ORKNEY
ISLANDS COUNCIL

Item: 5

Education, Communities and Housing Committee: 11 November 2026.

Performance Monitoring – Education, Communities and Housing.

Report by Director of Education, Communities and Housing.

1. Overview

1.1. This report presents performance data for Education, Communities and Housing for the six-month period 1 April to 30 September 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 several priority actions listed to indicate the work which will be undertaken to achieve the identified outcomes.

1.4. The Council Plan 2023-28 noted that each directorate will have a delivery plan describing the priorities that they will deliver. The Directorate Delivery Plan for Education, Leisure and Housing was approved in September 2024.

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 and 2 provide the six-monthly updates in respect of the Education, Communities and Housing Directorate Delivery Plan, together with relevant performance indicators.

1.8. Section 5 below sets out more detail on complaints and compliments received by Education, Communities and Housing.

1.9. Annex 3 sets out the revised directorate risk register for consideration.

2. Recommendations

2.1. It is recommended that members of the Committee:

i. Note the performance of Education, Communities and Housing for the reporting period 1 April to 30 September 2026, in respect of directorate priorities and performance indicators, as detailed in Annexes 1 and 2 respectively to this report.
ii. Agree the proposed amendments to Directorate Delivery Plan actions as set out in section 3.2 of this report.
iii. Note the complaints and compliments made to Education, Communities and Housing in the six-month period 1 April to 30 September 2026, and for the two preceding six-month periods, as detailed in section 5 of this report.
iv. Approve the revised Education, Communities and Housing Risk Register, attached as Annex 3 to this report.

3. Directorate Delivery Plan Performance Monitoring

3.1. The Directorate Delivery Plan progress report, attached as Annex 1 to this report, provides the detail of the agreed directorate priorities, as expressed in the Education, Leisure and Housing Directorate Delivery Plan 2024-2026. This annex also includes the Improvement and Performance 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 requiring an amendment to the target date:

i. 2.3 – Member Officer Working Groups to present recommendations to members through member seminars - target date to be extended from 31 December 2026 to 31 March 2027.
ii. 2.4 – Recommendations from the Member Officer Working Group and suggestion from the member seminar to be presented to the Education, Communities and Housing Committee - target date to be extended from 31 December 2026 to 31 March 2027.

iii. SPBS DDP 10 – Develop a modernised suite of tools and protocols for community consultation and engagement which meet the needs and expectations of the community and ensure better co-ordination between the Council, OHAC and The Orkney Partnership. This includes elements of participatory democracy – target date to be extended from 31 March 2027 to 31 March 2028.

4. Directorate Performance Indicators

4.1. Directorate performance indicators provide the mechanism through which the performance of aspects of the services provided year on year are monitored. The monitoring report for Education, Communities and Housing is attached as Annex 2. The statistics for Improvement and Performance have been included to align with the new Council structure.

5. Directorate Complaints and Compliments

5.1. Table 1 below sets out the complaints and compliments made to Education, Communities and Housing in the six-month period 1 April to 30 September 2026, and for the two preceding six-month periods.

Table 1.	Six months ending 30 September 2025.	Six months ending 31 March 2026.	Six months ending 30 September 2026.	Totals.
Complaints.	47.	37.	40.	124.
Compliments.	42.	20.	60.	122.

5.2. Table 2 set out a breakdown within the service of complaints and compliments for the six months ending 30 September 2026:

Table 2.	Complaints.	Compliments.
Active Communities.	3.	19.
Catering.	1.	8.
Community Learning and Development.	0.	8.
Education.	20.	3.
Housing.	16.	22.
Performance and Business Support.	0.	0.
Total.	40.	60.

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

5.4. The Education Service received the highest number of complaints within Education, Communities and Housing for the six months ending 30 September 2026. Table 3 sets out a further breakdown of the types of complaint received by the Education Service for this period:

Table 4.	Percentage of complaints.
Staff conduct/attitude.	45%.
Quality/level of service.	20%.
Council policy procedure.	20%.
Other.	10%.
Disagreement with decision.	5%.

5.5. The Housing Service received the second highest number of complaints within Education, Communities and Housing for the six months ending 30 September 2026. Table 4 sets out a further breakdown of the types of complaint received by the Education Service for this period:

Table 3.	Percentage of complaints.
Standard of Service.	31%.
Delay in providing a service.	25%.
Failure to provide a service.	13%.
Staff conduct/attitude.	13%.
Issue with neighbour.	6%.
Disagreement with decision.	6%.
Dissatisfaction with policy.	6%.

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

6. Directorate Risk Register

6.1. Managers within Education, Communities and Housing have recently 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 3 to this report.

For Further Information please contact:
Andrew Hamilton, Service Manager (Resources), extension 2421, Email andrew.hamilton@orkney.gov.uk.

Implications of Report

1. **Financial:** none arising directly from this report.
2. **Legal:** The Council's performance monitoring systems help the Council to meet its statutory obligation to secure best value.
3. **Corporate Governance:** not applicable.
4. **Human Resources:** not applicable.
5. **Equalities:** An Equality Impact Assessment is not required for performance monitoring.
6. **Island Communities Impact:** An Island Communities Impact Assessment is not required for performance monitoring.
7. **Links to Council Plan:** the proposals in this report support and contribute to improved outcomes for communities as outlined in the following Council Plan strategic priorities:
   ☐Growing our economy.
   ☐Strengthening our Communities.
   ☐Developing our Infrastructure.
   ☐Transforming our Council.
8. **Links to Local Outcomes Improvement Plan:** the proposals in this report support and contribute to improved outcomes for communities as outlined in the following Local Outcomes Improvement Plan priorities:
   ☐Cost of Living.
   ☐Sustainable Development.

☐Local Equality.

☐Improving Population Health.

9. **Environmental and Climate Risk:** not applicable.
10. **Risk:** 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.
Education, Leisure and Housing Directorate Delivery Plan 2024 – 2026.
Risk Management Policy and Strategy.

Annexes

Annex 1 – Education, Communities and Housing and Strategy, Performance and Business Solutions Directorate Delivery Plan Actions.
Annex 2 – Cross Council Generic Performance Indictors.
Annex 3 – Directorate Risk Register.

Annex 1

Education, Communities and Housing (ECH) Directorate Delivery Plan 2024-26 and Strategy, Performance and Business Solutions (SPBS) Directorate Delivery Plan 2023-2028.

Progress against ECH and SPBS Directorate Delivery Plan Priorities at 30 September 2026

Title	Description	Intended Outcome	BRAG		Target Date
2.3 Service Reviews (Sport and Leisure Service and Library and Archives)	Member Officer Working Groups to present recommendations to members through member seminars.	Review service delivery - Ensure that we continue to deliver vital services to the people of Orkney in a sustainable way. Strengthening Communities.	GREEN		31-Dec-2026
Lead	**Comment**				
Garry Burton	**BRAG status as at 31 March 2026 was Green.** Final paper to be presented to the Sport and Leisure Member Officer Working Group (MOWG) in November 2026, which will be followed by a Members' Seminar and a report with recommendations from the MOWG presented to Education, Communities and Housing Committee on 17 February 2027. Library and Archives: This work will not be progressed due to lack of available funding. It is recommended that the target date be extended to 31 March 2027.				

Title	Description	Intended Outcome	BRAG		Target Date
2.4 Service Reviews (Sport and Leisure Service and Library and Archives)	Recommendations from the Member Officer Working Group and suggestion from the member seminar to be presented to the Education, Communities and Housing Committee.	Review service delivery - Ensure that we continue to deliver vital services to the people of Orkney in a sustainable way. Strengthening Communities.	GREEN		31-Dec-2026

Lead	Comment
Garry Burton	**BRAG status as at 31 March 2026 was Green.** The outcome of this action will be dependent on the progress of action 2.3. A report will to be presented to Education, Communities and Housing Committee on 17 February 2027. Consideration should be given to extending the target date for this action to 31 March 2027.

Title	Description	Intended Outcome	BRAG		Target Date
SPBS DDP 03a Performance	Implement Public Sector Improvement Framework self-assessment across services.	The Council understands how it is performing and is clear about where it needs to improve.	GREEN		31-Mar-2028
Lead	**Comment**				
Alex Rodwell	**BRAG status as at 31 March 2026 was Green.** The first milestone for this priority, undertaking a corporate self-assessment with the Corporate Leadership Team, was completed in 2024/25. Since then, the national picture has changed and there is work ongoing through SOLACE and the Improvement Service to refresh the Public Sector Improvement Framework (PSIF) as an improvement tool, in line with the new national Self-Evaluation Framework. The launch of the new PSIF is expected in December 2026 and the Corporate Performance team will work with the Improvement Service at that time to complete training on the new framework, with a view to launching the refreshed self-assessment approach in 2027/2028. Since the appointment of the Corporate Performance Manager in August 2026, work has been underway to plan for the transition to the refreshed PSIF approach.				

Title	Description	Intended Outcome	BRAG		Target Date
SPBS DDP 03b Performance	Review and update corporate performance framework.	The Council understands how it is performing and is clear about where it needs to improve.	GREEN		31-Mar-2027
Lead	**Comment**				
Alex Rodwell; William Moore	**BRAG status as at 31 March 2026 was Green.** An updated draft framework for strategic planning and performance has been developed and is now being refined by the Corporate Strategy and Corporate Performance teams. The finalised framework will be presented to the Policy and Resources Committee in February 2027, for use by the Council in setting future strategic plans, including the next Council Plan. The framework supports the further development of tools and approaches for managing performance, and for supporting strategic planning by giving consideration in the process to the performance management work that is associated with each plan, at the beginning of the planning process.				

Title	Description	Intended Outcome	BRAG		Target Date
SPBS DDP 03c Performance	Develop the tools, approaches, and training to embed the framework across the organisation through to an individual team level.	The Council understands how it is performing and is clear about where it needs to improve.	GREEN		31-Mar-2027
Lead	**Comment**				
Alex Rodwell; William Moore	**BRAG status as at 31 March 2026 was Green.** Some tools and approaches for performance management have been developed and delivered, particularly around the use of self-evaluation, and many of these tools are now in use. Recent examples include the refreshed annual self-assessment against the Council's Local Code of Corporate Governance, and the launch of the expanded Performance Support Group, facilitated by the Corporate Performance Manager who took up their role in August 2026.				

	During 2026/2027, the suite of tools and approaches will be expanded, supported by the Performance Strategic Planning and Management Framework. Some examples of work in this area planned before March 2027 include: • The review and refresh of the Cross-Council Generic Performance Indicators, • The revised self-evaluation approach, using the refreshed Public Sector Improvement Framework (PSIF) as a key component, • The review and rationalisation of the Council's public performance arrangements, • The development of the Council's benchmarking approach, • The design and development of performance dashboards. The roll-out of these tools and approaches to the Council's services is planned during 2027 and 2028.

Title	**Description**	**Intended Outcome**	**BRAG**		**Target Date**
SPBS DDP 04 Customer service	Review customer feedback and identify key areas of improvement. Develop framework and customer service toolkit for services to support identified areas of improvement. Implementation and embedding of improvements.	It is easy to deal with the Council and access the services the public need. There are consistent standards of customer service and a high level of satisfaction with their interactions with the Council	GREEN		31-Mar-2028
Lead	**Comment**				
Alex Rodwell	**BRAG status as at 31 March 2026 was Green.** Annual Customer Services pulse surveys are carried out to assess public satisfaction with the service provided by our Customer Services team. The most recent survey, conducted in April 2026 over two weeks, recorded a 95.8% satisfaction rate from the 214 responses, reflecting a strong level of public confidence in our front-facing team. In addition to the annual surveys, every online process on the Customer Service Platform includes a star rating system (1 to 5) and an option for customers to leave comments about our online forms. These ratings and comments are actively monitored by the Customer Services team and shared with relevant teams as follows: • Service provision comments – forwarded onto the relevant service area.				

	• Form usability comments – passed onto the Customer Service Platform Project Team. • Website related feedback – directed to the Digital Communications Team. • MyGovScot MyAccount issues – referred externally to the Improvement Service. This multi-channel feedback approach ensure that customer feedback is used to effectively drive service improvements across all areas. This is feeding directly into the Customer and Business Support review and improvement plan. The service has recruited a dedicated Business Systems Officer to support the Customer Service Platform, known by the name 'My Orkney' publicly. This is allowing the service to maintain and enhance the online service provision. Work is progressing to refresh the corporate customer service standards. This work will be completed during 2026/2027.

Title	**Description**	**Intended Outcome**	**BRAG**		**Target Date**
SPBS DDP 10 Community consultation and engagement	Develop a modernised suite of tools and protocols for community consultation and engagement which meet the needs and expectations of the community and ensure better co-ordination between the Council, OHAC and The Orkney Partnership. This includes elements of participatory democracy.	Our community consultation and engagement practices are effective and clearly influence decisions and improvement.	GREEN		31-Mar-2027
Lead	**Comment**				
Garry Burton	**BRAG status as at 31 March 2026 was Green.** Following the management restructure, the work of the Community Engagement Project Team will be progressed through Active Communities. The current focus is the review of the Community Planning Partnership structure and this priority will follow completion of this work. The service is recruiting a Team Manager (Community Development). Once the Team Manager is in place this project will be reinitiated. This will include reviewing and refreshing the existing project plan. In the meantime, the existing guidance for Community Consultation and Engagement remains in place and is available on the Orkney Community Planning Partnership's website.				

	It is requested that the target date for this priority is extend to 31 March 2028.

Title	Description	Intended Outcome	BRAG		Target Date
SPBS DDP 15a Programme of and approach to improvement	Corporate Leadership Team prioritised rolling programme of improvement priorities for 'Improvement and Performance' and 'Customer Services and Corporate Administration' prioritised and agreed. This should include outstanding projects from previous initiatives such as the change programme.	Services are delivering transparent improvement and transformation. There is a clear and prioritised programme of improvement, supported where required by the Improvement Support Team, where outcomes and benefits are clearly articulated and monitored.	GREEN		31-Mar-2027
Lead	**Comment**				
Alex Rodwell; William Moore	**BRAG status as at 31 March 2026 was Green.** Following the 2025 management restructure and reduction in resource within the Digital and Data team, the system development programme has moved to delivering priorities agreed by each Directorate Management Team, with an overview of the Council's core corporate systems maintained through the System Development Working Group. In 2026/27, system development, digital improvement and data improvement work progressed in a number of areas, and a brief summary of key deliveries include: • Development of the Council's Customer Service Platform (MyOrkney), including development of both public-facing functionality and internal, staff-facing processes. • Education-focussed development, including the additional support needs (ASN) data workstream, and the new Orkney Primary Tracker system, which is being rolled out to schools during the first term of the 2026/2027 academic year. • Development of the housing management system, NEC Housing, including supporting a major upgrade and delivering significant efficiencies in the rent collection process.				

	• Development and maintenance of the asset management system, Concerto, including work to support the Council's stock condition survey. • Development and maintenance of the Health and Social Care system, Paris, including the implementation of new reporting modules and with significant additional support for process improvement within the Health and Social Care Partnership. • The establishment of the artificial intelligence (AI) officer group, which now meets to support the development of policy and guidance around the Council's use of AI.

Title	**Description**	**Intended Outcome**	**BRAG**		**Target Date**
SPBS DDP 15c Programme of and approach to improvement	Refresh project management framework and develop tool, approaches, and training with a focus on people, outcomes, and benefits realisation.	Services are delivering transparent improvement and transformation. There is a clear and prioritised programme of improvement, supported where required by the Improvement Support Team, where outcomes and benefits are clearly articulated and monitored.	GREEN		31-Mar-2027
Lead	**Comment**				
Alex Rodwell	**BRAG status as at 31 March 2026 was Red.** During 2026/2027 the guiding principles and the framework for managing improvement projects were agreed and the service is developing materials to support each stage of the project lifecycle. The key focus for development is ensuring that projects support the Council's aims and outcomes and can deliver measurable benefits. This work incorporates learning from delivery of previous projects and will support improvement projects from initiation to closure, with additional work to ensure that post-implementation, a review of expected project benefits is carried out, and the delivery of benefits can be demonstrated.				

Title	Description	Intended Outcome	BRAG		Target Date
SPBS DDP 17c The Orkney Community Planning Partnership	Progress the Local Outcomes Improvement Plan 2025-30 via the three delivery groups.	The Council, as a facilitating partner, adds value to community planning through joint working to deliver improved outcomes for our community.	GREEN		31-Mar-2028

Lead	Comment
Garry Burton	**BRAG status as at 31 March 2026 was Green.** **Cost of Living Task Force** The Cost of Living Task Force (COLT) received 31 applications for the Islands Cost Crisis Emergency Fund by the deadline of 31 July 2026, up from 23 last year. The total ask was for over £500,000, more than double Orkney's allocation of £213,000. A subgroup of the COLT made recommendations to fund 21 of the projects that most closely met the Scottish Government's criteria for the fund. These have been endorsed by the COLT and the Council's Section 95 Officer and the payments are now being made, almost a month earlier than they were distributed last year. The Fuel Poverty Action Plan has been completed following the workshop held in December 2025 and the group are beginning to work on some of the actions. **Sustainable Development Delivery Group** A more focused 12-month plan has been agreed by the group, with fewer, more targeted actions. Work has begun on these - for example, meetings have been held with key partners, such as the Council's flood risk management team, to discuss ways in which the group can help with their work. The flood risk management team is now working with staff at NHS Orkney on drainage work at the old Balfour Hospital site as a result of these conversations. Within the Sustainable Development Delivery Group, the Community Wealth Building subgroup has also refined their plan to more focused actions (more on this in the Community Wealth Building section), and the Property Asset Group has been streamlined to meet by correspondence unless there are actions for the group to carry out. **Equality Delivery Group** This group had been dormant for 12 months but has now been restarted with the Chair of the NHS Orkney Board as chair. A workshop was held in June which was attended by representatives from across the ferry-linked isles and was

	positively received. Following this, the group is now focusing on resilience in the isles and is in the initial stages of developing a new locality plan, working closely with the Council's Safety and Resilience team to assist island communities with their resilience plans. Within this area, the Community Planning Partnership (CPP) has also produced a report on the current situation of the Community First Responders in the ferry-linked isles. This draws together all of the work carried out over the past four years and involved community engagement with each of the isles to get an up-to-date picture of the situation on each Island and to rebuild relationships between the CPP and Scottish Ambulance Service.

Title	Description	Intended Outcome	BRAG		Target Date
SPBS DDP 18 Community Wealth Building.	The principles and pillars of CWB (spending, workforce, land and property, inclusive ownership, and finance) will be further embedded within relevant Council policies, procedures and working practices. Input into development of partnership delivery plan and strategy for CWB. Review scope of Empowering Communities project in context of its contribution to CWB. Council specific action will include working with partners to develop a coordinated approach to support: • The Fair Work agenda. • Progressive procurement.	Community Wealth Building (CWB) is embedded as a means to deliver the wellbeing economy and net zero by greater wealth creation and retention in Orkney and ensuring that wealth is more equally distributed in the county.	GREEN		31-Mar-2028
Lead	**Comment**				
Garry Burton	**BRAG status as at 31 March 2026 was Green.** The Community Wealth Building subgroup has refined their plan to more focused actions. Key areas of work for 2026/27 include looking to make Orkney a Real Living Wage Place (RLW) by achieving RLW status for Orkney Islands Council and NHS Orkney and promoting the understanding of Community Wealth Building in Orkney. The group has forged closer links with Scottish Government, and a member of the subgroup has been invited to sit on the Scottish Government's Guidance Group which aims to support other local authorities with setting up Community Wealth Building plans. A briefing was also produced for elected members on Community Wealth Building.				

Annex 1

How we demonstrate progress
We use blue, red, amber and green status to show how we are progressing with actions, and we use red, amber and green status to show our assessment of the most up-to-date data we have relating to the performance measures/indicators.
What each status means is shown below.

Actions BRAG System


Complete: we have achieved what we set out to achieve.


Progressing well: we expect to achieve what we set out to achieve.


Progress issues: we may not achieve what we expected.

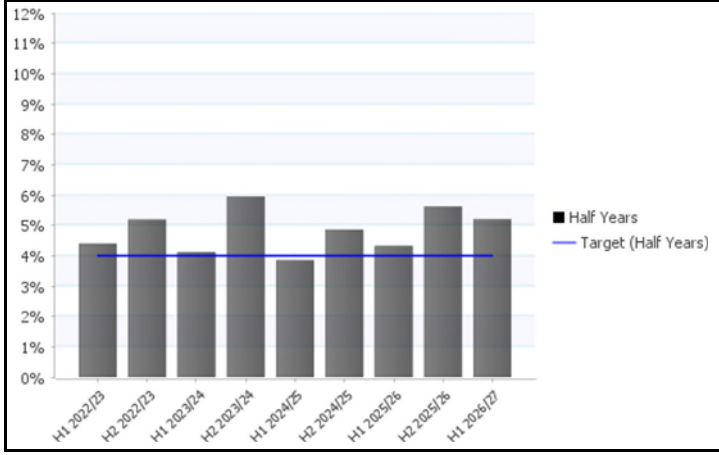

Progress at risk: we are unlikely to achieve what we expected.

Education, Communities and Housing Performance Indicator Report

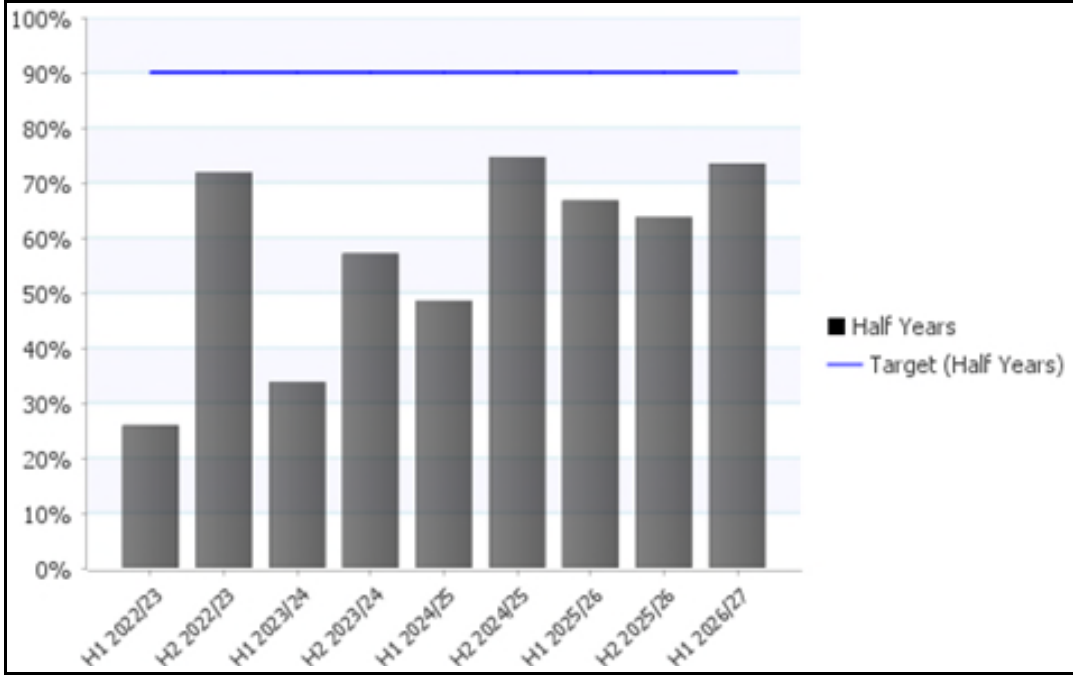
Service Performance Indicators at 30 September 2026

ORKNEY ISLANDS COUNCIL

Performance Indicator				
CCG 01 – Sickness absence – The average number of working days per employee lost through sickness absence, expressed as a percentage of the number of working days available.				
Target	**Actual**	**Intervention**	**RAG**	
4%	5.19%	6.1%	AMBER	⚠
Comment				
This indicator has seen a slight drop from 5.61% to 5.19% in the past six months, which is positive but still above target. Our records indicate that approximately 25% of sickness absences are short term absences due to minor illnesses/conditions. Service Managers have identified specific areas of concern and are working with managers directly.				
Trend Chart				



Performance Indicator				
CCG 02 – Sickness absence – Of the staff who had frequent and/or long-term sickness absence (they activated the sickness absence triggers), the proportion of these where there was management intervention.				
Target	**Actual**	**Intervention**	**RAG**	
90%	71.37%	79%	RED	
Comment				
Out of 255 absences, 182 are recorded as having management interventions, which is a significant improvement on the previous reporting period, although still below target. Directorate staff will continue to monitor this regularly, with Service Managers following up with relevant line managers to ensure that interventions are being carried out and recorded as per policy.				
Trend Chart				

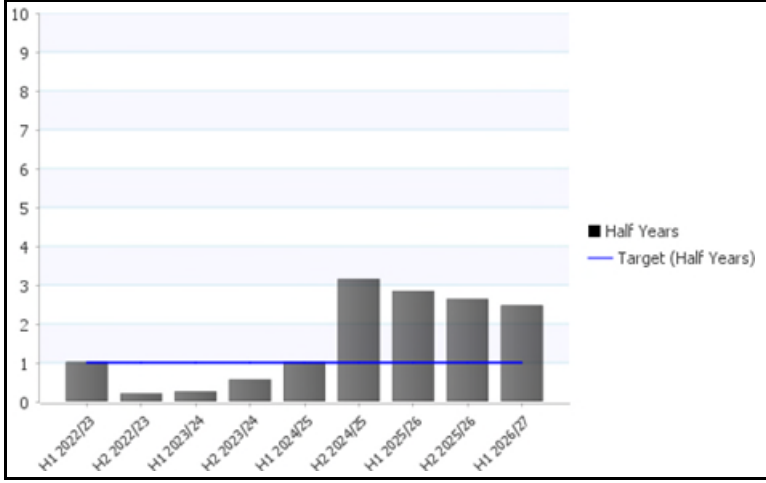


Performance Indicator				
CCG 03 – Staff accidents – The number of staff accidents within the service, per 30 staff per year.				
Target	**Actual**	**Intervention**	**RAG**	
1	2.47	2.1	RED	

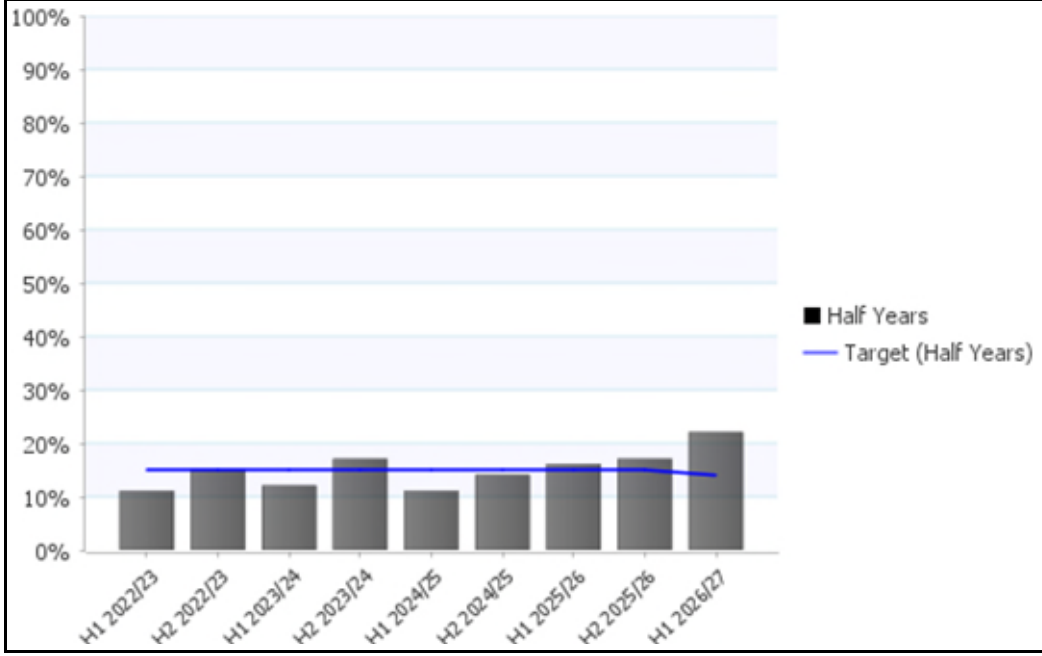
Comment

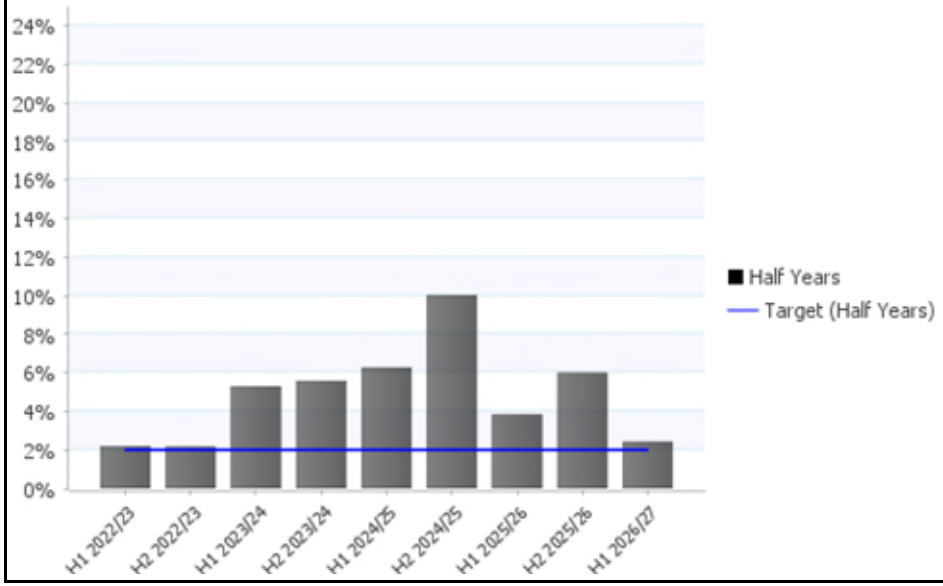
The following data relates to adverse events recorded within Education, Communities and Housing (ECH) during the reporting period from October 2025 to October 2026.
Adverse events include accidents, incidents, near misses and undesired circumstances, in line with Health and Safety Executive (HSE) categorisation.
During the reporting period, the majority of incidents recorded related to behavioural adverse events involving staff working directly with children and young people, with a smaller number relating to slips, trips and falls and other workplace hazards. The staff accident rate reduced from 2.63 to 2.47 accidents per 30 staff per year, demonstrating continued progress in reducing workplace accidents within the service.
The most significant indicator of safety performance remains the number of Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) reportable incidents. For ECH, the RIDDOR accident rate for this period was 0.04 per 30 staff, demonstrating a very low incidence of reportable events and indicating that serious workplace injuries remain uncommon within the service.

Trend Chart

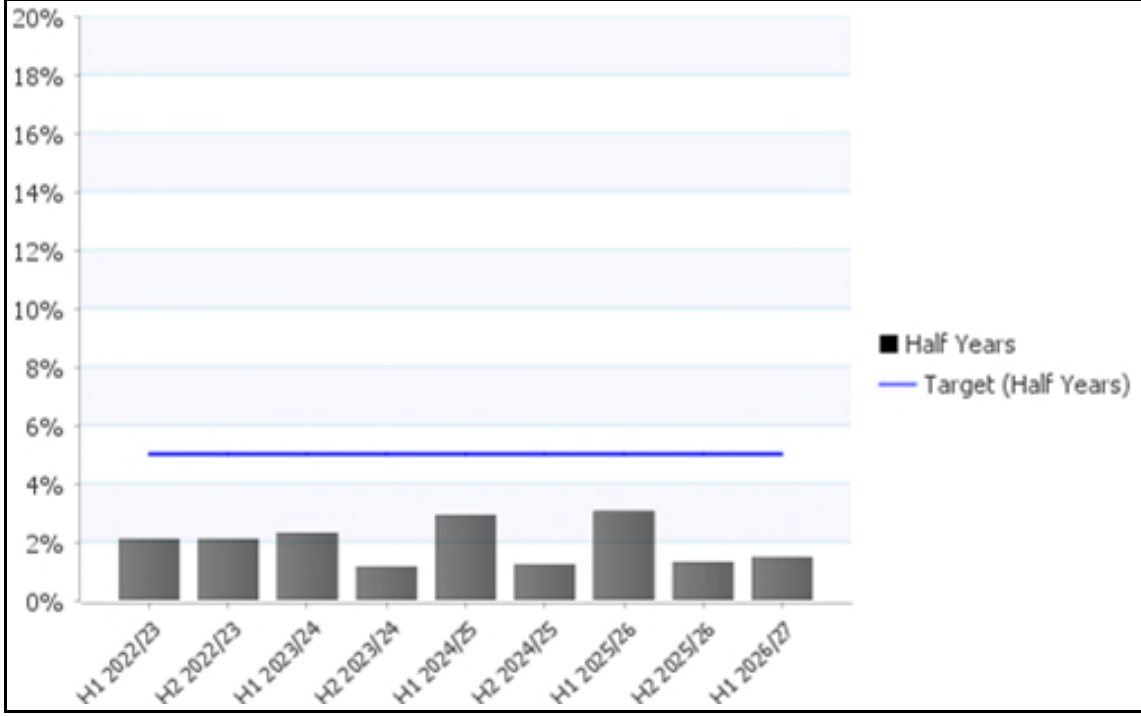


Performance Indicator				
CCG 04 – Budget control – The number of significant variances (priority actions) generated at subjective group level, as a proportion of cost centres held.				
Target	**Actual**	**Intervention**	**RAG**	
14%	22%	31%	AMBER	⚠
Comment				
There has been a rise in the number of variances since the last reporting period, and this indicator is above target. Significant variances are reported in respect of under and overspends and this can happen for a variety of reasons. We are currently realigning budgets across the directorate which is expected to reduce the number of variances. Directorate staff continue to monitor budget management regularly and budget holders continue to demonstrate effective budget management within Education, Communities and Housing.				
Trend Chart				

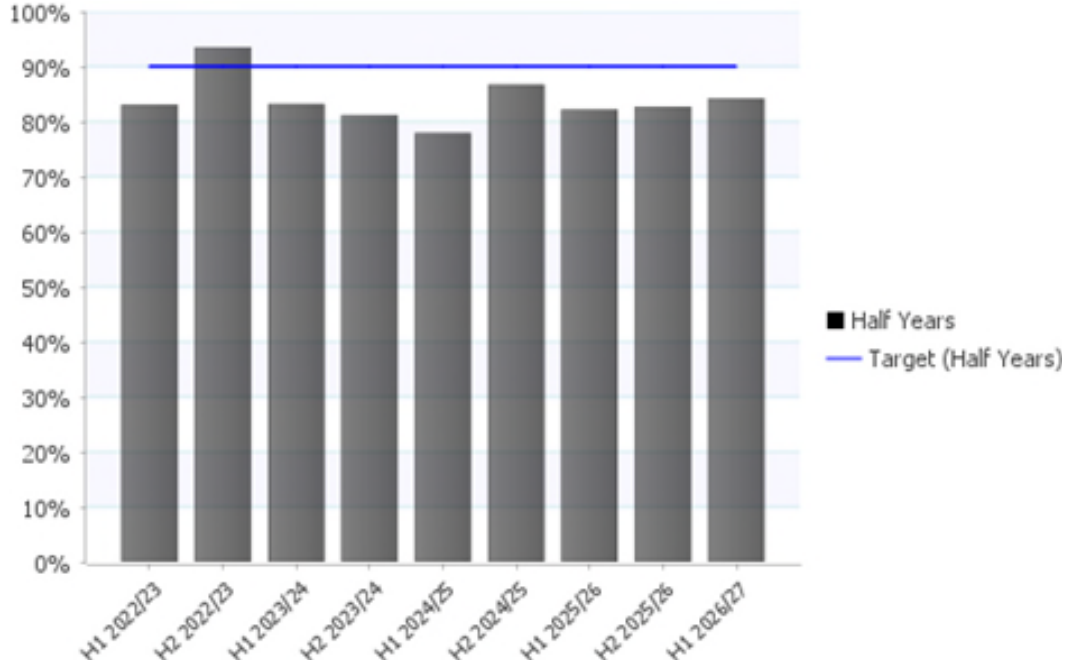


Performance Indicator				
CCG 05 – Recruitment and retention – The number of advertised service staff vacancies still vacant after six months from the time of advert, as a proportion of total staff vacancies.				
Target	**Actual**	**Intervention**	**RAG**	
2%	2.41%	4.1%	AMBER	
Comment				
From a total of 290 vacancies, only seven remained unfilled after six months from being advertised. These include, Cleaner, Victoria Street, Stromness (0.1 FTE); General Youth Worker, Westray (0.1 FTE); Maths Teacher at KGS (0.5 FTE); Maths Teacher at KGS (1.0 FTE) School Cleaner, Dounby (0.4 FTE); Support for Learning Assistant, Stromness Academy (0.9 FTE); Depute Head Teacher, Papdale Primary (1.0 FTE). The Maths Teacher at KGS (0.5FTE) and DHT at Papdale Primary are both now filled.				
Trend Chart				
				

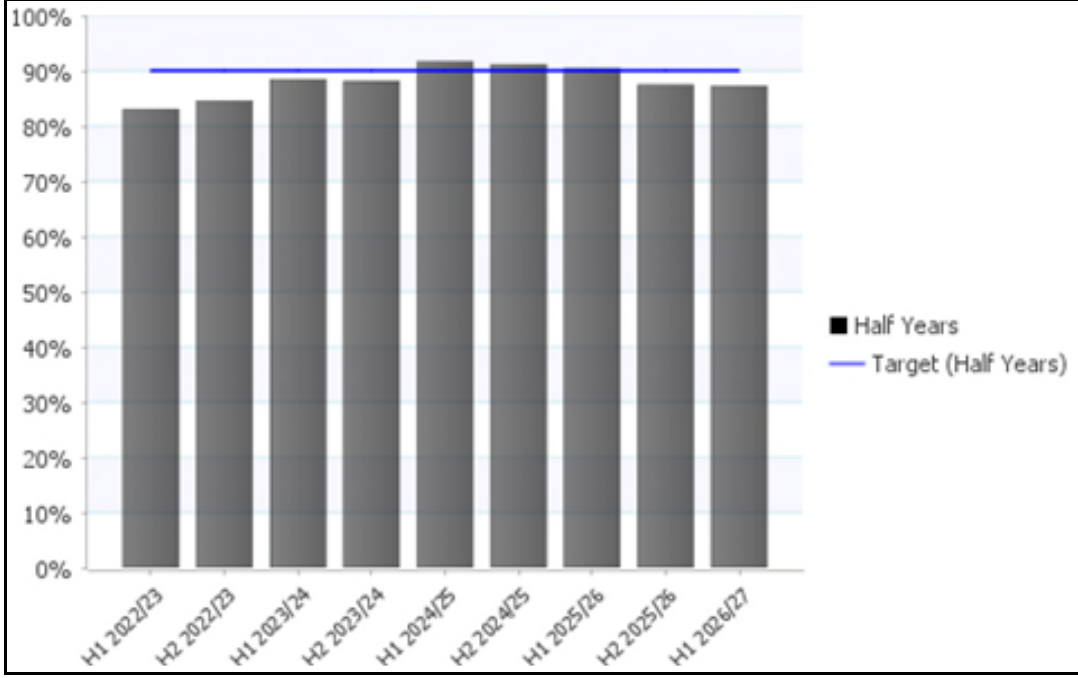
Performance Indicator				
CCG 06 – Recruitment and retention – The number of permanent service staff who leave the employment of Orkney Islands Council – but not through retirement or redundancy – as a proportion of all permanent service staff.				
Target	**Actual**	**Intervention**	**RAG**	
5%	1.46%	10.1%	GREEN	
Comment				
Of 1,097 permanent staff employed by the Service, 16 have left employment with Orkney Islands Council during this reporting period. This is a slight percentage increase on the figure for the previous reporting period, but remains well within the 5% target.				
Trend Chart				



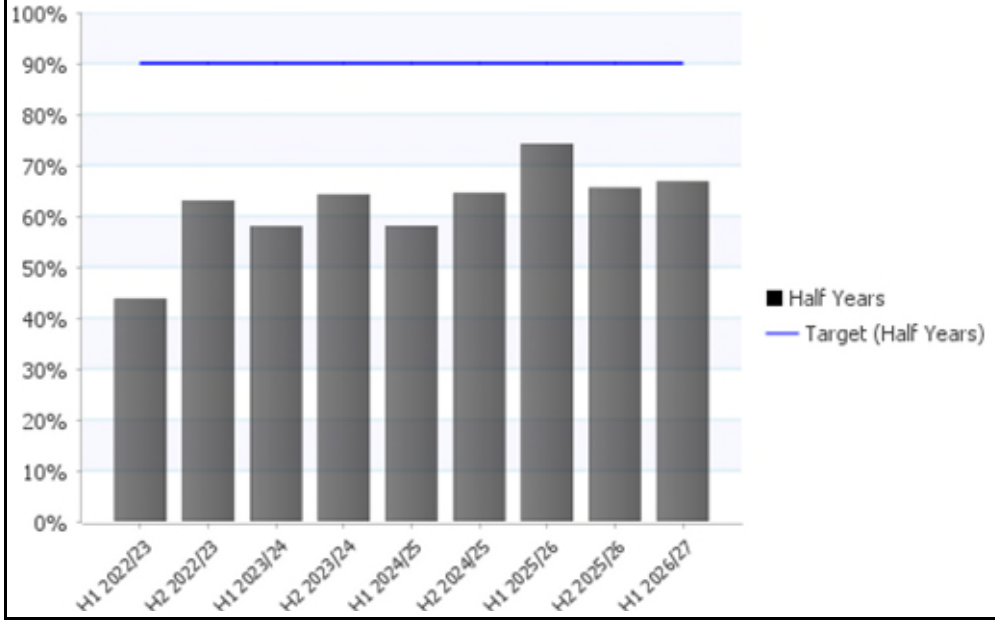
Performance Indicator				
CCG 07 – Good Conversations – The number of staff who receive (at least) an annual face-to-face Good Conversations (GC) meeting, as a proportion of the total number of staff within the service.				
Target	**Actual**	**Intervention**	**RAG**	
90%	84.6%	79%	AMBER	
Comment				
Of the 1,034 staff due a Good Conversation meeting during this period, 875 people received one. This is an improvement on the previous reporting period, although still below the target. Service Managers continue to work with line managers to have outstanding Good Conversation meetings completed. The majority of these outstanding are as a result of line manager work pressures.				
Trend Chart				



Performance Indicator				
CCG 08 – Invoice payment – The number of invoices that were submitted accurately, and paid within 30 days of invoice date, as a proportion of the total number of invoices paid.				
Target	**Actual**	**Intervention**	**RAG**	
90%	87.2%	79%	AMBER	⚠
Comment				
The introduction of the Purchase 2 Pay system has allowed more timely processing of invoices for payment and queries are being resolved faster. Although this has dipped slightly over the past two reporting periods, the figure is broadly in line with the target.				
Trend Chart				



Performance Indicator				
CCG 09 – Mandatory training – The number of staff who have completed all mandatory training courses, as a percentage of the total number of staff in the service.				
Target	**Actual**	**Intervention**	**RAG**	
90%	66.73%	79%	RED	
Comment				
Although the completion rate for all mandatory training courses is still below target, the ECH service has improved since the last reporting period. Of 1,518 total staff in the service, 1,013 have completed all mandatory training. Of the staff who have not completed all mandatory training, many are relief or supply staff, and funding their I-learn courses is a significant challenge given budget constraints. Of the remaining staff who have not completed all their mandatory training, Service Mangers will continue to work with line managers to improve this performance indicator.				
Trend Chart				



How we demonstrate progress
We use blue, red, amber and green status to show how we are progressing with actions, and we use red, amber and green status to show our assessment of the most up-to-date data we have relating to the performance measures/indicators.

What each status means is shown below.

Performance Measures/Indicators RAG System

- We are missing our target for this performance measure, and there is a significant risk we will not meet our target without taking further action.
- We are missing our target for this performance measure, and there is a low to moderate risk that we will not meet our target without taking further action.
- We are likely to meet or exceed our target for this performance measure.

Education, Communities and Housing Risk Register – September 2026

Strategic Risks

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

Operational Risks

Cluster.	**Risk Number.**	**Owner.**
Financial.	1, 3, 4, 5, 6, 7, 8, 9, 10,	Director of Education, Communities and Housing.
Staffing.	2, 3, 7.	Director of Education, Communities and Housing.
Technological	11.	Director of Education, Communities and Housing.

Risk Matrix

			IMPACT				
			1.	2.	3.	4.	5.
			Insignificant	Minor	Moderate	Major	Severe
LIKELIHOOD	5.	Almost Certain.	Medium	Medium	High	High	Extreme
	4.	Likely.	Medium	Medium	Medium	High	Extreme
	3.	Possible.	Low	Medium	Medium	High	High
	2.	Unlikely.	Low	Low	Medium	Medium	High
	1.	Rare.	Low	Low	Low	Medium	High

Risk Title: 01 – Financial Pressures.

Likelihood.	5.	**Impact.**	5.	**RAG.**	Red.	**Current Risk Score.**	25.	**Target Risk Score.**	15.

Vulnerability.	**Trigger.**	**Consequences.**	**Options.**	**Mitigating Actions.**
It is predicted that ongoing savings will be required each year. Level of funding for the service is insufficient to maintain the existing standard and range of provision. Lateness of award and lack of certainty around some Scottish Government funding leads to additional pressure on services. Inflation combined with a standstill budget and/or budget reduction further reduces the capacity to maintain a safe standard of provision. Some aspects of service provision are reliant on income through income generation, sales which cannot be entirely guaranteed.	Reduced resource base.	Decrease in the quality and resilience of the services provided by ECH (as assessed by inspectors and regulators). Reduction in service offer. Disinvestment in professional learning offer for staff teams. Possible reduction to progress, achievement and attainment of learners. Increasing time and resource spent on accounting for service failures and complaints, and on making cases for discrete resource allocations in-year. Additional strain placed on staff many of whom already work significant additional hours that they are not paid for. Insufficient houses and higher levels of disrepair.	Tolerate.	Increase budget management and scrutiny to identify efficiencies. Ensure that external grant funds are linked to strategic plans and outcomes. Explore and progress opportunities for sharing costs and/or community funding. Strategic Housing Investment Plan monitoring and Scottish Government engagement / lobbying. Housing Revenue Account Business Plan developed – monitoring to continue. Work with Scottish Government / COSLA to ensure more efficient and effective ways of working through multi-year funding

Vulnerability.	**Trigger.**	**Consequences.**	**Options.**	**Mitigating Actions.**
The level of Resource Planning Assumption for the affordable housing supply programme is currently insufficient to deliver the Strategic Housing Investment Plan, which may impact on affordable housing provision. Existing rent arrears continue to increase on top of a legacy position originally created by welfare reform and the pandemic. Unable to afford to backfill staff absent from work. Unable to meet the assessed needs of vulnerable people. Increased requests for additional funding from third sector agencies who receive funding and who deliver vitally important services for us at a cost below that of internal delivery. Lack of sufficient grant received through COSLA fails to fully fund national policy.		Reputational impact; Community impact; Impact on staff morale; Increase in difficulty with recruitment and retention; Potential staff losses either through ill health or choosing to leave the Council; Economic impact if people leave the islands; potential limitations on housing development Increased homelessness; Additional housing pressure; Sustainability threatened in fragile communities; Increased rents; Failure to meet Social Housing Net Zero Standard / Energy Efficiency Standard for Social Housing 2; Reduced staff wellbeing and increased staff illness; Potential impact on vulnerable groups within society. Reduction in income due to cost-of-living crisis. Increased pressure on the system. Rise in costs associated with legal challenges. Some third sector organisations become unsustainable impacting service delivery for vulnerable people in the community.		and to make the case for sufficient multi-year grant funding. In line with legislation, request Scottish Government carry out island impact assessments to ensure island circumstances are considered in funding allocations.

Risk Title: 02 – Recruitment / Retention Challenges.

Likelihood.	5.	**Impact.**	4.	**RAG.**	Amber.	**Current Risk Score.**	20.	**Target Risk Score.**	16.

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
Some posts remain very difficult to fill. For example, Housing staff, Tenant Participation Staff, Sheltered Housing staff, Papdale Halls, School Catering Staff (particularly cooks), Admin staff, ELC practitioner, Employability Keyworkers, some teaching posts, Support for Learning Assistants, Staff on insecure contracts e.g. employability staff and Management staff. Recruitment and retention failures result in un-filled posts. Lack of supply staff for statutory and regulated posts to backfill when staff are absent. Some posts are subject to annual or specific funding from Scottish Government which are subject to a lack of certainty which limits post security and may potentially	Key posts still remain unfilled following another recruitment drive, casual and relief staff unavailable and often unaffordable. Employees leaving posts resulting in vacancies. Staff absences. National Policy increasing FTE count.	Reduction in service offer, including not offering undersubscribed courses. Inability to meet the Safe Staffing Standard and / or operational standards. Capacity to deliver specific curriculum subjects compromised. Service failure with respect to progress, achievement, and attainment, and meeting learners' needs. Lower quality of service as assessed by inspectors and regulators. Increase in workload and pressure on existing teams. Capacity to deliver specialist housing services is compromised. Capacity to deliver full school meals offering across all schools is compromised. Reduction in performance standards across all Services; Reputational impact; Community impact; Concern about closures; Impact on staff morale; Economic impact if people leave the islands.	Treat.	Support access routes (initial training, career change programmes). Provide support to unqualified staff to gain relevant qualifications. Support for 'grow your own' staff / succession planning and mentoring. This may include incentives to encourage staff retention. Use recruitment processes to ensure applicants are aware of opportunities and (if unsuccessful) are open to continue to seek employment with the Council. Continue to use appropriate alternatives including the use of agency staff (where affordable).

Vulnerability.	**Trigger.**	**Consequences.**	**Options.**	**Mitigating Actions.**
limit ability to be flexible with use of staffing resource (Employability, Housing Support for Refugees etc). Vacancies remain unfilled for an extended period. Limited access to appropriately qualified workforce, hampers recruitment, including the availability of casual and relief staff. Age profile of staff and singleton posts in some areas leads to increasing risk of loss through retirement, sickness absence etc. Vulnerability due to certain health conditions including mental health. Difficulty with backfilling maternity and ensuring staffing levels required for services registered with Care Inspectorate / Safe Staffing / Operational Standards. Turnover rate rises to unsustainable levels.		Negative impact upon staff wellbeing and sickness rates. Increased challenge in recruiting quality candidates.		Seek to challenge position with insecure Scottish Government funding. Essential workers housing strategy to assist with recruitment / retention of essential workers.

Risk Title: 03 – Unmet Additional Support Needs.

Likelihood.	5.	**Impact.**	5.	**RAG.**	Amber.	**Current Risk Score.**	25.	**Target Risk Score.**	16.

Vulnerability.	**Trigger.**	**Consequences.**	**Options.**	**Mitigating Actions.**
Demand across service areas is out with capacity to deliver. Impact of available additional support is limited as it is shared across too many needs. Increasingly complex needs of service users are impacting on the directorate's ability to meet statutory service provision.	Increased demand for additional support combined with an increase in the indicators of unmet need.	Appropriate additional support (approaches to learning and teaching, support from personnel, and provision of resources) to meet the needs of learners / residents is not available. Service fails to meet statutory duties. Facilities with or without support insufficient to meet needs and demands. Level of dissatisfaction increases. Number of complaints increases. Resources diverted to manage complaints and if necessary, legal challenge, which exacerbates the vulnerability. Increase in difficulty with recruitment and retention.	Treat.	Improve and increase efficient and effective use of available resources. Improve and increase staff confidence and capability. Explore and exploit opportunities for collaborative work within and across service and agencies to deliver preventative and early intervention service models. Explore and exploit budget and funding options to increase sufficiency and capacity. £1.5 million is subsidising free school meals and music tuition. If ECH had the funding this could be reallocated to ASL and Inclusion. Explore staffing needs on a regular basis.

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

Risk Title: 04 – IT Systems Capability.

Likelihood.	4.	**Impact.**	4.	**RAG.**	Amber.	**Current Risk Score.**	16.	**Target Risk Score.**	12.

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

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
		Limit ability for income generation / collection e.g. through online shop provision / income collection apps etc (staffing is also a limitation). Inability to work with partner agencies in a modern manner e.g. online housing application / common housing register.		

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

Likelihood.	4.	**Impact.**	3.	**RAG.**	Amber.	**Current Risk Score.**	12.	**Target Risk Score.**	9.

Vulnerability.	**Trigger.**	**Consequences.**	**Options.**	**Mitigating Actions.**
Leadership capacity.	Failure to recruit high-quality candidates.	Lack of leadership in settings.	Treat.	Refocus the Leadership pathway to develop leadership capacity within the workforce.
Insufficient number of high quality and / or qualified practitioners.		Vacant posts and repeated recruitment. Impact on quality and outcomes for children. Failure to meet National Standard.		Support practitioners to gain relevant qualifications to meet the requirements of their role, including SVQs and degrees Continuation of head teacher training to support development of pedagogical leadership capacity. Continue to work with UHI Orkney to review the availability and quality of courses on offer.
Insufficient budget to meet emerging demands of Scottish Government.	Legislation/policy insufficiently funded for the local context (e.g. discretionary deferrals, nursery milk and snack).	Budget overspend.		Lobby Scottish Government so that they take account of the unique island challenges relating to new policies. Ensure Orkney attendance at national meetings / forums to ensure the remote and rural voice is heard. Ensure Elected Members and the Corporate Leadership Team

Vulnerability.	**Trigger.**	**Consequences.**	**Options.**	**Mitigating Actions.**
				are well briefed prior to national meetings.
Financial model for 0-3 service becomes unviable.	Inability to appoint adequate numbers of practitioners to ensure maximum ratio and maximum income.	Greater than acceptable losses. Service failure in workplaces due to lack of childcare available.		Carefully monitor occupancy, staff ratios and fee payment to ensure the setting is running as efficiently as possible.

Risk Title: 06 – Cost of living crisis.

Likelihood.	4.	**Impact.**	4.	**RAG.**	Yellow.	**Current Risk Score.**	16.	**Target Risk Score.**	12.

Vulnerability.	**Trigger.**	**Consequences.**	**Options.**	**Mitigating Actions.**
Cost of living crisis is likely to exacerbate inability to pay housing costs. Impact of welfare reform and further changes to welfare benefits continue to impact on ability to pay rent and this has been exacerbated by the initial rollout of Universal Credit (2018/19), Tax Credit transition to Universal Credit (rollout to all remaining groups) during 2024 and the impact of the pandemic. Negative impact on those we work to support across ECH.	Reduced income for HRA, increased provision for bad debt, increased homelessness. Increased demand for service and inability to meet need. Meal of lower nutritional value chosen instead.	More rent arrears; Increased impact on HRA; Increased homelessness; Loss of staff; Failure to meet SHNZS (Social Housing Net Zero Standard); Damage to reputation re arrears figures (previously were very good); Negative impact on rural/isles area. Reduced Income levels from OIC (rents) and the general public. Rise in children living in poverty. Inability to meet the required needs of communities leading to increasing vulnerability and exacerbating future demand for services. Poor learning and poor school experience and need for additional services in future.	Treat.	HRA Business Plan to continue to be monitored. Issues of affordability are considered in respect of potential impact of annual rental increase. Monitor situation and continue to pursue rent arrears and also to try and prevent other households from falling into arrears by encouraging payment in advance and seeking to identify vulnerable households at as early a stage as possible. Continue to work with the Cost-of-Living Taskforce and Children's Services Strategic Group. Issues of affordability are considered in respect of potential projects and costs. Continue to increase awareness of free school meal criteria and awareness of anonymity. Ordering system ensures

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

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

Likelihood.	4.	**Impact.**	4.	**RAG.**	Amber.	**Current Risk Score.**	16.	**Target Risk Score.**	12.

Vulnerability.	**Trigger.**	**Consequences.**	**Options.**	**Mitigating Actions.**
UHI Orkney fails to achieve a balanced budget. UHI Orkney requires financial support from OIC to continue to operate in its current model.	Flat/capped funding from Scottish Funding Council in Further Education (FE) sector. Challenges in recruiting sufficient Higher Education (HE) students and subsequent shortfall in activity-based funding. Demand for student support services significantly above budgeted provision and rising. Signing up to the National Recognition and Procedure Agreement for Scotland's Colleges. Staff costs at 77% of budget; Distant Islands Allowance not	UHI Orkney cannot manage within its resources. Falling student satisfaction Student Support expenditure above budget and/or needs go unmet meaning vulnerable students are placed at risk, increased risk in course delivery and practice, additional pressure and strain on teaching staff or refusal/inability to accommodate some students. Reputational damage, increased complaints against the College and legal challenge. Staff exposed to unnecessary risk or harm. Increase in staff absence or sickness. Reduction in staff morale. Lack of skills, experience and capacity (link to Risk 2, Recruitment and Retention Challenges).	Treat.	Advance from loans fund approved to balance 2025/26 budget and to set balanced budget for 2026/27. Officer Task Force instigated, reporting to ECH Committee. Improve and reinforce budget monitoring. Work with budget holders collaboratively to understand the budget as a whole and take collective responsibility for balancing income and expenditure across the college Ensure appropriate budget profiling and timely invoicing to support budget monitoring. Implement common course viability assessments ensuring all teaching staff resource is directed to income-generating activity, or less viable but locally

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
	funded by Scottish Funding Council. Rising costs (see Risk 2 which is particularly significant). Expenditure on staff costs insufficiently offset by grant, fee, credit and commercial income. Insufficient funding to sustain aging property assets, which are self-financed by UHI Orkney.	Growth potential lost. Reduced curriculum leads to skill shortages in the local economy and restricted economic growth for Orkney. Curriculum and/or staffing cuts are required to balance budget.		significant delivery is offset by income elsewhere. Increase corporate training via UHI Orkney for OIC staff training. Work with Island Colleagues to request unions to push for Distant Islands Allowance to be incorporated into national pay bargaining for academic staff. Capitalise on the rebranding and strongly promote the strengths of UHI Orkney.

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

Likelihood.	5.	**Impact.**	4.	**RAG.**	Amber.	**Current Risk Score.**	20.	**Target Risk Score.**	16.

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

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

Likelihood.	3.	**Impact.**	4.	**RAG.**	Amber.	**Current Risk Score.**	12.	**Target Risk Score.**	9.

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

Risk Title: 10 – Buildings and Facilities.

Likelihood.	4.	**Impact.**	4.	**RAG.**	Amber.	**Current Risk Score.**	16.	**Target Risk Score.**	12.

Vulnerability.	**Trigger.**	**Consequences.**	**Options.**	**Mitigating Actions.**
Council's financial position leads to reduction of spend on repairs and improvements and gradual decline in quality of buildings. Buildings will not meet accessibility / equality requirements. Lack of office accommodation and service user space. Inability to repair and replace essential equipment.	Quality of buildings may decline, and condition / suitability does not meet the standard expected. Quality of internal structures become unsuitable for current use eg food preparation. Buildings lack flexibility to meet needs around accessibility and equality requirements. Insufficient desk and office space for employees and no space to undertake the statutory work of CLD. Equipment failure.	Reduced spend on repairs and maintenance leading to poorer quality buildings; safety of buildings declines; historic buildings will be lost without investment; lack of investment in catering equipment will lead to failure to deliver / breach of legislative requirements; no maintenance provision will lead to loss of availability of play areas; impact on staffing requirements due to change to national practice by key agencies including Scottish Fire and Rescue Service. Failure to meet legislative requirements / service user needs. Poor working environment which debilitates the prospects and outcomes of staff. Not meeting the occupational standards and health and safety requirements for office space.	Tolerate.	Review progress on an annual basis. Work with partners in IOD to make best use of limited resources. Investigate options for additional income / funding to assist with preservation of some buildings / ensure risk assessments are regularly updated / PPE provided / training provided. Consider suitability of existing buildings and ability to source additional funding. Identify additional office space within OIC building. Secure an external functional space for staff and service users to utilise, especially with the loss of The Learning Link building in 2026 due to financial reductions.

Vulnerability.	**Trigger.**	**Consequences.**	**Options.**	**Mitigating Actions.**
		No space for working with user groups and vulnerable people keen to benefit from our services support. Inability to maintain and run services.		Likely investment in alternative building required. Identify and cost a rolling programme for replacement.

Risk Title: 11 – Business Continuity.

Likelihood.	3.	**Impact.**	4.	**RAG.**	Amber.	**Current Risk Score.**	12.	**Target Risk Score.**	9.

Vulnerability.	**Trigger.**	**Consequences.**	**Options.**	**Mitigating Actions.**
An event or incident leads to the inability of teams to carry out their core functions.	Pandemic, IT incident, power outage, fire, flood etc	Backlog of work and failing to meet deadlines. Loss of critical documents.	Treat.	Directorate ensures that service business continuity plans in place. Remote working possible at home on laptops. Ensuring documents are stored in the cloud using the Microsoft 365 stack (OneDrive, Teams and SharePoint).