

Item: 6

Policy and Resources Committee: 16 June 2026.

Chief Executive's Service – Service Delivery Plan.

Report by Chief Executive.

1. Overview

- 1.1. This report seeks approval of the Service Delivery Plan 2026-2028 for the Chief Executive's Service.

2. Recommendations

- 2.1. It is recommended that members of the Committee:
- i. Approve the Service Delivery Plan for the Chief Executive's Service, attached as Annex 1 to this report.

3. Delivery Plans

- 3.1. The Council Plan 2023-28, approved in March 2023, outlines the Council's priorities for the five-year period of the plan. It describes what the Council has planned to do to address these priorities, and how success is measured.
- 3.2. The Delivery Plan to support the Council Plan contains a number of priority actions listed to indicate the work which will be undertaken to achieve identified outcomes.
- 3.3. The Council Plan 2023-28 provides that each directorate will have a delivery plan describing the priorities that they will deliver. The Directorate Delivery Plan for Strategy, Performance and Business Solutions was approved in December 2023.
- 3.4. Following the restructure approved by the Council on 7 May 2025, the Chief Executive's Service was formed, and for the past year has reported on progress relating to the actions in the Strategy, Performance and Business Solutions Directorate Delivery Plan which pertain to the functional areas within the Chief Executive's Service.

- 3.5. The Service Delivery Plan, attached as Annex 1 to this report, identifies critical areas that the Chief Executive's Service will focus on for the period 2026 to 2028, aligning it with the period covered by the current Council Plan. It also includes the outstanding actions for the Chief Executive's Service from the former Strategy, Performance and Business Solutions Directorate Delivery Plan.
- 3.6. Progress with the actions and status of performance measures contained within the Service Delivery Plan will be reported every six months, in accordance with the Council's performance management framework.

For Further Information please contact:

Gavin Mitchell, Head of Corporate Governance, extension 2233, Email gavin.mitchell@orkney.gov.uk.

Implications of Report

1. **Financial:** None arising directly from this report.
2. **Legal:** None arising directly from this report.
3. **Corporate Governance:** Not applicable.
4. **Human Resources:** Not applicable.
5. **Equalities:** An Equality Impact Assessment has been undertaken and is attached at Annex 2.
6. **Island Communities Impact:** The Delivery Plan is assessed as being unlikely to have an effect on any island community which is significantly different from its effect on other communities (including other island communities) in Orkney. Accordingly, a full Island Communities Impact Assessment has not been undertaken.
7. **Links to Council Plan:** The proposals in this report support and contribute to improved outcomes for communities as outlined in the following Council Plan strategic priorities:
 - Growing our economy.
 - Strengthening our Communities.
 - Developing our Infrastructure.
 - Transforming our Council.
8. **Links to Local Outcomes Improvement Plan:** The proposals in this report support and contribute to improved outcomes for communities as outlined in the following Local Outcomes Improvement Plan priorities:
 - Cost of Living.
 - Sustainable Development.
 - Local Equality.
 - Improving Population Health.
9. **Environmental and Climate Risk:** Not applicable.

10. **Risk:** Not applicable.
11. **Procurement:** Not applicable.
12. **Health and Safety:** Not applicable.
13. **Property and Assets:** Not applicable.
14. **Information Technology:** Not applicable.
15. **Cost of Living:** Not applicable.

List of Background Papers

Council Plan 2023-28.

Council Delivery Plan 2023-28.

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

Annexes

Annex 1 – Chief Executive’s Service Delivery Plan.

Annex 2 – Equality Impact Assessment.

Chief Executive's Service Delivery Plan 2026-2028

Introduction	2
The service	3
Risk and business continuity	5
Commitments and priorities	5
Service performance measures	8
Appendix 1: Other plans	9
Appendix 2: Organisational structure	10

Introduction

Orkney's communities are dependent on the services Orkney Islands Council provides - from education and care, to the roads, ferries and harbours that connect our islands.

The Chief Executive's Service brings together the legal, governance, procurement, internal audit, policy and communications functions that keep the Council operating lawfully, effectively and accountably. Much of this work happens away from public view - but it underpins everything the Council does.

In practice, that means advising on complex decisions, supporting elected members to engage with the Scottish and UK Government, creating open, transparent dialogue with communities, and ensuring the organisation meets its statutory obligations - among much else.

This plan sets out what each part of my service is responsible for, our delivery commitments between 2026 and 2028, and how we'll measure and report on our progress. Above all, it reflects my commitment to running a service that the rest of the organisation can rely on.



Oliver Reid
Chief Executive

The service

The Chief Executive's Service comprises 39 full-time equivalent employees across five teams. A number of statutory functions - including Elections, the Monitoring Officer role and the Council's participation in the Orkney and Shetland Valuation Joint Board - sit at service leadership level.

Everything the service does is grounded in the Council's mission - Working together for Orkney - and guided by shared principles covering equality and inclusion, sustainable services, community wellbeing, community wealth building, best value, partnership working and environmental responsibility. Our staff bring these to life through four values: accountable, reliable, considerate and collaborative.

Governance

The Governance team keep the Council's democratic processes running - maintaining the Standing Orders and Schemes of Administration and Delegation, preparing agendas, minutes and papers for committees, handling formal complaints, and delivering the statutory Registrar function covering births, deaths and marriages. The team also leads on information governance, ensuring the Council meets its data protection obligations and handles requests for information appropriately.

Internal Audit

Working across audit, investigations, counter-fraud and best value, Internal Audit provide assurance that the Council's governance, risk management and financial controls are operating effectively - identifying risks and weaknesses early. Their work supports the Council in demonstrating that public money is being used properly and accountably.

Legal Services

Sound legal advice underpins every decision the Council takes. The Legal Services team advise on the lawfulness of all Council operations and guides the Council on the legal options available in any given matter - whether that involves contracts, conveyancing, litigation, licensing or information governance. Their work ensures decisions are made on a sound legal footing and that the Council is protected from legal risk across everything it does.

Policy and Communications

From day-to-day press and social media, to marketing campaigns, design, video, photography and the Council's websites, the Policy and Communications team are responsible for everything the Council puts in front of the public. Their work ensures the Council communicates clearly, consistently and engagingly - whether that's crisis communications or a routine news update. A newly established policy function adds advisory capacity on corporate policy, lobbying and public service reform, strengthening how the Council develops and responds to policy challenges.

Procurement

Every pound the Council spends needs to be spent legally, transparently and to best effect. The Procurement team manage how the Council buys goods and services, ensuring compliance while actively looking for opportunities to generate wider economic and social benefit - whether through community wealth building, supporting local suppliers, or embedding circular economy principles into how the Council procures.

Key stats

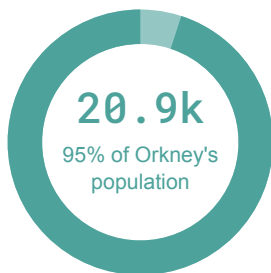
Audit reports 2023-2026



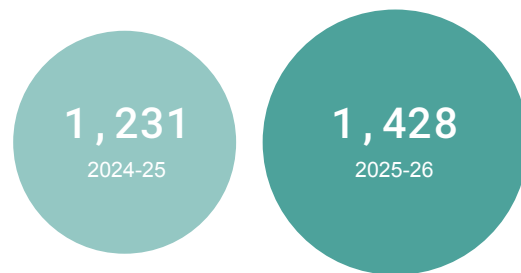
Licensing applications



Facebook followers



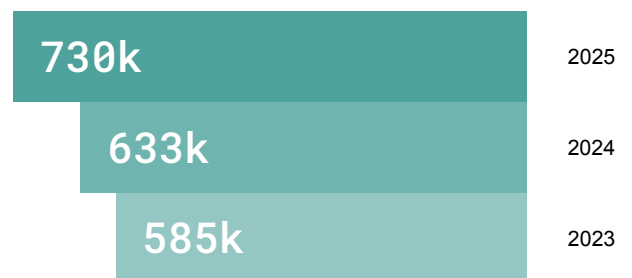
FOI requests



Committee Meetings



Website yearly users



Risk and business continuity

Managing risk and planning for the unexpected are essential parts of running any public service. The Council maintains a Corporate Risk Register identifying high-level threats to its core services and the measures in place to mitigate or manage them. The Chief Executive's Service maintains its own Service Risk Register covering risks specific to our work - updated regularly and presented to elected members as part of our Service Delivery Plan Progress Report.

We also maintain a Workforce Plan that sets out our requirements in line with our key activities and the Council's wider priorities, including the outcomes we're working towards and the actions we'll take to achieve them. Our Service Area Recovery Plan supports the Council's Business Continuity Plan, providing contingency arrangements to ensure the service can continue operating effectively in the event of incidents or emergencies.

Commitments and priorities

The commitments set out here are grounded in the four priority themes of the Council Plan:



Growing the economy

E

Building a strong local economy that works for all who live and works here



Strengthening communities

C

Supporting strong, resilient communities across Orkney's islands and mainland



Developing infrastructure

I

Keeping Orkney connected and investing in the infrastructure that underpins island life



Transforming the Council

T

Improving how we work so we can serve residents, businesses and communities better

Our commitments reflect the priorities of elected members, our performance against previous targets, and any new external pressures such as changes in national legislation. We report to elected members twice a year on our progress, and review the plan regularly to ensure it remains relevant as circumstances change.

Council Delivery Plan Projects

The Chief Executive's Service leads or contributes to the following Council Delivery Plan projects:

Reduce bureaucracy

Reducing bureaucracy and helping to drive wider public service reform.

Actions

- Reducing bureaucracy within and between agencies to improve how we work with partners, as part of a broader programme of public service reform.
 - Expanding our online channels - including My Orkney - and our website to make it easier for people to self-serve.
-

Priorities for Delivery

The outcomes below have been prioritised based on their strategic importance or where recent performance has fallen short. We will report to elected members on progress as part of the Service Delivery Plan Progress Report.

Public Service Reform

CESDP 1

Target: 31/03/2028 | Led by: Service Manager (Policy & Communications)

Leading Orkney's public service reform agenda in partnership with NHS Orkney, the Integration Joint Board, the Scottish Government and other stakeholders.

Action

- Progressing constitutional reform through the leadership and strategic oversight of the Constitutional Reform Consultative Group.

Performance Measures

- Performance measures will be identified following further discussion with partners and consideration by elected members.



External and internal communication

Target: 31/03/2028 | Led by: Service Manager (Policy & Communications)

Delivering clear, trusted communication with the public and staff across the organisation.

Actions

- Developing and implementing a delivery plan to support the Communications Strategy.
- Implementing the key work-streams of the internal and external communications delivery plans over the term of the strategy.

Performance Measures

- An external communications performance measure will be developed for inclusion in the annual public pulse survey.
- An internal communications performance measure will be developed for inclusion in the annual staff pulse survey.

Service performance measures

The performance measures below span three categories - those linked to the Council Plan, statutory requirements such as the Local Government Benchmarking Framework, and measures we monitor voluntarily to track how well we are delivering our services. We review these regularly with the Service Management Team to ensure we remain on track.

PI code	Description	Baseline 2021/22	Latest data	Target 2027/28
CDP 105	Percentage of procurement spent on local enterprises	40.4%	39.59%	45%
CE_CCG_01	Sickness absence. The average number of days per employee lost through sickness absence, expressed as a percentage of the number of working days available.	0.78%	2.35%	4%
CE_CCG_02	Sickness absence. Of the staff who activated a sickness absence trigger, the proportion of these where there was management intervention.	100%	100%	90%
CE_CCG_03	Staff accidents. The number of staff accidents within the service, per 30 staff per year.	0.16	0.83	1
CE_CCG_04	Budget control. The number of significant variances (priority actions) generated at subjective group level, as a proportion of cost centres held.	18%	13%	15%
CE_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.	0%	0%	2%
CE_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.	3.03%	0%	5%
CE_CCG_07	The number of staff who receive (at least) an annual face-to-face performance review and development meeting, as a proportion of the total number of staff within the service.	100%	100%	90%
CE_CCG_08	Invoice Payment. The proportion of invoices that were submitted accurately and timeously to the Payments Service, as a proportion of all invoices.	93.4%	92.6%	90%
CE_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	100%	97.3%	90%

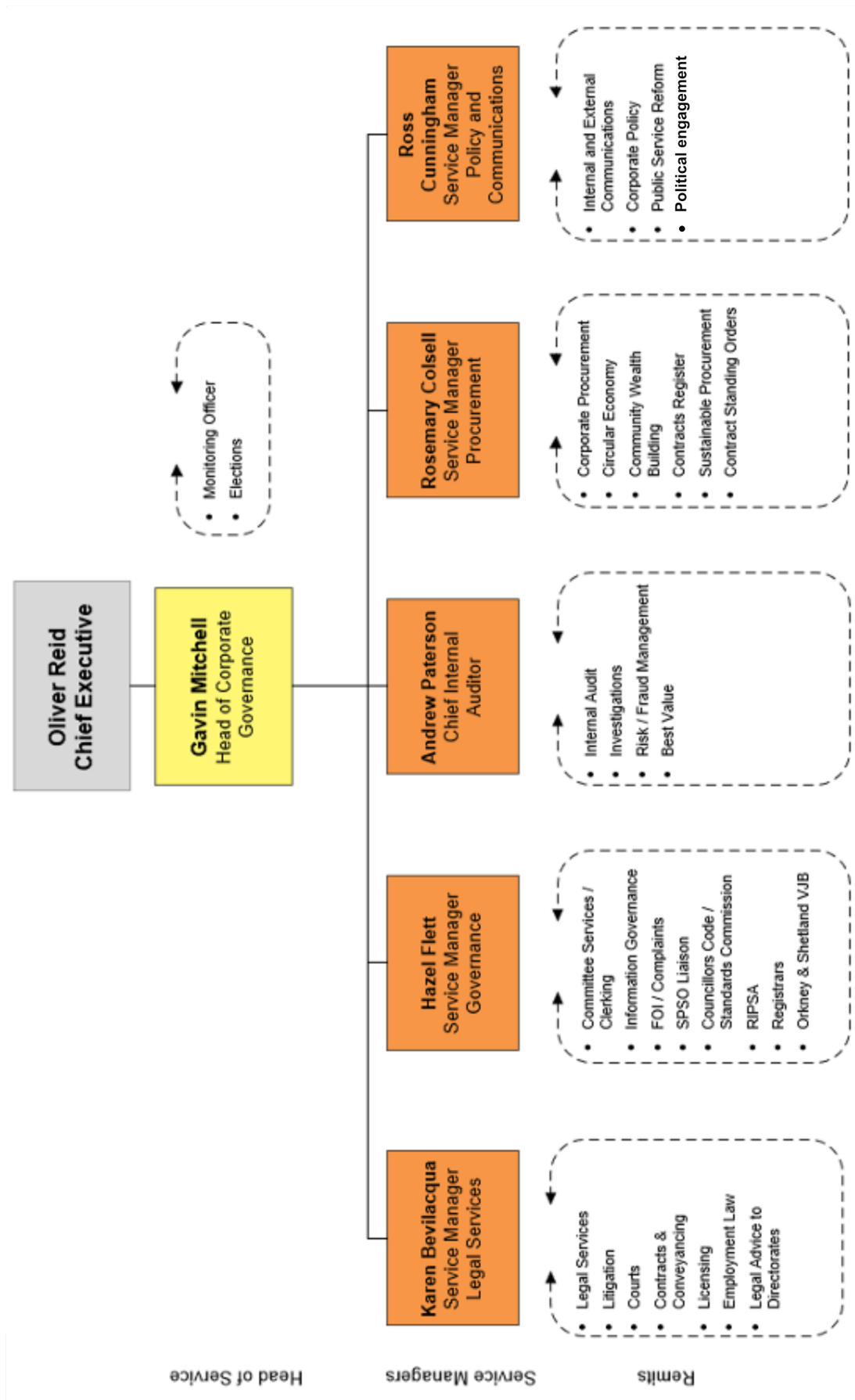
PI code	Description	Baseline 2021/22	Latest data	Target 2027/28
CE_PI_02	Percentage of surveys with a score of 5 or more (Internal Audit)	100%	100%	90%
CE_PI_03	Percentage of recommendations accepted (Internal Audit)	99%	100%	90%
CE_PI_04	Percentage of draft reports issued within 10 days of fieldwork completion. (Internal Audit)	100%	95%	90%
CE_PI_05	Percentage of final reports issued within 5 days of final comments received. (Internal Audit)	100%	100%	90%
CE_PI_06	Percentage of audits completed in year compared to plan.	86%	83%	90%

Appendix 1: Other plans

The following plans set out the work of individual service areas, supporting the objectives and priorities in both the Council Plan and this Service Delivery Plan.

- [Communications and Engagement Strategy 2024-2028 \(www.orkney.gov.uk/media/0jklq52/communications-and-engagement-strategy-2024-2028.pdf\)](http://www.orkney.gov.uk/media/0jklq52/communications-and-engagement-strategy-2024-2028.pdf)
- [Records Management Plan \(www.orkney.gov.uk/media/uhto0btr/oic_records_management_plan.pdf\)](http://www.orkney.gov.uk/media/uhto0btr/oic_records_management_plan.pdf)
- [Procurement Strategy 2023-2028 \(www.orkney.gov.uk/media/51vcm0kh/updated-procurement-strategy-2023-2028-draft.pdf\)](http://www.orkney.gov.uk/media/51vcm0kh/updated-procurement-strategy-2023-2028-draft.pdf)
- [Internal Audit Strategy and Plan 2026-2027 \(www.orkney.gov.uk/media/rpvjac2g/item-02-internal-audit-strategy-and-plan-2026-27.pdf\)](http://www.orkney.gov.uk/media/rpvjac2g/item-02-internal-audit-strategy-and-plan-2026-27.pdf)

Appendix 2: Organisational structure





Equality Impact Assessment

The purpose of an Equality Impact Assessment (EqIA) is to improve the work of Orkney Islands Council by making sure it promotes equality and does not discriminate. This assessment records the likely impact of any changes to a proposal or changes by anticipating the consequences and making sure that any negative impacts are eliminated or minimised and positive impacts are maximised.

Should you have any questions or wish for your draft EqIA to be reviewed by our Equality, Diversity and Inclusion Adviser, please contact OD@orkney.gov.uk.

1. Identification of the Proposal or Change

Name of proposal or change being assessed.	Chief Executive's Service Delivery Plan 2026-2028
Responsible Service and Directorate.	Chief Executive's Service
Date of assessment.	28 May 2026
Is the proposal or change existing? (Please indicate if the service is to be deleted, reduced or changed significantly).	New

2. Primary Information

What are the intended outcomes of the proposal or change?	To set out the remit of each part of the service, delivery commitments between 2026 and 2028, and how progress will be measured and reported.
Is the proposal or change strategically important?	Strategic plans include major investment plans, new strategic frameworks or plans such as annual budgets, locality plans or corporate plans. Where a proposal is identified as strategic, evidence relating to socio-economic impacts and inequalities will be required in the relevant section No.

State who is or may be affected by this proposal or change, and how?	Communities, groups and individuals residing in Orkney. Visitors to Orkney. Council staff.
How have stakeholders been involved in the development of this proposal or change?	The actions in the service plan support the delivery of the Council Plan which has been the subject of extensive consultation with stakeholders.
Is there any existing data and / or research relating to equalities issues in this policy area? Please summarise. E.g. consultations, national surveys, performance data, complaints, service user feedback, academic / consultants' reports, benchmarking.	There is a body of research on equalities issues on islands, much of which is concerned with socio-economic inequality and unequal access to services, and the protected characteristics in the Equality Act 2010.
Is there any existing evidence relating to socio-economic disadvantage and inequalities of outcome in this policy area? Please summarise. E.g. For people living in poverty or for people of low income. See The Fairer Scotland Duty Guidance for Public Bodies for further information.	The actions in this delivery plan support the Council Plan, the strategic priorities of which are intended to address persistent inequality of opportunity and socio-economic disadvantage.
Could the proposal or change have a differential impact on any of the following equality areas?	Please provide any evidence – positive impacts / benefits, negative impacts and reasons:
1. Race: this includes ethnic or national groups, colour and nationality.	No differential impact currently identified.
2. Sex: a man or a woman.	No differential impact currently identified.
3. Sexual Orientation: whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.	No differential impact currently identified.
4. Gender Reassignment: the process of transitioning from one gender to another.	No differential impact currently identified.
5. Pregnancy and maternity.	No differential impact currently identified.
6. Age: people of different ages.	No differential impact currently identified.

7. Religion or beliefs or none (atheists).	No differential impact currently identified.
8. Disability: people with disabilities (whether registered or not).	No differential impact currently identified.
9. Marriage and Civil Partnerships.	No differential impact currently identified.
10. Caring responsibilities	No differential impact currently identified.
11. Socio-economic disadvantage.	No differential impact currently identified.
12. Care experienced.	No differential impact currently identified.

3. Impact Assessment


Does the analysis above identify any differential impacts which need to be addressed?	No
Does the analysis above identify any potential negative impacts?	No
Do you have enough information to make a judgement? If no, what information do you require?	Yes

4. Equality Impact Assessment Action Plan

Please complete the following action plan where you have identified any differential impacts or potential negative impacts in Section 3 of the Equality Impact Assessment.

Impact Identified	Action to be taken	Owner	How will it be monitored	Date Action to be completed

5. Sign and Date

Signature:	
Name:	Gavin Mitchell
Date:	28 May 2026