



Item: 10

Education, Communities and Housing Committee: 3 June 2026.
Performance Monitoring – Education, Communities and Housing.
Report by Director of Education, Communities and Housing.

1. Overview

- 1.1. This report presents performance data for Education, Communities and Housing for the six-month period 1 October 2025 to 31 March 2026, for member's information.
- 1.2. 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.
- 1.3. 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.
- 1.4. The Council Plan 2023-28 noted that each directorate will have a delivery plan describing the priorities that they will deliver.
- 1.5. 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.
- 1.6. 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, Communities 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.
- 1.7. Annex 1 provides the six-monthly updates in respect of the Education, Leisure and Housing Directorate Delivery Plan, with Annex 2 providing actions included in the Strategy, Performance and Business Solutions Directorate Delivery Plan relating to the Performance and Business Support service area.

- 1.8. Annex 3 provides the six-monthly updates in respect of the Education, Communities and Housing cross Council performance indicators.
- 1.9. 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.
- 1.10. Annex 4 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, Communities and Housing for the reporting period 1 October 2025 to 31 March 2026, in respect of directorate priorities and performance indicators, as detailed in Annexes 1, 2 and 3 respectively to this report.
 - ii. Agree the proposed amendments to Directorate Delivery Plan actions as set out in sections 3.2, 3.4 and 3.5 of this report.
 - iii. Note the complaints and compliments made to Education, Communities and Housing in the six-month period 1 October 2025 to 31 March 2026, and for the two preceding six-month periods, as detailed in section 5 of this report.
 - iv. Approve the revised Education, Communities and Housing Risk Register, attached as Annex 4 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. 2.2 Service Reviews (Sport and Leisure Service, Culture Service and Library and Archives).

- 3.3. Due to the recent management restructure, Performance and Business Support has now been integrated into the Education, Communities and Housing Directorate. The actions included in the Strategy, Performance and Business Solutions Directorate Delivery Plan will be incorporated into the Education, Communities and Housing Directorate Delivery Plan in future reports. In this report, those actions are shown as Annex 2.
- 3.4. Set out below are those Directorate Delivery Plan actions assessed as requiring an amendment to the target date:
- 15c – Refresh project management framework and develop tool, approaches, and training with a focus on people, outcomes, and benefits realisation – target date to be extended from 31 March 2026 to 31 March 2027.
- 3.5. Set out below are those Directorate Delivery Plan actions assessed as Blue within Annex 2, namely those which have been progressed to completion and are now being recommended for removal from the Directorate Delivery Plan.
- i. 09b Community Councils – Improve communications on the work of Community Councils.

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, Communities and Housing is attached as Annex 3.

5. Directorate Complaints and Compliments

- 5.1. Table 1 below sets out the complaints and compliments made to Education, Communities and Housing in the six-month period 1 October 2025 to 31 March 2026, and for the two preceding six-month periods.

Table 1.	Six months ending 31 March 2025.	Six months ending 30 September 2025.	Six months ending 31 March 2026.	Totals.
Complaints.	54.	47.	37.	138.
Compliments.	31.	42.	20.	93.

- 5.2. Table 2 set out a breakdown within the service of complaints and compliments for the six months ending 31 March 2026:

Table 2.	Complaints.	Compliments.
Catering.	0.	0.
Community Learning and Development.	2.	7.
Education.	10.	0.
Housing.	23.	13.
Leisure.	2.	0.
Performance and Business Support.	0.	0.
Total.	37.	20.

- 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 a decrease in complaints and compliments between the six-month reporting period ending 31 March 2026 and the previous six-month reporting period.
- 5.5. The Housing Service received the highest number of complaints within Education, Communities and Housing for the six months ending 31 March 2026. 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.	4%.
Failure to provide a service.	9%.
Issue with staff.	0%.
Issue with neighbour.	0%.
Standard of service.	30%.
Delay in providing a service.	30%.
Other	26%

- 5.6. The Education Service received the second highest number of complaints within Education, Communities and Housing for the six months ending 31 March 2026. Table 4 sets out a further breakdown of the types of complaint received by the Education Service for this period:

Table 4.	Percentage of complaints.
Staff conduct/attitude.	20%.
Quality/level of service.	10%.
Delay in providing a service.	10%.
Failure to provide a service.	20%.
Council policy procedure.	40%.

- 5.7. Senior managers regularly review the Education, Communities 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, Communities and Housing have recently carried out the six-monthly 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 4 to this report.

For Further Information please contact:

Andrew Hamilton, Service Manager (Resources), extension 2421, Email andrew.hamilton@orkney.gov.uk.

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 – Education, Community and Housing Directorate Delivery Plan Actions.

Annex 2 – Strategy and Performance Business Solutions Directorate Delivery Plan Actions (Performance and Business Support).


Annex 3 - Performance Indicators.


Annex 4 – Risk Register.


Education, Communities and Housing Directorate Delivery Plan 2024-26

Progress against ECH Directorate Delivery Plan 2024-26 at 31 March 2026



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.	BLUE		31-Mar-2025
Lead	Comment				
Garry Burton	The establishment of Member Officer Working Groups (MOWG) for the Culture Service and the Sport and Leisure Service were approved by the Education, Communities and Housing Committee. The Culture Service has moved from the Education, Communities and Housing Directorate into the Sustainable Regeneration Service, therefore that service will progress the Culture review. No funding is available to carry out a review of the Library and Archive service, therefore we are unable to meet this part of the action. With the establishment of the other two MOWGs, this action is now complete.				

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.	GREEN		31-Dec-2026
Lead	Comment				
Garry Burton	Two final reports remain outstanding in the Review of Sport and Leisure. However, there continues to be staffing resource challenges in the Sport and Leisure service.				

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, Communities 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.	GREEN		31-Dec-2026
Lead	Comment				
Garry Burton	The outcome of this action will be dependent on the progress of action 2.3				

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.


Strategy, Performance and Business Solutions Directorate Delivery Plan 2023-28


Progress against SPBS Directorate Delivery Plan 2023-28 at 31 March 2026





Title	Description	Intended Outcome	BRAG		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	▶	31-Mar-2028
Lead	Comment				
Alex Rodwell;	<p>Milestones for this priority are:</p> <p>Milestone one: Completion with the Corporate Leadership Team and the Extended Corporate Leadership Team in 2024/2025.</p> <p>Milestone two: Completion of the first tranche of services in 2026/2027.</p> <p>Milestone three: Completion of the second tranche and third tranche of services in 2027/2028.</p> <p>Initial self-assessment with the Extended Corporate Leadership Team completed in 2024/25 and Improvement Action Plan agreed - this is to be presented to the Corporate Leadership Team for approval.</p> <p>Due to a current vacancy in the dedicated Performance Manager role, work on the first tranche of services is currently paused but will resume once the vacancy is filled.</p>				


Title	Description	Intended Outcome	BRAG		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		31-Mar-2027
Lead	Comment				
Alex Rodwell; William Moore	An updated framework for strategic planning and performance has been developed. This will be finalised once the new Corporate Performance Manager takes up post and then rolled out to Council services during 2026.				


Title	Description	Intended Outcome	BRAG		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		31-Mar-2027
Lead	Comment				
Alex Rodwell; William Moore	Initial tools and approaches for performance management have been developed. The suite of tools will be expanded during 2026 once the new Corporate Performance Manager takes up their post and we will roll these out to Council services.				

Title	Description	Intended Outcome	BRAG		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		31-Mar-2028
Lead	Comment				
Alex Rodwell; Melanie Slater	<p>Customer satisfaction with our Customer Services team remains consistently high, with ratings regularly exceeding 90%. Once feedback is compiled from the latest survey, findings will be fed to relevant services and improvement plans.</p> <p>To assist in further developing our digital services, recruitment is in progress for a part-time role dedicated to enhancing the Customer Service Platform (CSP). This additional capacity will help accelerate the development of new digital services and improve how residents access Council support.</p> <p>In addition, work has started to review and refresh the corporate customer service standards. This will include guidance for services to support identified areas of improvement. This review and development of guidance will be completed in 2026/27.</p> <p>This work continues to link into the customer services and corporate administration review and improvement activities.</p>				


Title	Description	Intended Outcome	BRAG		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.	BLUE		31-Mar-2026
Lead	Comment				
Alex Rodwell; Melanie Slater	Collaboration between the Communications Team and the Community Councils Team is now well-established as part of our regular operations. This ensures that Community Council initiatives receive timely and appropriate promotion whenever opportunities arise. This is now considered part of business-as-usual operations and this action is complete.				


Title	Description	Intended Outcome	BRAG		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		31-Mar-2027
Lead	Comment				
Garry Burton	Further to the management restructure, the work of the Community Engagement Project Team will be progressed through the new service area of Active Communities.				

Title	Description	Intended Outcome	BRAG		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		31-Mar-2027
Lead	Comment				
Alex Rodwell; William Moore; Melanie Slater	<p>Improvements continue to be delivered through the Digital and Data team. A programme of system developments is progressing as prioritised by the relevant directorates. This covers development of several of the Council's core corporate systems.</p> <p>Linked to this programme of improvement is the current stage of the corporate administration review. This is currently paused due to vacancies however will progress during 2026/27.</p> <p>Once information is available from those areas it will be compiled into an appropriate programme for CLT oversight.</p>				

Title	Description	Intended Outcome	BRAG		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.	RED		31-Mar-2026

Lead	Comment
Alex Rodwell;	<p>Work to deliver a revised approach stalled during winter 2025-26 but is now underway again and design sessions have been completed. Mapping of current processes to new processes is ongoing and this work will conclude, with the roll-out of the new approach expected during 2026.</p> <p>It is recommended that the target date be extended to 31 March 2027.</p>


Title	Description	Intended Outcome	BRAG		Target Date
SPBS DDP 17c The Orkney Community Planning Partnership	Progress the Local Outcomes Improvement Plan 2025-30 via the three delivery groups.	The Council, as a facilitating partner, adds value to community planning through joint working to deliver improved outcomes for our community.	GREEN		31-Mar-2028
Lead	Comment				
Garry Burton	<p>Cost of Living Task Force At the end of financial year 2025-26, the Cost of Living Task Force (CLTF) submitted a report to the Scottish Government evidencing how the funding from the Islands Cost Crisis Emergency Fund was allocated. 20 projects across Orkney received funding of varying amounts. Scottish Government have recently announced that the fund will be released again in 2026/27. Therefore, the CLTF has begun the process of ensuring any funding reaches the people and communities in most need. The CLTF is also in the process of producing a fuel poverty report following a workshop held in December 2025.</p> <p>Sustainable Development Delivery Group The Orkney Community Wealth Building Action Plan 2025-30 has ended its first year and the detailed actions for 2026/27 are being agreed. This plan sets out steps our partners will take to increase wealth created and retained within Orkney.</p> <p>Equality Delivery Group The Chair of NHS Orkney has now taken on the role of Chairperson for this group with work taking place with the Community Planning Manager to determine the membership of the group, as well as its aims for the next 12 months. It is planned that the group will focus on resilience in the ferry linked isles, aiming to reduce inequalities between those living in the isles and the population of the mainland Orkney.</p>				

Title	Description	Intended Outcome	BRAG		Target Date
SPBS DDP 18 Community Wealth Building.	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: <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		31-Mar-2028
Lead	Comment				
Garry Burton	The Orkney Community Wealth Building Action Plan 2025-30 is now in its second year. Actions completed in 2025/26 included: <ul style="list-style-type: none"> • Creating an online presence to promote CWB in Orkney. • Research on the Gender Pay Gap. • The launch of an Orkney 'repair and reuse' directory to strengthen the circular economy. • The emerging Orkney Islands Regional Marine Plan is embedding community wealth building principles and enabling local sustainable socio-economic benefits. 				

Education, Communities and Housing Performance Indicator Report

Service Performance Indicators at 31 March 2026



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%	5.61%	6.1%	AMBER 																											
Comment																														
This indicator has seen an increase from 4.31% to 5.61% in the past six months. Our records indicate that almost 33% 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																														
<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Half Year</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>H1 2022/23</td> <td>4.39%</td> <td>4%</td> </tr> <tr> <td>H2 2022/23</td> <td>5.18%</td> <td>4%</td> </tr> <tr> <td>H1 2023/24</td> <td>4.11%</td> <td>4%</td> </tr> <tr> <td>H2 2023/24</td> <td>5.94%</td> <td>4%</td> </tr> <tr> <td>H1 2024/25</td> <td>3.84%</td> <td>4%</td> </tr> <tr> <td>H2 2024/25</td> <td>4.85%</td> <td>4%</td> </tr> <tr> <td>H1 2025/26</td> <td>4.31%</td> <td>4%</td> </tr> <tr> <td>H2 2025/26</td> <td>5.61%</td> <td>4%</td> </tr> </tbody> </table>				Half Year	Actual (%)	Target (%)	H1 2022/23	4.39%	4%	H2 2022/23	5.18%	4%	H1 2023/24	4.11%	4%	H2 2023/24	5.94%	4%	H1 2024/25	3.84%	4%	H2 2024/25	4.85%	4%	H1 2025/26	4.31%	4%	H2 2025/26	5.61%	4%
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Performance Indicator

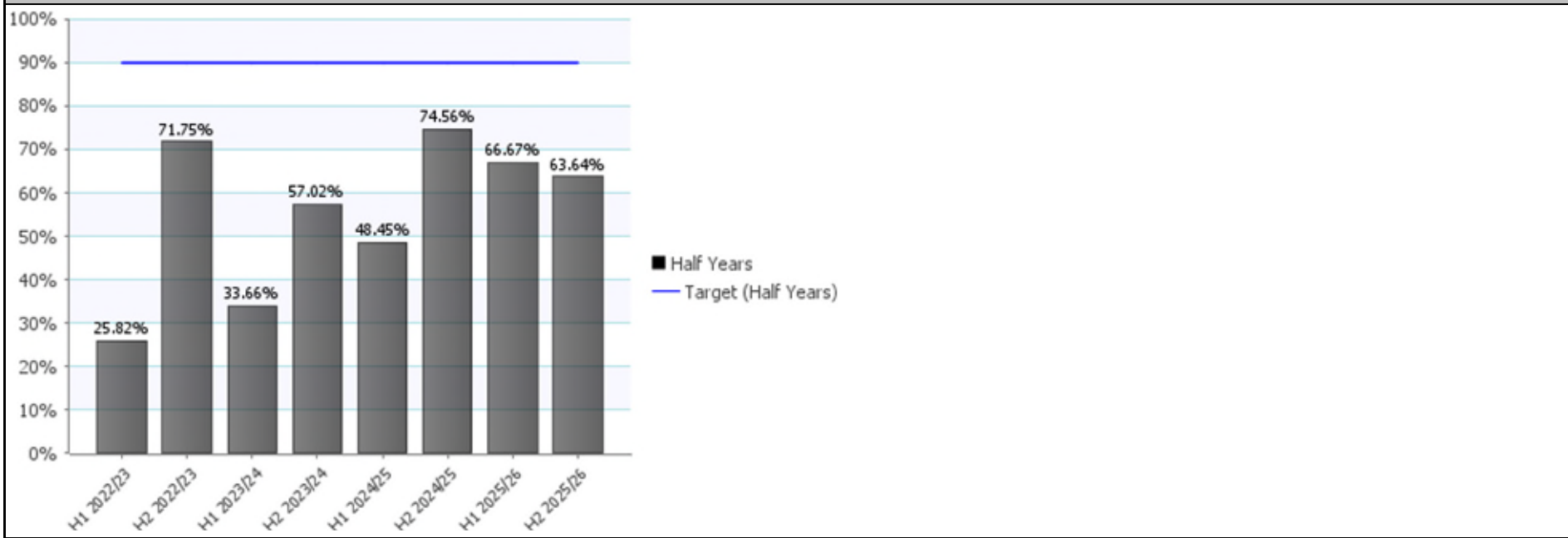
CCG 02 – Sickness absence – Of the staff who had frequent and/or long-term sickness absence (they activated the sickness absence triggers), the proportion of these where there was management intervention.


Target	Actual	Intervention	RAG	
90%	63.64%	79%	RED	●

Comment

Out of the 182 absences which activated short term sickness triggers, 128 are recorded as having management interventions. With regard to long term triggers, there were 104 absences and 54 of them had management interventions. 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.

Trend Chart



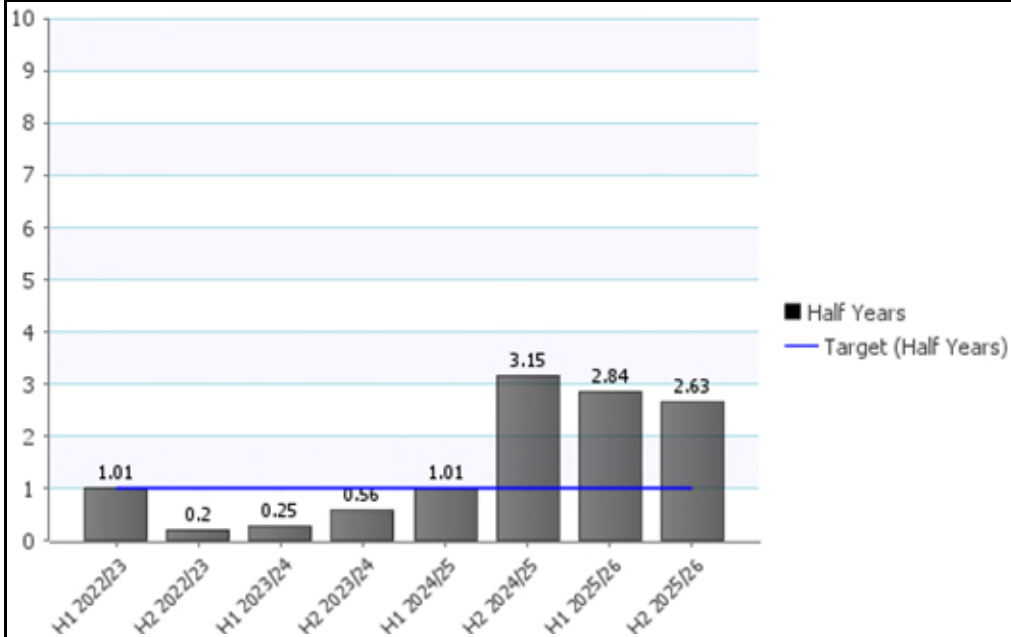
Performance Indicator				
CCG 03 – Staff accidents – The number of staff accidents within the service, per 30 staff per year.				
Target	Actual	Intervention	RAG	
1	2.63	2.1	RED	
Comment				
<p>Important context for interpretation of this data</p> <p>The following data relates to ECH, not ELH. During the reporting period (April 2025 to March 2026), a significant organisational restructure resulted in substantial shifts in headcount across services. As workforce composition and service configuration have materially changed, reported rates and trends are not directly comparable with previous KPI data. Changes in reported accident rates are therefore not solely reflective of safety performance; workforce increases, reductions, and transfers have had a direct statistical impact. For these reasons, comparison with historic data would be misleading.</p> <p>In addition, previous data sets focused primarily on the most serious and significant accidents and incidents. As outlined in the Annual Health and Safety Report 2024 to 2025, substantial work has been undertaken to support services in understanding the importance of reporting less serious incidents and accidents, as well as near misses. This supports early intervention, learning, and prevention.</p> <p>Therefore the current indicator, “<i>Staff accidents – the number of staff accidents within the service, per 30 staff per year,</i>” is potentially misleading as it assumes that fewer reported accidents represent better safety performance. Under the current, improved reporting culture, this assumption no longer holds true.</p> <p>Safety and Resilience have now adopted a proactive, learning-focused approach, which actively encourages the reporting of near misses and lower-level incidents. Consequently, an increase in reported incidents is expected and should be viewed as evidence of greater transparency and a stronger safety culture, rather than a deterioration in safety performance.</p> <p>Accident numbers in isolation do not provide a meaningful measure of safety. The key indicator of good safety management is how effectively reported issues are investigated, addressed, and used to prevent recurrence.</p> <p>A more appropriate and meaningful safety objective is:</p>				

“No more than one RIDDOR-reportable incident per 30 employees per reporting period”.


This measure focuses on severity rather than volume, as RIDDOR-reportable incidents meet a defined legal threshold for seriousness, including fractures, specified injuries, dangerous occurrences, and significant lost-time injuries.

For ECH, the RIDDOR accident rate per 30 staff for this period is 0.06, indicating a minimal incidence of reportable accidents during the period.

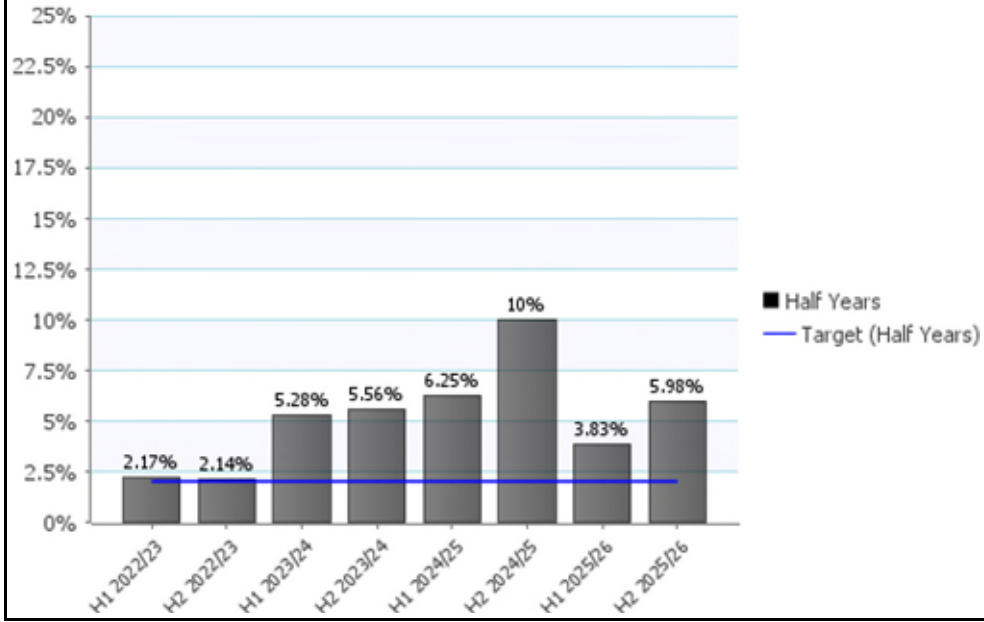
Trend Chart



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%	17%	31%	AMBER	⚠️																											
Comment																															
There has been a slight rise in the number of variances since the last reporting period, which brings the indicator just over the target. Directorate staff continue to monitor budget management regularly and budget holders continue to demonstrate effective budget management within Education, Communities and Housing.																															
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H2 2024/25	14%	15%																													
H1 2025/26	16%	15%																													
H2 2025/26	17%	15%																													

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%	5.98%	4.1%	RED 
Comment			
<p>From a total of 251 vacancies, 15 remained unfilled after six months from being advertised. The vacant posts are: Teacher of Maths, KGS (0.5FTE), PT Music, KGS (1.0FTE), PT Guidance, Stronsay (0.2FTE), PT Guidance, Westray (0.2FTE), Support for Learning Assistant (SfLA), KGS (0.7FTE), SfLA, KGS (0.84FTE), SfLA, North Ronaldsay (0.14FTE), SfLA, Stromness Academy (0.71FTE), Toothbrushing Supervisor, Hope (0.03FTE), Senior Youth Worker, North Walls (0.025FTE), School Crossing Patrol Officers x 2 (6.66FTE), Seasonal Leisure Assistant, Dounby (0.14FTE), Cook Supervisor, Dounby (0.81FTE) and Cook Supervisor, Firth (0.49FTE). Candidates have now been appointed to six of these posts.</p>			

Trend Chart



Performance Indicator

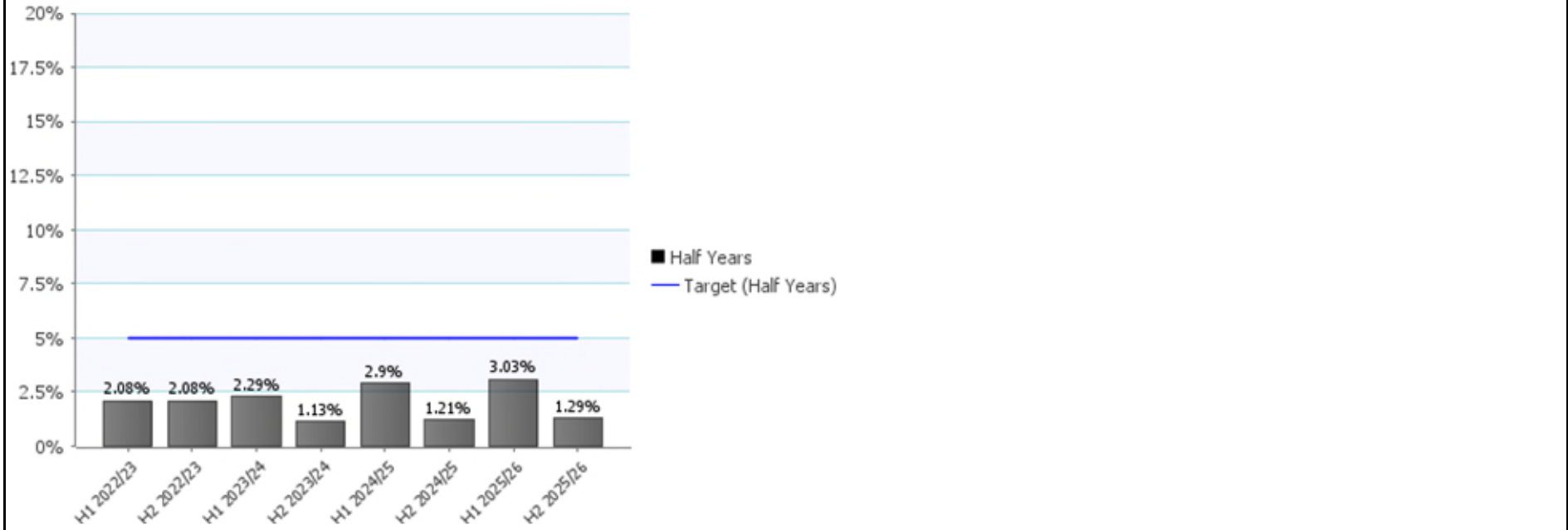
CCG 06 – Recruitment and retention – The number of permanent service staff who leave the employment of Orkney Islands Council – but not through retirement or redundancy – as a proportion of all permanent service staff.

Target	Actual	Intervention	RAG	
5%	1.29%	10.1%	GREEN	▶

Comment

Of 1084 permanent staff employed by the Service, 14 have left employment with Orkney Islands Council during this reporting period. This is a decrease on the figure for the previous reporting period and remains well within the 5% target.

Trend Chart



Performance Indicator

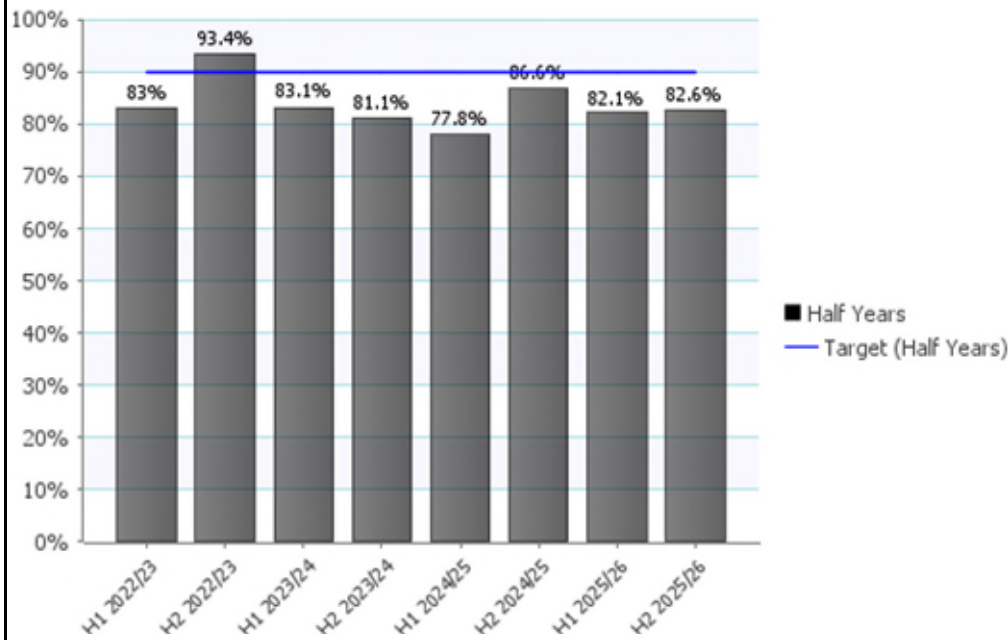
CCG 07 – Good Conversations – The number of staff who receive (at least) an annual face-to-face Good Conversations (GC) meeting, as a proportion of the total number of staff within the service.

Target	Actual	Intervention	RAG	
90%	82.6%	79%	AMBER	⚠️

Comment

Of the 1035 staff due a Good Conversations meeting during this period, 855 people received one. Service Managers continue to work with line managers to have outstanding Good Conversation meetings completed. The majority of these outstanding are because of line manager work pressures.

Trend Chart



Performance Indicator

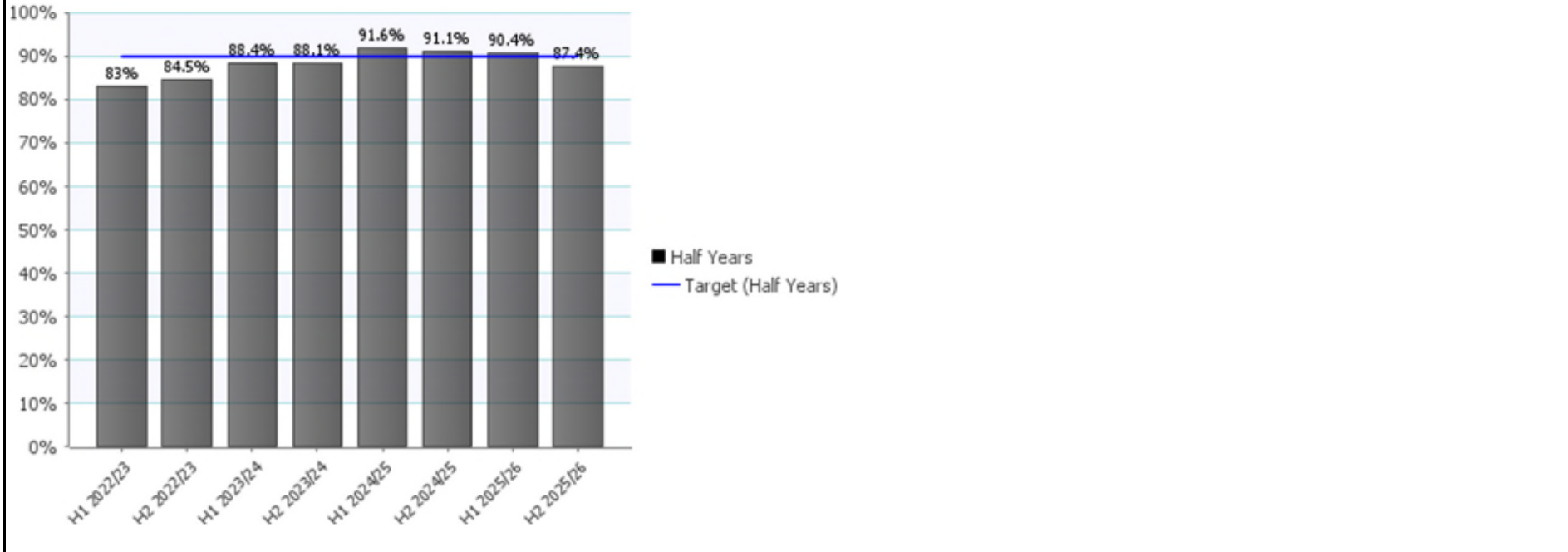
CCG 08 – Invoice payment – The number of invoices that were submitted accurately, and paid within 30 days of invoice date, as a proportion of the total number of invoices paid.

Target	Actual	Intervention	RAG	
90%	87.4%	79%	AMBER	⚠️

Comment

The outcome for this period has decreased slightly since the previous reporting period.

Trend Chart



Performance Indicator

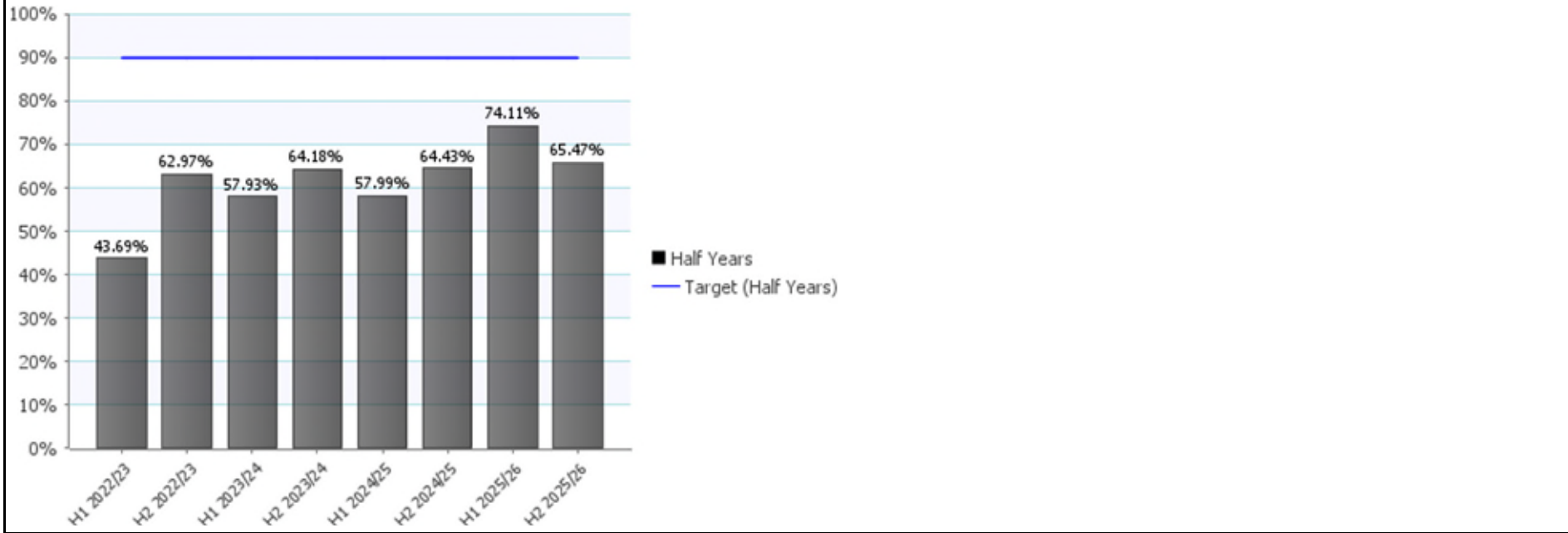
CCG 09 – Mandatory training – The number of staff who have completed all mandatory training courses, as a percentage of the total number of staff in the service.

Target	Actual	Intervention	RAG	
90%	65.47%	79%	RED	●

Comment

Of 1,532 total staff in the service, 1,003 have completed all mandatory training. Of the staff who have not completed all mandatory training, many are relief or supply staff, and funding their i-learn courses is a significant challenge given budget constraints. Of the remaining staff who have not completed all their mandatory training, Service Managers will continue to work with line managers to improve this performance indicator.

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, Communities and Housing Risk Register – June 2026

Strategic Risks

Cluster.	Risk Number.	Owner.
Financial.	1.	Director of Education, Communities and Housing.
Staffing.	2.	Director of Education, Communities and Housing.

Operational Risks

Cluster.	Risk Number.	Owner.
Financial.	1, 3, 4, 5, 6, 7, 8, 9, 10, 11	Director of Education, Communities and Housing.
Staffing.	2, 3, 7.	Director of Education, Communities and Housing.
Governance	12.	Director of Education, Communities and Housing.
Technological	13.	Director of Education, Communities 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.	5.	RAG.	Red.	Current Risk Score.	25	Target Risk Score.	15.
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Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>It is predicted that ongoing savings will be required each year.</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> <p>Impact of Council's strategic financial plan exacerbates the vulnerability.</p> <p>Some aspects of service provision are reliant on income</p>	<p>Reduced resource base</p>	<p>Decrease in the quality and resilience of the services provided by ECH (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 that they are not paid for.</p>	<p>Tolerate.</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</p>

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>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>Reduction or loss of key services.</p> <p>Difficulty with covering costs of casual / relief staff. Difficulty with backfilling maternity leave etc.</p> <p>Likelihood of increased costs for management and outcome of legal challenge.</p>		<p>Insufficient houses and higher levels of disrepair.</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>ways of working/ service redesign to release budget savings and increase income generation.</p> <p>HRA Business Plan developed – close monitoring to continue.</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>

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.	Options.	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, Support for Learning Assistants, 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,, Housing Support for Refugees etc).</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. 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, and meeting learners' needs.</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; Impact on staff morale; Economic impact if people leave the islands.</p>	<p>Treat.</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>

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<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>Negative impact upon staff wellbeing and sickness rates.</p> <p>Increased challenge in recruiting quality candidates.</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>

Risk Title: 03 – Unmet Additional Support Needs.

Likelihood.	5	Impact.	5.	RAG.	Amber.	Current Risk Score.	20.	Target Risk Score.	16.
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Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>Demand across service areas is out with capacity to deliver.</p> <p>Impact of available additional support is limited as it is shared across too many needs.</p> <p>Increasingly complex needs of service users are impacting on the directorate's ability to meet statutory service provision.</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>Treat.</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. £1.5 million is subsidising free school meals and music tuition. If ECH had the funding this could be reallocated to ASL and Inclusion.</p> <p>Explore staffing needs on a regular basis.</p>

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
		<p>Reduction in staff morale.</p> <p>Increase in staff sickness absence levels.</p> <p>Increased likelihood of legal challenge for additional support needs unmet.</p> <p>Likelihood of increased costs for management and outcome of legal challenge.</p>		

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.	Options.	Mitigating Actions.
<p>IT systems insufficiently developed to meet contemporary needs within Service</p> <p>Insufficient Wi-Fi within Council buildings limits the flexible and efficient use of staff and buildings</p> <p>Access to modern apps, services, etc are 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>Lack of dedicated resource (both staffing and financial) for systems administration and development</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, Communities 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>Inability to communicate with service users to meet expectations of modern service users.</p>	<p>Treat.</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 NEC Housing 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.	Options.	Mitigating Actions.
		<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.	Options.	Mitigating Actions.
<p>Leadership capacity.</p> <p>Insufficient number of high quality and / or qualified practitioners.</p> <p>Insufficient budget to meet emerging demands of Scottish Government.</p>	<p>Failure to recruit high quality candidates.</p> <p>Legislation/policy insufficiently funded for the local context (e.g. discretionary deferrals, nursery milk and snack).</p>	<p>Lack of leadership in settings.</p> <p>Vacant posts and repeated recruitment.</p> <p>Impact on quality and outcomes for children.</p> <p>Failure to meet National Standard.</p> <p>Budget overspend.</p>	<p>Treat.</p>	<p>Refocus the Leadership pathway to develop leadership capacity within the workforce.</p> <p>Support practitioners to gain relevant qualifications to meet the requirements of their role, including SVQs and degrees</p> <p>Continuation of head teacher training to support development of pedagogical leadership capacity.</p> <p>Continue to work with UHI Orkney to review the availability and quality of courses on offer.</p> <p>Lobby Scottish Government so that they take account of the unique island challenges relating to new policies.</p> <p>Ensure Orkney attendance at national meetings / forums to ensure the remote and rural voice is heard.</p> <p>Ensure Elected Members and the Corporate Leadership Team</p>

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
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.		are well briefed prior to national meetings. 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.	Options.	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 ECH.</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>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>Treat.</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. 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 Children’s Services Strategic 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.</p>

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
Meal provision not chosen by particular groups such as Primary 6 and 7 and including S3 due to cost.	Meal of lower nutritional value chosen instead.			Ordering system ensures complete anonymity between those who pay and those who don't. System disseminated to all users through user groups etc. Includes provision of nutritional advice, recipes etc.

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.	Options.	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 77% of budget; Distant Islands Allowance not funded by Scottish Funding Council.</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 (link to Risk 2, Recruitment and Retention Challenges).</p> <p>Growth potential lost.</p> <p>Reduced curriculum leads to skill shortages in the local economy and restricted economic growth for Orkney.</p>	<p>Treat.</p>	<p>Advance from loans fund approved to balance 2025/26 budget and to set balanced budget for 2026/27.</p> <p>Officer Task Force instigated, reporting to ECH Committee.</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>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>Increase corporate training via UHI Orkney for OIC staff training.</p> <p>Work with Island Colleagues to request unions to push for</p>

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
	<p>Rising costs (see Risk 2 which is particularly significant).</p> <p>Expenditure on staff costs insufficiently offset by grant, fee, credit and commercial income.</p> <p>Insufficient funding to sustain aging property assets, which are self-financed by UHI Orkney.</p>			<p>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.	Options.	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; Breach of unsuitable accommodation order; Out of Orkney placements; 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>Treat.</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.	Options.	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. 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>Treat.</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.	Options.	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>Tolerate.</p>	<p>Review progress on an annual basis.</p> <p>Work with partners in IOD 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</p>

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
Inability to repair and replace essential equipment.	Equipment failure.	<p>No space for working with user groups and vulnerable people keen to benefit from our services support.</p> <p>Inability to maintain and run services.</p>		<p>to utilise, especially with the loss of The Learning Link building in 2026 due to financial reductions. Likely investment in alternative building required.</p> <p>Identify and cost a rolling programme for replacement.</p>

Risk Title: 12 – Business Continuity.

Likelihood.	3.	Impact.	4.	RAG.	Amber.	Current Risk Score.	12.	Target Risk Score.	9.
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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.	Directorate ensures that service business continuity plans in place. Remote working possible at home on laptops. Ensuring documents are stored in the cloud using the Microsoft 365 stack (OneDrive, Teams and SharePoint).

