



**ORKNEY**  
ISLANDS COUNCIL

**Item: 9**

**Enterprise and Infrastructure Committee: 2 June 2026.**

**Performance Monitoring – Infrastructure and Organisational Development.**

**Report by Director of Infrastructure and Organisational Development.**

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## **1. Overview**

- 1.1. This report presents performance data for Infrastructure and Organisational Development for the six month period 1 October 2025 to 31 March 2026, for members' 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 a number of 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. The Directorate Delivery Plan for Neighbourhood Services and Infrastructure was approved in December 2023.
- 1.5. 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.
- 1.6. 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.
- 1.7. Annexes 1, 2 and 3 provide the six-monthly updates in respect of the Neighbourhood Services and Infrastructure directorate delivery plan, together with relevant performance indicators.
- 1.8. Section 5 below sets out more detail on complaints and compliments received by the Infrastructure and Organisational Development service.

1.9. 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 Infrastructure and Organisational Development for the reporting period 1 October 2025 to 31 March 2026, in respect of directorate priorities and performance indicators, as set out in Annexes 1, 2 and 3 respectively to this report.
- ii. Agree the proposed amendments to the Directorate Delivery Plan actions as set out in section 3.2 of this report.
- iii. Note the complaints and compliments made to Infrastructure and Organisational Development in the six-month period 1 October 2025 to 31 March 2026, and for the two preceding six-month periods, as set out in section 5 of this report.
- iv. Approve the revised Infrastructure and Organisational Development 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 Neighbourhood Services and Infrastructure Directorate Delivery Plan 2023 – 2028. This annex also includes the Human Resources and Organisational Development actions carried across from the Strategy, Performance and Business Solutions Directorate Delivery Plan to reflect the current Council structure.

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:

- 02 - Marine Plan - prepare a plan for the Orkney Islands marine region.

## **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 Infrastructure Services and Organisational Development is attached as Annexes 2 and 3, the statistics for Human Resources and Organisational Development have been included to align with the new Council structure.

4.2. The Cross Council Generic Performance Indicator on accidents (03) reflects the current Council structure and not the former Neighbourhood Services and Infrastructure structure. 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 performance indicator 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.

## 5. Directorate Complaints and Compliments

5.1. Table 1 below sets out the complaints and compliments made to Infrastructure and Organisational Development 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.	10.	16.	7.	33.
Compliments.	69.	63.	80.	212.

5.2. When considering the raw data within Table 1 above, it should be noted that the Council has adopted a policy of encouraging staff to record all complaints against the Council through the Complaints Handling Procedure. This includes complaints that are quickly and satisfactorily resolved by the frontline service, thereby enabling the Council to identify any trends that would help to improve the service. As a result, the number of complaints captured by the procedure may increase and that does not necessarily reflect an increase in the number of people contacting the service to express dissatisfaction with the Council.

5.3. When complaints are received, they are often very complex and take time to respond to. However, the Scottish Public Services Ombudsman makes clear that it is more important to respond fully and fairly to a complaint than it is to respond within the deadline.

- 5.4. It is also important to note that the number of complaints received by the Council does not capture the number of first-time service requests that frontline teams handle and manage each day. A great deal of effort goes towards dealing with these service requests to find an immediate resolution for customers which helps to prevent a situation escalating to a complaint.
- 5.5. Between October 2025 and March 2026 there were no discernible relationships in terms of the types of complaints received.
- 5.6. In the reporting period October 2025 to March 2026, the number for Infrastructure and Organisational Development complaints generally is broken down as follows:
- 4 complaints were not upheld.
  - 2 complaints were upheld.
  - 1 complaint was partially upheld.
- 5.7. The Directorate Complaints Officer works with Heads of Service, Managers and Officers to improve the flow of communication and response time regarding complaints and provides a support mechanism in terms of advice. The Customer Services Platform system is beneficial in regard to recording formal complaints and now that the live reporting system is available this should start to increase the efficiency of reporting.
- 5.8. Internally run complaints training is offered to all Council staff and the Scottish Public Services Ombudsman run courses periodically.
- 5.9. It is encouraging to observe the number of compliments received across the Infrastructure and Organisational Development Directorate noting that the detail on these compliments is provided in the quarterly reports produced by the Directorate Complaints Officer and submitted to the Information Governance Officer. The compliments received during this six-month period vary in nature – the majority are in relation to the service provided by the Trading Standards team (who regularly recover money and also get money waived for consumers), but others relate to various other services provided by Infrastructure and Organisational Development, including Roads Operations, Roads Support, Waste Operations and Property. The Directorate Business Support team send regular reminders to encourage all staff to report compliments, the last reminder was sent out in April 2026 (including to those staff who do not have access to a computer); managers also play a key part in encouraging their teams to ensure compliments are shared and sent to the Directorate Business Support team for recording, particularly those staff who are based outwith the office. Compliments are recorded through the Customer Services Platform.

## 6. Directorate Risk Register

- 6.1. Managers within Infrastructure and Organisational Development have recently conducted a 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:

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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:** Service risks are outlined in the attached Risk Register.
11. **Procurement:** not applicable.
12. **Health and Safety:** not applicable.
13. **Property and Assets:** not applicable.

**14. Information Technology:** not applicable.

**15. Cost of Living:** not applicable.

### **List of Background Papers**

Council Plan 2023-28.

Council Delivery Plan 2023-28.

Local Outcomes Improvement Plan.

Neighbourhood Services and Infrastructure Directorate Delivery Plan 2023-28.

Risk Management Policy and Strategy.

### **Annexes**

Annex 1 – Directorate Delivery Plan Actions.

Annex 2 – Performance Indicators (6 monthly).

Annex 3 – Performance Indicators (12 monthly).

Annex 4 – Directorate Risk Register.


## Neighbourhood Services and Infrastructure (NSI) Directorate Delivery Plan 2023-2028 and Strategy, Performance and Business Solutions (SPBS) Directorate Delivery Plan 2023-2028.


Progress against NSI and SPBS Directorate Delivery Plan Priorities at 31 March 2026





Title	Description	BRAG		Actual Start Date	Due Date
01 - Process Improvement - Review of the Orkney Local Development Plan (OLDP) 2017 and preparation of the new OLDP	Review of the Orkney Local Delivery Plan 2017 and preparation of new Local Development Plan (OLDP) Cross referenced with the Local Code of Corporate Governance: Improvement Action Plan 2023-2024 - Defining Outcomes C1	GREEN	▶	12-Dec-2023	31-Mar-2027
Lead	Comment				
Lorna Richardson	<p><b>BRAG status as at 30 September 2025 was Green.</b></p> <p>The Development Plan Scheme which sets out the programme for the preparation of the Orkney Local Development Plan (LDP) was presented to the Development and Infrastructure Committee in November 2024 and was approved.</p> <p>Work is underway in preparing the Evidence Report and as part of this there have been public engagement events on the review of the Orkney Local Development Plan. Drop-in events were held in Stromness, Dounby, Kirkwall and St Margaret's Hope during April to June 2024. Public surveys including, a Call for Ideas, the Call for Sites and an Outdoor Play Space Survey were also conducted in the period between May and September 2024.</p> <p>The Evidence Base Gate Check was reported to Development and Infrastructure Committee in June 2025. The Evidence Report was submitted to the Scottish Government Reporter and then subsequently returned to the</p>				


	<p>Council with the request to review the housing numbers. This required a revised Evidence Base report to be prepared and submitted to the February 2026 meeting of the Enterprise and Infrastructure Committee. The revised Evidence Base report has subsequently been returned to the Scottish Government, with feedback now expected within the next 6 months. Unfortunately this process has led to slippage in the overall programme, meaning that the Local Development Plan review process is now expected to be May 2028. This was reported to the March 2026 meeting of the Enterprise and Infrastructure Committee, which approved the revised timescale in the 2026 Development Plan Scheme.</p>
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Title	Description	BRAG		Actual Start Date	Due Date
02 - Marine Plan - prepare a plan for the Orkney Islands marine region	<p>Prepare a marine plan for the Orkney Islands Marine Region.</p> <p>Cross referenced with the Local Code of Corporate Governance: Improvement Action Plan 2023-2024 - Defining Outcomes - C1 (target 2022-2028)</p>	BLUE		12-Dec-2023	31-Dec-2025
Lead	Comment				
Lorna Richardson	<p><b>BRAG status as at 30 September 2025 was Amber.</b></p> <p>Following the submission of the consultative draft plan to the Scottish Government in December 2022 it unfortunately took the Scottish Government until June 2024 to sign off the draft plan for public consultation. This significant delay was due to staff resource issues, a lack of clarity on national marine planning policy and the result of a judicial review regarding the appropriate use of the National Marine Plan.</p> <p>Public consultation on the draft plan commenced in August 2024 and ran until October 2024 with drop-in sessions held at ten locations throughout Orkney plus two online engagement events. Significant work was undertaken to engage with the Scottish Government during 2025 to finalise the Plan to respond to the consultation process. A Finalised Plan was submitted to the Development and Infrastructure Committee in November 2025. The final plan was approved by Scottish Ministers in March 2026.</p> <p>Consideration should be given to closing this action.</p>				


Title	Description	BRAG		Actual Start Date	Due Date
03 - Sustainable Transport - develop and deliver walking, wheeling and cycling projects	Develop and deliver walking, wheeling and cycling projects.	GREEN		12-Dec-2023	31-Mar-2028
Lead	Comment				
Lorna Richardson	<p><b>BRAG status as at 30 September 2025 was Green.</b></p> <p>The Council continues to receive annual grant funding from the Scottish Government for Active Travel programme works. Good progress was made during 2025/26 on project delivery despite limited staff resource capacity.</p> <p>Work is underway to re-assess the team structure and delivery plan for Tier 1 funding. It is hoped to establish priority staffing resources to drive forward this agenda during 2026/27, utilising external Scottish Government Tier 1 funding.</p>				


Title	Description	BRAG		Actual Start Date	Due Date
04 - Local Place Plans - promote and support the production of plans	Promote and support the production of Local Place Plans.	GREEN		12-Dec-2023	31-Mar-2027
Lead	Comment				
Lorna Richardson	<p><b>BRAG status as at 30 September 2025 was Green.</b></p> <p>All Community Councils have been written to with an invitation to prepare Local Place Plans and a request to contact the Development and Marine Planning team if they were interested in doing so.</p> <p>A dedicated part of the Council website has been created offering links to supporting materials to assist communities to prepare a Local Place Plan. Three Local Place Plans are now registered with the Council with many more now in production.</p> <p>Development and Marine Planning have been working jointly with Community Led Local Development and Community Learning, Development and Employability in the promotion of Local Place Plans for Orkney's Communities. This collaboration has ensured funding opportunities for the completion of Local Place Plans through the Orkney Fund, Community Led Local Development Fund and UK Shared Prosperity Fund. We have also ensured that data and OIC experts have been accessible to consultants completing the majority of the Local Place Plan work. Other communities with Local Place Plan work underway are Stronsay, Stromness, Harray and Sandwick, Firth, Holm, Shapinsay, Westray and North Ronaldsay.</p> <p>With the above teams we are now considering how to communicate / engage with other communities that have not engaged with this process or with the Council. We are also considering joint themes that are emerging and how Local Place Plans relates to Locality Planning.</p> <p>It should be noted that we also consider other Plans and Strategies completed by Communities with community engagement; as material to the drafting of the new Local Development Plan.</p>				

Title	Description	BRAG		Actual Start Date	Due Date
07 - Strategic Asset Plan	Develop and deliver a Strategic Asset Plan to review our use of property assets so that the Council can take steps to be more efficient.	GREEN		12-Dec-2023	31-Mar-2028
Lead	Comment				
Lorna Richardson	<p><b>BRAG status as at 30 September 2025 was Green.</b></p> <p>The Property Asset Management Plan was recommended for approval by the Asset Management Sub-committee in September 2024. The Corporate Asset Management Plan was reported to Asset Management Sub-committee in November 2025. The final strand to this work is the review of properties recommended for disposal and a report on this will go to the Corporate Leadership Team within the first half of 2026.</p>				

Title	Description	BRAG		Actual Start Date	Due Date
08 - Local Resilience Plan	Prepare a local resilience plan for each island. Cross referenced with the Local Code of Corporate Governance: Improvement Action Plan 2023-2024 - Engaging comprehensively with institutional stakeholders - B2.	GREEN		12-Dec-2023	31-Aug-2026
Lead	Comment				
Lorna Richardson	<p><b>BRAG status as at 31 March 2025 was red, an extension to the target date was agreed through Committee in November 2025.</b></p> <p>The Council's Safety and Resilience Service role is to support island communities in community resilience around emergency preparedness. A Safety and Resilience Officer starting in post in May 2026 will focus on further</p>				

	developing a flexible island resilience plan framework that island communities can adopt, adapt and progress, with ongoing support from the Safety and Resilience Service team.
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Title	Description	BRAG		Actual Start Date	Due Date
SPBS DDP 06 Improving attendance	Review OIC managing absence policy. Review occupational health provision. Support managers to embed policy in practice. Continue to develop health and wellbeing programme.	GREEN		12-Dec-2023	31-Mar-2028
Lead	Comment				
Andrew Groundwater; Lorna Richardson	<p><b>BRAG status as at 30 September 2025 was Green.</b></p> <p>Local Occupational Health (OH) clinics in Kirkwall with new OH provider are underway. Revised pre-employment and new health surveillance procedures are being implemented with the new OH provider which should aim to improve review and monitoring of health and wellbeing as part of pre-employment and on an ongoing basis.</p> <p>Revised policy and procedure and updated guides, documents, forms on Managing Sickness Absence have been drafted and are in the consultation and approval process.</p> <p>HR are reviewing the process of withdrawing manual forms and moving to a more streamlined MyView online forms based approach.</p> <p>A Wellbeing Champions network has been set up across the Council to provide a further source of help and support for employees. A new app version of the employee benefits and Employee Assistance Programme has been launched. There has been a decrease in overall absence in 2025/26 for the first time since Covid.</p>				

Title	Description	BRAG		Actual Start Date	Due Date
SPBS DDP 08 Employee processes	Additional guidance for investigating officers and chairs. Additional training for officers Improved administration process. Improved timescale for formal employee processes.	RED		12-Dec-2023	31-Mar-2026
Lead	Comment				
Andrew Groundwater; Lorna Richardson	<p><b>BRAG status as at 30 September 2025 was Green.</b></p> <p>The original outcomes on this action were focussed around formal processes that employees may be subject to such as Grievance, Dignity at Work and Disciplinary. A formal monitoring and recording system has been created from scratch and has been operational for some time, with regular reports provided on processes that have taken longer than 3 months. Additional manager guidance has been created around these processes and new digital recording and transcript approaches introduced to help reduce timescales. We will now be moving on to review the policies themselves with an aim to complete this by June 2027.</p>				

### 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.

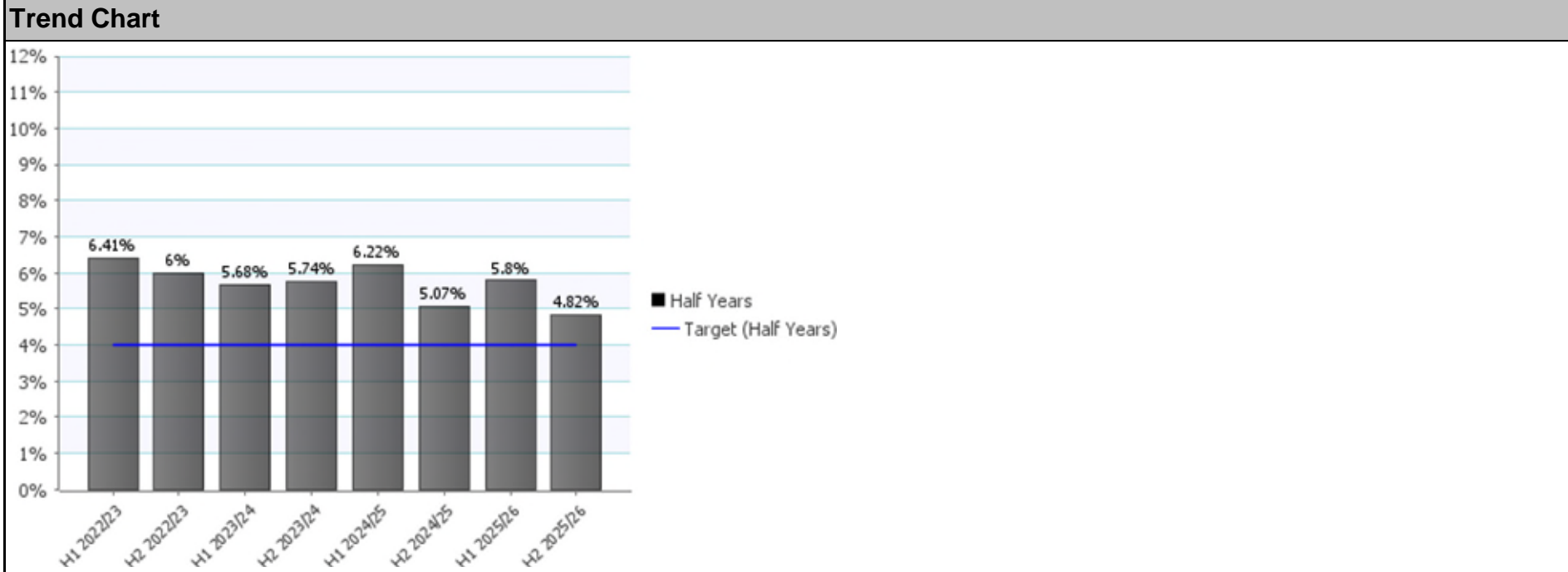
**Blue** – the agreed action has been progressed to completion.


## Infrastructure and Organisational Development Performance Indicator Report - 6 Monthly

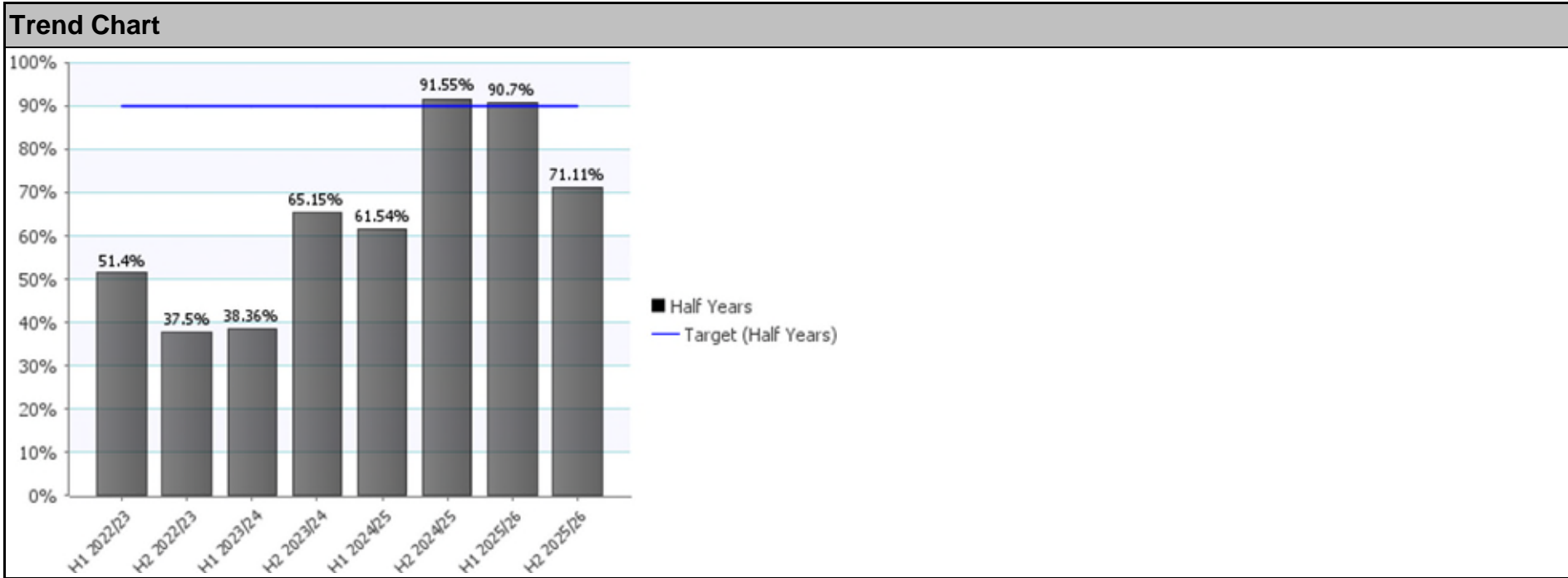
Cross Council Generic Indicators and Service Specific Indicators as at 31 March 2026




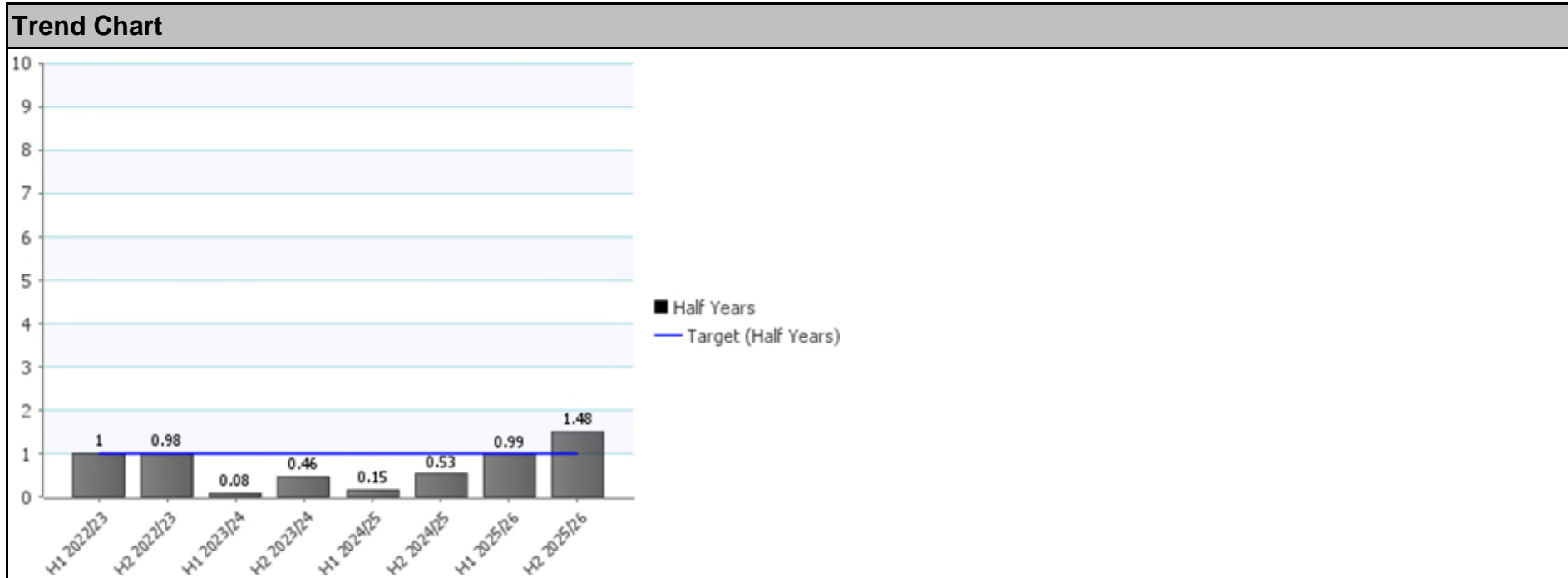
Performance Indicator				
CCG 01 – Sickness absence – The average number of working days per employee lost through sickness absence, expressed as a percentage of the number of working days available.				
Target	Actual	Intervention	RAG	
4%	4.82%	6.1%	AMBER	⚠
Comment				
<p>The Service continues to work closely with the Human Resources team to ensure that short term and long-term sickness absence is addressed as a matter of priority. However, these matters are individually unique and it is difficult to forecast or prevent occasional fluctuations in the performance percentage over reporting periods. The Infrastructure and Organisational Development Senior Management Team are aware of the areas within the service where sickness levels are higher and continue to work with relevant managers to address these.</p>				




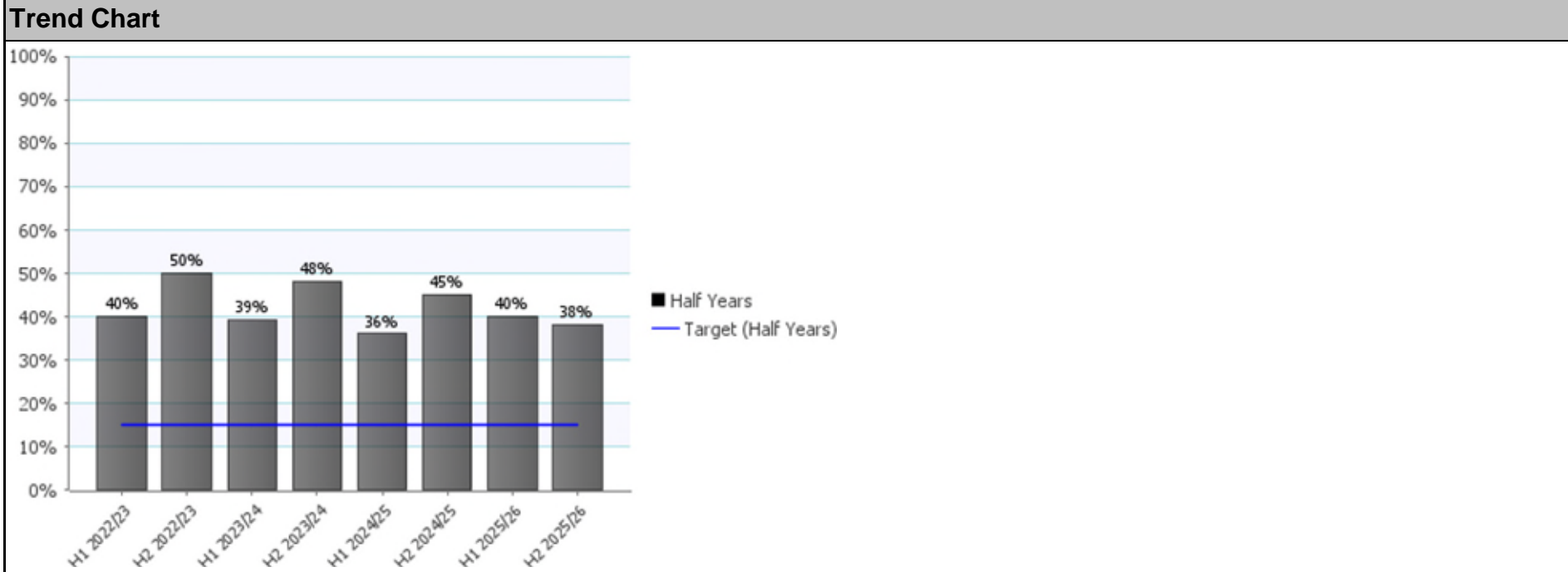
Performance Indicator				
CCG 02 – Sickness absence – Of the staff who had frequent and/or long-term sickness absence (they activated the sickness absence triggers), the proportion of these where there was management intervention.				
Target	Actual	Intervention	RAG	
90%	71.11%	79%	RED	
Comment				
<p>There had been a noticeable improvement in the performance of this indicator over the last two periods but this period the status has moved from green to red.</p> <p>Intervention by managers is discussed at the Infrastructure and Organisational Development (IOD) performance monitoring meetings. The IOD Senior Management Team is aware of the areas within the service where intervention has not taken place and continues to work with Human Resources and managers within their own teams and provide any support required.</p> <p>The Organisational Development team send reminders to all managers in advance of the next reporting period, which is helpful, training and support is also available for managers.</p> <p>The drop in performance will be investigated with the relevant managers to establish the reasons for this and to take steps to improve the performance for the next reporting period.</p>				




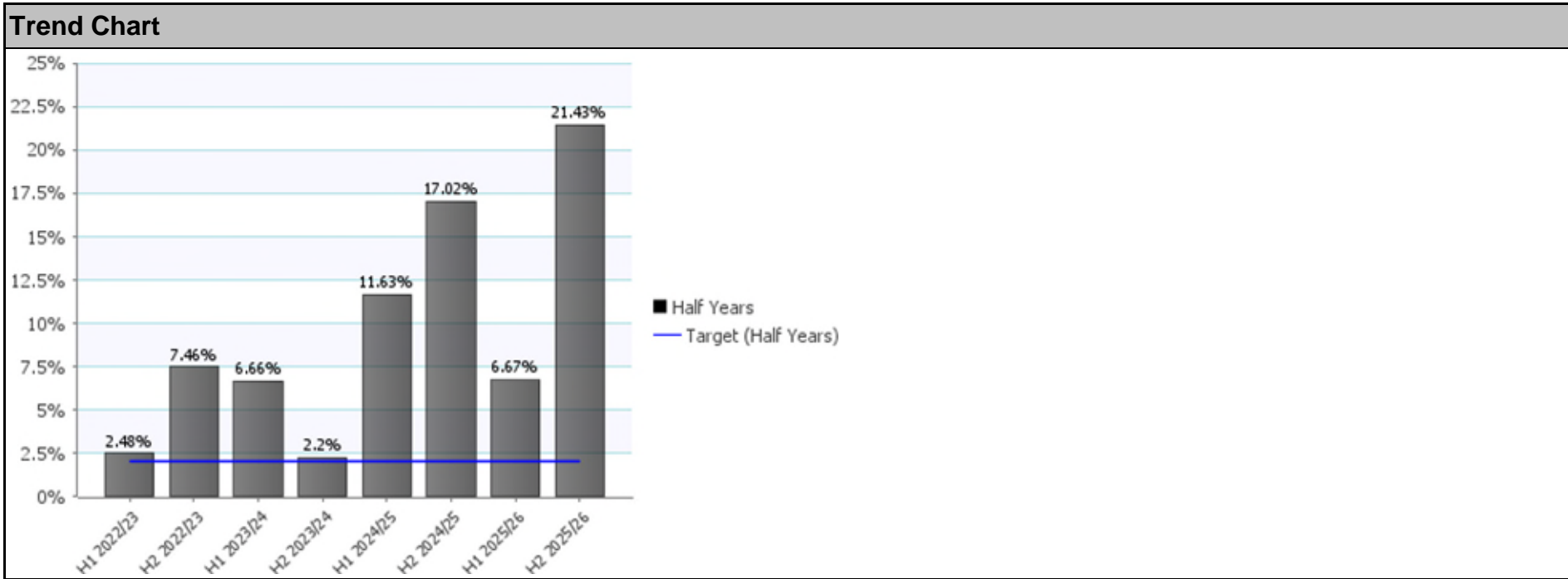
Performance Indicator				
CCG 03 – Staff accidents – The number of staff accidents within the service, per 30 staff per year.				
Target	Actual	Intervention	RAG	
1	1.48	2.1	AMBER	
Comment				
<p><b>Important context for interpretation of this data</b></p> <p>During the reporting period (April 2025 to March 2026), the Council restructure resulted in shifts in headcount across Directorates. Therefore, with fewer staff in this Directorate, there is no real change in accident numbers, despite the apparent increase in incidents per 30 staff.</p> <p>Previous data only recorded 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>				




<b>Performance Indicator</b>				
CCG 04 – Budget control – The number of significant variances (priority actions) generated at subjective group level, as a proportion of cost centres held.				
<b>Target</b>	<b>Actual</b>	<b>Intervention</b>	<b>RAG</b>	
15%	38%	31%	RED	
<b>Comment</b>				
<p>The Infrastructure and Organisational Development (IOD) Senior Management Team continues to contribute to the Revenue Expenditure Monitoring Report (REMR) process and flag up areas of concerns and difficulties. Regular meetings between IOD and Finance are in place to ensure detailed discussions take place prior to reports going forward to committee. For many of the operationally focused budgets, accurately profiling work can be complicated, due to much of it being reactive rather than programmed. Where possible, profiles are being reviewed to better reflect likely actual expenditure but it is likely that the number of variances will continue to be high, reflecting the complexity of the work allocated to that cost centre rather than any underlying issue with budget management.</p>				

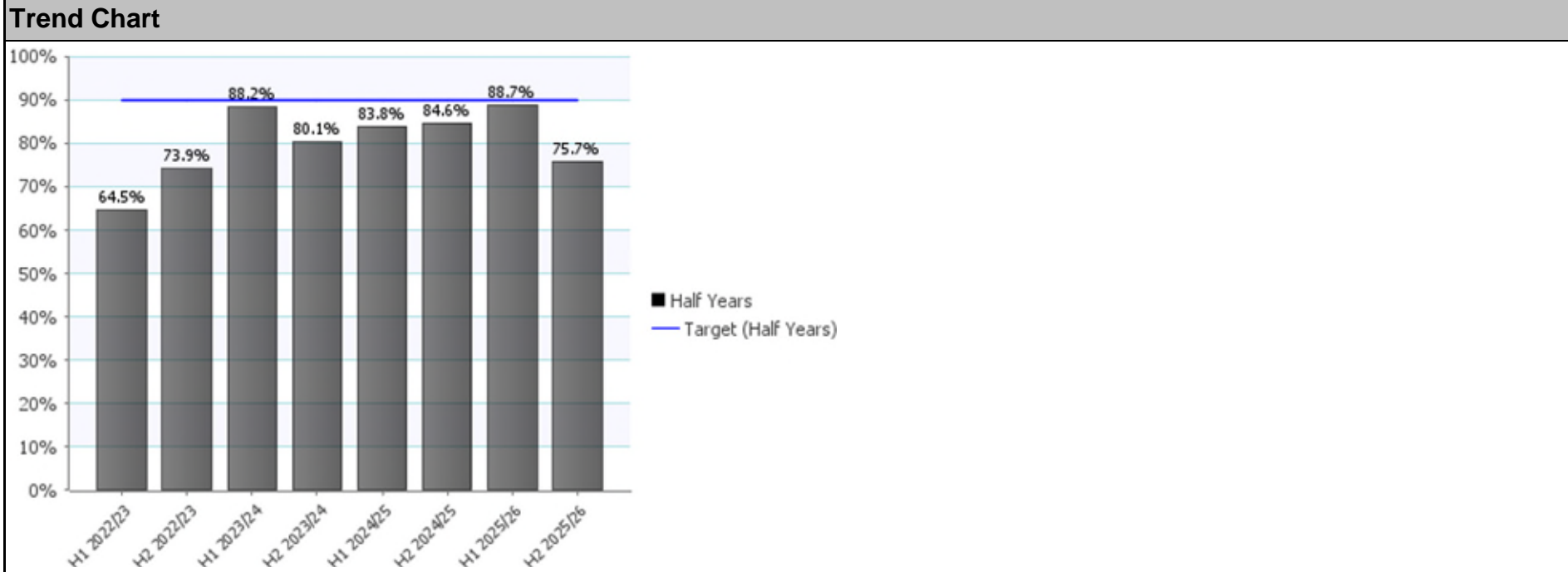


Performance Indicator				
CCG 05 – Recruitment and retention – The number of advertised service staff vacancies still vacant after six months from the time of advert, as a proportion of total staff vacancies.				
Target	Actual	Intervention	RAG	
2%	21.43%	4.1%	RED	
Comment				
<p>6 posts remained vacant during this period:</p> <ul style="list-style-type: none"> <li>• Lead Engineer (Harbours &amp; Structures).</li> <li>• Asset Management Surveyor.</li> <li>• Database Support Officer.</li> <li>• * Environmental Health Technical Officer.</li> <li>• * Environmental Health Technical Officer - Port Health.</li> <li>• * Trading Standards Officer.</li> </ul> <p>3 of these posts * are under review as there is potential for them to be reformed in a different way so there is no active recruitment process underway.</p>				




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%	1.63%	10.1%	GREEN	▶																											
Comment																															
There were 246 permanent staff employed at this reporting period, 2 permanent members of staff resigned and 2 left the Council as were offered other jobs in Orkney.																															
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>2.43%</td> <td>5%</td> </tr> <tr> <td>H2 2022/23</td> <td>4.87%</td> <td>5%</td> </tr> <tr> <td>H1 2023/24</td> <td>4.67%</td> <td>5%</td> </tr> <tr> <td>H2 2023/24</td> <td>2.52%</td> <td>5%</td> </tr> <tr> <td>H1 2024/25</td> <td>1.82%</td> <td>5%</td> </tr> <tr> <td>H2 2024/25</td> <td>3.09%</td> <td>5%</td> </tr> <tr> <td>H1 2025/26</td> <td>2.31%</td> <td>5%</td> </tr> <tr> <td>H2 2025/26</td> <td>1.63%</td> <td>5%</td> </tr> </tbody> </table>					Half Year	Actual (%)	Target (%)	H1 2022/23	2.43%	5%	H2 2022/23	4.87%	5%	H1 2023/24	4.67%	5%	H2 2023/24	2.52%	5%	H1 2024/25	1.82%	5%	H2 2024/25	3.09%	5%	H1 2025/26	2.31%	5%	H2 2025/26	1.63%	5%
Half Year	Actual (%)	Target (%)																													
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H2 2025/26	1.63%	5%																													

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%	75.7%	79%	RED	
Comment				
<p>There has been a drop in performance in this indicator since the last reporting period and the status has moved from amber to red.</p> <p>The Infrastructure and Organisational Development (IOD) Senior Management Team continue to review the Good Conversation process performance to identify areas requiring support and training.</p> <p>Heads of Service continue to work very closely with managers to provide support and to ensure that meetings are conducted on an annual basis. The recording sheet of the status of these meetings is held centrally and is accessible to the Director and all Heads of Service so they can check at any point in time on progress. Managers continue to provide regular support to operational staff as required.</p> <p>Additional administrative support is dedicated to this process and these teams proactively send reminders to managers, set up meeting dates and issue the paperwork for the meetings, this support has had a positive impact on the performance of this indicator. However, the system of recording Good Conversations is manual therefore we are reliant on managers letting administrative support teams know when a meeting has been held so that records can be updated.</p>				

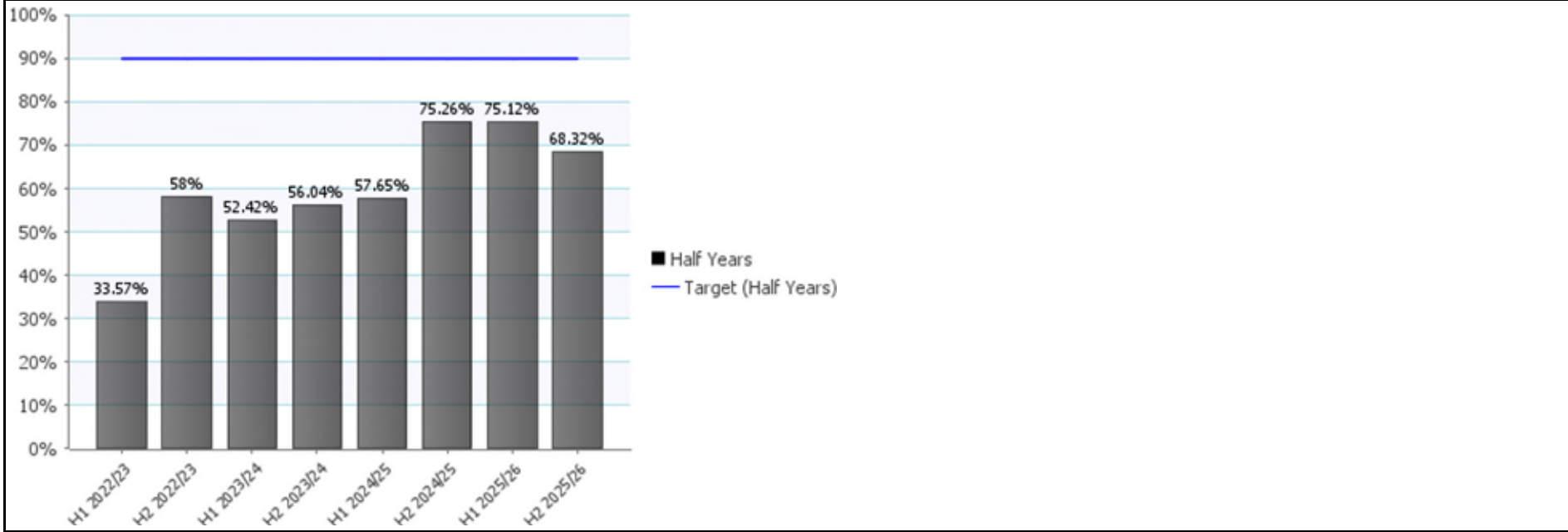


Performance Indicator																															
CCG 08 – Invoice payment – The number of invoices that were submitted accurately, and paid within 30 days of invoice date, as a proportion of the total number of invoices paid.																															
Target	Actual	Intervention	RAG																												
90%	85.2%	79%	AMBER	⚠️																											
Comment																															
This performance indicator remains at amber but has dipped since the last reporting period. There continues to be some challenges with certain suppliers who send out invoices long after the date on the invoice, this can be months later and sometimes longer.																															
Trend Chart																															
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Half Year	Actual Performance (%)	Target (%)																													
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H2 2025/26	85.2%	90%																													

<b>Performance Indicator</b>				
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.				
<b>Target</b>	<b>Actual</b>	<b>Intervention</b>	<b>RAG</b>	
90%	68.32%	79%	RED	
<b>Comment</b>				
<p>There has been a drop in performance in this indicator since the last reporting period, the status remains at red.</p> <p>The Infrastructure and Organisational Development (IOD) Senior Management Team continues to work closely with the Organisational Development team to overcome challenges in ensuring that all staff complete mandatory iLearn training.</p> <p>Some staff, primarily operational staff, complete certain training as a matter of course and as part of their job specific training, and it was agreed with Organisational Development and with the Safety and Resilience Team that these staff do not need to complete the iLearn training as well as this would be duplication; for accuracy of reporting these staff were removed from the report. The services actively monitor and manage job specific training that falls out with the mandatory iLearn modules and ensures that all training is completed and the relevant certificates are in place e.g. health and safety related training.</p> <p>The Quality Assurance Officer in Infrastructure Services continues to run group sessions for operational employees which is a major contributing factor in the improvement in the performance of this indicator. The roll out of electronic devices to operations staff is ongoing, the aim for the future is that these staff will be able to access the training through the device and any training they complete will automatically record on the system.</p> <p>It is important to be aware that if staff are off long term sick but have not reached the 4 week trigger period their training will show on the report as overdue even though they are not available to complete the training, after the 4 week trigger is reached the training will not show as overdue on the statistics. We suggested that this performance indicator is reviewed as part of the review of all Cross Council Generic Performance Indicators.</p> <p>Line managers receive automated emails from the iLearn system to inform them that staff training is overdue but staff members do not receive these emails direct. The automated emails go out to remind people that training is overdue but it would prove beneficial</p>				


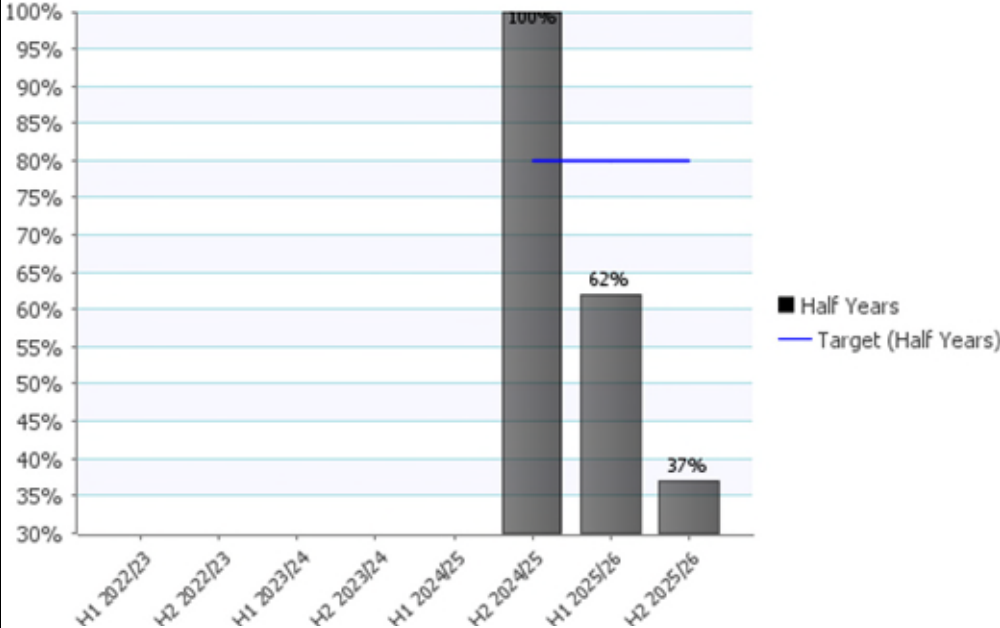
if the reminders could go out a month or so in advance of the training deadline date so that arrangements can be made for the training to be completed prior to the deadline. Managers can access MyView to check if training is due but doing this manually, particularly when there are large teams is time consuming.

**Trend Chart**



Performance Indicator																															
01 - Building Warrant and Amendments - % of first reports issued within 20 days																															
Target	Actual	Intervention	RAG																												
95%	97.5%	85%	GREEN	▶																											
Comment																															
There is a full complement of staff within the Building Standards team which has led to increased performance so there are no concerns with this indicator at this time.																															
Trend Chart																															
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H2 2024/25	82%	95%																													
H1 2025/26	84%	95%																													
H2 2025/26	97.5%	95%																													

Performance Indicator																									
02 - Building Warrant and Amendments - % issued within 10 days																									
Target	Actual	Intervention	RAG																						
90%	88.23%	80%	GREEN	▶																					
Comment																									
Staff are maintaining levels close to target which can be affected by staff annual leave, or by volume of applications in the system at any given time.																									
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Half Year	Actual Performance (%)	Target (%)																							
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H1 2024/25	78%	90%																							
H2 2024/25	83%	90%																							
H1 2025/26	88%	90%																							
H2 2025/26	88.23%	90%																							

Performance Indicator																															
04 - Planning Enforcement - % of inspections for reported breaches of planning control undertaken within the target response times																															
Target	Actual	Intervention	RAG																												
80%	37%	80%	RED																												
Comment																															
<p>46 new enforcement cases were opened during the reporting period, of which 17 were subject to initial inspection within the target response time. It should be noted that these included the highest priority cases; the reported figure does not differentiate between different levels of priority of enforcement cases which can be misleading in the performance of this target. Priority cases were actioned as required. Resources during the reporting period were focused on updates to Direct Action due to the volume of earlier enforcement action, in addition to further reduction of complex legacy cases. There is no data prior to 2024/25 as this indicator was not in place at that time.</p>																															
Trend Chart																															
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**RAG 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.

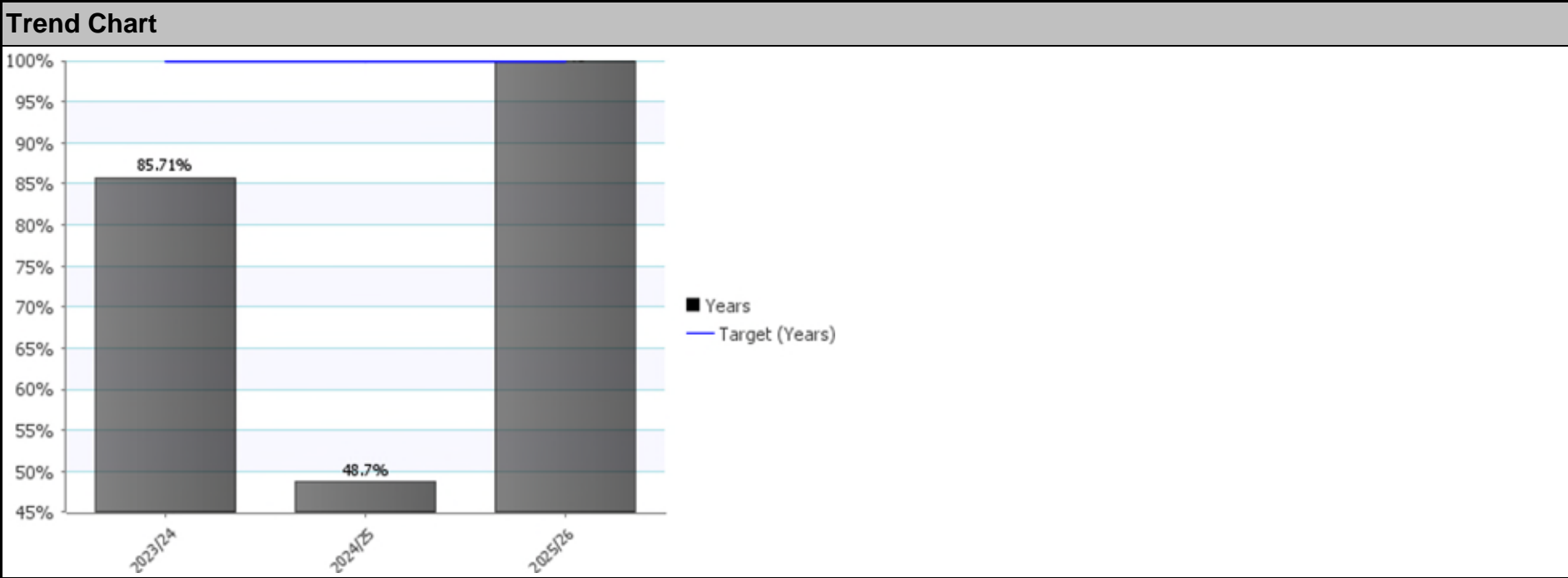
**Green** - the performance indicator is likely to meet or exceed its target.


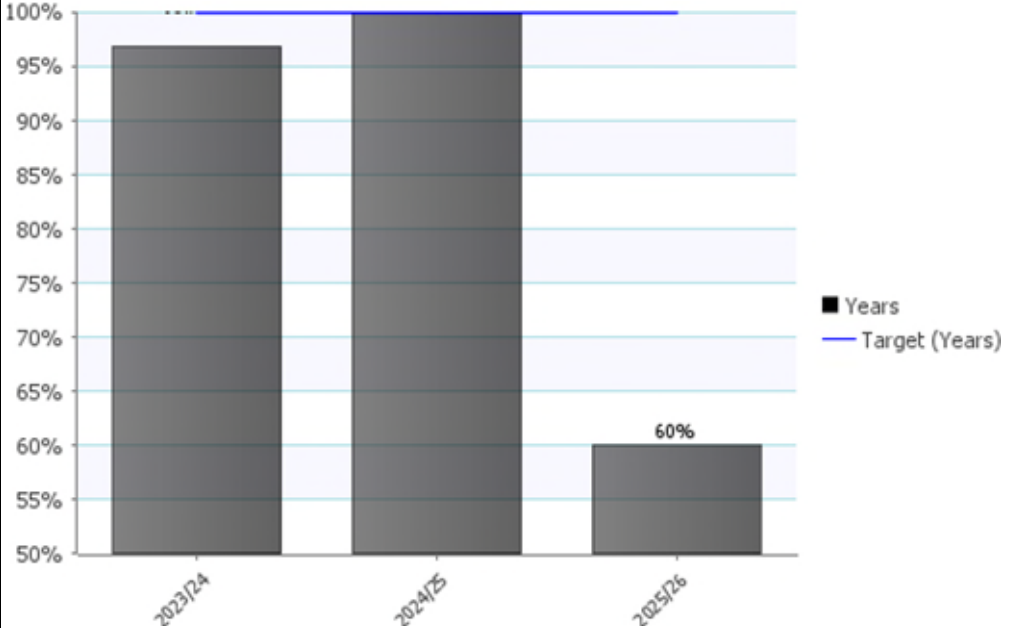
# Infrastructure and Organisational Development - Performance Indicator Report - 12 Months

Service Performance Indicators as at 31 March 2026



Performance Indicator				
05 - Official Control Verification (OCV) Intervention - % of approved food premises with an official control verification (OCV) intervention within a calendar year				
Target	Actual	Intervention	RAG	
100%	100%	79%	GREEN	▶
Comment				
<p>At the start of the year 36 Official Control Interventions were identified as being required throughout the year. During the year 33 were completed within the required timescale. The remaining 3 were found at the time of inspection to be no longer operating and were therefore marked as “closed” on the Scottish National Database, meaning an Official Control Intervention is no longer required.</p>				



Performance Indicator																
06 - Water Supplies Sampled - % of Regulated private water supplies sampled within a calendar year																
Target	Actual	Intervention	RAG													
100%	60%	79%	RED													
Comment																
<p>This data is reported to the Scottish Government for a calendar year and the percentage quoted is for the operational period 1 January 2025 - 31 December 2025. The Scottish Government have validated this data. The performance against this indicator has reduced owing to the inability to recruit staff to vacant posts and the need to deliver other pressing work related priorities by those staff who are in post. Owing to job redesign, it is hoped that recruitment will be successful during 2026/27 and if so this will lead to an improved performance position for the next reporting period, the improved staffing stability within the Environmental Health Officer team will also offer additional support.</p>																
Trend Chart																
 <p>The trend chart displays the percentage of regulated private water supplies sampled within a calendar year for three consecutive years. The y-axis represents the percentage, ranging from 50% to 100% in 5% increments. The x-axis lists the years: 2023/24, 2024/25, and 2025/26. A horizontal blue line at the 100% mark represents the target. The bars for 2023/24 and 2024/25 are approximately 97% and 100% respectively, while the bar for 2025/26 is significantly lower at 60%.</p> <table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Year</th> <th>Actual Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2023/24</td> <td>~97%</td> <td>100%</td> </tr> <tr> <td>2024/25</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>2025/26</td> <td>60%</td> <td>100%</td> </tr> </tbody> </table>					Year	Actual Performance (%)	Target (%)	2023/24	~97%	100%	2024/25	100%	100%	2025/26	60%	100%
Year	Actual Performance (%)	Target (%)														
2023/24	~97%	100%														
2024/25	100%	100%														
2025/26	60%	100%														

Performance Indicator																
07 - Consumer Complaints Completed - % of consumer complaints completed within 14 days of receipt																
Target	Actual	Intervention	RAG													
75%	88.9%	69%	GREEN	▶												
Comment																
<p>There is a slight improvement in the performance of this indicator since the last reporting period and the status remains at green. Since September 2024, the Trading Standards Team has operated with reduced staffing due to phased retirement and a shortage nationally of Trading Standards Officers. The performance for this indicator has improved by prioritising this essential work.</p>																
Trend Chart																
<p>The trend chart displays the percentage of consumer complaints completed within 14 days of receipt for three consecutive years. The y-axis represents the percentage from 0% to 100%. The x-axis lists the years: 2023/24, 2024/25, and 2025/26. A horizontal blue line indicates the target at 75%. The actual performance for each year is shown as a dark grey bar with the percentage value labeled on top.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actual Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2023/24</td> <td>90.2%</td> <td>75%</td> </tr> <tr> <td>2024/25</td> <td>87%</td> <td>75%</td> </tr> <tr> <td>2025/26</td> <td>88.9%</td> <td>75%</td> </tr> </tbody> </table>					Year	Actual Performance (%)	Target (%)	2023/24	90.2%	75%	2024/25	87%	75%	2025/26	88.9%	75%
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2023/24	90.2%	75%														
2024/25	87%	75%														
2025/26	88.9%	75%														

Performance Indicator																
08 - Business Advice Requests - % of business advice requests completed within 14 days of receipt																
Target	Actual	Intervention	RAG													
90%	90.7%	84%	GREEN	▶												
Comment																
This indicator has moved from amber to green since the last reporting period. Since September 2024, the Trading Standards Team has operated with reduced staffing due to phased retirement and a shortage nationally of Trading Standards Officers. The performance for this indicator has improved by prioritising this essential work.																
Trend Chart																
<p>The chart displays the percentage of business advice requests completed within 14 days of receipt for three consecutive years. The y-axis represents the percentage from 0% to 100%. The x-axis lists the years 2023/24, 2024/25, and 2025/26. A horizontal blue line indicates the target at 90%. The actual performance for each year is shown as a dark grey bar with the percentage value labeled on top.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actual Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2023/24</td> <td>92%</td> <td>90%</td> </tr> <tr> <td>2024/25</td> <td>86.8%</td> <td>90%</td> </tr> <tr> <td>2025/26</td> <td>90.7%</td> <td>90%</td> </tr> </tbody> </table>					Year	Actual Performance (%)	Target (%)	2023/24	92%	90%	2024/25	86.8%	90%	2025/26	90.7%	90%
Year	Actual Performance (%)	Target (%)														
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2024/25	86.8%	90%														
2025/26	90.7%	90%														

**RAG 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.

## Orkney Islands Council (OIC)

### Infrastructure and Organisational Development (IOD) Service Risk Register – June 2026

#### Risks by risk number

<b>Cluster.</b>	<b>Risk number.</b>	<b>Risk.</b>	<b>Owner.</b>
Financial.	1.	Waste.	Head of Infrastructure Services.
Managerial/Professional.	2.	Workforce Planning.	Director of Infrastructure and Organisational Development.
Reputational.	3.	Major Capital Projects, delay or failure.	Director of Infrastructure and Organisational Development.
Financial.	4.	Financial pressures across the Directorate – Fuel and inflationary costs.	Director of Infrastructure and Organisational Development.
Financial.	5.	Quarries, reduced income.	Head of Infrastructure Services.
Financial.	6.	Operational, insufficient funding.	Director of Infrastructure and Organisational Development.
Legislative/Regulatory.	7.	Health and Safety (accidents and incidents).	Director of Infrastructure and Organisational Development.
Financial.	8.	Residual liability, property not in use.	Head of Property and Asset Management.
Financial.	9.	Discretionary services and affordability.	Director of Infrastructure and Organisational Development.

<b>Cluster.</b>	<b>Risk number.</b>	<b>Risk.</b>	<b>Owner.</b>
Managerial/Professional.	10.	Failure to progress strategic objectives.	Director of Infrastructure and Organisational Development.
Legislative/Regulatory.	11.	Climate Change Impacts.	Director of Infrastructure and Organisational Development.
Legislative/Regulatory.	12.	The Effective Management of Trees and Woodlands.	Director of Infrastructure and Organisational Development.
Financial.	13.	Financial and reputational impact of liabilities falling to the Council from planning decisions issued without Section 75 legal agreements to secure decommissioning/site remediation works (major/higher impact environmental works e.g. wind turbines).	Director of Infrastructure and Organisational Development.

## Risks by cluster

<b>Cluster.</b>	<b>Risk Number.</b>	<b>Risk.</b>	<b>Owner.</b>
Legislative/Regulatory.	7.	Health and Safety (accidents and incidents).	Director of Infrastructure and Organisational Development.
Legislative/Regulatory.	11.	Climate Change Impacts.	Director of Infrastructure and Organisational Development.
Legislative/Regulatory.	12.	The Effective Management of Trees and Woodlands.	Director of Infrastructure and Organisational Development.
Financial.	1.	Waste.	Head of Infrastructure Services.
Financial.	4.	Financial pressures across the Directorate - Fuel and inflationary costs.	Director of Infrastructure and Organisational Development.
Financial.	5.	Quarries, reduced income.	Head of Infrastructure Services.
Financial.	6.	Operational, insufficient funding.	Director of Infrastructure and Organisational Development.
Financial.	8.	Residual liability, property not in use.	Head of Property and Asset Management.
Financial.	9.	Discretionary services and affordability.	Director of Infrastructure and Organisational Development.
Financial.	13.	Financial and reputational impact of	Director of Infrastructure and Organisational Development.

Cluster.	Risk Number.	Risk.	Owner.
		liabilities falling to the Council from planning decisions issued without Section 75 legal agreements to secure decommissioning/site remediation works (major/higher impact environmental works e.g. wind turbines).	
Managerial/Professional.	2.	Workforce Planning.	Director of Infrastructure and Organisational Development.
Managerial/Professional.	10.	Failure to progress strategic objectives.	Director of Infrastructure and Organisational Development.
Reputational.	3.	Major Capital Projects.	Director of Infrastructure and Organisational Development.

## Risks by Owner

Owner.	Cluster.	Risk Number.	Risk.
Director of Infrastructure and Organisational Development.	Financial.	6.	Operational, insufficient funding.
Director of Infrastructure and Organisational Development.	Financial.	9.	Discretionary services and affordability.
Director of Infrastructure and Organisational Development.	Legislative/Regulatory.	7.	Health and Safety (accidents and incidents).
Director of Infrastructure and Organisational Development.	Managerial/Professional.	10.	Failure to progress strategic objectives.
Director of Infrastructure and Organisational Development.	Financial.	4.	Financial pressures across the Directorate - fuel and inflationary costs.
Director of Infrastructure and Organisational Development.	Managerial/Professional.	2.	Workforce Planning.
Director of Infrastructure and Organisational Development.	Reputational.	3.	Major Capital Projects, delay or failure.
Director of Infrastructure and Organisational Development.	Legislative/Regulatory.	11.	Climate Change Impacts.
Director of Infrastructure and Organisational Development.	Legislative/Regulatory.	12.	The Effective Management of Trees and Woodlands.
Director of Infrastructure and Organisational Development.	Financial.	13.	Financial and reputational impact of liabilities falling to the Council from planning decisions issued without Section 75 legal

Owner.	Cluster.	Risk Number.	Risk.
			agreements to secure decommissioning/site remediation works (major/higher impact environmental works e.g. wind turbines).
Head of Infrastructure Services.	Financial.	1.	Waste.
Head of Infrastructure Services.	Financial.	5.	Quarries, reduced income.
Head of Property and Asset Management.	Financial.	8.	Residual liability, property not in use.

## Risks by rating

<b>Risk Rating.</b>	<b>Owner.</b>	<b>Cluster.</b>	<b>Risk Number.</b>	<b>Risk.</b>
16.	Director of Infrastructure and Organisational Development.	Legislative/Regulatory	11.	Climate Change Impacts.
16.	Head of Infrastructure Services.	Financial.	5.	Quarries, reduced income.
16.	Director of Infrastructure and Organisational Development.	Financial.	4.	Financial pressures across the Directorate - fuel and inflationary costs.
16.	Director of Infrastructure and Organisational Development.	Financial.	9.	Discretionary services and affordability.
15.	Director of Infrastructure and Organisational Development.	Financial.	6.	Operational, insufficient funding.
15.	Director of Infrastructure and Organisational Development.	Managerial/Professional.	10.	Failure to progress strategic objectives.
15.	Director of Infrastructure and Organisational Development.	Managerial/Professional.	2.	Workforce Planning.
12.	Director of Infrastructure and Organisational Development.	Legislative/Regulatory.	12.	The Effective Management of Trees and Woodlands.

<b>Risk Rating.</b>	<b>Owner.</b>	<b>Cluster.</b>	<b>Risk Number.</b>	<b>Risk.</b>
12.	Director of Infrastructure and Organisational Development.	Financial.	13.	Financial and reputational impact of liabilities falling to the Council from planning decisions issued without Section 75 legal agreements to secure decommissioning/site remediation works (major/higher impact environmental works e.g. wind turbines).
12.	Head of Infrastructure Services.	Financial.	1.	Waste.
9.	Head of Property and Asset Management.	Financial.	8.	Residual liability, property not in use.
9.	Director of Infrastructure and Organisational Development.	Reputational.	3.	Major Capital Project delay or failure.
8.	Director of Infrastructure and Organisational Development.	Legislative/Regulatory.	7.	Health and Safety (accidents and incidents).

**Risk Prioritisation 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

<b>Title</b>					<b>Cluster</b>		<b>Owner</b>		
01 - Affordability of Waste Collection and Disposal					Financial		Lorna Richardson		
<b>Likelihood</b>	4	<b>Impact</b>	3	<b>RAG</b>	Amber	<b>Current Risk Score</b>	12	<b>Target Risk Score</b>	4

<b>Vulnerability</b>	<b>Trigger</b>	<b>Consequences</b>	<b>Options</b>	<b>Mitigating Actions</b>
Affordability of existing waste collection models.	The Council fails in the delivery of this service, waste is not collected.	<p>The Council will be unable to fulfil its regulatory obligations with regards to waste collection.</p> <p>The Council will not be able to close the gap towards meeting the Government targets for recycling.</p>	Treat	<p>01.01 – Ongoing programme of review and service redesign.</p> <p>01.02 — Integrated Waste Strategy. Following the Council decision that a new facility is unaffordable, an Integrated Waste Strategy was developed, which identifies service improvements, efficiencies and opportunities for redesign.</p> <p>01.03 – The Service continues to review best practice and looking at examples from other places, both within Scotland and beyond.</p>

				01.04 - Recruitment for a Service Manager (Environmental Services) has been unsuccessful and this lack of resource continues to be a significant issue within a small team.
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Title					Cluster		Owner		
02 - Workforce Planning.					Managerial/Professional		Lorna Richardson		
Likelihood	5	Impact	3	RAG	High Risk	Current Risk Score	15	Target Risk Score	6

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
The Council may have insufficient training plans in place and Good Conversations (GCs) not being conducted regularly.	The Council does not have fully trained staff with the right skills, in the right place, at the right time, to deliver set priorities and/or statutory functions.  Lack of career progression.	The Council cannot manage with an untrained workforce. Existing workforce becomes demoralised; service standards drop; an increased risk of non-compliance with changes in legislation, practices etc.	Treat	02.01 – Appropriate systems in place to measure competency, ensure training, and people development is undertaken as required, with a particular focus on statutory services.

<p>Challenge of recruitment to key professional posts.</p> <p>Failure to retain staff.</p> <p>Inability to carry out statutory functions as we do not have the staffing resource capacity.</p> <p>Staff morale falls leading to an impact on performance and ill health.</p> <p>Lack of proper training including career grade plans/apprenticeships will impact on the Service in the future.</p> <p>Workforce Plans were approved through Committee in March 2017 and further reviewed through the staffing re-structure in 2021/22.</p>	<p>Limited opportunity for succession planning.</p>	<p>Lack of valuable experience and knowledge.</p> <p>Unable to deliver priority core work and services.</p>	<p>02.02 – Workforce Plans implemented within teams. Noted that budget pressures will impact on plans, and that recruitment for some key posts remains exceedingly difficult. At every possible opportunity (such as a staff member leaving) the Service Manager and Head of Service will review their staffing profile and consider any reasonable changes.</p> <p>02.03 – A focus on Good Conversations for all staff from 2022/23 to date has significantly improved performance with feedback from staff who have conducted the Good Conversation framework that this is helpful for all involved.</p> <p>02.04 - updated October 2025 to incorporate key elements and mitigation from the Staffing and Workforce risk in the last Strategy Performance and Business Solutions Risk Register. This reflects that</p>
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				HR&OD are part of the new IOD Directorate.
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Title					Cluster		Owner		
03 - Major Capital Project delay or failure.					Reputational		Lorna Richardson		
Likelihood	3	Impact	3	RAG	Amber	Current Risk Score	9	Target Risk Score	9

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
The risk of insufficient financial and/or staff resources to meet current and future demand makes it difficult for the Council to realise its priorities e.g. Housing Programme, ASN School, Scale Wind, Islands Deal, Harbours Master Plan etc.	Strategic high-level project programme slippage of being over budget.  Scale of project management business requirements associated with key strategic projects over the next 5 to 10 years.	Failure to deliver major projects.  Failure to deliver anticipated income or anticipated efficiency savings.  Reputational harm.  Impact on Service Delivery.	Treat	03.01 – Ensuring appropriate consideration of pressures during capital and revenue budget setting and most efficient use of existing resources.  03.02 – Establish additional project specific staff and budget resources to ensure new project delivery where required.

<p>Failure to spend grant funding due to tenders in excess of budget or similar issues.</p> <p>Reputational damage.</p> <p>Resources – financial and people, including loss of key staff and difficulty in recruiting new members of the team on a timely basis.</p>			<p>03.03 – The Capital Programme Board provides an effective gateway route for new Capital Programme items and provides the refreshed, streamlined framework but noting that changes in the levels of funding and borrowing available has restricted capacity.</p> <p>03.04 - CLT have demonstrated flexibility and adjusted routine CLT meetings to sit as a special Capital Programme Board for urgent projects which require governance. This is proving highly effective.</p> <p>03.05 – A project is in development by Hub North to review the current list of capital projects and identify the relevant resourcing, priorities and structural changes necessary to make this happen.</p>
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Title					Cluster		Owner		
04 - Financial pressures across the Directorate - fuel and inflationary costs.					Financial		Lorna Richardson		
Likelihood	4	Impact	4	RAG	High Risk	Current Risk Score	16	Target Risk Score	12

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
<p>The Council faces challenges because of the volatility of fuel costs and the rate of inflation, which affects both materials and labour costs.</p> <p>The running costs for plant and vehicles is directly affected by the cost of fuel. This is particularly challenging for contracted services where the Council is obliged to honour contractual agreements.</p>	<p>The Council has a large increase in costs which impacts on the services that are delivered across this Directorate.</p>	<p>Running costs of Council premises and associated energy efficiency impacted.</p>	<p>Tolerate</p>	<p>04.01 – Contingency planning where possible to account for current financial situation, including information to Members when appropriate around risks and consequences.</p> <p>04.02 – Continued close working relationship with Finance colleagues to seek advice and support.</p> <p>04.03 – Procurement critical in terms of seeking best tenders and appropriate value for money solutions, including the use of nationally agreed frameworks where appropriate (for example, energy costs).</p>

				<p>04.04 – Encourage lower fuel usage. Migration to low energy vehicles and other alternative fuels.</p> <p>04.05 – Capital project development of renewables to offset energy consumption (electricity rather than oil) through Council owned renewables project and properties.</p> <p>04.06 – cost of electricity has dropped with the current contract however the risk remains given the world financial situation.</p>
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Title					Cluster		Owner		
05 - Reduced income from business activities from Quarries and associated budget overspend due to self-financed strategy which relies on income generation and continued supply.					Financial		Lorna Richardson		
Likelihood	3	Impact	4	RAG	High Risk	Current Risk Score	12	Target Risk Score	12

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
<p>The Council Quarry has been a significant income resource which has been applied to a self-financing budget approach within IOD.</p> <p>This is market dependent on the availability of infrastructure and ongoing supply. When sales fall this anticipated income is not realised and there is then an associated burden on the IOD budget.</p>	<p>Change in local market for quarry goods.</p> <p>Extensive periods of plant breakdown/time to replace unplanned failure.</p>	<p>Lack of availability of quarry products for Council projects and local markets.</p> <p>IOD self-financed budget strategy leading to overspend.</p>	Treat	<p>05.01 – The updated Business Plan covering the period 2024 – 2029 has been approved by Council. This Plan identifies opportunities around income generation and sets out the platform for the long term sustainability of the Quarry. The Quarry Manager continues to proactively engage with external markets.</p> <p>05.02 – Closer working arrangements with the Roads Operations team to ensure that the Quarry team fully understands future demand</p>

			<p>and can supply the appropriate product.</p> <p>05.03 – The pricing strategy has been reviewed to ensure that it remains competitive within the market whilst covering costs. This remains under close review given the dynamic conditions within the market. The external market is currently showing some signs of improvement.</p> <p>05.04 – External support for blasting procured and implemented in March 2023. This is a 3 year contract (with a 2 year extension clause) which will enable blasts to be planned and programmed in accordance with business needs and to ensure an appropriate supply of material to the market.</p> <p>05.05 – Ongoing discussions with the finance team to understand opportunities for review of the quarry finance model.</p>
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Title					Cluster		Owner		
06 - Insufficient operational equipment and infrastructure funding, including support of the maintenance of current assets and infrastructure.					Financial		Lorna Richardson		
Likelihood	5	Impact	3	RAG	High Risk	Current Risk Score	15	Target Risk Score	9

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
<p>The Council may not have sufficient funds to sustain assets, replace ageing assets and develop key assets and infrastructure.</p> <p>Essential plant and equipment have to be maintained to ensure they can support the Council's services.</p> <p>Existing building assets must be maintained to agreed standards and, where possible,</p>	<p>The Council does not have sufficient budget to maintain or develop its essential assets or infrastructure to provide public services.</p> <p>The Council cannot implement an asset management strategy.</p> <p>The Council fails to meet statutory or regulatory requirements on maintenance.</p>	<p>Plant, equipment and infrastructure deteriorate; services are not delivered.</p> <p>Council's reputation at risk.</p> <p>Risk of accidents and potential claims.</p>	<p>Tolerate</p>	<p>06.01 – Funded asset management plans are in place for annual programmes for repair and replacement across roads, fleet, property and IT. The funding allocated for these programmes has been increased temporarily for 3 years commencing in FY 25/26, which will ease some of the pressure.</p> <p>06.02 – Capital programme planning and prioritisation focusing on repairs, renewals and additions that mitigate rising costs through the revised business focussed</p>

<p>supported towards Net Zero targets.</p>			<p>Capital Project Appraisal process and linked to the Asset Management Plan.</p> <p>06.03 – The Capital Programme Board provides an effective gateway route for new Capital Programme items and provides the refreshed, streamlined framework.</p> <p>06.04 – Cross working with the Estates team to reduce the size of the “estate” in the current Medium-Term Resource Strategy (MTRS) planning period to then see a fall in demand for maintenance (pressure on funding the asset replacement).</p>
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Title					Cluster		Owner		
07 - Health and Safety (accidents and incidents).					Legislative/Regulatory		Lorna Richardson		
Likelihood	2	Impact	4	RAG	Amber	Current Risk Score	8	Target Risk Score	6

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
<p>The risk of not managing accidents and health and safety incidents.</p> <p>Particular operational vulnerabilities are:</p> <ul style="list-style-type: none"> <li>• Hand and Arm Vibration Syndrome (HAVS),</li> <li>• quarrying accident,</li> <li>• lifting injury,</li> <li>• machinery injury,</li> <li>• heavy vehicle – moving injury.</li> </ul>	<p>The Council not supporting the wellbeing of staff.</p> <p>The Council fails to manage accidents and health and safety incidents appropriately.</p>	<p>An increase in the number of accidents/incidents; loss of productivity; loss of equipment; an increased risk of legal challenges; risk of financial claims and financial penalties.</p>	<p>Treat</p>	<p>07.01 – Council Occupational Health, Safety and Welfare Policy approved by Council in March 2025.</p> <p>07.02 – Control of Vibration Guidance - Completed and approved by the Safety Committee in March 2025 and available on the S&amp;R intranet page etc.</p> <p>07.03 – Lone Working Policy and Guidance - Completed and approved by the Safety Committee in December 2025 and available on the S&amp;R intranet page etc.</p> <p>07.04 - Fire Safety Policy – Reviewed and refresh</p>

<ul style="list-style-type: none"> <li>• Waste related injury / contamination,</li> <li>• lone working,</li> <li>• working at height and up ladders.</li> </ul>			<p>completed. This update has not been presented to the Policy and Resources Committee, as there are no operational or legal changes, the amendments relate solely to organisational structure and formatting.</p> <p>07.05 - Major Emergency Plan – A draft version is being prepared, with the aim of having it ready for review in May 2026.</p> <p>07.06 – Training programme(s), reporting, implementing improvements.</p> <p>07.07 – Work Methods Safety meetings and reviews. Safety Management Systems and Audit.</p> <p>07.08 – Maintaining a comprehensive schedule of staff and management meetings and culture in relation to Health and Safety matters e.g. Safety Committee, tool box talks etc. Delivering the Safety Forums,</p>
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			<p>including Member attendance. The Safety Forum meets quarterly, and we provide input to all Service safety communications or toolbox talks upon request. See 07.10 for further details.</p> <p>07.09 – Service Health and Safety Induction process and introduction of new Near Miss Process in Spring 2021.</p> <p>07.10 – Ongoing review of Health and Safety issues at various management forums including Heads of Service, works reps meetings and union meetings and monthly meetings with OHAC and ECH.</p> <p>07.11 – Access to People Safe MySOS devices (or equivalent devices) to services with a high level of lone working has been trialled and is being evaluated. Need to link this with the Lone Working Policy. A paper is in draft for CLT consideration outlining the proposed next steps. Linked to</p>
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				<p>07.03 the Lone Working Policy has already been updated to include the use of such devices.</p> <p>07.12 – Use of Violence/Unacceptable Behaviour Flagging process to alert staff of potentially challenging service users.</p> <p>07.13 – Promoting Positive Behaviour initiative to support staff in frontline roles. The delivery of the initiative, along with operational responsibility for its implementation, sits with OHAC for the Council.</p> <p>07.14 – Planning and Regulatory has reviewed their risk assessments, introduced an annual review monitoring process and conflict resolution training is being arranged for 2026. Body Cameras have also been purchased to be available to staff for site visits.</p>
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Title					Cluster		Owner		
08 - Residual Liability for properties no longer in original use.					Financial		Lorna Richardson		
Likelihood	4	Impact	3	RAG	Amber	Current Risk Score	12	Target Risk Score	6

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
<p>The Council is exposed to significant expenditure to remediate sites to appropriate level.</p> <p>Public liability arising from the fact that sites are no longer in active use. Hence not necessarily secure or part of an inspection regime. The alternative is the Council does nothing and is at risk of claim arising from injury etc.</p>	Current liability (has been the case for many years).	<p>Financial, staff resources for inspection, planning, penalties. Specialist studies are required.</p> <p>Public health and reputation.</p>	Treat	<p>08.01 – Asset Management planning and mitigation, including the disposal of assets which are no longer required.</p> <p>08.02 – Prioritise inspection and immediate remedial action through existing service budgets with corresponding risk of overspend.</p> <p>08.03 – Additional budget pressures associated with any approval for the final works programme.</p> <p>08.04 – Cross-Directorate work to support the Estates</p>

<p>Assets that are no longer in use, where no service is identified in terms of ownership and responsibility and where there is no budget attached to a property mean that the assets are unable to be maintained and become liable to damage/become hazard – and/or divert resource from other priority budget areas.</p>			<p>team on accelerating (if possible) disposal routes, including bringing in external support to deliver this project given current lack of staffing resources within the Estates Team.</p> <p>08.05 - Landfill and ex-quarries – disused quarries have been made safe but there is a risk that they need to be remediated before they are disposed of as some have ongoing maintenance requirements.</p> <p>08.06 – Continue efforts to identify and allocate assets as appropriate.</p>
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Title					Cluster		Owner		
09 - Affordability of Services and likelihood of reduction in spending on discretionary services.					Financial		Lorna Richardson		
Likelihood	4	Impact	4	RAG	High Risk	Current Risk Score	16	Target Risk Score	12

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
<p>Political expectation that service levels will not change despite budget reductions.</p> <p>Discretionary services likely to be the focus for reductions in funding.</p>	Budget reductions below baseline service level requirement.	Budget overspends.	Treat	<p>09.01 – Ensure full awareness and understanding of consequences through the budget setting process.</p> <p>09.02 – Strong Corporate Leadership/Improvement Support Team Board approach to budget setting.</p> <p>09.03 – Follow through budget savings with service changes quickly and resolutely following decisions.</p>

Title					Cluster		Owner		
10 - Failure to progress strategic objectives due to the inevitable focus on day-to-day service delivery.					Managerial/Professional		Lorna Richardson		
Likelihood	4	Impact	4	RAG	High Risk	Current Risk Score	16	Target Risk Score	12

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
<p>Lack of progress on strategic outcomes.</p> <p>Loss of opportunity.</p> <p>Medium to long term failure of service.</p> <p>Volume of priority activity and lack of clarity means difficult to focus on genuine strategic priorities.</p>	<p>Volume of attention required on day-to-day activities and priorities that removes time, resource commitment and focus away from progressing strategic objectives, e.g. both operational such as responding to day-to-day questions and/or requests and also corporate processes, e.g. Freedom of Information (FOI), performance management etc.</p>	<p>Strategies not delivered.</p> <p>Service failure.</p> <p>Negative impact on service delivery.</p> <p>Deterioration in long term performance of the service.</p> <p>Inefficiencies.</p> <p>Pressure on staff leading to poor health and wellbeing e.g. stress, sickness and/or a drop in morale.</p>	<p>Treat</p>	<p>10.01 – Seek to focus resources on delivery of the Council Plan’s approved strategic objectives/projects for the service.</p> <p>10.02 – Managing expectations in regard to the responsiveness of day-to-day operational demands and also corporate demands.</p> <p>10.03 – Re-calibration of service standards e.g. review service response standards/times for non-safety</p>

				critical or strategic outcome items.  10.04 – Regular and open communication with Community Councils and Councillors, with visible senior leadership throughout.
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Title					Cluster		Owner		
11 - Climate Change Impacts.					Physical		Lorna Richardson		
Likelihood	4	Impact	4	RAG	High Risk	Current Risk Score	16	Target Risk Score	12

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
Council infrastructure impacted by extreme and unpredictable weather, resulting in increased costs of maintenance and	Extreme and unpredictable sustained weather (lightning, winds, tides) causes increased damage or wear and tear to Council infrastructure.	Weakened or disrupted delivery of Council services including transport, roads maintenance, property access and digital services.	Treat	11.01 – Declaration of Climate Emergency.  11.02 – Council Plan has specific climate related goals including baseline review and

<p>weakened or disrupted delivery of services including travel disruption.</p> <p>Communities facing increased frequency of coastal flooding and increased volumes of surface water.</p> <p>Local economic production affected by climate impacts.</p> <p>Transition to support climate response initiatives require significant capital investment.</p>	<p>Increased severity of coastal flooding leads to damage to property in coastal communities, while surface water levels impact transport routes and agricultural activities in the community.</p> <p>Surface water and other climate impacts affect normal activity cycles impacting food production including agriculture.</p> <p>Move to Net Zero requires capital funding and resourcing beyond Council capacity.</p>	<p>Reduced economic output in Orkney requires increased Council interventions.</p> <p>Failure to meet targets or reductions in funding of other Council Priorities to support initiatives.</p>	<p>Net Zero targets and milestones.</p> <p>11.03 – Orkney Local Heat and Energy Efficiency Strategy and the Carbon Management Plan.</p> <p>11.04 – Flood Risk Management Plan 2022 – 2028.</p> <p>11.05 – Resilience review and response to SEPA Flood Warnings as an Incident Management process.</p> <p>11.06 – Development of the Coastal Change Adaptation Plan is underway with expected completion towards the end of 2025/26.</p> <p>11.07 – Development of local resilience capabilities and the ongoing involvement in resilience planning and exercises.</p> <p>11.08 – Development of Climate Change Strategy and Action Plan, with associated engagement events with</p>
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			<p>Members and Officers. The Council baseline study has been completed (March 2026). This includes a series of recommendations for the Council Corporate Leadership Team to progress. A detailed action plan will be developed with the CLT over the course of 2026.</p> <p>11.09 – Cross-Council officer working group established, recognising that Climate Change impacts all Directorates. This will be involved in preparing the detailed Action Plan referred above.</p> <p>11.10 – The Council is a participant in the Strategic Territorial Partnership Board and therefore works across multiple authority areas, with a focus on decarbonisation.</p> <p>11.11 - Food security plan under discussion following a presentation to Elected Members by Professor Tim Laing. This is wider than IOD</p>
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				and includes external partners such as NHSO and UHI and the Community Planning Partnership.
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Title					Cluster		Owner		
12 - The Effective Management of Trees and Woodlands on Land that is in the Ownership and Control of the Council.					Legislative/Regulatory		Lorna Richardson		
Likelihood	3	Impact	4	RAG	High Risk	Current Risk Score	12	Target Risk Score	12

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
Declining health of trees due to lack of maintenance and care leading to the potential for falling trees or branches to cause injury to members of the public	Lack of regular inspection of all trees in the ownership and / or control of the Council.	Injury to visiting members of the public and/or damage to neighbouring land and/or property, and/or damage to vehicles.	Treat	12.01 – Include all trees in the ownership and control of the Council in the bi-annual tree survey and inspection that is completed on some of OIC trees as part of the ground maintenance work completed

<p>visiting the location or cause damage to neighbouring land/property.</p> <p>Lack of professional expertise within the Service to deliver responsibilities.</p>	<p>Disease such as Ash Dieback affecting the structural integrity of a tree(s).</p>	<p>Financial claims from third party if they suffer accident, injury, loss or damage.</p> <p>Reputational damage to Council.</p>	<p>by Engineering Services, the next survey is due to be completed late 2027, this may require budget growth proposal.</p> <p>12.02 – Consider the establishment of a budget for the onwards maintenance and management of all trees in the ownership and control of the Council. This would be subject to a Service Pressure Bid and would be considered as part of the budget setting process for 2027/28.</p> <p>12.03 – Undertake any maintenance works e.g. felling trees/lopping branches where there is an immediate risk to public safety, this to be commissioned through existing professional contractors as appropriate.</p> <p>12.04 – Where a large number of trees require to be felled provide for compensatory replacement tree planting on-site or in general location.</p>
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				12.05 – Establish a training plan within Development and Marine Planning to increase capability to survey and undertake maintenance works to trees.
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Title					Cluster		Owner		
13 - Financial and reputational impact of liabilities falling to the Council from planning decisions issued without Section 75 legal agreements to secure decommissioning/site remediation works (major/higher impact environmental works e.g. wind turbines).					Financial		Lorna Richardson		
Likelihood	3	Impact	4	RAG	High Risk	Current Risk Score	12	Target Risk Score	16

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
Historic and future planning permissions issued without Section	Insolvency or desertion of operator of a development/site without means to	Council is left with the burden of site remediation/decommissioning.	Treat	13.01 - A process has been established between Planning, Finance and Legal teams

**Annex 3**

<p>75 Agreement/bonded sums to secure funding to address decommissioning and remediation should this be required at a future date.</p>	<p>enforce planning conditions/remediation requirements.</p>			<p>which will mean future planning decisions will only be issued when there is conclusion of appropriate agreement (most likely Section 75 Agreement) and establishment of a bonded sum to cover remediation costs should these be required at the end of the life of a development. This has included appointment of expert advisors to support the drafting of Agreements over a five year contract period.</p> <p>13:02 - The Capital Project Appraisal process includes this requirement to be factored into the costing and project budget setting process.</p>
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