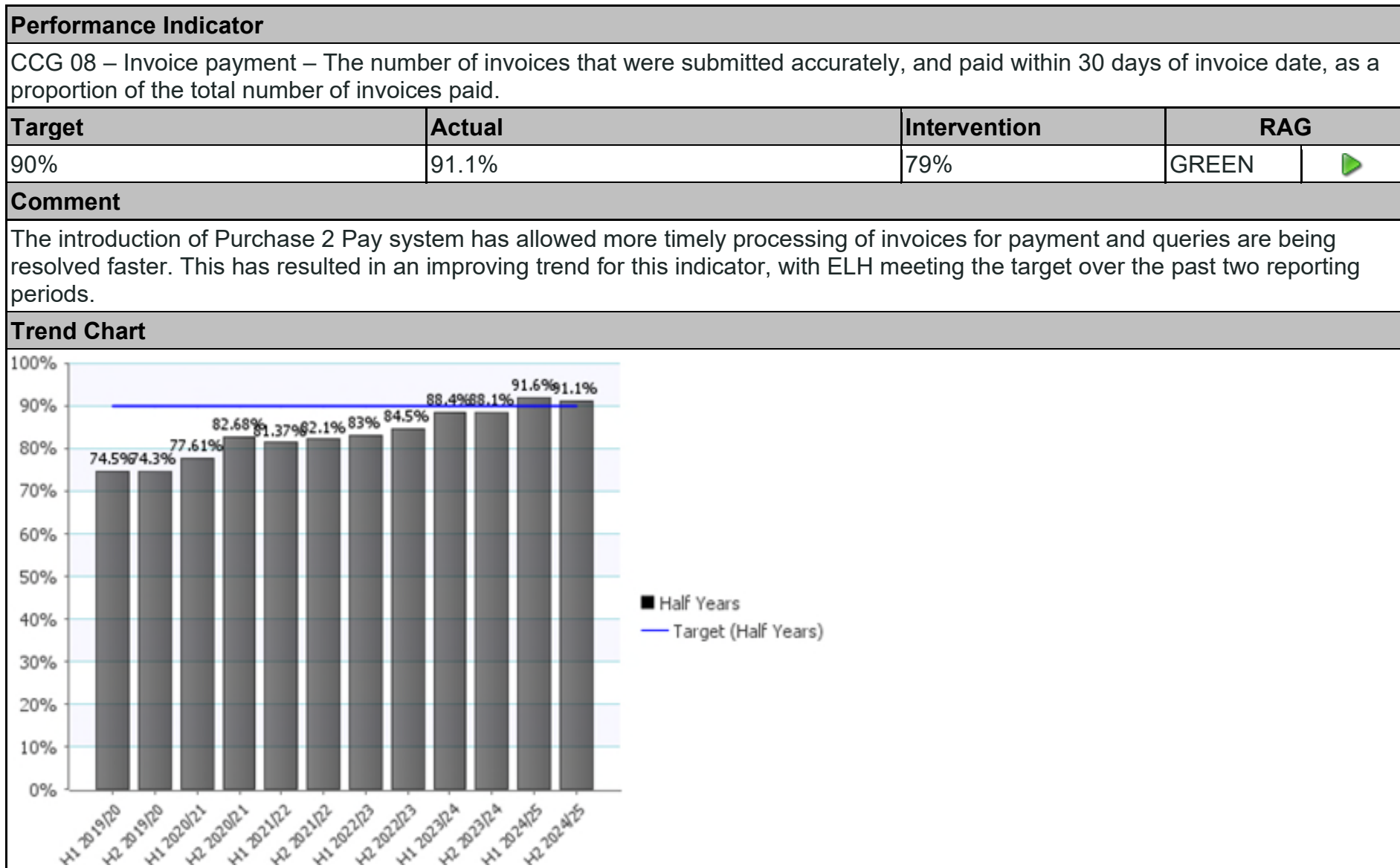
Trend Chart

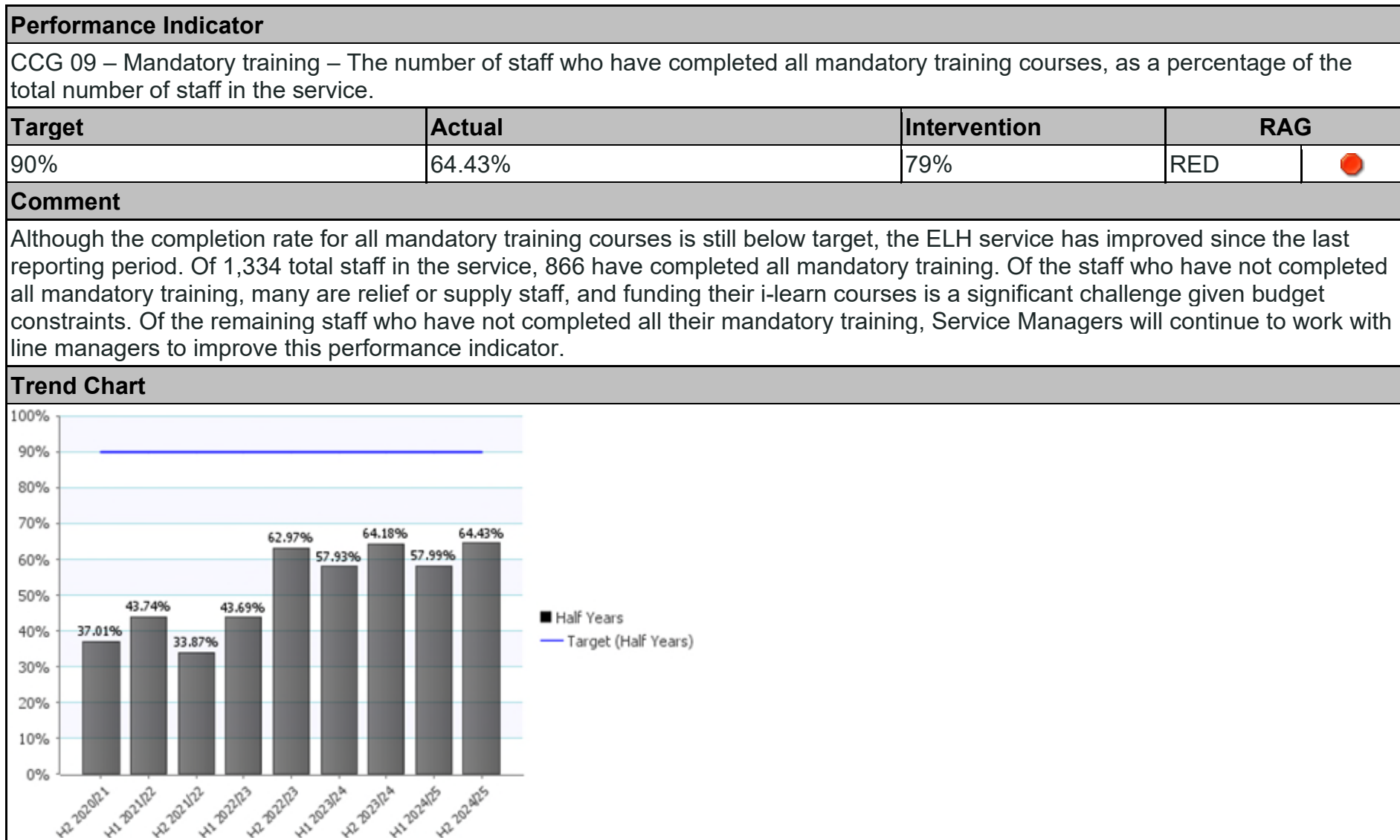












BRAG key

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 completion.

Education, Leisure and Housing Risk Register – April 2025

Strategic Risks

Cluster.	Risk Number.	Owner.
Financial.	1.	Corporate Director for Education, Leisure and Housing.
Staffing.	2.	Corporate Director for Education, Leisure and Housing.

Operational Risks

Cluster.	Risk Number.	Owner.
Financial.	1, 3, 4, 5, 6, 7, 8, 9, 10, 11	Corporate Director for Education, Leisure and Housing.
Staffing.	2, 3, 7.	Corporate Director for Education, Leisure and Housing.

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 – Financial Pressures.

Likelihood.	5	Impact.	4.	RAG.	Amber.	Current Risk Score.	20	Target Risk Score.	15.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
<p>It is predicted that ongoing savings will be required each year. The next three years require significant savings for E, L & H (£3.5m).</p> <p>Level of funding for the service is insufficient to maintain the existing standard and range of provision.</p> <p>Lateness of award and lack of certainty around some Scottish Government funding leads to additional pressure on services.</p> <p>Inflation and pay settlements, combined with a standstill budget and/or budget reduction further reduces the capacity to maintain a safe standard of provision.</p>	Reduced resource base	<p>Decrease in the quality and resilience of the services provided by ELH (as assessed by inspectors and regulators).</p> <p>Reduction in service offer.</p> <p>Disinvestment in professional learning offer for staff teams.</p> <p>Possible reduction to progress, achievement and attainment of learners.</p> <p>Spiral of decline as increasing time and resource spent on accounting for service failures and complaints, and on making cases for discrete resource allocations in-year.</p> <p>Additional strain placed on staff many of whom already work significant additional hours.</p> <p>Insufficient houses and higher levels of disrepair.</p>	<p>Ensure 'fair' distribution of available funding to mitigate differential impacts across the service.</p> <p>Increase budget management and scrutiny to identify both significant and marginal efficiencies.</p> <p>Manage ad-hoc grants to minimise unplanned commitments 'in kind'.</p> <p>Manage vacancies where possible to optimise in-year savings.</p> <p>Explore and exploit opportunities for sharing costs and/or community funding.</p> <p>Oversee budget management.</p> <p>Continue work to identify additional efficient/different ways of working/ service redesign to release budget savings and increase income generation.</p> <p>HRA Business Plan developed – close monitoring to continue.</p>

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
<p>Impact of Council's strategic financial plan exacerbates the vulnerability.</p> <p>Some aspects of service provision are reliant on income through income generation, donation or sales which cannot be entirely guaranteed.</p> <p>The funding regime for housing development in Scotland leads to difficulties in making development achievable, given the range of pressures on a small Housing Revenue Account. This, in turn, is impacting on affordable housing provision.</p> <p>Additional changes to welfare benefits following the further rollout of Universal credit and existing impact of original roll out (from September 2018) plus the legacy of the pandemic has resulted in increased rent arrears.</p>		<p>Reputational impact; Community impact; Impact on staff morale; Increase in difficulty with recruitment and retention; Potential staff losses either through ill health or choosing to leave the Council; Economic impact if people leave the islands; potential limitations on housing development (unless additional provider(s) can be sourced); Increased homelessness; Additional housing pressure; Sustainability threatened in fragile communities; Increased rents; Failure to meet SHNZS (Social Housing Net Zero Standard); Reduced staff wellbeing and increased staff illness; Potential impact on vulnerable groups within society.</p> <p>Increased requests for additional funding from third sector agencies who receive funding and who deliver vitally important services for us at a cost below that of internal delivery.</p> <p>Reduction in income due to cost of living crisis.</p>	<p>Working with alternative housing providers who may be prepared to build in Orkney.</p> <p>Reduction of service provision in some areas / loss of services to maintain core activities.</p> <p>Work with Scottish Government to ensure more efficient and effective ways of working through multi-year funding.</p> <p>Request island impact assessment to ensure island circumstances are considered in funding allocations.</p>

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
<p>Reduction or loss of key services.</p> <p>Difficulty with covering costs of casual / relief staff.</p> <p>Difficulty with backfilling maternity leave etc.</p>			

Risk Title: 02 – Recruitment / Retention Challenges.

Likelihood.	5.	Impact.	4.	RAG.	Amber.	Current Risk Score.	20.	Target Risk Score.	16.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
<p>Some posts remain very difficult to fill. For example, Housing staff, Tenant Participation Staff, Sheltered Housing staff, Papdale Halls, School Catering Staff (particularly cooks), Admin staff, ELC practitioner, Employability Keyworkers, some teaching posts, Staff on insecure contracts eg employability staff and Management staff. Recruitment and retention failures result in un-filled posts.</p> <p>Some posts are subject to annual or specific funding from Scottish Government which are subject to a lack of certainty which limits post security and may potentially limit ability to be flexible with use of staffing resource (Employability,</p>	<p>Key posts still remain unfilled following another recruitment drive, casual and relief staff unavailable and often unaffordable.</p>	<p>Reduction in service offer, including not offering undersubscribed courses.</p> <p>Inability to meet the Safe Staffing Standard and / or operational standards.</p> <p>Capacity to deliver specific curriculum subjects compromised.</p> <p>Service failure with respect to progress, achievement, and attainment of learners.</p> <p>Lower quality of service as assessed by inspectors and regulators.</p> <p>Increase in workload and pressure on existing teams.</p> <p>Capacity to deliver specialist housing services is compromised.</p> <p>Capacity to deliver full school meals offering across all schools is compromised.</p> <p>Reduction in performance standards across all Services; Reputational impact; Community impact; Concern about closures;</p>	<p>Support access routes (initial training, career change programmes).</p> <p>Provide support to unqualified staff to gain relevant qualifications.</p> <p>Support for ‘grow your own’ staff / succession planning and mentoring. This may include incentives to encourage staff retention.</p> <p>Use recruitment processes to ensure applicants are aware of opportunities and (if unsuccessful) are open to continue to seek employment with the Council.</p> <p>Continue to use appropriate alternatives including the use of agency staff (where affordable).</p> <p>Seek to challenge position with insecure Scottish Government funding.</p> <p>Essential workers housing strategy to assist with recruitment / retention of essential workers.</p>

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
<p>Cultural Services, Housing Support for Refugees etc).</p> <p>Vacancies remain unfilled for an extended period.</p> <p>Limited access to appropriately qualified workforce, hampers recruitment, including the availability of casual and relief staff.</p> <p>Age profile of staff and singleton posts in some areas leads to increasing risk of loss through retirement, sickness absence etc. Vulnerability due to certain health conditions including mental health. Difficulty with backfilling maternity and ensuring staffing levels required for services registered with Care Inspectorate / Safe Staffing / Operational Standards.</p> <p>Turnover rate rises to unsustainable levels.</p>		<p>Impact on staff morale; Economic impact if people leave the islands.</p> <p>Negative impact upon staff wellbeing and sickness rates.</p> <p>Increased challenge in recruiting quality candidates.</p>	

Risk Title: 03 – Unmet Additional Support Needs.

Likelihood.	5	Impact.	4.	RAG.	Amber.	Current Risk Score.	20.	Target Risk Score.	16.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
<p>Demand across service areas is outwith capacity to deliver.</p> <p>Impact of available additional support is limited as it is shared across too many needs.</p>	<p>Increased demand for additional support combined with an increase in the indicators of unmet need.</p>	<p>Appropriate additional support (approaches to learning and teaching, support from personnel, and provision of resources) to meet the needs of learners / residents is not available.</p> <p>Service fails to meet statutory duties.</p> <p>Facilities with or without support insufficient to meet needs and demands.</p> <p>Level of dissatisfaction increases.</p> <p>Number of complaints increases.</p> <p>Resources diverted to manage complaints and if necessary, legal challenge, which exacerbates the vulnerability.</p> <p>Increase in difficulty with recruitment and retention.</p>	<p>Improve and increase efficient and effective use of available resources.</p> <p>Improve and increase staff confidence and capability.</p> <p>Explore and exploit opportunities for collaborative work within and across service and agencies to deliver preventative and early intervention service models.</p> <p>Explore and exploit budget and funding options to increase sufficiency and capacity.</p> <p>Explore staffing needs on a regular basis.</p>

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
		Reduction in staff morale. Increase in staff sickness absence levels.	

Risk Title: 04 – IT Systems Capability.

Likelihood.	4.	Impact.	4.	RAG.	Amber.	Current Risk Score.	16.	Target Risk Score.	12.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
<p>IT systems insufficiently developed to meet contemporary needs within Service</p> <p>Insufficient wifi within Council buildings limits the flexible and efficient use of staff and buildings</p> <p>Access to modern apps, services etc limited can't access and communicate with service users in expected ways, future provision of AI (or risks of, not planned for)</p> <p>Manual systems required to be developed or maintained, resulting in unnecessary/inappropriate use of resources.</p>	<p>The Council fails to maintain and develop information management systems that support the current and future needs of the Service appropriately.</p> <p>Education, Leisure and Housing management information systems fail to support the Service appropriately.</p>	<p>Inability to achieve an acceptable level of efficiency (as might be achievable in organisations with more appropriate IT systems).</p> <p>Needs of service users, children/young people/residents, parents/ carers, staff, other stakeholders are not efficiently met.</p> <p>Service ability to provide external bodies with the information they require is impaired.</p> <p>Manual/alternative approaches are costly (diverting resources and time away for core activity) and potentially less 'safe'.</p> <p>Long lead in times for implementing new IT packages means that efficiencies are not realised or become redundant.</p>	<p>Establish a systems review and development roadmap.</p> <p>With colleagues across the Council, explore the possibility of taking a project development approach to improvement.</p> <p>Continue to review effectiveness of SEEMIS and Northgate undertake upgrades as a planned process (includes implementation of direct debit).</p> <p>Concerto continues to be expanded to include all asset management requirements. Ensure provision for homelessness and advice monitoring is developed.</p>

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
Lack of dedicated resource (both staffing and financial) for systems administration and development		<p>Inability to communicate with service users to meet expectations of modern service users.</p> <p>Limit ability for income generation / collection eg through online shop provision / income collection apps etc (staffing is also a limitation).</p> <p>Inability to work with partner agencies in a modern manner eg online housing application / common housing register.</p>	

Risk Title: 05 – Expansion of Childcare Provision/Provision of Non-statutory Provision.

Likelihood.	4	Impact.	3	RAG.	Amber	Current Risk Score.	12	Target Risk Score.	9
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
Leadership capacity. Insufficient number of high quality and / or qualified practitioners.	Failure to recruit high quality candidates.	Lack of leadership in settings. Vacant posts and repeated recruitment. Impact on quality and outcomes for children. Failure to meet National Standard.	Refocus the Leadership pathway to develop leadership capacity within the workforce. Support practitioners to gain BA in Childhood Practice and establish requirement within job description. Implementation of head teacher training to support development of pedagogical leadership capacity. Continue to work with UHI Orkney to review the availability and quality of courses on offer.
Insufficient budget to meet emerging demands of Scottish Government.	Legislation/policy insufficiently funded for the local context (e.g. discretionary deferrals, nursery milk and snack).	Budget overspend.	Lobby Scottish Government so that they take account of the unique island challenges relating to new policies. Ensure Orkney attendance at national meetings / forums to ensure the remote and rural voice is heard. Ensure Elected Members and the Corporate Leadership Team are well briefed prior to national meetings.
Financial model for 0-3 service becomes unviable.	Inability to appoint adequate numbers of practitioners to ensure maximum ratio and maximum income.	Greater than acceptable losses. Service failure in workplaces due to lack of childcare available.	Review and revise parental service contract with consideration for advance payments. Carefully monitor occupancy, staff ratios and fee payment to ensure the setting is running as efficiently as possible.

Risk Title: 06 – Cost of living crisis.

Likelihood.	4.	Impact.	4.	RAG.	Yellow.	Current Risk Score.	16.	Target Risk Score.	12.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
<p>Cost of living crisis is likely to exacerbate inability to pay housing costs. Impact of welfare reform and further changes to welfare benefits continue to impact on ability to pay rent and this has been exacerbated by the initial rollout of Universal Credit (2018/19), Tax Credit transition to Universal Credit (rollout to all remaining groups) during 2024 and the impact of the pandemic.</p> <p>Negative impact on those we work to support across E, L & H.</p> <p>Meal provision not chosen by particular groups such as Primary 6 and 7 and including S3 due to cost.</p>	<p>Reduced income for HRA, increased provision for bad debt, increased homelessness.</p> <p>Increased demand for service and inability to meet need.</p> <p>Meal of lower nutritional value chosen instead.</p>	<p>More rent arrears; Increased impact on HRA; Increased homelessness; Loss of staff; Failure to meet SHNZS (Social Housing Net Zero Standard); Damage to reputation re arrears figures (previously were very good); Negative impact on rural/isles area.</p> <p>Reduced Income levels from OIC (rents) and the general public.</p> <p>Rise in children living in poverty.</p> <p>Inability to meet the required needs of communities leading to increasing vulnerability and exacerbating future demand for services.</p> <p>Poor learning and poor school experience and need for additional services in future.</p>	<p>HRA Business Plan to continue to be monitored.</p> <p>Issues of affordability are considered in respect of potential impact of annual rental increase.</p> <p>Monitor situation and continue to pursue rent arrears and also to try and prevent other households from falling into arrears by encouraging payment in advance and seeking to identify vulnerable households at as early a stage as possible.</p> <p>Continue to work with the Cost-of-Living Taskforce and Strategic Children's Services Planning Group.</p> <p>Issues of affordability are considered in respect of potential projects and costs.</p> <p>Continue to increase awareness of free school meal criteria and awareness of anonymity. New ordering system will ensure complete anonymity between those who pay and those who don't. Information re system being disseminated to all users through user groups etc. Includes provision of nutritional advice, recipes etc.</p>

Risk Title: 07 – Tertiary Sector (UHI Orkney) Funding and Business Plan.

Likelihood.	4	Impact.	4	RAG.	Amber	Current Risk Score.	16	Target Risk Score.	12.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
<p>UHI Orkney fails to achieve zero budget.</p> <p>UHI Orkney requires financial support from OIC to continue to operate in a sustainable manner</p> <p>Curriculum and/or staffing cuts are required to balance budget</p>	<p>Flat/capped funding from Scottish Funding Council in Further Education (FE) sector.</p> <p>Challenges in recruiting sufficient Higher Education (HE) students and subsequent shortfall in activity-based funding.</p> <p>Demand for student support services significantly above budgeted provision and rising.</p> <p>Signing up to the National Recognition and Procedure Agreement for Scotland's Colleges.</p> <p>Staff costs at 70% of budget; Distant Islands Allowance not funded by Scottish Funding Council.</p> <p>Rising costs (see Risk 2 which is particularly significant).</p> <p>Expenditure beyond budget on staff costs with limited scope to offset from other budget lines.</p>	<p>UHI Orkney cannot manage within its resources.</p> <p>Falling student satisfaction</p> <p>Student Support expenditure above budget and/or needs go unmet meaning vulnerable students are placed at risk, increased risk in course delivery and practice, additional pressure and strain on teaching staff or refusal/inability to accommodate some students.</p> <p>Reputational damage, increased complaints against the College and legal challenge.</p> <p>Staff exposed to unnecessary risk or harm.</p> <p>Increase in staff absence or sickness.</p> <p>Reduction in staff morale.</p> <p>Lack of skills, experience and capacity (see Risk 4 which is particularly significant).</p> <p>Growth potential lost.</p> <p>Reduced curriculum leads to skill shortages in the local economy</p>	<p>Improve and reinforce budget monitoring.</p> <p>Work with budget holders collaboratively to understand the budget as a whole and take collective responsibility for balancing income and expenditure across the college</p> <p>Ensure appropriate budget profiling and timely invoicing to support budget monitoring.</p> <p>Participation of budget holders in budget setting</p> <p>Ensure all grant and teaching income is claimed.</p> <p>Implement common course viability assessments ensuring all teaching staff resource is directed to income-generating activity, or less viable but locally significant delivery is offset by income elsewhere.</p> <p>Business planning undertaken with commercial/research areas of college.</p> <p>Restructure admissions staff team to ensure timely processing of applications to support student numbers.</p> <p>Increase corporate training via UHI Orkney for OIC staff training.</p> <p>Explore provision of student support via schools for Senior Phase.</p>

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
	<p>Commercial income below budget.</p> <p>Insufficient funding to sustain aging property assets, which are self-financed by UHI Orkney.</p>	<p>and restricted economic growth for Orkney.</p>	<p>Work with College Employers Scotland to support new funding model for college partnerships with Senior Phase.</p> <p>Work with Island Colleagues to request unions to push for Distant Islands Allowance to be incorporated into national pay bargaining for academic staff.</p> <p>Capitalise on the rebranding and strongly promote the strengths of UHI Orkney.</p>

Risk Title: 08 – Significant demand for emergency accommodation and general needs housing.

Likelihood.	5.	Impact.	4.	RAG.	Amber.	Current Risk Score.	20.	Target Risk Score.	16.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
<p>Inability to meet demand for emergency accommodation (double the number of households are in temporary accommodation than was the case pre-pandemic).</p> <p>Increased housing pressure locally impacting on provision of housing irrespective of tenure.</p>	<p>Current lack of capacity and increased demands due to national policy of rapid rehousing, pressure for housing for essential workers etc.</p> <p>Housing pressures generally mean fewer people can meet their own housing need through private sector tenancies etc.</p>	<p>Significant level of homelessness; Increased risk of OIC being unable to meet its statutory requirements in respect of homelessness; Breaches of unsuitable accommodation order; Out of Orkney placement; Substantial unbudgeted increased financial pressure on OIC; Additional demands placed on smaller staffing base (sourcing accommodation and supporting households in transition); Bad publicity; Recruitment issues exacerbated by housing position.</p>	<p>Keep demand under review.</p> <p>Further review of Temporary Accommodation provision through the Rapid Rehousing Transition Plan. Likely to require additional temporary accommodation to be sourced which is contrary to the national policy position.</p> <p>Delivery of local housing strategy (including homelessness and essential workers) and Strategic Housing Investment Plan etc.</p>

Risk Title: 09 – Failure to meet Social Housing Net Zero Standard (following publication of Scottish Government guidance).

Likelihood.	3.	Impact.	4.	RAG.	Amber.	Current Risk Score.	12.	Target Risk Score.	9.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
<p>Substantially reliant on external funding. Risk that funding is not available.</p> <p>Budgetary position within Housing Revenue Account Business Plan is insufficient due to increases in costs.</p>	<p>Some houses will be below the Social Housing Net Zero Standard.</p>	<p>Government criticism for failing the standard.</p> <p>Failure of Scottish Housing Quality Standard and failure to meet requirements of Scottish Housing Regulator.</p> <p>May have sanctions imposed; Negative impact on inspection results; Adverse effect on tenants; Potential for properties to be damaged as a result of damp, mould, inability to heat etc, Bad publicity leading to increased complaints. Increase in fuel poverty.</p>	<p>Review progress on a regular basis (following confirmation of Scottish Government guidance and confirmation of date). Develop detailed plan to ensure properties meet the Social Housing Net Zero Standard within the designated timescale.</p> <p>Monitor through Annual Return against the Charter in line with requirements of Scottish Housing Regulator</p>

Risk Title: 10 –Buildings and Facilities.

Likelihood.	4.	Impact.	4.	RAG.	Amber.	Current Risk Score.	16.	Target Risk Score.	12.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
<p>Council's financial position leads to reduction of spend on repairs and improvements and gradual decline in quality of buildings</p> <p>Buildings will not meet accessibility / equality requirements.</p> <p>Lack of office accommodation and service user space.</p>	<p>Quality of buildings may decline, and condition / suitability does not meet the standard expected.</p> <p>Quality of internal structures become unsuitable for current use eg food preparation.</p> <p>Buildings lack flexibility to meet needs around accessibility and equality requirements.</p> <p>Insufficient desk and office space for employees and no space to undertake the statutory work of CLD.</p>	<p>Reduced spend on repairs and maintenance leading to poorer quality buildings; safety of buildings declines; historic buildings will be lost without investment; lack of investment in catering equipment will lead to failure to deliver / breach of legislative requirements; no maintenance provision will lead to loss of availability of play areas; impact on staffing requirements due to change to national practice by key agencies including Scottish Fire and Rescue Service.</p> <p>Failure to meet legislative requirements / service user needs.</p> <p>Poor working environment which debilitates the prospects and outcomes of staff.</p> <p>Not meeting the occupational standards and health and safety requirements for office space.</p>	<p>Review progress on an annual basis.</p> <p>Work with partners in NSI to make best use of limited resources. Investigate options for additional income / funding to assist with preservation of some buildings / ensure risk assessments are regularly updated / PPE provided / training provided.</p> <p>Consider suitability of existing buildings and ability to source additional funding.</p> <p>Identify additional office space within OIC building.</p> <p>Secure an external functional space for staff and service users to utilise, especially with the loss of The Learning Link building in 2025 due to financial reductions.</p>

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
		No space for working with user groups and vulnerable people keen to benefit from our services support.	

Risk Title: 11 – Island Games.

Likelihood.	4.	Impact.	4.	RAG.	Amber.	Current Risk Score.	16.	Target Risk Score.	9.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
Significant additional challenges of delivering International Island Games during July 2025.	Risks of insufficient accommodation being available; risks of financial calculations being insufficient leading to significant budgetary impact; risk of insufficient suitably trained staffing to deliver requirements; difficulties in ensuring sufficient resources to feed a substantially increased population; difficulties in ensuring sufficient facilities (toilets, showers, temporary furnishings); challenges with staffing provision (also of day to day service provision on top of island games).	Reputational damage; Significant financial impact on existing budgets intended for general service delivery; Inability to provide for basic needs of incoming population; Potentially increased costs; Hygiene etc challenges; Bad publicity leading to increased complaints.	Continue to plan, in partnership with the lead officer for delivering the International Island Games, to progress and review actions, attend meetings of operational group to deliver and seek to deliver responsibilities for this service in accordance with wider Council responsibilities and 2025 Organising Company.