Item: 11

Enterprise and Infrastructure Committee: 10 November 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 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 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 and 2 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 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 Infrastructure and Organisational Development for the reporting period 1 April to 30 September 2026 in respect of directorate priorities and performance indicators, as set out in Annexes 1 and 2 respectively to this report.
ii. Agree the amendments proposed to the actions referred to in sections 3.2 and 3.3 of this report.
iii. Note the complaints and compliments made to Infrastructure and Organisational Development in the six-month period 1 April to 30 September 2026 and for the preceding six-month period, as set out in section 5 of this report.
iv. Approve the revised Infrastructure and Organisational Development 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 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:

- 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.
- 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.

3.3. Set out below are those Directorate Delivery Plan actions assessed as requiring an amendment to the target date:

- 01 - Process Improvement - Review of the Orkney Local Development Plan (OLDP) 2017 and preparation of the new OLDP
- 08 – Local Resilience Plan – Prepare a local resilience plan for each island.

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 Annex 2.

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 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.	16.	7.	16.	39.
Compliments.	63.	80.	67.	210.

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. There is a notable difference in the number of complaints received in the six months ending 31 March 2026 (7) and the six months ending 30 September 2026 (16). This could be attributed to an increase in use of the Customer Service Platform where there was a sharp increase in complainants' submitting complaints via this method.

5.4. 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.

5.5. 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.

5.6. Between 1 April to 30 September 2026, there were no discernible relationships in terms of the types of complaints received.

5.7. In the reporting period 1 April to 30 September 2026 the number for Infrastructure and Organisational Development complaints generally is broken down as follows:

- 12 complaints were not upheld.
- 2 complaints were upheld.
- 2 complaints were partially upheld.

5.8. 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.

5.9. Internally run complaints training is offered to all Council staff and the Scottish Public Services Ombudsman run courses periodically.

5.10. 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.

5.11. 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 out with the office. Compliments are recorded through the Customer Services Platform. The Directorate continues to receive a number of compliments across the service, notably in trading standards with a total of 25 compliments, where in a number of cases refunds were issued to customers following trading standards intervention. Road's operations have received four compliments relating to prompt action, professionalism and friendly staff attitude. Waste operations, environmental health, development management and building standards have also received compliments.

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 3 to this report.

6.2. There are some proposed changes to the risk register, as follows:

- "Quarries, reduced income" Risk 5 has been removed.
- "The effective management of trees and woodlands" at Risk 12 be deactivated to the Service Risk Register.
- "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)" at Risk 13 be deactivated to the Service Risk Register.

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:**
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 – Directorate Risk Register.

Neighbourhood Services and Infrastructure (NSI) and SPBS Directorate Delivery Plan 2023-2028

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

Title	Description	Intended Outcome	BRAG		Start Date	Target 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	Develop a policy/spatial framework for local decision making that will support the delivery of a wide range of strategic priorities including climate change, nature, recovery, inclusive growth and the well-being economy.	GREEN		12-Dec-2023	31-Mar-2027
Lead	**Comment**					
Lorna Richardson	**BRAG status as at 31 March 2026 was Green.** The Development Plan Scheme (DPS) which sets out the programme for the preparation of the Orkney Local Development Plan (LDP) is presented to the Enterprise and Infrastructure Committee on an annual basis with the most recent DPS having been reported to the Enterprise and Infrastructure Committee in March 2026. During 2026, work has focused on securing progress through the formal Scottish Government Gatecheck. This followed the returning of the first edition of the Gatecheck report by the Scottish Government with the request to review the housing numbers. This required a revised Evidence Base report to be prepared and submitted to Scottish Government following consideration at the March 2026 meeting of the Enterprise and Infrastructure					

	Committee. The revised Evidence Base report was subsequently approved by the Scottish Government in June 2026. This allowed formal work to begin on the preparation of the Proposed Plan. Unfortunately, this process has led to slippage in the overall programme. However, the current target for completion by March 2028 remains in line with current Scottish Government expectations for all Local Authorities to have new LDP in place. We are recommending the due date for this performance measure be amended to reflect this target. Despite this delay during 2026 there has been substantive progress on a number of key statutory supporting evidence and policy documents including the Strategic Flood Risk Assessment, Tree and Woodlands Strategy, Open Space Strategy and Sufficiency Assessment. A Members' Seminar to review progress with the development of the Proposed Plan is scheduled for 1 December 2026. Following that, there will be a report to the meeting of the Enterprise and Infrastructure Committee scheduled for 16 February 2027, setting out a revised Development Plan Scheme which will include details on draft Local Development Plan Spatial Strategy and a Key Policies Framework for approval. Given the potential for Examination process requirements from multiple Authorities to converge mid-late 2027 there is potential for this national target to prove unachievable for every local authority. We expect there to be further clarity from the Scottish Government during the coming months at which time consideration will be given to the need to adjust the end date.

Title	Description	Intended Outcome	BRAG		Start Date	Target Date
03 - Sustainable Transport - develop and deliver walking, wheeling and cycling projects	Develop and deliver walking, wheeling and cycling projects.	Enable the delivery of a high-quality accessible active travel network which improves the ability of people to walk, wheel or cycle for any journey, supporting the health and well-being of our residents and visitors, reducing carbon emissions, benefitting the local economy and reducing inequalities.	GREEN		12-Dec-2023	31-Mar-2028
Lead	**Comment**					
Lorna Richardson	**BRAG status as at 31 March 2026 was Green.** The Council continues to receive annual grant funding from the Scottish Government for Active Travel programme works. Good progress is being made during 2026/27 on project delivery despite limited staff resource capacity. A report will be made to the November 2026 meeting of the Policy and Resources Committee outlining progress and options for directing the next spend allocation.					

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
04 - Local Place Plans - promote and support the production of plans	Promote and support the production of Local Place Plans.	Encourage local communities to play a proactive role in defining the future of their places through expressing their aspirations and ambitions for future change and developing proposals for their local area to feed into the planning system.	GREEN	05-Apr-2024	31-Mar-2027
Lead	**Comment**				
Lorna Richardson	**BRAG status as at 30 September 2025 was Green.** 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. A dedicated part of the Council website has been created offering links to supporting materials to assist communities to prepare a Local Place Plan. Four Local Place Plans are now registered with the Council with many more now in production (Stenness, Harray and Sandwick, approved). 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. It is understood that Kirkwall and Hoy are currently also actively interested in developing a Place Plan over the coming year. It should be noted that we also consider other Plans and Strategies completed by Communities with community engagement; as material to the drafting and content of the new Local Development Plan.			

Title	Description		BRAG		Start Date	Target 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.		BLUE		12-Dec-2023	31-Mar-2028
Lead	**Comment**					
Lorna Richardson	**BRAG status as at 31 March 2026 was Green.** The Property Asset Management Plan was approved in 2024 and the Corporate Asset Management Plan was subsequently completed. Attention has now shifted from plan development to implementation through ongoing review of the Council's operational and non-operational property portfolio. A long list of potential disposal opportunities has been identified and is being reviewed to assess strategic need, service impact, community benefit, future liabilities and opportunities for disposal, transfer or alternative use. A number of properties have already been disposed of, with further asset reviews continuing as part of wider property portfolio management and rationalisation activity. This is now complete.					

Title	Description	Intended Outcome	BRAG		Start Date	Target 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.	Develop the resilience of our communities, helping their planning and preparation of response.	RED		09-Apr-2026	31-Aug-2026
Lead	**Comment**					
Lorna Richardson	**BRAG status as at 31 March 2026 was Green.** A new framework for Community Resilience planning has been developed, aligned with Ready Scotland national resilience principles, with input from Active Communities, the Community Planning Partnership, Police Scotland, Scottish Fire and Rescue Service and Scottish Ambulance Service other Local Authority resilience teams, all within the Highlands and Islands Local Resilience Partnership area. The new template is due to be shared with Community Councils, Community Associations and Development Trusts and other key community stakeholders in November 2026. This will be a major area of focus in 2027, and it is expected that the large majority of islands will have made significant progress by the end of that year. Recommend revising Due Date completion to 31 March 2028, noting that a large amount of the actual development work will be led by the island’s communities.					

Annex 1

Title	Description	Intended Outcome	BRAG		Start Date	Target 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.	Improved attendance and wellbeing through reduced staff absence.	GREEN		02-May-2024	31-Mar-2028
Lead	**Comment**					
Lorna Richardson Andrew Groundwater Alex Rodwell	**BRAG status as at 31 March 2026 was Green.** 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. The revised policy on Managing Sickness Absence will be considered by the Human Resources Sub-committee in November 2026.					

Title	Description	Intended Outcome	BRAG		Start Date	Target 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.	Staff feel that employee processes are well managed and timeous.	BLUE		02-Jun-2026	31-Mar-2026
Lead	**Comment**					
Lorna Richardson	**BRAG status as at 31 March 2026 was Green.** This action initially focussed on improving processes, systems and timescales around formal employee processes and this work was completed some time ago. Additional work has been undertaken on improving the efficiency of other processes including developing a new digital solution for creation, processing and approval of Change In Establishment forms which was launched in September 2026. Whilst this specific action can therefore be concluded, there is a continued focus on improving the efficiency of internal employee processes and much of this will be centred on the project to implement a new HR/Payroll system from the end of 2026 onwards.					

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.

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.

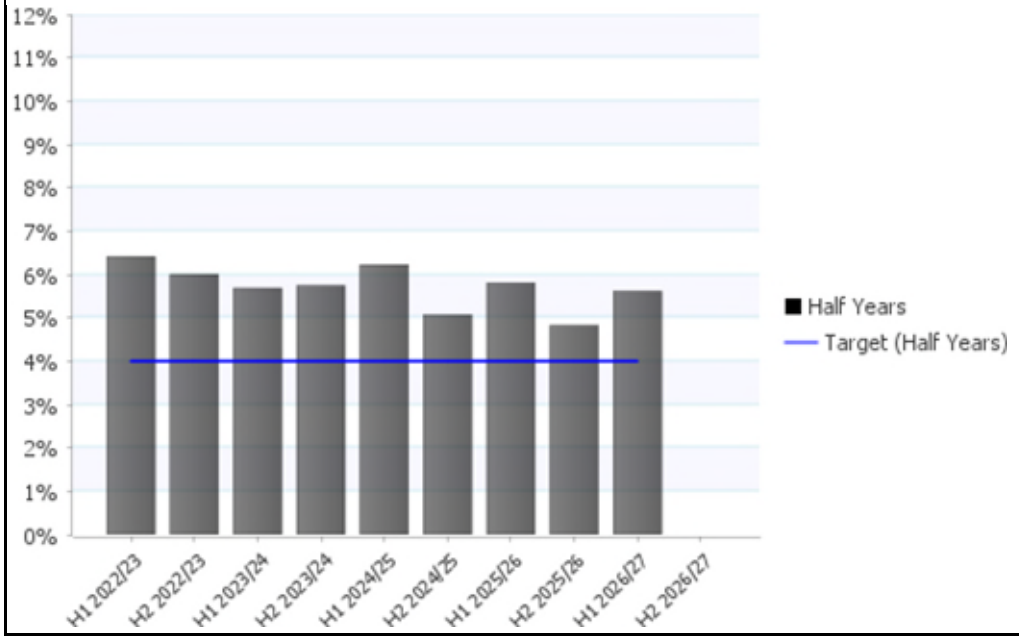
Infrastructure and Organisational Development Performance Indicator Report - 6 Monthly

Cross Council Generic Indicators as 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%	5.61%	6.1%	AMBER	
Comment				
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.				

Trend Chart


12%
11%
10%
9%
8%
7%
6%
5%
4%
3%
2%
1%
0%
H1 2022/23
H2 2022/23
H1 2023/24
H2 2023/24
H1 2024/25
H2 2024/25
H1 2025/26
H2 2025/26
H1 2026/27
H2 2026/27
Half Years
Target (Half Years)

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%	82.5%	79%	AMBER	

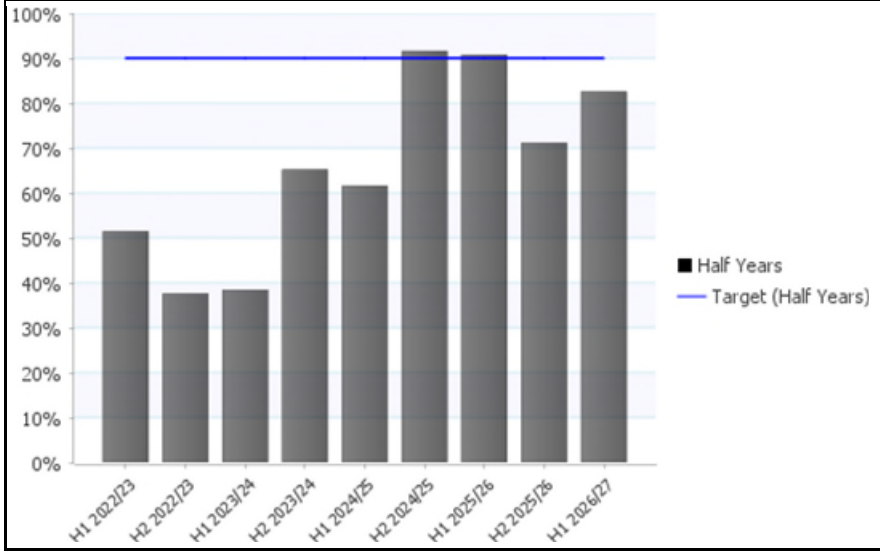
Comment

This has improved since last reporting period moving from red to amber.

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.

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.

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	1.14	2.1	AMBER	
Comment				

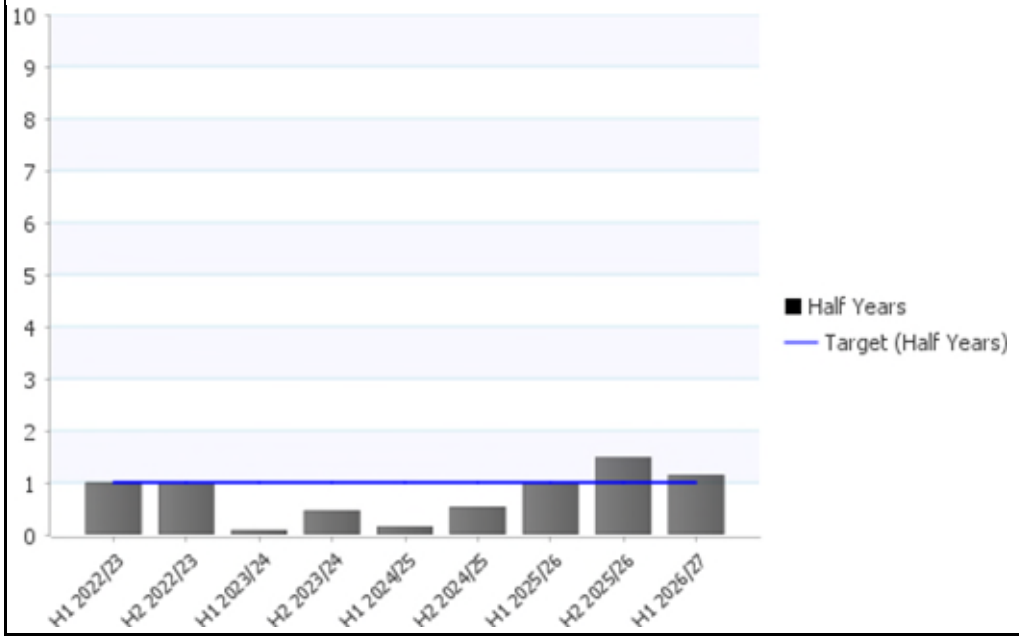
The following data relates to adverse events recorded within IOD during the period October 2025 to October 2026. This reporting period is directly comparable with H2 2025/26. Data reported prior to H2 2025/26 was recorded under a different Council structure and is therefore not directly comparable.

Adverse events include accidents, incidents, near misses and undesired circumstances. These are recorded and analysed using HSE categorisation to identify trends, support preventative action and drive continuous improvement in health and safety performance.

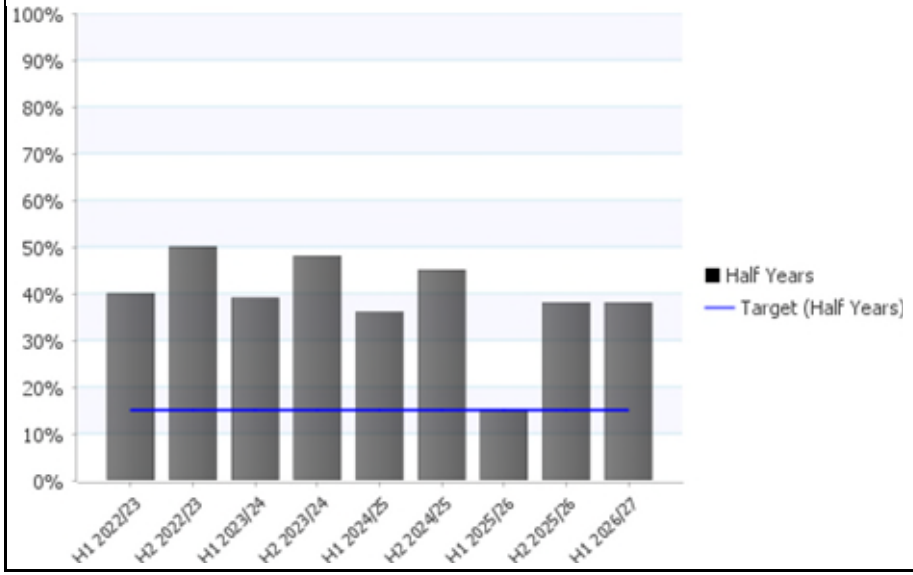
The staff accident rate reduced from 1.48 to 1.14 accidents per 30 employees per year during the reporting period. The RIDDOR reporting rate reduced from 0.11 to 0 per 30 employees per year, with no RIDDOR-reportable incidents recorded during the period.

The reduction in both accident and RIDDOR indicators provides assurance that current control measures are operating effectively. Ongoing monitoring and analysis of adverse event trends will help identify emerging risks, inform preventative action and support continued improvement in health and safety performance across the service.

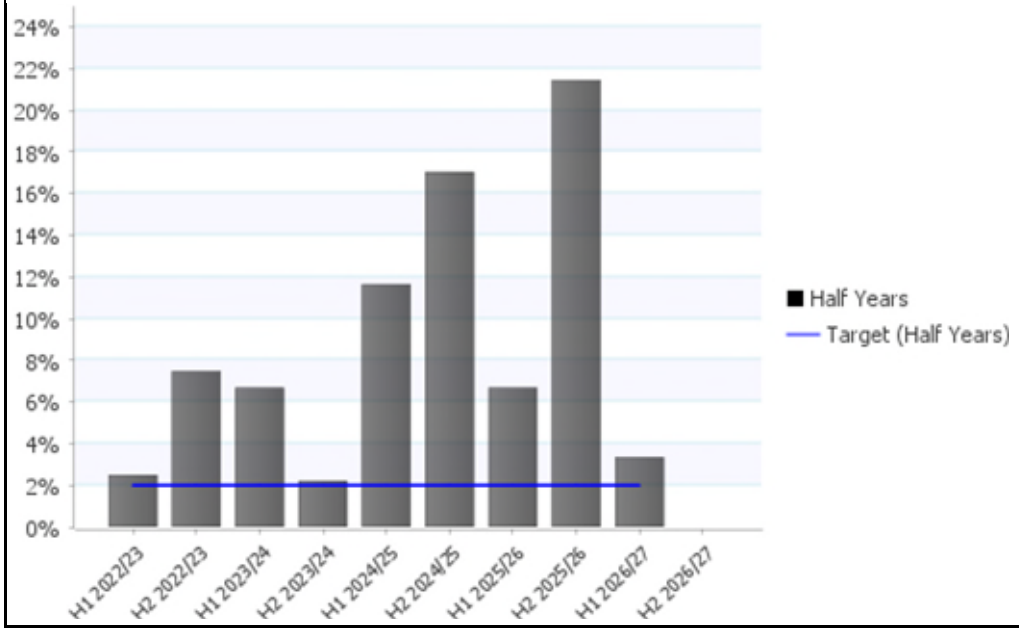
Trend Chart


10
9
8
7
6
5
4
3
2
1
0
H1 2022/23
H2 2022/23
H1 2023/24
H2 2023/24
H1 2024/25
H2 2024/25
H1 2025/26
H2 2025/26
H1 2026/27
Half Years
Target (Half Years)

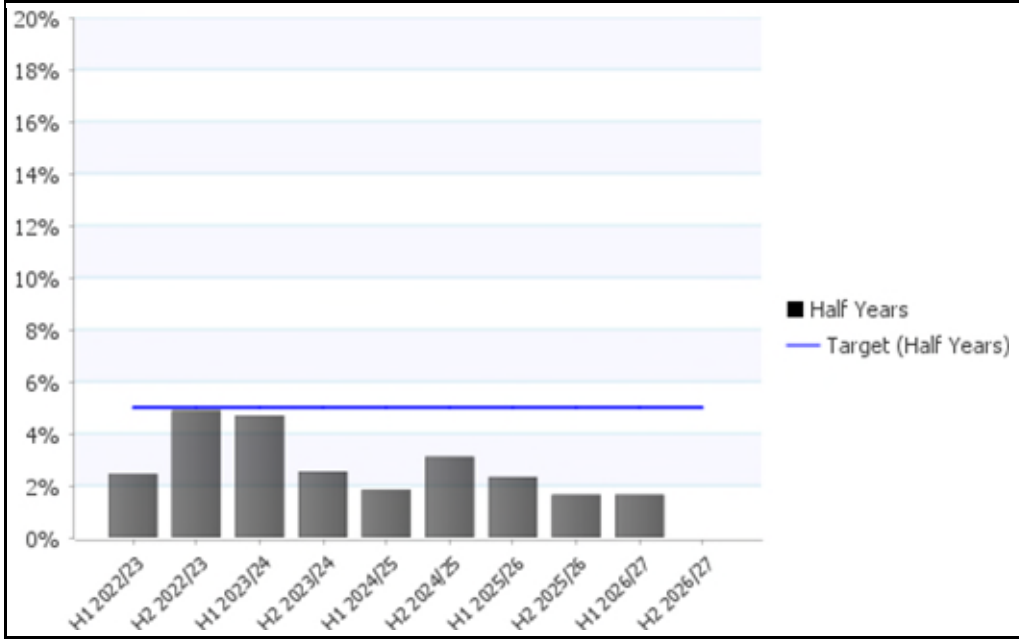
Performance Indicator				
CCG 04 – Budget control – The number of significant variances (priority actions) generated at subjective group level, as a proportion of cost centres held.				
Target	**Actual**	**Intervention**	**RAG**	
15%	38%	31%	RED	
Comment				
The Infrastructure and Organisational Development (IOD) Senior Management Team continues to contribute to the Revenue Expenditure Monitoring Report (REMR) process and flags 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.				
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%	3.33%	4.1%	RED	
Comment				
One post (System Supervisor and Gazetteer) remained vacant during this period - interviews took place week beginning 5 October with post offered and due to be filled by November 2026.				
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%	1.63%	10.1%	GREEN	
Comment				
There were 246 permanent staff employed at this reporting period, Three permanent members of staff resigned and one left the Council as they were offered another job outwith Orkney.				
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%	69.1%	79%	RED 

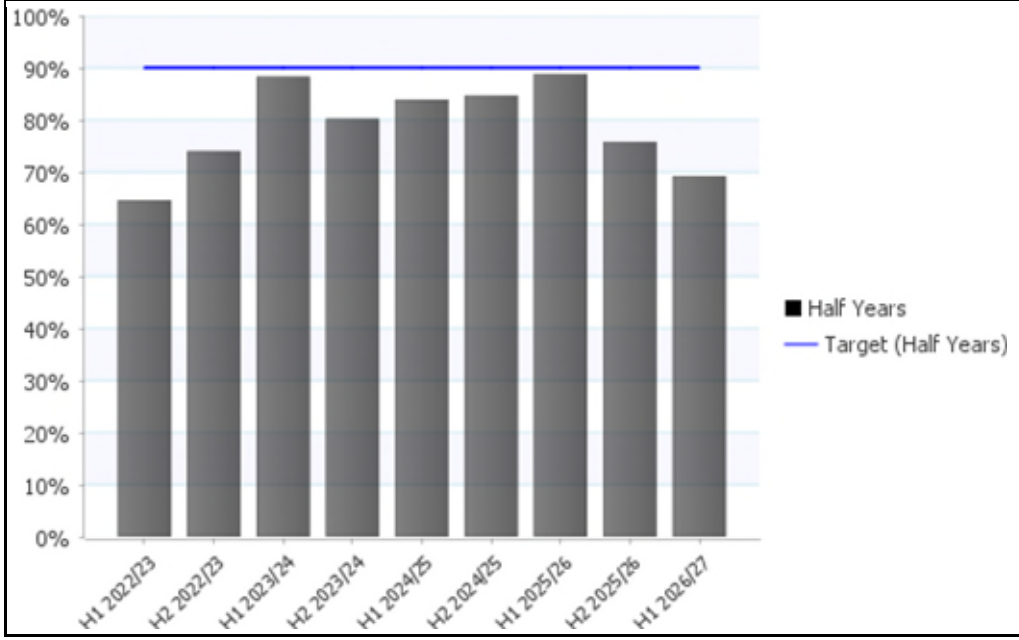
Comment

This has dropped further from the previous reporting period to 69.1% from 75.7%. The Infrastructure and Organisational Development (IOD) Senior Management Team continue to review the Good Conversation process performance to identify areas requiring support and training.

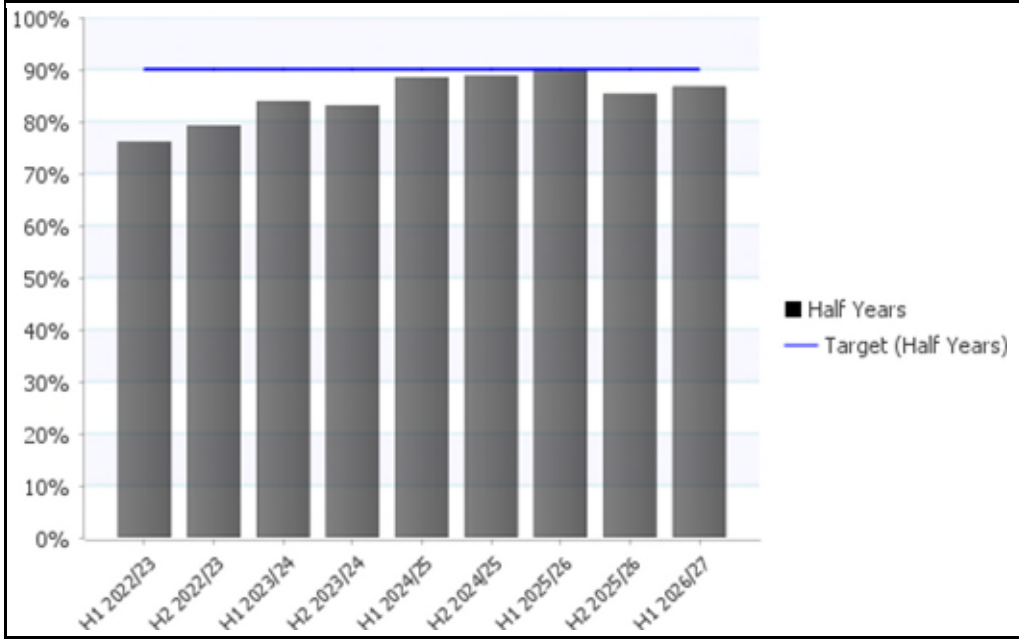
Heads of Service continue to work very closely with managers to provide support and to ensure that meetings are conducted on an annual basis. The recording sheet of the status of these meetings is held centrally and is accessible to the Director and all Heads of Service so they can check at any point in time on progress. Managers continue to provide regular support to operational staff as required.

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.

Trend Chart

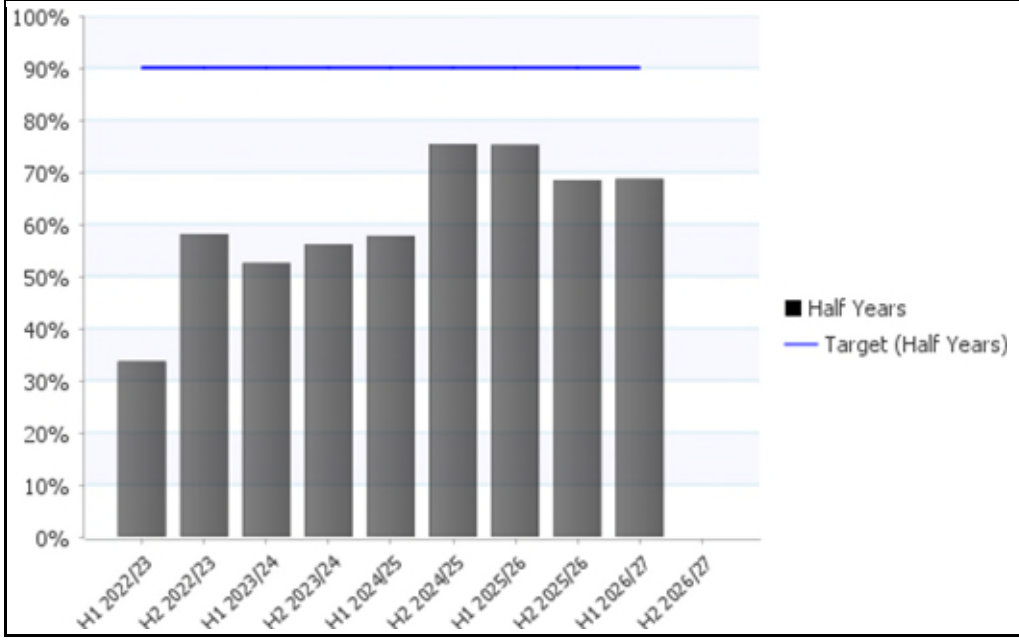

100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
H1 2022/23
H2 2022/23
H1 2023/24
H2 2023/24
H1 2024/25
H2 2024/25
H1 2025/26
H2 2025/26
H1 2026/27
Half Years
Target (Half Years)

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%	86.6%	79%	AMBER	
Comment				
This performance indicator remains at amber. 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				



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%	68.58%	79%	RED 
Comment			
There has been a slight increase in performance from 68.32% to 68.58% The GDPR module on iLearn has been unavailable due to a problem with the system, it has been down since a new version of the course was uploaded on 17 July 2026. Human Resources/Organisational Development have been working with the service provider to find a solution to the issue; it has been fixed to an extent but there are still some problems in accessing the course and work continues to resolve this. Based on the access issues the GDPR statistics will be suppressed from the results for the reporting period ending 30 September 2026.			

Trend Chart

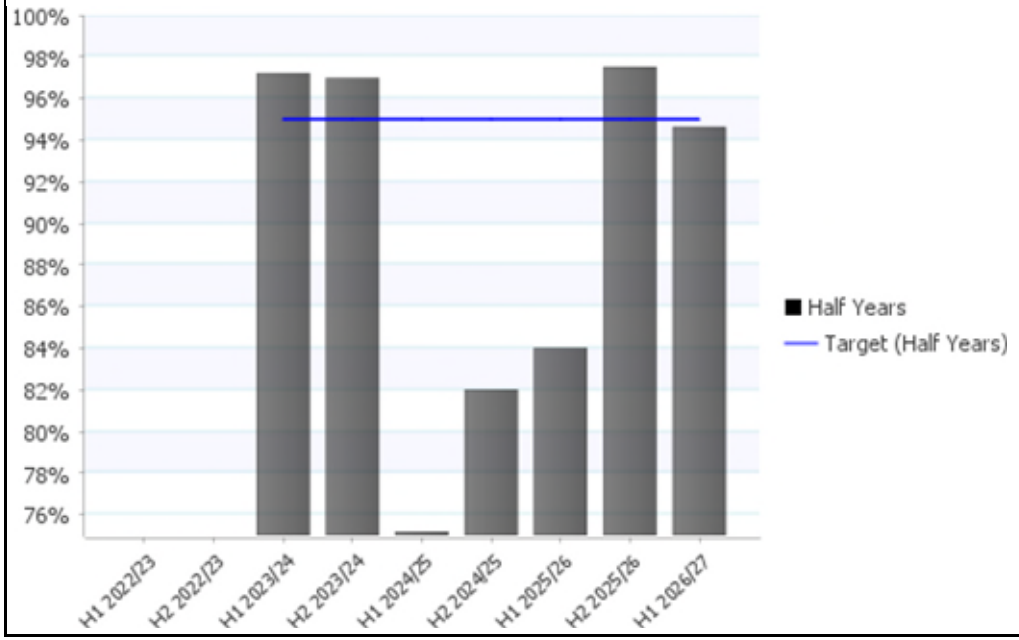

100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
H1 2022/23
H2 2022/23
H1 2023/24
H2 2023/24
H1 2024/25
H2 2024/25
H1 2025/26
H2 2025/26
H1 2026/27
H2 2026/27
Half Years
Target (Half Years)

Performance Indicator				
01 - Building Warrant and Amendments - % of first reports issued within 20 days				
Target	**Actual**	**Intervention**	**RAG**	
95%	94.62%	85%	GREEN	

Comment

Customer agreements are utilised for high value or complex applications and therefore up to 35 days is permitted to issue a first report for these type of applications as they usually take more time to assess. There are no concerns with this indicator at this time.

Trend Chart

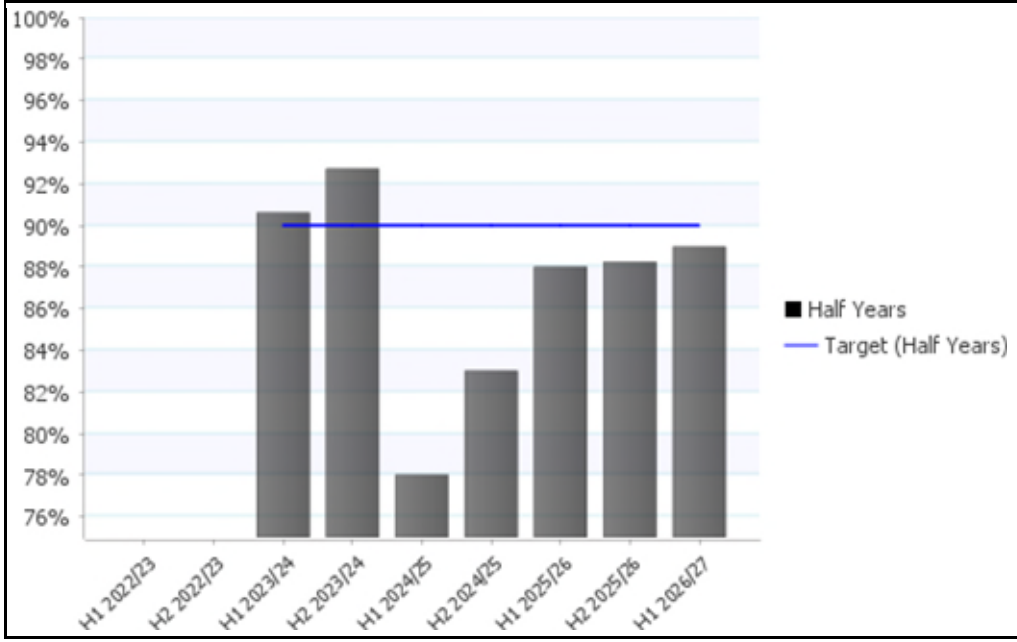


Performance Indicator				
02 - Building Warrant and Amendments - % issued within 10 days				
Target	**Actual**	**Intervention**	**RAG**	
90%	88.96%	80%	AMBER	

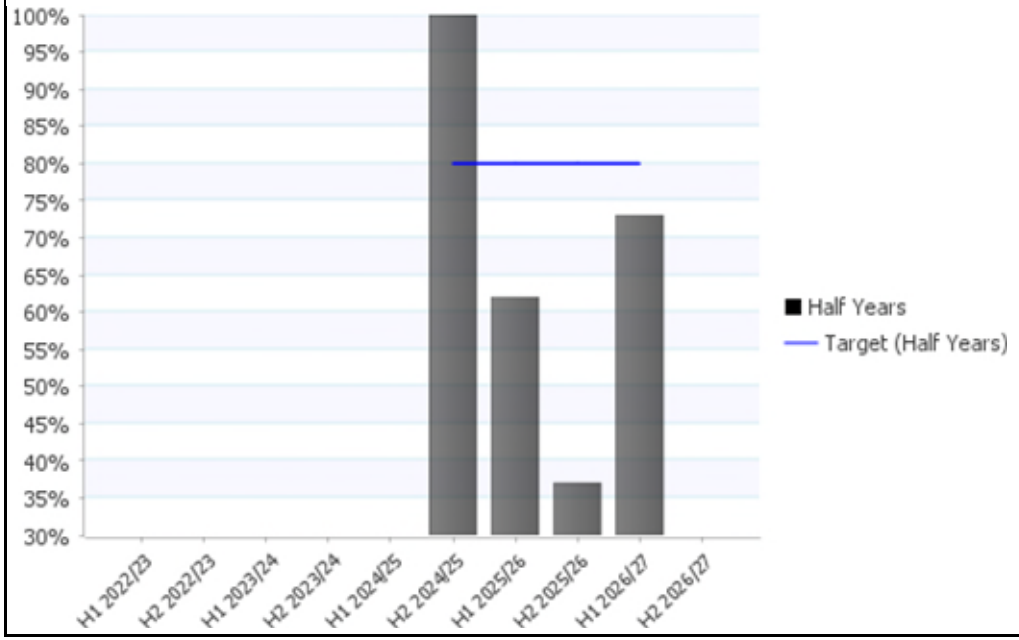
Comment

The performance level is very close to the target level of 90% with a less than 2% variance. This has improved upon the previous four reporting period returns and is considered to represent good progress back towards the 90% target as we have recovered from a period of poorer performance reporting which had arisen largely due to staff shortages.

Trend Chart



Performance Indicator				
04 - Planning Enforcement - % of inspections for reported breaches of planning control undertaken within the target response times				
Target	**Actual**	**Intervention**	**RAG**	
80%	73%	80%	RED	
Comment				
Good progress has been made since last reporting period with 34 new enforcement cases were opened during the reporting period of which 25 were subject to initial inspection within the target response time. Priority cases were actioned as required in accordance with the Council's approved Enforcement Charter. 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 2024/2025 as this indicator was not in place at that time.				
Trend Chart				



How we demonstrate progress

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.

- 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.

Orkney Islands Council (OIC)

Infrastructure and Organisational Development (IOD) Directorate Risk Register – October 2026

Cluster.	**Risk number**	**Risk.**	**Owner.**
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.	Director of Infrastructure and Organisational Development.
Legislative/Regulatory.	5.	Health and Safety (accidents and incidents).	Director of Infrastructure and Organisational Development.
Financial.	6.	Residual liability, property not in use.	Director of Infrastructure and Organisational Development.
Financial.	7.	Discretionary Services and Affordability.	Head of Property and Asset Management.
Managerial/Professional.	8.	Failure to progress strategic objectives.	Director of Infrastructure and Organisational Development.

Cluster.	**Risk number**	**Risk.**	**Owner.**
Legislative/Regulatory.	9.	Climate Change Impacts.	Director of Infrastructure and Organisational Development.

Risks by cluster

Cluster.	Risk Number.	Risk.	Owner.
Legislative/Regulatory.	5	Health and Safety (accidents and incidents).	Director of Infrastructure and Organisational Development.
Legislative/Regulatory.	9	Climate Change Impacts.	Director of Infrastructure and Organisational Development.
Financial.	1	Waste.	Head of Infrastructure Services.
Financial.	4	Financial pressures across the Directorate.	Director of Infrastructure and Organisational Development.
Financial	5	Health and Safety (accidents and incidents).	Head of Property and Asset Management.
Financial.	7	Discretionary services and affordability.	Director of Infrastructure and Organisational Development.
Managerial/Professional.	2	Workforce Planning.	Director of Infrastructure and Organisational Development.
Managerial/Professional.	8	Failure to progress strategic objectives.	Director of Infrastructure and Organisational Development.
Reputational.	3	Major Capital Projects, delay or failure.	Director of Infrastructure and Organisational Development.

Risks by Owner

Owner.	Cluster.	Risk Number.	Risk.
Director of Infrastructure and Organisational Development.	Financial.	7	Discretionary services and affordability.
Director of Infrastructure and Organisational Development.	Legislative/Regulatory.	5	Health and Safety (accidents and incidents).
Director of Infrastructure and Organisational Development.	Managerial/Professional.	8	Failure to progress strategic objectives.
Director of Infrastructure and Organisational Development.	Financial.	4	Financial pressures across the Directorate.
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.	9	Climate Change Impacts.
Head of Infrastructure Services.	Financial.	1	Waste.
Head of Property and Asset Management.	Financial.	6	Residual liability, property not in use.

Risks by rating

Risk Rating.	Owner.	Cluster.	Risk Number.	Risk.
25.	Director of Infrastructure and Organisational Development.	Legislative/Regulatory	9	Climate Change Impacts.
16.	Director of Infrastructure and Organisational Development.	Financial.	4	Financial pressures across the Directorate.
16.	Director of Infrastructure and Organisational Development.	Financial.	7	Discretionary services and affordability.
12	Director of Infrastructure and Organisational Development.	Managerial/Professional.	8	Failure to progress strategic objectives.
12	Director of Infrastructure and Organisational Development.	Managerial/Professional.	2	Workforce Planning.
16	Head of Infrastructure Services.	Financial.	1	Waste.
9.	Head of Property and Asset Management.	Financial.	5	Health and Safety (accidents and incidents).
9.	Head of Property and Asset Management.	Financial.	6	Residual liability, property not in use.

Risk Rating.	Owner.	Cluster.	Risk Number.	Risk.
9.	Director of Infrastructure and Organisational Development.	Reputational.	3	Major Capital Project delay or failure.
8.	Director of Infrastructure and Organisational Development.	Legislative/Regulatory.	5	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

Title						Cluster		Owner	
01 - Affordability of Waste Collection and Disposal						Financial		Lorna Richardson	
Likelihood	4	**Impact**	4	**RAG**	High risk	**Current Risk Score**	16	**Target Risk Score**	8

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
Affordability of existing waste collection models. As costs rise existing service levels may outstrip available budgets.	The Council fails in the delivery of this service; waste is not collected.	The Council will be unable to fulfil its regulatory obligations with regards to waste collection. The Council will not be able to close the gap towards meeting the Government targets for recycling.	Treat	01.01 – Ongoing programme of review and service redesign. 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. Implementation of this strategy is dependent on both resources (cf. point 01.03) and funding and therefore there is no defined timescale for this. 01.03 – The Service continues to review best practice and

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
				looking at examples from other places, both within Scotland and beyond. This includes engagement with the Waste Managers Operations Network (WMoN), Cosla, APSE and LARAC plus ongoing discussions with Scottish Government and lobbying activities around ensuring that legislation / guidance reflects the practical realities of delivering services in an island geography. 01.04 Following the appointment of a new Head of Infrastructure Services (taking up post in November 2026), there will be a review of team structure and requirements with a view to ensuring that available resource is directed to the areas of greatest need.

Title						Cluster		Owner	
02 - Workforce Planning.						Managerial/Professional		Lorna Richardson	
Likelihood	3	**Impact**	4	**RAG**	High risk	**Current Risk Score**	12	**Target Risk Score**	8

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
The Council may have insufficient training plans in place and Good Conversations (GCs) not being conducted regularly. Failure to plan due to gaps in service delivery. Challenge of recruitment to key professional posts. Failure to retain staff. Inability to carry out statutory functions as we do not have the staffing resource capacity.	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. Limited opportunity for succession planning.	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. Lack of valuable experience and knowledge. Unable to deliver priority core work and services.	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. 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

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
Staff morale falls leading to an impact on performance and ill health. Lack of proper training including career grade plans/apprenticeships will impact on the Service in the future. Workforce Plans were approved through Committee in March 2017 and further reviewed through the staffing re-structure in 2021/22.				consider any reasonable changes. 02.03 – Continue to work on Good Conversations being carried out for all staff. 02.04 Introduction of career progressions has allowed for additional flexibility and improved opportunities for people to progress within the organisation where external recruitment has not been possible. The move is to increase inward employment, in turn benefitting local young people in Orkney and providing opportunities to the young Orkney workforce.

Title						Cluster		Owner	
03 - Major Capital Project delay or failure.						Reputational		Lorna Richardson	
Likelihood	3	**Impact**	3	**RAG**	Medium risk	**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. Failure to spend grant funding due to tenders in excess of budget or similar issues.	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 – Establishment of updated CPA process ensures projects are required to understand statutory and resourcing requirements. 03.02 – Establish additional project specific staff and budget resources to ensure new project delivery where required. 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

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
Reputational damage. Resources – financial and people, including loss of key staff and difficulty in recruiting new members of the team on a timely basis.				levels of funding and borrowing available has restricted capacity. 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.

Title						Cluster		Owner	
04 - Financial pressures across the Directorate						Financial		Lorna Richardson	
Likelihood	4	**Impact**	4	**RAG**	High Risk	**Current Risk Score**	16	**Target Risk Score**	12

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
The Service faces challenges in financial capacity to continue to deliver services due to rising costs including: - volatility of fuel costs - the rate of inflation which affects both materials and labour costs. - Increased cost of new assets/asset replacement - Viability if contracted services where	The Council has a large increase in costs which impacts on the services that are delivered across this Directorate. The Council does not have sufficient budget to maintain or develop its essential assets or infrastructure to provide public services. The Council cannot implement an asset management strategy. The Council is unable to afford necessary investment/replacement in order to meet statutory or regulatory requirements on maintenance.	Running costs of Council premises and associated energy efficiency impacted. Deliverability of capital projects becomes less feasible with rising costs. The Council may not have sufficient funds to sustain assets, replace ageing assets and develop key assets and infrastructure. Plant, equipment and infrastructure deteriorate with replacement finance being stretched further. Council's reputation at risk.	Tolerate	04.01 – Contingency planning where possible to account for current financial situation, including information to Members when appropriate around risks and consequences. 04.02 – 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). 04.03 – Encourage lower fuel usage. Migration to low energy

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
the Council is obliged to honour contractual agreements.		Risk of accidents and potential prosecution.		vehicles and other alternative fuels. 04.04 – Capital project development of renewables to offset energy consumption (electricity rather than oil) through Council owned renewables project and properties. 04.05 – 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 three years commencing in FY 25/26, which will ease some of the pressure. 04.06 – The Capital Programme Board provides an effective gateway route for new Capital Programme items and provides the refreshed, streamlined framework.

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
				04.07 – 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).

Title						Cluster		Owner	
05 - Health and Safety (accidents and incidents).						Legislative/Regulatory		Lorna Richardson	
Likelihood	2	**Impact**	4	**RAG**	Medium risk	**Current Risk Score**	8	**Target Risk Score**	4

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
The risk of not managing accidents and health and safety incidents.	The Council not supporting the wellbeing of staff. The Council fails to manage accidents and health and safety incidents appropriately.	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.	Treat	05.01 –A suite of policies have been developed. 05.02 – Control of Vibration Guidance - Completed and approved by the Safety Committee in March 2025 and available on the Safety and Resilience intranet page etc. 05.03 – Lone Working Policy and Guidance - Completed and approved by the Safety Committee in December 2025 and available on the Safety and Resilience intranet page etc.

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
				05.04 - Fire Safety Policy – Reviewed and refresh 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. 05.05 - Major Emergency Plan – A draft version is being prepared, with the aim of having it ready for review in December 2026. 05.06 – Training programme(s), reporting, implementing improvements. 05.07. ilearn and Health and Safety mandatory training 05.08 – Service Health and Safety Induction process and introduction of new Near Miss Process.

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
				05.09 – Ongoing review of Health and Safety issues at Safety Committee, CLT Trade Union Liaison and Accident Reporting Monitoring at Enterprise and Infrastructure Committee and the annual report on Health and Safety. 05.10 – Use of Violence/Unacceptable Behaviour Flagging process to alert staff of potentially challenging service users. 05.11 - Planning and Regulatory Services has reviewed their risk assessments, introduced an annual review monitoring process and conflict resolution training is being arranged for February 2027. Body Cameras have also been purchased to be available to staff for site visits.

Title						Cluster		Owner	
06 - Residual Liability for properties no longer in original use.						Financial		Lorna Richardson	
Likelihood	3	**Impact**	3	**RAG**	Medium risk	**Current Risk Score**	9	**Target Risk Score**	6

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
The Council is exposed to significant expenditure to remediate sites to appropriate level. 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	Current liability (has been the case for many years).	Financial, staff resources for inspection, planning, penalties. Specialist studies are required. Public health and reputation.	Treat	06.01 – Asset Management planning and mitigation, including the disposal of assets which are no longer required. 06.02 – Prioritise inspection and immediate remedial action through existing service budgets with corresponding risk of overspend. 06.03 – Additional budget pressures associated with any approval for the final works programme.

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
claim arising from injury etc. 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.				06.04 – Cross-Directorate work to support the Estates 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. 06.05 - 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. 06.06 – Continue efforts to identify and allocate assets as appropriate.

Title						Cluster		Owner	
07 - 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
Political expectation that service levels will not change despite budget reductions. Discretionary services likely to be the focus for reductions in funding.	Budget reductions below baseline service level requirement.	Budget overspends.	Treat	07.01 – Ensure full awareness and understanding of consequences through the budget setting process. 07.02 – Strong Corporate Leadership/Improvement Support Team Board approach to budget setting. 07.03 – Follow through budget savings with service changes quickly and resolutely following decisions.

Title						Cluster		Owner	
8 - Failure to progress strategic objectives due to the inevitable focus on day-to-day service delivery.						Managerial/Professional		Lorna Richardson	
Likelihood	4	**Impact**	3	**RAG**	Medium risk	**Current Risk Score**	12	**Target Risk Score**	12

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
Lack of progress on strategic outcomes. Loss of opportunity. Medium to long term failure of service. Volume of priority activity and lack of clarity means difficult to focus on genuine strategic priorities.	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.	Strategies not delivered. Service failure. Negative impact on service delivery. Deterioration in long term performance of the service. Inefficiencies. Pressure on staff leading to poor health and wellbeing e.g. stress, sickness and/or a drop in morale.	Treat	08.01 – Seek to focus resources on delivery of the Council Plan's approved strategic objectives/projects for the service. 08.02 – Managing expectations in regard to the responsiveness of day-to-day operational demands and also corporate demands. 08.03 – Re-calibration of service standards e.g. review service response standards/times for non-safety critical or strategic outcome items.

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
				08.04 – Regular and open communication with Community Councils and Councillors, with visible senior leadership throughout.

Title						Cluster		Owner	
9 - Climate Change Impacts.						Physical		Lorna Richardson	
Likelihood	5	**Impact**	5	**RAG**	Extreme Risk	**Current Risk Score**	25	**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 weakened or disrupted delivery of services including travel disruption. Communities facing increased frequency of coastal flooding and increased volumes of surface water.	Extreme and unpredictable sustained weather (lightning, winds, tides) causes increased damage or wear and tear to Council infrastructure. 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. Surface water and other climate impacts affect normal activity cycles impacting food production including agriculture.	Weakened or disrupted delivery of Council services including transport, roads maintenance, property access and digital services. Reduced economic output in Orkney requires increased Council interventions. Failure to meet targets or reductions in funding of other Council Priorities to support initiatives.	Treat	9.01 – Declaration of Climate Emergency. 9.02 – Council Plan has specific climate related goals including baseline review and Net Zero targets and milestones. 9.03 – Orkney Local Heat and Energy Efficiency Strategy and the Carbon Management Plan. 9.04 – Flood Risk Management Plan 2022 – 2028. 9.05 – Resilience review and response to SEPA Flood

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
Local economic production affected by climate impacts. Transition to support climate response initiatives require significant capital investment. Rising temperatures in other countries is creating a movement of people seeking out cooler climates and migration to cooler climates in the north.	Move to Net Zero requires capital funding and resourcing beyond Council capacity.			Warnings as an Incident Management process. 9.06 – Development of the Coastal Change Adaptation Plan is in the process of being developed. 9.07 – Development of local resilience capabilities and the ongoing involvement in resilience planning and exercises. 9.08 – Development of Climate Change Strategy and Action Plan, with associated engagement events with Members and Officers. The Council baseline study has been completed (March 2026). This includes a series of recommendations for the Council Corporate Leadership Team (CLT) to progress. A detailed action plan will be developed with the CLT over the course of 2026.

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
				9.09 – 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. 9.10 – The Council is a participant in the Strategic Territorial Partnership Board and therefore works across multiple authority areas, with a focus on decarbonisation. 9.11 Development of a Food Resilience Plan via a Member Officer Working Group under consideration.