

Minute

Policy and Resources Committee

Tuesday, 20 September 2022, 09:30.

Council Chamber, Council Offices, School Place, Kirkwall.



Present

Councillors James W Stockan, Heather N Woodbridge, Graham A Bevan, Stephen G Clackson, Alexander G Cowie, David Dawson, P Lindsay Hall, Steven B Heddle, Kristopher D Leask, W Leslie Manson, James R Moar, Raymond S Peace, John A R Scott, Gwenda M Shearer, Gillian Skuse, Jean E Stevenson, Ivan A Taylor, Mellissa-Louise Thomson, Owen Tierney and Duncan A Tullock.

Present via remote link (Microsoft Teams)

Councillor Rachael A King.

Clerk

- Hazel Flett, Service Manager (Governance).

In Attendance

- John W Mundell, Interim Chief Executive.
- Karen Greaves, Corporate Director for Strategy, Performance and Business Solutions.
- Hayley Green, Corporate Director for Neighbourhood Services and Infrastructure.
- Gareth Waterson, Corporate Director for Enterprise and Sustainable Regeneration.
- James Wylie, Corporate Director for Education, Leisure and Housing.
- Gavin Mitchell, Head of Legal and Governance.
- James Buck, Head of Marine Services, Transportation and Harbour Master.
- Andrew Groundwater, Head of Human Resources and Organisational Development.
- Sweyn Johnston, Head of Enterprise and Economic Growth (for Items 15 to 30).
- Jim Lyon, Interim Head of Children, Families and Justice Services and Chief Social Work Officer (for Items 1 to 18 and 22 to 30).
- Kenny MacPherson, Head of Property, Asset Management and Facilities.
- Lorna Richardson, Interim Head of Neighbourhood Services.
- Stuart Allison, Service Manager (Enterprise) (for Items 16 to 30).
- Shona Croy, Strategic Adviser (Renewables and Connectivity) (for Items 19 to 28).
- Shonagh Merriman, Service Manager (Corporate Finance) (for Items 1 to 6).
- William Moore, Service Manager (Revenue and Benefits) (for Items 1 to 14).
- David Sawkins, Depute Harbour Master (Strategy and Support (for Items 9 to 16)).
- Anna Whelan, Service Manager (Strategy and Partnership) (for Items 1 to 10).
- Emma Chattington, Equality, Diversity and Inclusion Officer (for Items 1 to 8).

In Attendance via remote link (Microsoft Teams)

- Stephen Brown, Chief Officer, Orkney Health and Social Care Partnership.
- Pat Robinson Chief Finance Officer, Orkney Health and Social Care Partnership (for Items 1 to 6).

Observing

- Alex Rodwell, Head of Improvement and Performance.
- Les Donaldson, Service Manager (Safety and Resilience) (for Items 11 and 12).
- Ian Rushbrook, Service Manager (Property and Capital Projects) (for Items 1 to 6).

Observing via remote link (Microsoft Teams)

- Rebecca McAuliffe, Press Officer (for Item 27).
- Lorraine Stout, Press Officer (for Items 25 to 30).

Declarations of Interest

- Councillor Steven B Heddle – Item 14.
- Councillor W Leslie Manson – Item 14.
- Councillor John A R Scott – Items 5 and 6.
- Councillor Gillian Skuse – Item 18.
- Councillor Ivan A Taylor – Item 14.
- Councillor Mellissa-Louise Thomson – Item 14.

Chair

- Councillor James W Stockan.

1. The Late Queen Elizabeth II

The Convener referred to the death of Queen Elizabeth II and paid tribute to her long and dedicated service to the nation, following which the Council stood and observed a minute's silence.

2. Disclosure of Exempt Information

The Committee noted the proposal that the public be excluded from the meeting for consideration of Items 26 to 29, as the business to be discussed involved the potential disclosure of exempt information of the classes described in the relevant paragraphs of Part 1 of Schedule 7A of the Local Government (Scotland) Act 1973 as amended.

3. Revenue Expenditure Outturn

3.1. Policy and Resources

After consideration of a report by the Head of Finance, copies of which had been circulated, and after hearing a report from the Corporate Director for Enterprise and Sustainable Regeneration, the Committee:

Noted:

3.1.1. The revenue expenditure outturn statement in respect of the undernoted services for financial year 2021/22, attached as Annex 1 to the report by the Head of Finance, indicating a surplus position of £2,403,400:

- Central Administration.
- Law, Order and Protective Services.
- Other Services.

The Committee scrutinised:

3.1.2. The explanations given, and actions proposed in respect of significant budget variances, as outlined in the Budget Action Plan, attached as Annex 2 to the report by the Head of Finance, and obtained assurance that appropriate action was taken with regard to significant budget variances.

3.2. Orkney Health and Care

After consideration of a joint report by the Chief Officer, Orkney Health and Social Care Partnership and the Head of Finance, copies of which had been circulated, and after hearing a report from the Chief Finance Officer, Orkney Health and Social Care Partnership, the Committee:

Noted:

3.2.1. The revenue expenditure outturn statement in respect of services areas within the Orkney Health and Social Care Partnership, for which the Council was responsible, for financial year 2021/22, attached as Annex 1 to the joint report by the Chief Officer, Orkney Health and Social Care Partnership and the Head of Finance, indicating a breakeven position after receiving a contribution of £440,700 from the Out With Orkney Placements Fund.

The Committee scrutinised:

3.2.2. The explanations given and actions proposed in respect of significant budget variances, as outlined in the Budget Action Plan, attached as Annex 2 to the joint report by the Chief Officer, Orkney Health and Social Care Partnership and the Head of Finance, and obtained assurance that appropriate action was taken with regard to significant budget variances.

3.3. Summary

After consideration of a joint report by the Chief Executive and the Head of Finance, copies of which had been circulated, and after hearing a report from the Corporate Director for Enterprise and Sustainable Regeneration, the Committee:

Noted the revenue expenditure outturn statement for financial year 2021/22, attached as Annex 1 to the joint report by the Chief Executive and the Head of Finance, indicating the following:

- A total General Fund surplus of £2,824,500.
- A surplus in Sources of Funding for General Fund Services of £534,900.
- A net Non-General Fund deficit of £2,687,100.

4. Revenue Expenditure Monitoring

4.1. Policy and Resources

After consideration of a report by the Head of Finance, copies of which had been circulated, and after hearing a report from the Corporate Director for Enterprise and Sustainable Regeneration, the Committee:

Noted:

4.1.1. The revenue financial summary statement in respect of the undernoted services for the period 1 April to 30 June 2022, attached as Annex 1 to the report by the Head of Finance, indicating an underspend position of £273,900:

- Central Administration.
- Law, Order and Protective Services.
- Other Services.

4.1.2. The revenue financial detail by Service Area statement for the period 1 April to 30 June 2022, attached as Annex 2 to the report by the Head of Finance.

The Committee scrutinised:

4.1.3. The explanations given and actions proposed in respect of significant budget variances, as outlined in the Budget Action Plan, attached as Annex 3 to the report by the Head of Finance, and obtained assurance that action was being taken with regard to significant budget variances.

4.2. Orkney Health and Care

After consideration of a joint report by the Chief Officer, Orkney Health and Social Care Partnership and the Head of Finance, copies of which had been circulated, and after hearing a report from the Chief Finance Officer, Orkney Health and Social Care Partnership, the Committee:

Noted:

4.2.1. The revenue financial summary statement in respect of service areas within the Orkney Health and Social Care Partnership, for which the Council was responsible, for the period 1 April to 30 June 2022, attached as Annex 1 to the joint report by the Chief Officer, Orkney Health and Social Care Partnership and the Head of Finance, indicating a budget overspend position of £252,500.

4.2.2. The revenue financial detail by service area statement in respect of service areas within the Orkney Health and Social Care Partnership, for which the Council was responsible, for the period 1 April to 30 June 2022, attached as Annex 2 to the joint report by the Chief Officer, Orkney Health and Social Care Partnership and the Head of Finance.

The Committee scrutinised:

4.2.3. The explanations given and actions proposed, in respect of significant budget variances, as outlined in the Budget Action Plan, attached as Annex 3 to the joint report by the Chief Officer, Orkney Health and Social Care Partnership and the Head of Finance, and obtained assurance that action was being taken with regard to significant budget variances.

4.3. Summary

After consideration of a joint report by the Chief Executive and the Head of Finance, copies of which had been circulated, and after hearing a report from the Corporate Director for Enterprise and Sustainable Regeneration, the Committee:

Noted:

4.3.1. The summary revenue expenditure statement for the period 1 April to 30 June 2022, attached as Annex 1 to the joint report by the Chief Executive and the Head of Finance, indicating the following:

- A total General Fund overspend of £1,157,800.
- A deficit in Sources of Funding of £457,900.
- A net Non-General Fund deficit of £7,515,500.

4.3.2. The financial detail across individual Sources of Funding for the period 1 April to 30 June 2022, including significant variances identified as Priority Actions, attached as Annex 2 to the joint report by the Chief Executive and the Head of Finance.

The Committee scrutinised:

4.3.3. The explanations given and actions proposed in respect of significant budget variances, as outlined in the Budget Action Plan, attached as Annex 3 to the joint report by the Chief Executive and the Head of Finance, and obtained assurance that action was being taken with regard to significant budget variances.

5. Capital Expenditure Outturn

Councillor John A R Scott declared a non-financial interest in this item, being a member of the Papdale East Playpark Association, but concluded that his interest did not preclude his involvement in the discussion.

After consideration of a report by the Head of Finance, copies of which had been circulated, and after hearing a report from the Service Manager (Corporate Finance), the Committee:

Noted:

5.1. That, on 1 March 2022, when considering the capital expenditure monitoring report, the Policy and Resources Committee recommended that sums of £4,885,000 and £7,918,000 be carried forward from 2021/22 to 2022/23 and onwards in respect of slippage on projects contained within the General Fund and Non-General Fund capital programmes respectively.

5.2. The summary outturn position of capital expenditure incurred for financial year 2021/22 in respect of the General and Non-General Fund capital programmes, as detailed in section 3.1 of the report by the Head of Finance, indicating a total underspend of £1,969,000 as at 31 March 2022, against revised budgets totalling £15,876,000.

The Committee scrutinised:

5.3. The detailed analysis of capital expenditure, together with project updates in respect of the General Fund and the Non-General Fund capital programmes, attached as Appendix 1 to the report by the Head of Finance, and obtained assurance with regard to significant budget variances and on progress made with delivery of the approved General and Non-General Fund capital programmes.

6. Capital Slippage and Acceleration

Councillor John A R Scott declared a non-financial interest in this item, being a member of the Papdale East Playpark Association, but concluded that his interest did not preclude his involvement in the discussion.

After consideration of a report by the Head of Finance, copies of which had been circulated, and after hearing a report from the Service Manager (Corporate Finance), the Committee:

Noted:

6.1. Net slippage amounting to £235,000 in relation to the approved General Fund and Non-General Fund capital programmes as at 31 March 2022.

6.2. That the Head of Finance had re-profiled the five-year General Fund and the Non-General Fund capital programmes, in order to reflect the net slippage and current timescales for completion of individual capital projects, with the revised programmes attached as Appendix 2 to the report by the Head of Finance.

The Committee resolved to **recommend to the Council:**

6.3. That the sum of £451,000, accelerated from 2022/23, be reprofiled back to 2021/22 in respect of overspends on projects contained within General Fund capital programme.

6.4. That the sum of £686,000 be carried forward from 2021/22 to 2022/23 and onwards in respect of slippage on projects contained within Non-General Fund capital programme.

6.5. That the revised five-year General Fund and the Non-General Fund capital programmes, attached as Appendix 1 to this Minute, be approved.

7. Local Code of Corporate Governance

After consideration of a report by the Corporate Director for Strategy, Performance and Business Solutions, copies of which had been circulated, and after hearing a report from the Service Manager (Strategy and Partnership), the Committee:

Noted:

7.1. That the Council was required to maintain a Local Code of Corporate Governance which was consistent with the Chartered Institute of Public Finance and Accountancy Delivering Good Governance in Local Government Framework.

7.2. That the Local Code of Corporate Governance had been revised and updated to reflect changes to the Council's governance and procedures since its last revision in 2017.

The Committee resolved to **recommend to the Council:**

7.3. That the updated Local Code of Corporate Governance, attached as Appendix 2 to this Minute, be approved.

8. Equalities Outcome and Progress Report

After consideration of a report by the Corporate Director for Strategy, Performance and Business Solutions, copies of which had been circulated, and after hearing a report from the Equality, Diversity and Inclusion Officer, the Committee:

Noted:

8.1. That the Equalities Outcomes 2018-2022, approved by Council in October 2018, set out three key outcomes to help deliver on the Council's duties under equality legislation.

The Committee scrutinised:

8.2. The Equalities Outcomes and progress report 2022 for Orkney Islands Council, Education Authority and Orkney Islands Area Licensing Board, attached as Appendix 1 to the report by the Corporate Director for Strategy, Performance and Business Solutions, and obtain assurance that satisfactory progress had been made in relation to achieving the three key outcomes, in so far as they related to the remit of the Council.

The Committee resolved to **recommend to the Council:**

8.3. That the undernoted Equality Outcomes be extended for a further year, pending a full review in 2023 which would enable closer alignment with the organisational strategic planning and delivery of a new Council Plan:

- People in Orkney have the opportunity to fulfil their potential throughout life.
- Orkney Islands Council is an inclusive employer.
- People in Orkney have an equal opportunity to access and shape public services.

9. Local Child Poverty Action Report

After consideration of a joint report by the Chief Officer, Orkney Health and Social Care Partnership, the Corporate Director for Education, Leisure and Housing and the Corporate Director for Strategy, Performance and Business Solutions, copies of which had been circulated, and after hearing a report from the Service Manager (Strategy and Partnership), the Committee:

Noted:

9.1. That the Child Poverty (Scotland) Act 2017 placed a duty on local authorities and health boards in Scotland to report annually on activity they were taking, and would take, to reduce child poverty.

9.2. That Local Child Poverty Action Reports (LCPARs) must be submitted to the Scottish Government as soon as practicable following the end of the reporting year.

9.3. That a multi-agency group, the Child Poverty Task Force, was convened to address the new duties in respect of reducing child poverty and was adopted by the Orkney Partnership Board in 2020 as a short life working group.

9.4. That the Child Poverty Task Force had published three LCPARs for Orkney, with the fourth LCPAR, for 2021/22, attached as Appendix 1 to the joint report by the Chief Officer, Orkney Health and Social Care Partnership, the Corporate Director for Education, Leisure and Housing and the Corporate Director for Strategy, Performance and Business Solutions.

9.5. That the Child Poverty Task Force had developed an Orkney Child Poverty Strategy 2022 – 2026 which would provide a coherent framework for the future planning, implementation, monitoring and reporting of co-ordinated action to address child poverty in Orkney.

The Committee resolved to **recommend to the Council**:

9.6. That the Local Child Poverty Action Report 2021/22, attached as Appendix 3 to this Minute, be approved for submission to the Scottish Government, in so far as it related to the remit of the Council.

10. Chief Social Work Officer's Annual Report

After consideration of a report by the Chief Social Work Officer, copies of which had been circulated, the Committee:

Scrutinised the Chief Social Work Officer's Annual Report for 2021/22, attached as Appendix 1 to the report by the Chief Social Work Officer, and obtained assurance that social work and social care services were being delivered to an acceptable standard locally.

Councillor Stephen G Clackson joined the meeting during discussion of this item.

11. Corporate Risk Register

After consideration of a report by the Corporate Director for Neighbourhood Services and Infrastructure, copies of which had been circulated, and after hearing a report from the Head of Property, Asset Management and Facilities, the Committee:

Resolved to **recommend to the Council** that the updated Corporate Risk Register, as at August 2022, attached as Appendix 4 to this Minute, be approved, subject to submission of further revisals to the next meeting of the Committee.

12. Risk Management Policy and Strategy

After consideration of a report by the Corporate Director for Neighbourhood Services and Infrastructure, copies of which had been circulated, and after hearing a report from the Head of Property, Asset Management and Facilities, the Committee:

Noted:

12.1. That the Risk Management Policy and Strategy, last revised in 2020, had been amended to reflect changes in job titles and management structures within the Council.

The Committee resolved to **recommend to the Council:**

12.2. That the Corporate Risk Management Policy and Strategy 2022-2024, attached as Appendix 5 to this Minute, be approved.

13. Local Government in Scotland: Overview 2022

After consideration of a report by the Corporate Director for Enterprise and Sustainable Regeneration, copies of which had been circulated, the Committee:

Noted:

13.1. The national audit report, Local Government in Scotland: Overview 2022, published by Audit Scotland in May 2022, attached as Appendix 1 to the report by the Corporate Director for Enterprise and Sustainable Regeneration, which provided a high-level, independent view of the key challenges and performance issues faced by Scottish Councils.

The Committee scrutinised:

13.2. The key messages and recommendations contained within the national audit report, details of which were included in sections 4 and 5 respectively of the report by the Corporate Director for Enterprise and Sustainable Regeneration, and obtained assurance that the Council was addressing the key messages and recommendations, where required and as appropriate.

14. Council Tax – Charging on Empty Properties

Councillors Steven B Heddle, Mellissa-Louise Thomson and Ivan A Taylor declared financial interests in this item, in that they held property interests which potentially fell within the ambit of this item, and were not present during discussion thereof.

Councillor W Leslie Manson declared a financial interest in this item, being the owner of a second home which could, in the future, become an empty property, and was not present during discussion thereof.

After consideration of a report by the Corporate Director for Enterprise and Sustainable Regeneration, together with an Equality Impact Assessment, copies of which had been circulated, and after hearing a report from the Service Manager (Revenue and Benefits), the Committee:

Noted:

14.1. That, on 11 December 2018, when considering recommendations from the Policy and Resources Committee regarding policy on the level of Council Tax discount or surcharge applied to empty properties and second homes, the Council resolved:

- That, from 1 October 2019, an additional surcharge of 100% be applied to empty properties that had been unoccupied for a period exceeding 12 months, with delays beyond the 12-month period for certain categories of property.

14.2. That the current policy linked any exception to the empty property surcharge to the length of time a property had been unoccupied.

14.3. That, as an unintended consequence of the current policy, a small number of cases had since arisen where the surcharge was applied immediately to a property inherited by the next of kin where the owner of the property passed away in a hospital or care home setting, having been absent from the property for some time.

The Committee resolved to **recommend to the Council:**

14.4. That the authority delegated to the Head of Finance, to delay introduction of the 100% surcharge in Council Tax chargeable on empty properties, be extended to allow a delay of up to 12 months from the date of death of the owner, where the owner was being cared for in a hospital or care home immediately prior to their death.

14.5. That discretion by the Head of Finance to allow the delay, referred to at paragraph 14.4. above, should take into account the intention of any inheritor(s) of the property, as well as prioritising the existing aim of the policy, namely that empty properties be brought back into use.

15. Orkney Harbours Masterplan Phase 1

After consideration of a report by the Corporate Director for Enterprise and Sustainable Regeneration, copies of which had been circulated, and after hearing a report from the Depute Harbour Master (Strategy and Support), the Committee:

Noted:

15.1. That, on 23 December 2021, when considering specific governance arrangements with regard to progressing elements of the Orkney Harbours Masterplan Phase 1, the Council approved the establishment of a negotiating team, together with the delegation of powers to authorise and conclude agreements associated with the proposed developments in the Orkney Harbours Masterplan Phase 1, and the Crown Estate Scotland's ScotWind seabed leasing rounds, for the calendar year 1 January to 31 December 2022, as detailed in section 3 of the report by the Corporate Director for Enterprise and Sustainable Regeneration.

15.2. Due to recent increased and positive interest in the proposed developments at Scapa Deep Water Quay and Hatston, the proposal to extend the governance arrangements, referred to at paragraph 15.1 above, for a further period from 1 January to 31 December 2023.

15.3. That, as titles and remits of certain posts had changed since 23 December 2021, any extension of governance arrangements with regard to progressing elements of the Orkney Harbours Masterplan Phase 1 would require to reflect those changes.

The Committee resolved to **recommend to the Council:**

15.4. That the specific governance arrangements with regard to progressing elements of the Orkney Harbours Masterplan Phase 1, agreed by Council on 23 December 2021, be extended for a further period, from 1 January to 31 December 2023, as follows:

- That a negotiating team, comprising the undernoted officers, be established to negotiate Heads of Terms and/or other commercial agreements that might result from the preferred developer contacts and/or negotiations arising from the announcement of Crown Estate Scotland's ScotWind seabed leasing due in January 2022:
 - Interim Chief Executive.
 - Corporate Director for Enterprise and Sustainable Regeneration.
 - Head of Legal and Governance.
 - Head of Finance.
 - Head of Marine Services, Transportation and Harbour Master.
 - Any other officers that the negotiating team nominate.
- That powers be delegated to the Chief Executive, in consultation with the undernoted Members and officers, to authorise and conclude Heads of Terms, commercial or other agreements associated with the proposed developments contained within the Orkney Harbours Masterplan Phase 1, as well as any developments associated with Crown Estate Scotland's ScotWind seabed leasing rounds, for the period 1 January to 31 December 2023 inclusive:
 - Leader.
 - Depute Leader.
 - Chair, Development and Infrastructure Committee.
 - Vice Chair, Development and Infrastructure Committee.
 - Corporate Director for Enterprise and Sustainable Regeneration.
 - Head of Legal and Governance.
 - Head of Marine Services, Transportation and Harbour Master.
- That the delegation referred to above should not include the award of any construction contracts for capital projects associated with the Orkney Harbours Masterplan Phase 1, or any developments associated with Crown Estate Scotland's ScotWind seabed leasing rounds.
- That the delegation referred to above should include authority to conclude agreements with Crown Estate Scotland and other parties regarding land acquisitions or options to purchase land necessary to deliver the Orkney Harbours Masterplan Phase 1.
- That, where an agreement required the commitment of the Council to a potential liability in excess of a maximum sum of £5 million, prior approval be sought either through routine Council governance structures or, if time limited, by calling special meetings of the relevant Committee and/or the Council.

16. Miscellaneous Piers and Harbours and Scapa Flow Oil Port

Minor Capital Improvement Programmes

After consideration of a report by the Corporate Director for Enterprise and Sustainable Regeneration, copies of which had been circulated, and after hearing a report from the Depute Harbour Master (Strategy and Support), the Committee:

Noted:

16.1. That the Non-General Fund capital programme included annual budget allocations for financial year 2022/23 as follows:

- Miscellaneous Piers and Harbours – £300,000.
- Scapa Flow Oil Port – £150,000.

16.2. That, on 25 January 2022, subject to adequate budgets being established, the Harbour Authority Sub-committee approved programmes of Minor Capital Improvements for Miscellaneous Piers and Harbours and Scapa Flow Oil Port for 2022/23, costed as follows:

- Miscellaneous Piers and Harbours – £731,700.
- Scapa Flow Oil Port – £380,000.

16.3. That revenue budgets for 2022/23 in respect of Miscellaneous Piers and Harbours and the Scapa Flow Oil Port included the associated loan charges in respect of the approved minor capital improvement programmes.

The Committee resolved to **recommend to the Council:**

16.4. That the allocation within the Non-General Fund capital programme for 2022/23 be increased from £300,000 to £731,700 in respect of minor capital improvement works for Miscellaneous Piers and Harbours.

16.5. That the allocation within the Non-General Fund capital programme for 2022/23 be increased from £150,000 to £380,000 in respect of minor capital improvement works within Scapa Flow Oil Port.

17. Economic Recovery Steering Group

ASPIRE Orkney – Progress Update

After consideration of a report by the Corporate Director for Enterprise and Sustainable Regeneration, copies of which had been circulated, and after hearing a report from the Head of Enterprise and Economic Growth, the Committee:

Noted:

17.1. That, on 25 November 2020, the Council resolved that the detail of the ASPIRE Orkney programme be subject to further consideration, in the context of the Council's corporate plan, by the Policy and Resources Committee, with effect from January 2021, and thereafter as a standing item for the Policy and Resources Committee.

17.2. That progress updates in relation to the ASPIRE Orkney programme of activity had been presented regularly to the Policy and Resources Committee, with the latest update presented on 21 June 2022.

17.3. The main activities undertaken by ASPIRE Orkney Ltd between June and August 2022, including an update on the Business Plan and Action Plan, as detailed in section 4 of the report by the Corporate Director for Enterprise and Sustainable Regeneration.

18. Kirkwall Business Improvement District

Renewal Ballot and Delegation to Vote

Councillor Gillian Skuse declared a non-financial interest in this item, in that she was employed by a business which was a member of the Kirkwall Business Improvement District, and was not present during discussion thereof.

After consideration of a joint report by the Chief Executive and the Corporate Director for Enterprise and Sustainable Regeneration, copies of which had been circulated, and after hearing a report from the Service Manager (Enterprise), the Committee:

Noted:

18.1. That, as the end of the second five-year term of the Kirkwall Business Improvement District (BID) was approaching in March 2023, a successful renewal ballot was required to enable Kirkwall BID Limited to continue delivering the BID for Kirkwall businesses for another five-year term.

18.2. That a renewal ballot date of 2 March 2023 was expected to be requested by Kirkwall BID Limited, with details due to be discussed with Council Officers during September 2022.

18.3. That Kirkwall BID Limited must develop and produce a new BID proposal, which included a revised Business Plan for 2023 to 2028, to inform the renewal ballot vote.

18.4. That Kirkwall BID Limited had confirmed its intention to submit a BID Proposal and Business Plan to the Council and the Scottish Government, on or before 23 November 2022.

18.5. That the Council had received a Notice of Intention to Ballot from Kirkwall BID Limited.

18.6. The Renewal Ballot process as detailed in section 4 of the joint report by the Chief Executive and the Corporate Director for Enterprise and Sustainable Regeneration.

The Committee resolved to **recommend to the Council:**

18.7. That powers be delegated to the Chief Executive, in consultation with the Leader, the Deputy Leader, the Convener and the Chair of the Development and Infrastructure Committee, to consider Kirkwall BID Limited's proposal and decide whether to exercise the Council's power to veto the BID proposal if they believed and could demonstrate that the BID proposal was likely to:

- Conflict with the provisions of the Development Plan.
- Conflict to a material extent with any policy formally adopted by and contained in a document published by the Council.
- Lead to a significantly disproportionate financial burden on persons who would be required to pay the levy.

18.8. That, subject to receipt of a satisfactory Kirkwall BID Limited proposal, powers be delegated to the Chief Executive, in consultation with the Leader, the Depute Leader, the Convener and the Chair of the Development and Infrastructure Committee, to decide the vote at the BID renewal ballot on behalf of each of the Council owned properties within the BID area.

18.9. That powers be delegated to the Chief Executive, in consultation with the Leader, the Depute Leader, the Convener and the Chair of the Development and Infrastructure Committee, to postpone the day of the ballot by up to 15 working days in the event of unforeseen circumstances.

Councillor P Lindsay Hall left the meeting at this point.

19. Replacement of Previous EU Structural Funding

After consideration of a report by the Corporate Director for Enterprise and Sustainable Regeneration, copies of which had been circulated, and after hearing a report from the Head of Enterprise and Economic Growth, the Committee:

Noted:

19.1. That the UK Government established its Shared Prosperity Fund (UKSPF) with a prospectus for the fund in Scotland published on 13 April 2022.

19.2. That local authorities were required to complete an Investment Plan across all three delivery years, setting out how they intended to use and deliver the funding to meet the UKSPF investment priorities.

19.3. That, on 5 July 2022, when considering the Orkney UK Shared Prosperity Fund Investment Plan, the Council resolved:

- That the draft UKSPF Investment Plan, attached as Appendix 2 to the Minute, be endorsed.
- That, taking account of the outcome of consultation with the Orkney Partnership, the MP and the MSP, powers be delegated to the Chief Executive, in consultation with the Leader and the Section 95 Officer, to approve and thereafter submit the final Orkney UKSPF Investment Plan to the UK Government by 1 August 2022.
- That the Corporate Director for Enterprise and Sustainable Regeneration should submit a report, to the next meeting of the Policy and Resources Committee, regarding the establishment of a fund to support projects in Orkney, accessible to local organisations which formerly benefitted from EU funds, which supported communities, local business, people and places, as the Shared Prosperity Fund intended.

19.4. The analysis of previous tranches of EU funding programme, as detailed in Appendix 1 to the report by the Corporate Director for Enterprise and Sustainable Regeneration.

19.5. That, whilst the recently established Crown Estate Community Led Local Development Fund did not directly target replacement of EU structural funds, it would be available to organisations previously in receipt of such funds and could be used to fund similar projects.

The Committee resolved to **recommend to the Council:**

19.6. That the Corporate Director for Enterprise and Sustainable Regeneration should undertake consultation with wider community stakeholder organisations and other funding agencies to assess areas of potential funding gaps in the post Brexit funding landscape and thereafter submit a report outlining the findings of the consultation to the Policy and Resources Committee in early 2023.

20. Orkney Digital Connectivity Strategy and Delivery Plan

After consideration of a joint report by the Chief Executive, the Corporate Director for Enterprise and Sustainable Regeneration and the Corporate Director for Neighbourhood Services and Infrastructure, copies of which had been circulated, and after hearing a report from the Strategic Adviser (Renewables and Connectivity), the Committee:

Noted:

20.1. That, on 18 May 2021, when reconsidering the development of a community wide digital strategy, the Policy and Resources Committee recommended:

- That the Executive Director of Development and Infrastructure should procure the services of a specialist consultant to develop a Digital Strategy for the islands that recommended a clear strategic plan to deliver a gigabit capable network.
- That the remit for the consultancy should focus on the following matters:
 - Network planning to deliver gigabit connectivity to 100% of the Orkney community.
 - Assessment of the options for the Council network post Scottish Wide Area Network (SWAN) and whether it can deliver both cost savings and income generation to the Council and assist the establishment of a viable network covering all of the Orkney Islands.
 - Assessment of the options to provide sustainable connectivity solutions to those areas where geography and distance create physical challenges, particularly the outer islands.
- That the Executive Director of Development and Infrastructure should submit a report, to the Committee no later than December 2021, presenting a draft Orkney digital strategy and delivery plan.

20.2. That the assessment of the options referred to above included the following:

- Determine options to realise plans for delivering gigabit connectivity.
- Determine sources of finance for connectivity solutions optimising the use of Government grants and quantify funding gaps.
- Evaluate the extent of the ability of national solutions (e.g. R100 and Gigabit Broadband scheme) to deliver for Orkney communities.
- Recommend a route map for delivery having assessed the above.

20.3. That, following competitive tendering, the Council engaged Plum Consulting to support development of a digital infrastructure investment case for Orkney.

20.4. The recommendations and main findings of the report provided by Plum Consulting, as detailed in sections 4 and 9 of the joint report by the Chief Executive, the Corporate Director for Enterprise and Sustainable Regeneration and the Corporate Director for Neighbourhood Services and Infrastructure.

20.5. That, at this stage, the Council remained committed, in principle, to remaining part of the SWAN contract at the forthcoming renewal, subject to formal confirmation when details regarding procurement were agreed and shared with partners.

20.6. That, as part of the second phase of the Council's management restructure, a post of Graduate Trainee Project Officer was approved in order to provide additional resources to support the Council's connectivity priorities.

20.7. The options for delivery of a gigabit capable network in Orkney, as detailed in section 11 of the joint report by the Chief Executive, the Corporate Director for Enterprise and Sustainable Regeneration and the Corporate Director for Neighbourhood Services and Infrastructure, with the preferred option being Option 5, namely a hybrid approach.

The Committee resolved to **recommend to the Council:**

20.8. That, in order to support the Council's strategic objective to establish gigabit capable networks covering all of Orkney, Option 5, a hybrid approach, be approved, namely that the Council should facilitate commercial telecoms infrastructure investment and stimulate market demand, rather than taking a role as a telecoms operator itself.

20.9. That the Council should take a leadership role in raising awareness of the R100 voucher scheme, including the provision of advice and support to individuals, community groups and telecom providers, to support the development of gigabit capable telecom networks for all of Orkney.

20.10. That the Corporate Director for Enterprise and Sustainable Regeneration and the Corporate Director for Neighbourhood Services and Infrastructure should submit an application to the UK Government for Project Gigabit funding to deliver fibre infrastructure to all eligible Council sites.

20.11. That the Corporate Director for Enterprise and Sustainable Regeneration and the Corporate Director for Neighbourhood Services and Infrastructure should consult with local and national communication operators on the benefits of accessing gigabit hub infrastructure and the impacts that might have on commercial network roll out plans in Orkney.

20.12. That the Corporate Director for Enterprise and Sustainable Regeneration and the Corporate Director for Neighbourhood Services and Infrastructure should submit a joint report, to the Policy and Resources Committee, on the outcome of the consultation, referred to at paragraph 20.11 above, and the principle that commercial operators might access any Council owned Gigabit hub infrastructure, including terms and conditions of such an agreement.

21. 20mph Speed Limits at Isles Schools

Stage 2 Capital Project Appraisal

After consideration of a report by the Corporate Director for Neighbourhood Services and Infrastructure, copies of which had been circulated, and after hearing a report from the Interim Head of Neighbourhood Services, the Committee:

Noted:

21.1. That, on 7 December 2021, the Council considered a Notice of Motion regarding the installation of a 20mph zone or speed limit on the roads in the vicinity of each of those schools in Orkney that still did not have one, and thereafter resolved:

- To install, as soon as practicable but no later than the end of 2023, a 20 mph zone or speed limit on the roads in the vicinity of each of those schools in Orkney that still did not have one.
- That, in order to progress the project to install a 20 mph zone or speed limit around island schools, Option 1, namely the submission of a Stage 1 Capital Project Appraisal to the Development and Infrastructure Committee, be adopted.

21.2. The recommendation of the Capital Planning and Asset Management Sub-group that, if the speed limits were to be in place by the required date of December 2023, the project should progress to a Stage 2 Capital Project Appraisal, as an exception.

21.3. That, in order to accommodate the timescale for introducing 20 mph part-time speed limits at the island schools as required by the Notice of Motion, existing planned programmes of work for 2022/23 would be significantly impacted.

21.4. That the project to introduce 20 mph part-time speed limits at the island schools had been costed at an estimated £434,280.

21.5. That grant funding from Transport Scotland might be available in 2022/23 to contribute towards the cost of the project to introduce 20 mph part-time speed limits at the island schools.

21.6. That the Renewable Energy, Redevelopment and Regeneration Fund had been identified as having sufficient headroom to fund any shortfall associated with the proposed works to introduce 20 mph part-time speed limits at the island schools, following receipt of external grant funding.

21.7. The proposed funding sources for the project to introduce 20 mph part-time speed limits at the island schools:

- Cycling, Walking and Safer Routes – £143,432 (shared with Finstown speed limit scheme).
- Direct Resource Funding – £50,000.
- Road Safety Improvement Fund – £36,002 (awaiting confirmation of award).
- Renewable Energy, Redevelopment and Regeneration Fund – £204,846.

The Committee resolved to **recommend to the Council:**

21.8. That the Stage 2 Capital Project Appraisal in respect of the introduction of mandatory, variable part-time 20 mph speed limits at island schools, attached as Appendix 6 to this Minute, should be approved.

21.9. That the installation of new mandatory, variable part-time 20 mph speed limits at island schools be added to the General Fund capital programme for 2022/23 onwards, at a gross project cost of £434,280, to be funded by external grant funding in the first instance, with the balance met from the Renewable Energy, Redevelopment and Regeneration Fund, where required.

22. Pension Fund Sub-committee, together with Pension Board

22.1. Draft Minute of Meeting held on 15 June 2022

After consideration of the draft Minute of the Meeting of the Pension Fund Sub-committee, together with the Pension Board, held on 15 June 2022, copies of which had been circulated, the Committee:

Resolved, on the motion of Councillor Heather N Woodbridge, seconded by Councillor James W Stockan, to approve the Minute of the Meeting of the Pension Fund Sub-committee, together with the Pension Board, held on 15 June 2022, attached as Appendix 7 to this Minute, as a true record.

22.2. Draft Minute of Meeting held on 25 August 2022

After consideration of the draft Minute of the Meeting of the Pension Fund Sub-committee, together with the Pension Board, held on 25 August 2022, copies of which had been circulated, the Committee:

Resolved, on the motion of Councillor Heather N Woodbridge, seconded by Councillor James W Stockan, to approve the Minute of the Meeting of the Pension Fund Sub-committee, together with the Pension Board, held on 25 August 2022, attached as Appendix 8 to this Minute, as a true record.

23. Investments Sub-committee

After consideration of the draft Minute of the Meeting of the Investments Sub-committee held on 15 June 2022, copies of which had been circulated, the Committee:

Resolved, on the motion of Councillor Heather N Woodbridge, seconded by Councillor Rachael A King, to approve the Minute of the Meeting of the Investments Sub-committee held on 15 June 2022, attached as Appendix 9 to this Minute, as a true record.

24. Human Resources Sub-committee

After consideration of the draft Minute of the Meeting of the Human Resources Sub-committee held on 30 August 2022, copies of which had been circulated, the Committee:

Resolved:

24.1. On the motion of Councillor Heather N Woodbridge, seconded by Councillor Gwenda M Shearer, to approve the Minute of the Meeting of the Human Resources Sub-committee held on 30 August 2022 as a true record.

The Committee resolved to **recommend to the Council:**

24.2. That the recommendations at paragraphs of the Minute of the Meeting of the Human Resources Sub-committee held on 30 August 2022, attached as Appendix 10 to this Minute, be approved.

25. Exclusion of Public

On the motion of Councillor James W Stockan, seconded by Councillor Heather N Woodbridge, the Committee resolved that the public be excluded for the remainder of the meeting, as the business to be considered involved the disclosure of exempt information of the classes described in the relevant paragraphs of Part 1 of Schedule 7A of the Local Government (Scotland) Act 1973 as amended.

26. Asset Management Sub-committee

Under section 50A(4) of the Local Government (Scotland) Act 1973, the public had been excluded from the meeting for this item on the grounds that it involved the disclosure of exempt information as defined in paragraphs 6 and 9 of Part 1 of Schedule 7A of the Act.

After consideration of the draft Minute of the Meeting of the Asset Management Sub-committee held on 30 August 2022, copies of which had been circulated, the Committee:

Resolved, on the motion of Councillor Heather N Woodbridge, seconded by Councillor James W Stockan, to approve the Minute of the Meeting of the Asset Management Sub-committee held on 30 August 2022, attached as Appendix 11 to this Minute, as a true record.

27. Disposal of Pelamis

Under section 50A(4) of the Local Government (Scotland) Act 1973, the public had been excluded from the meeting for this item on the grounds that it involved the disclosure of exempt information as defined in paragraphs 6 and 9 of Part 1 of Schedule 7A of the Act.

After consideration of a report by the Corporate Director for Enterprise and Sustainable Regeneration, copies of which had been circulated, and after hearing a report from the Head of Marine Services, Transportation and Harbour Master, the Committee:

Noted:

27.1. That, in June 2017, the Council purchased the Pelamis P2000 wave energy device from the European Marine Energy Centre for £1, with a payment by the European Marine Energy Centre to the Council in the sum of £45,000 in recognition of potential disposal costs.

27.2. That, on 26 September 2017, the Policy and Resources Committee noted that further work was necessary to consider options for reuse of the Pelamis P2000 device, the outcome of which would be reported to the Development and Infrastructure Committee.

27.3. That, on 12 November 2019, when considering future use/disposal of the Pelamis wave energy device, the Development and Infrastructure Committee recommended that the Executive Director of Development and Infrastructure should arrange for the disposal or sale of the Pelamis P2000 device for scrap, or any other purpose, at the earliest opportunity.

27.4. That efforts to dispose of the Pelamis P2000 device had not been successful.

27.5. That, during the past four financial years, the cost to Marine Services for the upkeep of the Pelamis P2000 totalled £32,665.

The Committee resolved to **recommend to the Council:**

27.6. That the Corporate Director for Enterprise and Sustainable Development should undertake a procurement exercise for decommissioning/scraping of the Pelamis P2000 device.

27.7. That powers be delegated to the Head of Finance, in consultation with the Leader, the Depute Leader and the Chair and Vice Chair of the Development and Infrastructure Committee, to identify and apply a suitable funding source for the additional budget requirement associated with the decommissioning/scraping of the Pelamis P2000 device.

The above constitutes the summary of the Minute in terms of the Local Government (Scotland) Act 1973 section 50C(2) as amended by the Local Government (Access to Information) Act 1985.

28. Kirkwall Town Centre Regeneration

Under section 50A(4) of the Local Government (Scotland) Act 1973, the public had been excluded from the meeting for this item on the grounds that it involved the disclosure of exempt information as defined in paragraphs 4 and 6 of Part 1 of Schedule 7A of the Act.

After consideration of a report by the Corporate Director for Enterprise and Sustainable Regeneration, copies of which had been circulated, and after hearing a report from the Head of Enterprise and Economic Growth, the Committee:

Resolved to **recommend to the Council** what action should be taken with regard to a Kirkwall Town Centre Regeneration project.

The above constitutes the summary of the Minute in terms of the Local Government (Scotland) Act 1973 section 50C(2) as amended by the Local Government (Access to Information) Act 1985.

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29. Orkney Islands Local Marine Asset Management and Local Governance Pilot Scheme

Under section 50A(4) of the Local Government (Scotland) Act 1973, the public had been excluded from the meeting for this item on the grounds that it involved the disclosure of exempt information as defined in paragraphs 1 and 6 of Part 1 of Schedule 7A of the Act.

After consideration of a report by the Corporate Director for Enterprise and Sustainable Regeneration, together with an Equality Impact Assessment and an Island Communities Impact Assessment, copies of which had been circulated, and after hearing a report from the Head of Enterprise and Economic Growth, the Committee:

Noted:

29.1. That, in 2018, Crown Estate Scotland launched a local management pilot scheme application process designed to encourage greater involvement of Scotland's communities in managing the land and property near them.

29.2. That, on 13 August 2020, when considering an updated proposal for the Pilot Scheme, the Council resolved that implementation of the revised Pilot Scheme be approved.

The Committee resolved to **recommend to the Council:**

29.3. That an optimised Operational Plan for the Local Marine Asset Management Pilot Scheme be approved.

29.4. That the Corporate Director for Enterprise and Sustainable Development should submit a report, to the Development and Infrastructure Committee prior to the end of the Pilot, detailing progress with the Operational Plan for the Local Marine Asset Management Pilot Scheme.

The above constitutes the summary of the Minute in terms of the Local Government (Scotland) Act 1973 section 50C(2) as amended by the Local Government (Access to Information) Act 1985.

30. Conclusion of Meeting

At 16:24 the Chair declared the meeting concluded.

Signed: (Leader's signature).

		Total Budget £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
General Fund Summary							
A	Other Housing	4,756	500	1,030	2,000	726	500
B	Community Social Services	13,508	141	6,159	7,208	0	0
C	Education	6,398	1,640	2,449	1,959	350	0
D	Cultural and Recreational Services	4,217	2,218	1,999	0	0	0
E	Roads	8,338	1,768	3,370	1,300	950	950
F	Transportation Services	401	368	33	0	0	0
G	Environmental services	17,826	243	877	4,286	9,585	2,835
H	Planning & Protective Services	236	236	0	0	0	0
J	Administration Services	16,587	3,916	3,758	2,971	2,971	2,971
	Expenditure Total	72,267	11,030	19,675	19,724	14,582	7,256
Other Housing							
OH1	Housing Loans	2,500	500	500	500	500	500
OH7	Soulisquoy OH infrastructure	2,256	0	530	1,500	226	0
A		4,756	500	1,030	2,000	726	500
Social Care							
SC10	New Care Facility, Kirkwall	13,508	141	6,159	7,208	0	0
B		13,508	141	6,159	7,208	0	0
Education							
ED12	Extension to St Andrew's School	3,878	1,640	2,160	78	0	0
ED13	New Kirkwall Nursery	2,520	0	289	1,881	350	0
C		6,398	1,640	2,449	1,959	350	0
Leisure and Cultural							
LC9	Refurb. improve Scapa Flow Visitor Centre and Museum	2,879	1,573	1,306	0	0	0
LC12	St Magnus Cathedral Doors	232	210	22	0	0	0
LC13	Papdale East Play Park	749	323	426	0	0	0
LC14	Ness Campsite	357	112	245	0	0	0
D		4,217	2,218	1,999	0	0	0
Roads							
RD5	Cycling, Walking & Safer Routes / 20 mph scheme	290	98	192	0	0	0
RD6	Roads Asset Replacement Programme	5,484	1,448	1,186	950	950	950
RD23	Kirkwall Places and Spaces	132	132	0	0	0	0
RD24	Car Park Ticket Machines	90	90	0	0	0	0
RD25	Cursiter Quarry Expansion	2,182	0	1,832	350	0	0
RD26	Coastal Change Adaptation	160	0	160	0	0	0
E		8,338	1,768	3,370	1,300	950	950
Transportation							
TR8	Electric vehicle charging infrastructure	171	138	33	0	0	0
TR10	Golden Mariana replacement	230	230	0	0	0	0
F		401	368	33	0	0	0
Central Administration and Asset Replacement							
CA2	IT replacement programme	2,074	394	420	420	420	420
CA4	Plant & Vehicle Replacement	6,546	1,212	1,734	1,200	1,200	1,200
CA12	Alterations to Garden House, Kirkwall	537	3	534	0	0	0
CA13	Disaster recovery and business continuity suite	260	257	3	0	0	0
CA16	Replacement audio-casting equipment	15	15	0	0	0	0
CA17	Replacement telephone system	240	230	10	0	0	0
J		9,672	2,111	2,701	1,620	1,620	1,620
Corporate Property							
	Corporate Improvement Programme	6,915	1,805	1,057	1,351	1,351	1,351
J		6,915	1,805	1,057	1,351	1,351	1,351
Planning							
PL7	Arcadia Park	18	18	0	0	0	0
PL8	Town Centre Fund	218	218	0	0	0	0
H		236	236	0	0	0	0

		Total Budget £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
Operational Environmental Services							
OES2	Burial Grounds - Mainland Extensions	396	232	164	0	0	0
OES3	Burial Grounds - Mainland Major Improvements	60	5	55	0	0	0
OES4	Burial Grounds - Island Extensions	79	6	73	0	0	0
OES5	Burial Grounds - Island Major Improvements	85	0	85	0	0	0
OES7	Integrated Waste Facility	17,206	0	500	4,286	9,585	2,835
G		17,826	243	877	4,286	9,585	2,835
Non General Fund Summary							
K	Housing Revenue Account	11,254	2,177	6,840	2,036	201	0
L	Orkney College	22	22	0	0	0	0
M	Scapa Flow Oil Port	8,882	722	7,535	325	150	150
N	Miscellaneous Piers and Harbours	10,466	893	3,040	5,247	986	300
O	Strategic Reserve Fund	1,240	764	119	119	119	119
	Expenditure Total	31,864	4,578	17,534	7,727	1,456	569
Housing Revenue Account							
HRA17	Carness	961	961	0	0	0	0
HRA18	Moar Road	751	0	751	0	0	0
HRA19	Repeater Road	256	204	52	0	0	0
HRA20	McDonald Park	154	70	84	0	0	0
HRA21	Garson	980	900	80	0	0	0
HRA22	Design and Build	3,395	0	3,395	0	0	0
HRA23	Heating upgrade	322	0	322	0	0	0
HRA24	Carness Phase 2	2,364	42	1,666	656	0	0
HRA25	Soulisquoy HRA infrastructure	2,071	0	490	1,380	201	0
K		11,254	2,177	6,840	2,036	201	0
OC1	L Plant & Vehicles	22	22	0	0	0	0
		22	22	0	0	0	0
Scapa Flow Oil Port							
SF5	Pilot Vessel	0	0	0	0	0	0
SF6	Replacement Tugs	632	632	0	0	0	0
SF7	Minor Improvements	685	85	150	150	150	150
SF8	Replacement Tug No 3	7,565	5	7,385	175	0	0
M		8,882	722	7,535	325	150	150
Miscellaneous Piers							
MP1	Minor Improvements	1,820	620	300	300	300	300
MP13	Low Carbon Transport and Active Travel Hub	119	119	0	0	0	0
MP14	Hatston Pier Road Reconstruction	295	0	295	0	0	0
MP15	Hatston Terminal Passenger Walkway	195	153	42	0	0	0
MP16	Stromness Terminal Passenger Walkway	44	0	44	0	0	0
MP17	Kirkwall Pier Water Break Tank System	200	0	170	30	0	0
MP18	Reclamation at Hatston Pier - Ph 1	7,793	1	2,189	4,917	686	0
N		10,466	893	3,040	5,247	986	300
Strategic Reserve Fund							
SRF1	SRF Property Maintenance	595	119	119	119	119	119
SRF3	Investment Properties buy /sell	645	645	0	0	0	0
O		1,240	764	119	119	119	119



Local Code of Corporate Governance

Adopted 10 October 2017
This revision approved xx October 2022

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1. Introduction

- 1.1. Orkney Islands Council is responsible for ensuring that its business is conducted in accordance with the law, and with appropriate standards, and that public money is safeguarded, properly accounted for, and used ethically, economically, efficiently and effectively.
- 1.2. In discharging these responsibilities, elected members and all officers of the Council are committed to ensuring effective arrangements for the governance of the Council's affairs and the stewardship of the resources at its disposal. These arrangements are documented in the Local Code of Corporate Governance (the Local Code).

2. Statutory Framework

- 2.1. Regulation 5(2) of the Local Authority Accounts (Scotland) Regulations 2014 requires a Scottish local authority to conduct a review at least once in each financial year of the effectiveness of its system of internal control and include a statement reporting on the review as a part of the authority's Annual Accounts.
- 2.2. The "Delivering Good Governance in Local Government: Framework", originally published by the Chartered Institute of Public Finance and Accountancy (CIPFA) in association with the Society of Local Authority Chief Executives (Solace) in 2007, sets the standard for local authority governance in the UK. The preparation and publication of an Annual Governance Statement in accordance with the Framework fulfils the statutory requirement for a local authority to review its system of internal control each year and to report on the review in its Statement of Accounts.

3. Corporate Governance

- 3.1. Sometimes defined as "the management of management", corporate governance is the system through which an organisation directs and controls its functions and relates to its local community and other stakeholders. The system of controls includes the way in which the organisation determines its strategy and objectives, and manages its business. Corporate governance in local government is concerned with structures and processes for decision making, accountability, control and behaviour at the level of the elected members and senior officers of the organisation.
- 3.2. Corporate governance is underpinned by the seven [Nolan Principles of Public Life](#):

1. Selflessness	Holders of public office should act solely in terms of the public interest.
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2. Integrity	Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
3. Objectivity	Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
4. Accountability	Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
5. Openness	Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
6. Honesty	Holders of public office should be truthful.
7. Leadership	Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

- 3.3. Corporate governance in Scottish local authorities is underpinned by the Delivering Good Governance in Local Government: Framework. CIPFA and Solace reviewed the Framework in 2015 to ensure it remained fit for purpose and published a revised edition in spring 2016, together with additional "Guidance Notes for Scottish Authorities".
- 3.4. The Council's Local Code of Corporate Governance (the Local Code) was revised in 2017 to reflect the 2016 edition of the Framework, and is consistent with the revised principles and requirements contained in the Framework. The Council adopted the present Local Code on 10 October 2017. The Local Code was updated in 2022, to reflect changes in the Council's management structure, plans and internal controls.
- 3.5. The sections that follow present a summary of the Local Code, based on the Principles in the Delivering Good Governance in Local Government: Framework (2016). Set out at Annexes 1, 2 and 3 is the detail of the Local Code, demonstrating that the Council has in place arrangements for monitoring each element of the Framework and for providing evidence of annual compliance.

4. The Council's Good Governance Principles

- 4.1. Acting in the public interest requires a commitment to and effective arrangements for:

Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

Principle B: Ensuring openness and comprehensive stakeholder engagement

- 4.2. Achieving good governance in local government also requires effective arrangements for:

Principle C: Defining outcomes in terms of sustainable economic, social, and environmental benefits

Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes

Principle E: Developing the Council's capacity, including the capability of its leadership and the individuals within it

Principle F: Managing risks and performance through robust internal control and strong public financial management

Principle G: Implementing good practices in transparency, reporting, and audit to deliver effective accountability

Principle A

Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

- 4.3. Good governance is established and maintained by means of robust structures, systems and procedures, but structures, systems and procedures on their own are not enough to ensure integrity.
- 4.4. The foundation of the Council's integrity is its culture. The Council's culture is demonstrated through the leadership, behaviour, openness and mutual respect of its elected members and chief officers.
- 4.5. Elected members demonstrate their commitment to ethical values in many ways including robust preparation for meetings, regular attendance at meetings, active participation in decision making, and registering and declaring their interests.
- 4.6. Chief officers demonstrate their commitment to ethical values by ensuring that their advice to elected members is objective, politically neutral and given

in good faith, that information is accurate, and that formal recommendations to the Council are based on sound analysis and professional judgement.

4.7. The Council's commitment to high standards of conduct, and respect for the rule of law, is evidenced by its adoption of a range of robust structures, systems and procedures, including:

- [Code of Conduct for Councillors.](#)
- [Code of Conduct for Employees.](#)
- [Members' Declarations of Interest.](#)
- [Financial Regulations.](#)
- [Standing Orders.](#)
- [Scheme of Administration.](#)
- [Scheme of Delegation to Officers.](#)
- [Equality Outcomes and Annual Reports.](#)
- [Whistleblowing Policy and Procedure.](#)
- [Corporate Anti-Fraud Policy.](#)

Principle B

Ensuring openness and comprehensive stakeholder engagement

4.8. Elected members are accountable to their local communities through the democratic process of electing a new Council every five years. Elected members are also accountable to the public for ensuring transparency in decision making. To that end, Council committee and sub-committee meetings are held in public, and only where there is a legal requirement to do so will a particular agenda item be considered in private. Council meetings held in public are audio cast live and recordings are available afterwards online.

4.9. To communicate the Council's activities, achievements, financial position and performance, the Council publishes each year an Annual Performance Report, its Annual Accounts and, on behalf of The Orkney Partnership, an annual report on the current Local Outcomes Improvement Plan.

4.10. To enable service users and the public to influence the planning, provision and development of Council services, the Council has in place a number of services, processes and resources. These provide service users and the public with opportunities to give their views about their needs and the needs of their communities, and the ways that they believe services should be provided and developed. They include:

- [Community Consultation and Engagement Policy.](#)
- [Political Engagement Strategy.](#)

- The Orkney Partnership's [Consultation and Engagement Guide](#) (adopted by the Council).
 - The [Community Council](#) network and liaison service.
 - [Current Council consultations](#) available online.
 - [Multiple channels for public engagement](#), whether in person, by phone or online (detailed on the Council's website and relevant publications).
 - [Freedom of Information \(FOI\) requests](#).
 - [Participation Requests Policy](#) and published decision notices.
 - [Annual Performance Reports](#).
 - [Complaints procedure](#).
- 4.11. Training in community consultation and engagement, building on the Scottish Government's National Standards for Community Engagement, is arranged for Council and Partnership managers and staff, as required. Seminars for elected members are arranged periodically.

Principle C

Defining outcomes in terms of sustainable economic, social, and environmental benefits

- 4.12. Orkney Islands Council publishes its strategic mission, values, priorities and planned outcomes in the [Council Plan](#). A [Delivery Plan](#) is published alongside the Council Plan, setting out the actions which the Council will undertake over the plan period to achieve its planned outcomes.
- 4.13. As a statutory facilitating partner in The Orkney Partnership, the Council also subscribes to the strategic priorities and outcomes held by the Partnership. These are defined in the [Orkney Community Plan](#), which incorporates Orkney's statutory Local Outcomes Improvement Plan (LOIP).
- 4.14. Both the Council Plan and the Community Plan place a high value on sustainability and identify the economic, social and environmental benefits which they aim to achieve through their planning processes.

Principle D

Determining the interventions necessary to optimise the achievement of the intended outcomes

- 4.15. The actions contained in the Delivery Plan are assigned to Corporate Directors to progress through their service teams. All actions are recorded on the Council's online performance management system and named officers are assigned to the roles of data owner and updater. Progress is monitored quarterly through the Corporate Leadership Team and reported to

the Policy and Resources Committee for scrutiny. The Council Plan and Delivery Plan are refreshed mid-way through a Council term and updated as necessary.

- 4.16. The Council maintains a suite of Service-level operational plans which detail the projects and activities through which these actions are to be progressed. Service plans document the core services and activities of Council services and how these will be delivered and funded over the coming three years. These are maintained by Corporate Directors on a rolling basis. All Service plan actions are recorded on the Council's online performance management system and named officers are assigned to the roles of data owner and updater. Progress is reported twice a year and reported to the relevant Service Committee.
- 4.17. The strategic priorities and outcomes contained in the Orkney Community Plan are assigned by the Orkney Partnership Board to Delivery Groups, one for each strategic priority, chaired by members of the Board. The Delivery Groups translate them into specific actions and projects within their own action plans, and oversee their delivery, monitoring and reporting. Progress is reported to the Orkney Partnership Board.
- 4.18. Where a proposed course of action requires the approval of elected members, a report is submitted to the relevant committee. Every report submitted to committee includes a paragraph entitled Links to Council Plan, which identifies which (if any) of the Council's strategic priorities will be progressed by the recommendations contained in the report. A similar paragraph entitled Links to Local Outcomes Improvement Plan serves the same purpose with regard to the Community Plan. This enables elected members to make an informed decision. All Council decisions are followed up: where appropriate they are recorded on the Council's online performance management system and named officers are assigned to the roles of data owner and updater. Progress is monitored twice a year and the results made available to elected members.

Principle E

Developing the Council's capacity, including the capability of its leadership and the individuals within it

- 4.19. Elected members direct and control the Council in the public interest, carrying out various functions of which five are central to their role:
- Within the context of the Orkney Community Plan, and in consultation with the Chief Executive and Corporate Directors, establish the Council's strategic direction and aims.
 - Through the Scheme of Administration, ensure that policy decisions are made.
 - Ensure accountability to the public for the Council's performance.

- Delegate to the Chief Executive and to Corporate Directors the executive management of the Council, in accordance with the Scheme of Administration.
 - Through the Standing Orders, Contract Standing Orders and Financial Regulations, ensure that the Council is managed with probity and integrity, and within the resources at its disposal.
- 4.20. It is the role of elected members to make policy decisions, while taking into account advice received from the Chief Executive and Corporate Directors. The role of the Chief Executive and Corporate Directors is to implement policy decisions, with progress scrutinised by elected members.
- 4.21. Due to the complex and demanding nature of their roles and responsibilities, and the constantly changing policy environment, elected members and senior officers are provided with a range of support services to ensure that they have the necessary knowledge and skills to be fully effective. They are also encouraged to access complementary support services provided by the Improvement Service, the Scottish Government and other agencies.
- 4.22. Elected members require a range of essential skills and abilities which equip them to be effective in the following tasks:
- To represent their ward and the local community.
 - To scrutinise and challenge policy, performance and the use of resources.
 - To know when expert advice from outside the Council might be required.
 - To act as an ambassador for the Council, and for Orkney.
 - To lead and influence others.
- 4.23. To meet the development needs of elected members, the following provision is in place:
- Elected member role description.
 - Elected member induction programme.
 - Elected member induction manual.
 - Regular briefing notes from senior officers.
 - Elected member seminar programme in respect of legislative changes, economic development opportunities, new service proposals etc.
 - iLearn, the Council's online learning system, including Induction Notebooks for Elected Members provided by the improvement Service.
 - Continuing Professional Development Framework for elected members in Scottish local government.

- 4.24. To meet the development needs of Council managers and staff, the following provision is in place:
- Corporate Learning and Development Policy and Procedure.
 - A training programme of short courses in a wide range of topics, designed to build capacity in both management and vocational skills.
 - Employee Review and Development Scheme, designed to help staff to achieve their full potential by identifying training needs and addressing ways of meeting them.
 - iLearn, the Council's online learning system, offering e-modules in mandatory induction and training courses, the Council's Competency Framework, role-specific training, leadership and management.
 - Support for Continuing Professional Development in the regulated professions.
- 4.25. Elected members and staff have ready access via the Council's information portal to a full range of Council policies, strategies and guidelines. Committee agendas, minutes, reports and other public documents are available via the Council's main website.

Principle F

Managing risks and performance through robust internal control and strong public financial management

- 4.26. Managing risks and ensuring strong financial management is the responsibility of the Chief Executive, the Corporate Directors and the Heads of Service as chief officers. The roles of chief officers are defined in agreed contracts of employment and job descriptions, and their performance is reviewed annually through the Council's Employee Review and Development arrangements. In addition, the Council has two statutory roles for chief officers: the Monitoring Officer and the Chief Social Work Officer, plus the quasi-statutory role of Chief Finance Officer (Section 95 Officer).
- 4.27. The Chief Finance Officer is responsible for ensuring appropriate advice to the Council on all financial matters, for keeping proper financial records and accounts, and for maintaining an effective system of internal financial control under the terms of the Financial Regulations. This role is held by the Corporate Director for Enterprise and Sustainable Regeneration.
- 4.28. The Monitoring Officer is responsible for ensuring appropriate advice to the Council on legal matters, for monitoring the behaviour and conduct of Council committees, sub-committees and officers, and for raising issues or concerns over the legality of any proposed course of action and reporting that concern the Council. The Monitoring Officer consults with the Chief Executive and Section 95 Officer in preparing any such report. This role is held by the Head of Legal and Governance, reporting to the Corporate Director for Strategy, Performance and Business Solutions.

- 4.29. The Chief Social Work Officer is responsible for ensuring appropriate advice to the Council on social work and social care matters, and for highlighting where a Council policy might endanger lives or welfare. This role is held by the Chief Social Work Officer/Head of Children, Families and Criminal Justice, reporting to the Chief Officer, Orkney Health and Social Care Partnership.
- 4.30. Council decisions are important: they determine the services relied upon by the people of Orkney, now and into the future. At the centre of Council decision making is the Scheme of Administration, which lists all of the Council's committees and sub-committees and specifies the areas of Council services and activities that are the responsibility of each.
- 4.31. Prior to submission, Council committee and sub-committee reports are scrutinised by the Committee Services team on behalf of the Chief Executive, to ensure that recommended practice is followed. Reports are formally considered and signed off by the Head of Finance and the Head of Legal and Governance, thereby ensuring that any legal or financial implications relating to the recommendations within the report are made explicit for the consideration of elected members prior to making their decisions. Any reports containing recommendations relating to new policy, practice or procedures are accompanied by an Equality Impact Assessment and, where there is likely to be an effect on an island community which is significantly different from its effect on other communities (including other island communities) within Orkney, an Island Communities Impact Assessment.
- 4.32. Good decision-making is complex and challenging, and elected members must have at their disposal sufficient information. The management of risk is particularly important, enabling the Council to identify threats to its core services, and to proposed developments and improvements, and ensuring that action is taken to mitigate the possible adverse effects of these risks. This is implemented through a suite of Risk Registers and associated Risk Management Action Plans.
- 4.33. All risk management documentation is recorded and monitored on the Council's online performance and risk management system. The use of this system in managing action plans and committee decisions has been included under Principle D above. In addition, the system is used for recording and monitoring actions relating to the Local Government Benchmarking Framework indicators, internal and external audit recommendations, the Local Code of Corporate Governance and self-evaluation, as well as the archiving of older plans and assessments. The performance and risk management system is a vital element in the Council's system of internal controls and greatly facilitates the presentation of performance indicators to elected members for scrutiny and to inform decision-making.

- 4.34. Robust internal control is the focus of the internal audit function, which provides an independent, objective assurance and consulting activity designed to add value and improve the Council's operations. It helps the Council to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.
- 4.35. The Chartered Institute of Public Finance and Accountancy maintains that good financial management is fundamental to establishing confidence in the public services and good relationships with the taxpayer and other funders. The Corporate Leadership Team collectively set the tone that financial management is core to achieving strategic aims, and to demonstrating that public money is used well. The financial management of the Council is carried out in accordance with the delegations contained in the Scheme of Administration and the Scheme of Delegation to Officers, as well as the rules established by the Council's Financial Regulations.
- 4.36. The Finance Service delivers operational financial functions for the Council including the payment of creditors and staff payroll, debt collection and the collection of local taxation. The Finance Service also performs many of the Financial Management functions of the Council, including:-
- Oversight of the financial consequences of major decisions of the Council through the Committee reporting processes.
 - Preparation of annual budgets and budgetary control through the monitoring and reporting of income and expenditure against budget.
 - Preparation of the Council's Annual Statement of Accounts.
 - Preparation of the Council's Medium Term Financial Strategy.
 - Preparation and monitoring of the Capital Programme.

Principle G

Implementing good practices in transparency, reporting, and audit to deliver effective accountability

- 4.37. Council committee and sub-committee meetings are held in public. Only where there is a legal requirement to do so will a particular agenda item be considered in private. All Council committee meetings are webcast in live audio, with the recording available thereafter for download from the Council's public website.
- 4.38. At the beginning of Council committee and sub-committee meetings, the Chair asks the elected members present, including those attending remotely, if they have any declarations of interest to make with regard to any of the agenda items. Should this be the case, the member concerned will leave the Council Chamber or withdraw from remote attendance for the relevant item, thus ensuring that decisions are made without any conflict of interest.

- 4.39. One week prior to a committee or sub-committee meeting, the agenda and associated reports are distributed to the elected members who will be present, to the chief officers who will be in attendance, and to the public via the Council's website. Once the minutes of the meetings have been approved at the following General Meeting of the Council, these are also posted on the Council's website.
- 4.40. The Monitoring and Audit Committee has a remit to monitor the way in which the Council's policies and decisions are implemented. The Committee is also responsible for ensuring that arrangements are in place for the effective use of Council resources, and for promoting high standards of conduct by elected members of the Council. Membership of the Monitoring and Audit Committee is open to any councillor other than the Convener, Leader, Depute Leader and the Chair of a service committee.
- 4.41. In order to communicate the Council's activities, achievements, financial position and performance, the Council publishes each year an annual report on the Orkney Community Plan (incorporating Orkney's Local Outcomes Improvement Plan), its Annual Accounts and its Annual Performance Report.

5. Annual Self-Assessment

- 5.1. In order to support Orkney Islands Council's Local Code of Corporate Governance, it is essential that the details of the principles, supporting principles and internal controls are fully documented, and known to relevant officers.
- 5.2. An annual self-assessment of the extent to which the Council meets the requirements of the Local Code is led by officers from the Improvement and Performance team, with the participation of all Corporate Directors and Heads of Service. The template used for this purpose is attached at Annex 3 and records evidence of compliance, including relevant plans, policies and internal control mechanisms, against each of the Principles A to G and their supporting sub-principles.
- 5.3. The self-assessment is reviewed by the Corporate Leadership Team and compliance with each sub-principle scored on a scale of 1 to 4 as follows:
- 1 – not compliant with the requirement.
 - 2 – partially compliant with the requirement.
 - 3 – fully compliant with the requirement.
 - 4 – exceeds the requirement.
- 5.4. Any actions required to improve compliance are documented in an Improvement Action Plan which is submitted to the Monitoring and Audit Committee for scrutiny.

6. Annexes

- 6.1. **Annex 1** lists the seven CIPFA/SOLACE Principles A to G, along with the respective supporting sub-principles and requirements of each.
- 6.2. **Annex 2** lists all of the structures, systems and procedures that enable Orkney Islands Council to meet the requirements of the CIPFA/SOLACE Principles – these structures, systems and procedures are, for the purposes of the Local Code, known collectively as internal controls.
- 6.3. **Annex 3** comprises the self-assessment template used to assess the extent to which the Council meets the requirements of the CIPFA/SOLACE Principles.

Delivering Good Governance in Local Government: Framework

2016 Edition

Chapter Six \ The Principles Of Good Governance – Application

Core principles and sub-principles of good governance

Core principles (shown in bold)	Sub-principles (shown in bold)
Acting in the public interest requires a commitment to and effective arrangements for:	Behaviours and actions that demonstrate good governance in practice are illustrated in the bullet points.
<p>A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law</p> <p>Local government organisations are accountable not only for how much they spend, but also for how they use the resources under their stewardship. This includes accountability for outputs, both positive and negative, and for the outcomes they have achieved. In addition, they have an overarching responsibility to serve the public interest in adhering to the requirements of legislation and government policies. It is essential that, as a whole, they can demonstrate the appropriateness of all their actions across all activities and have mechanisms in place to encourage and enforce adherence to ethical values and to respect the rule of law.</p>	<p>Behaving with integrity</p> <ul style="list-style-type: none"> • Ensuring members and officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the reputation of the organisation • Ensuring members take the lead in establishing specific standard operating principles or values for the organisation and its staff and that they are communicated and understood. These should build on the Seven Principles of Public Life (the Nolan Principles) • Leading by example and using the above standard operating principles or values as a framework for decision making and other actions • Demonstrating, communicating and embedding the standard operating principles or values through appropriate policies and processes which are reviewed on a regular basis to ensure that they are operating effectively <p>Demonstrating strong commitment to ethical values</p> <ul style="list-style-type: none"> • Seeking to establish, monitor and maintain the organisation's ethical standards and performance • Underpinning personal behaviour with ethical values and ensuring they permeate all aspects of the organisation's culture and operation • Developing and maintaining robust policies and procedures which place emphasis on agreed ethical values • Ensuring that external providers of services on behalf of the organisation are required to act with

Core principles (shown in bold)	Sub-principles (shown in bold)
	<p>integrity and in compliance with ethical standards expected by the organisation</p> <p>Respecting the rule of law</p> <ul style="list-style-type: none"> • Ensuring members and staff demonstrate a strong commitment to the rule of the law as well as adhering to relevant laws and regulations • Creating the conditions to ensure that the statutory officers, other key post holders. and members. are able to fulfil their responsibilities in accordance with legislative and regulatory requirements • Striving to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders • Dealing with breaches of legal and regulatory provisions effectively • Ensuring corruption and misuse of power are dealt with effectively
<p>B. Ensuring openness and comprehensive stakeholder engagement</p> <p>Local government is run for the public good, organisations therefore should ensure openness in their activities. Clear, trusted channels of communication and consultation should be used to engage effectively with all groups of stakeholders, such as individual citizens and service users, as well as institutional stakeholders.</p>	<p>Openness</p> <ul style="list-style-type: none"> • Ensuring an open culture through demonstrating, documenting and communicating the organisation's commitment to openness • Making decisions that are open about actions. plans, resource use, forecasts, outputs and outcomes. The presumption is for openness. If that is not the case. a justification for the reasoning for keeping a decision confidential should be provided • Providing clear reasoning and evidence for decisions in both public records and explanations to stakeholders and being explicit about the criteria, rationale and considerations used. In due course. ensuring that the impact and consequences of those decisions are clear • Using formal and informal consultation and engagement to determine the most appropriate and effective interventions/ courses of action <p>Engaging comprehensively with institutional stakeholders</p> <p>NB institutional stakeholders are the other organisations that local government needs to work with to improve services and outcomes (such as commercial partners and suppliers as well as other</p>

Core principles (shown in bold)	Sub-principles (shown in bold)
	<p>public or third sector organisations) or organisations to which they are accountable.</p> <ul style="list-style-type: none"> • Effectively engaging with institutional stakeholders to ensure that the purpose, objectives and intended outcomes for each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably • Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively • Ensuring that partnerships are based on: <ul style="list-style-type: none"> ○ trust ○ a shared commitment to change ○ a culture that promotes and accepts challenge among partners <p>and that the added value of partnership working is explicit</p> <p>Engaging with individual citizens and service users effectively</p> <ul style="list-style-type: none"> • Establishing a clear policy on the type of issues that the organisation will meaningfully consult with or involve communities, individual citizens, service users and other stakeholders to ensure that service (or other) provision is contributing towards the achievement of intended outcomes • Ensuring that communication methods are effective and that members and officers are clear about their roles with regard to community engagement • Encouraging, collecting and evaluating the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs • Implementing effective feedback mechanisms in order to demonstrate how views have been taken into account • Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity • Taking account of the impact of decisions on future generations of tax payers and service users

Core principles (shown in bold)	Sub-principles (shown in bold)
<p>In addition to the overarching requirements for acting in the public interest in principles A and B, achieving good governance also requires a commitment to and effective arrangements for:</p>	<p>Behaviours and actions that demonstrate good governance in practice are illustrated in the bullet points.</p>
<p>C. Defining outcomes in terms of sustainable economic, social, and environmental benefits</p> <p>The long-term nature and impact of many of local government's responsibilities mean that it should define and plan outcomes and that these should be sustainable. Decisions should further the organisation's purpose, contribute to intended benefits and outcomes, and remain within the limits of authority and resources. Input from all groups of stakeholders, including citizens, service users, and institutional stakeholders, is vital to the success of this process and in balancing competing demands when determining priorities for the finite resources available.</p>	<p>Defining outcomes</p> <ul style="list-style-type: none"> • Having a clear vision, which is an agreed formal statement of the organisation's purpose and intended outcomes containing appropriate performance indicators, which provide the basis for the organisation's overall strategy, planning and other decisions • Specifying the intended impact on, or changes for, stakeholders including citizens and service users. It could be immediately or over the course of a year or longer • Delivering defined outcomes on a sustainable basis within the resources that will be available • Identifying and managing risks to the achievement of outcomes • Managing service users' expectations effectively with regard to determining priorities and making the best use of the resources available <p>Sustainable economic, social and environmental benefits</p> <ul style="list-style-type: none"> • Considering and balancing the combined economic, social and environmental impact of policies and plans when taking decisions about service provision • Taking a longer-term view with regard to decision making, taking account of risk and acting transparently where there are potential conflicts between the organisation's intended outcomes and short-term factors such as the political cycle or financial constraints • Determining the wider public interest associated with balancing conflicting interests between achieving the various economic, social and environmental benefits, through consultation where possible, in order to ensure appropriate trade-offs • Ensuring fair access to services

Core principles (shown in bold)	Sub-principles (shown in bold)
<p>D. Determining the interventions necessary to optimise the achievement of the intended outcomes</p> <p>Local government achieves its intended outcomes by providing a mixture of legal, regulatory, and practical interventions (courses of action). Determining the right mix of these courses of action is a critically important strategic choice that local government has to make to ensure intended outcomes are achieved. They need robust decision-making mechanisms to ensure that their defined outcomes can be achieved in a way that provides the best trade-off between the various types of resource inputs while still enabling effective and efficient operations. Decisions made need to be reviewed frequently to ensure that achievement of outcomes is optimised.</p>	<p>Determining interventions</p> <ul style="list-style-type: none"> • Ensuring decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and associated risks. Therefore ensuring best value is achieved however services are provided • Considering feedback from citizens and service users when making decisions about service improvements or where services are no longer required in order to prioritise competing demands within limited resources available including people, skills, land and assets and bearing in mind future impacts <p>Planning interventions</p> <ul style="list-style-type: none"> • Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets • Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered • Considering and monitoring risks facing each partner when working collaboratively, including shared risks • Ensuring arrangements are flexible and agile so that the mechanisms for delivering goods and services can be adapted to changing circumstances • Establishing appropriate key performance indicators (KPIs) as part of the planning process in order to identify how the performance of services and projects is to be measured • Ensuring capacity exists to generate the information required to review service quality regularly • Preparing budgets in accordance with objectives, strategies and the medium term financial plan • Informing medium and long term resource planning by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy <p>Optimising achievement of intended outcomes</p>

Core principles (shown in bold)	Sub-principles (shown in bold)
	<ul style="list-style-type: none"> • Ensuring the medium term financial strategy integrates and balances service priorities, affordability and other resource constraints • Ensuring the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term • Ensuring the medium term financial strategy sets the context for ongoing decisions on significant delivery issues or responses to changes in the external environment that may arise during the budgetary period in order for outcomes to be achieved while optimising resource usage • Ensuring the achievement of 'social value' through service planning and commissioning
<p>E. Developing the entity's capacity, including the capability of its leadership and the individuals within it</p> <p>Local government needs appropriate structures and leadership, as well as people with the right skills, appropriate qualifications and mindset, to operate efficiently and effectively and achieve intended outcomes within the specified periods. A local government organisation must ensure that it has both the capacity to fulfil its own mandate and to make certain that there are policies in place to guarantee that its management has the operational capacity for the organisation as a whole. Because both individuals and the environment in which an organisation operates will change over time, there will be a continuous need to develop its capacity as well as the skills and experience of individual staff members. Leadership in local government is strengthened by the participation of people with many different types of backgrounds, reflecting the</p>	<p>Developing the entity's capacity</p> <ul style="list-style-type: none"> • Reviewing operations, performance and use of assets on a regular basis to ensure their continuing effectiveness • Improving resource use through appropriate application of techniques such as benchmarking and other options in order to determine how resources are allocated so that defined outcomes are achieved effectively and efficiently • Recognising the benefits of partnerships and collaborative working where added value can be achieved • Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources <p>Developing the capability of the entity's leadership and other individuals</p> <ul style="list-style-type: none"> • Developing protocols to ensure that elected and appointed leaders negotiate with each other regarding their respective roles early on in the relationship and that a shared understanding of roles and objectives is maintained • Publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body • Ensuring the leader and the chief executive have clearly defined and distinctive leadership roles within a structure whereby the chief executive leads in implementing strategy and managing the

Core principles (shown in bold)	Sub-principles (shown in bold)
<p>structure and diversity of communities.</p>	<p>delivery of services and other outputs set by members and each provides a check and a balance for each other's authority</p> <ul style="list-style-type: none"> • Developing the capabilities of members and senior management to achieve effective leadership and to enable the organisation to respond successfully to changing legal and policy demands as well as economic, political and environmental changes and risks by: <ul style="list-style-type: none"> ○ ensuring members and staff have access to appropriate induction tailored to their role and that ongoing training and development matching individual and organisational requirements is available and encouraged ○ ensuring members and officers have the appropriate skills, knowledge, resources and support to fulfil their roles and responsibilities and ensuring that they are able to update their knowledge on a continuing basis ○ ensuring personal, organisational and system-wide development through shared learning, including lessons learnt from governance weaknesses both internal and external • Ensuring that there are structures in place to encourage public participation • Taking steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections • Holding staff to account through regular performance reviews which take account of training or development needs • Ensuring arrangements are in place to maintain the health and wellbeing of the workforce and support individuals in maintaining their own physical and mental wellbeing
<p>F. Managing risks and performance through robust internal control and strong public financial management</p> <p>Local government needs to ensure that the organisations and governance structures that it</p>	<p>Managing risk</p> <ul style="list-style-type: none"> • Recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making

Core principles (shown in bold)	Sub-principles (shown in bold)
<p>oversees have implemented, and can sustain, an effective performance management system that facilitates effective and efficient delivery of planned services.</p> <p>Risk management and internal control are important and integral parts of a performance management system and are crucial to the achievement of outcomes. Risk should be considered and addressed as part of all decision making activities.</p> <p>A strong system of financial management is essential for the implementation of policies and the achievement of intended outcomes, as it will enforce financial discipline, strategic allocation of resources, efficient service delivery and accountability.</p> <p>It is also essential that a culture and structure for scrutiny are in place as a key part of accountable decision making, policy making and review. A positive working culture that accepts, promotes and encourages constructive challenge is critical to successful scrutiny and successful service delivery. Importantly, this culture does not happen automatically, it requires repeated public commitment from those in authority.</p>	<ul style="list-style-type: none"> • Implementing robust and integrated risk management arrangements and ensuring that they are working effectively • Ensuring that responsibilities for managing individual risks are clearly allocated <p>Managing performance</p> <ul style="list-style-type: none"> • Monitoring service delivery effectively including planning, specification, execution and independent post implementation review • Making decisions based on relevant, clear objective analysis and advice pointing out the implications and risks inherent in the organisation's financial, social and environmental position and outlook • Ensuring an effective scrutiny or oversight function is in place which provides constructive challenge and debate on policies and objectives before, during and after decisions are made thereby enhancing the organisation's performance and that of any organisation for which it is responsible (Or, for a committee system) Encouraging effective and constructive challenge and debate on policies and objectives to support balanced and effective decision making • Providing members and senior management with regular reports on service delivery plans and on progress towards outcome achievement • Ensuring there is consistency between specification stages (such as budgets) and post implementation reporting (eg financial statements) <p>Robust internal control</p> <ul style="list-style-type: none"> • Aligning the risk management strategy and policies on internal control with achieving objectives • Evaluating and monitoring risk management and internal control on a regular basis • Ensuring effective counter fraud and anti-corruption arrangements are in place • Ensuring additional assurance on the overall adequacy and effectiveness of the framework of

Core principles (shown in bold)	Sub-principles (shown in bold)
	<p>governance, risk management and control is provided by the internal auditor</p> <ul style="list-style-type: none"> • Ensuring an audit committee or equivalent group/function, which is independent of the executive and accountable to the governing body: <ul style="list-style-type: none"> ○ provides a further source of effective assurance regarding arrangements for managing risk and maintaining an effective control environment that its recommendations are listened to and acted upon <p>Managing data</p> <ul style="list-style-type: none"> • Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data • Ensuring effective arrangements are in place and operating effectively when sharing data with other bodies • Reviewing and auditing regularly the quality and accuracy of data used in decision making and performance monitoring <p>Strong public financial management</p> <ul style="list-style-type: none"> • Ensuring financial management supports both long term achievement of outcomes and short-term financial and operational performance • Ensuring well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls
<p>G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability</p> <p>Accountability is about ensuring that those making decisions and delivering services are answerable for them. Effective accountability is concerned not only with reporting on actions completed, but also ensuring that stakeholders are able to understand and respond as the organisation plans and carries out its activities in a transparent</p>	<p>Implementing good practice in transparency</p> <ul style="list-style-type: none"> • Writing and communicating reports for the public and other stakeholders in a fair, balanced and understandable style appropriate to the intended audience and ensuring that they are easy to access and interrogate • Striking a balance between providing the right amount of information to satisfy transparency demands and enhance public scrutiny while not being too onerous to provide and for users to understand <p>Implementing good practices in reporting</p>

Core principles (shown in bold)	Sub-principles (shown in bold)
<p>manner. Both external and internal audit contribute to effective accountability.</p>	<ul style="list-style-type: none"> • Reporting at least annually on performance, value for money and stewardship of resources to stakeholders in a timely and understandable way • Ensuring members and senior management own the results reported • Ensuring robust arrangements for assessing the extent to which the principles contained in this Framework have been applied and publishing the results on this assessment, including an action plan for improvement and evidence to demonstrate good governance (the annual governance statement) • Ensuring that this Framework is applied to jointly managed or shared service organisations as appropriate • Ensuring the performance information that accompanies the financial statements is prepared on a consistent and timely basis and the statements allow for comparison with other, similar organisations <p>Assurance and effective accountability</p> <ul style="list-style-type: none"> • Ensuring that recommendations for corrective action made by external audit are acted upon • Ensuring an effective internal audit service with direct access to members is in place, providing assurance with regard to governance arrangements and that recommendations are acted upon • Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations • Gaining assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement • Ensuring that when working in partnership, arrangements for accountability are clear and the need for wider public accountability has been recognised and met

Annex 2.

Local Code of Corporate Governance: Internal Controls

These lists identify some of the principal control measures in place within the Council but are not exclusive: for example, the Council is a member of many specialised partnership bodies and arrangements not listed here.

Council committees and administration

- General Meeting of Orkney Islands Council
- Monitoring and Audit Committee
- Service committees and sub-committees
- Scheme of Administration
- Scheme of Delegation to Officers
- Local Code of Corporate Governance
- Standing Orders
- Appointed Monitoring Officer

Partnership bodies and arrangements

- The Orkney Partnership
- Orkney Health and Care
- Children's Panel
- Chief Officers' Group
- Service level agreements

Strategic and service level planning

- Strategic Planning Framework
- Orkney Community Plan (incorporating Orkney's Local Outcomes Improvement Plan)
- The Council Plan
- Service planning guidance
- Service plans
- Corporate and service risk registers
- Business continuity plans
- Equality impact assessments
- Island Communities Impact Assessments
- Community Resilience Service
- Health and Safety Service
- Strategy and Partnership Service

Finance

- Annual Statements of Accounts
- Annual Efficiency Statement
- Financial Regulations
- Appointed Section 95 Officer
- Accountancy Section – final accounts procedures
- Budget setting
- Capital project appraisal system
- Capital Programme approval and management
- Contract Standing Orders

- Anti-fraud and Anti-corruption Strategy and Policies
- Statement on the System of Internal Financial Control
- Following the Public Pound Policy
- Treasury management practices
- Treasury Management Strategy Statement and Annual Investment Strategy
- Budget Strategy and Planning
- Budget monitoring and control

External and internal audit

- External Audit
- Internal Audit
- Shared Risk Assessment: Assurance and Improvement Plan
- External and internal audit reports
- External Audit Annual Report to the Council and Controller of Audit
- Annual Assurance Report from Chief Internal Auditor

Communications

- Communications Strategy
- ICT Strategy
- Community Consultation and Engagement Policy
- The Orkney Partnership Consultation and Engagement Guide
- Community consultation and engagement training
- Consultation and Engagement Officers' Network

Performance

- Service Review Framework
- How Good is Our Council?
- Corporate Plan Monitoring Report
- Service plan monitoring reports
- Local Outcomes Improvement Plan and other local and national key performance indicators
- Local Government Benchmarking Framework
- Corporate Complaints Procedure
- Local Outcomes Improvement Plan Annual Report
- Public Performance Reporting including the Annual Performance Report

Management teams

- Corporate Leadership Team
- Extended Corporate Leadership Team
- Performance and Risk Management Team
- Service management teams
- Corporate Protection Group

Elected members

- Elected member induction programme
- Elected member role description
- The National Code of Conduct for Councillors
- Local Government (Scotland) Act 2004 (Remuneration) Regulations 2007

- Elected member induction manual.
- Continuous professional development for elected members, including the online Continuous Professional Development Framework and Development Programme.
- Elected member training plans.
- Elected member seminar programme in respect of legislative changes, economic developments, service proposals etc.
- Electronic access to the full range of Council policies, strategies, guidelines, reports etc.
- Business and ICT support.

Officers

- List of Politically Restricted Posts
- Staff job descriptions and person specifications
- The Council's Code of Conduct for Employees
- Single Status
- Staff induction
- Learning and Development Policy
- Personal Review and Development Scheme
- Reporting Concerns at Work Procedure
- Equal Opportunity Employment Policy
- Disciplinary Policy and Procedure
- Disciplinary Rules
- Grievance Policy and Procedure
- Dignity at Work Policy and Procedure
- Staff surveys
- Substance Misuse Policy
- Capability Policy
- Stress Management Policy
- Managing Sickness Absence Policy and Procedures
- Guidelines on use of Social Media by staff
- iLearn staff training package and monitoring of completed training

Annex 3

Orkney Islands Council: Local Code of Corporate Governance

Self-Assessment Template

Principle A	Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law	Score
Sub-principle A1	Behaving with integrity	
Sub-principle A2	Demonstrating strong commitment to ethical values	
Sub-principle A3	Respecting the rule of law	

Principle B.	Ensuring openness and comprehensive stakeholder engagement.	Score
Sub-principle B1.	Openness.	
Sub-principle B2.	Engaging comprehensively with institutional stakeholders.	
Sub-principle B3.	Engaging with individual citizens and service users effectively.	

Principle C.	Defining outcomes in terms of sustainable economic, social, and environmental benefits.	Score
Sub-principle C1.	Defining outcomes.	
Sub-principle C2.	Sustainable economic, social and environmental benefits.	

Principle D.	Determining the interventions necessary to optimise the achievement of the intended outcomes.	Score
Sub-principle D1.	Determining interventions.	
Sub-principle D2.	Planning interventions.	
Sub-principle D3.	Optimising achievement of intended outcomes.	

Principle E.	Developing the entity's capacity, including the capability of its leadership and the individuals within it.	Score
Sub-principle E1.	Developing the entity's capacity.	
Sub-principle E2.	Developing the capability of the entity's leadership and other individuals.	

Principle F.	Managing risks and performance through robust internal control and strong public financial management.	Score
Sub-principle F1.	Managing risk.	
Sub-principle F2.	Managing performance.	
Sub-principle F3.	Robust internal control.	
Sub-principle F4.	Managing data.	
Sub-principle F5.	Strong public financial management.	

Principle G.	Implementing good practices in transparency, reporting, and audit to deliver effective accountability.	Score
Sub-principle G1.	Implementing good practice in transparency.	
Sub-principle G2.	Implementing good practices in reporting.	
Sub-principle G3.	Assurance and effective accountability.	

Principle A	Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law
Sub-principle A1	Behaving with integrity
Requirements	
A1.1	Ensuring members and officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the reputation of the organisation.
A1.2	Ensuring members take the lead in establishing specific standard operating principles or values for the organisation and its staff and that they are communicated and understood. These should build on the Seven Principles of Public Life (the Nolan Principles).
A1.3	Leading by example and using the above standard operating principles or values as a framework for decision making and other actions.
A1.4	Demonstrating, communicating and embedding the standard operating principles or values through appropriate policies and processes which are reviewed on a regular basis to ensure that they are operating effectively.
Strategy, Performance and Business Solutions – Service-specific evidence	
Education, Leisure and Housing – Service-specific evidence	
Neighbourhood Services and Infrastructure - Service-specific evidence	
Enterprise and Sustainable Regeneration – Service-specific evidence	
Orkney Health and Care – Service-specific evidence	
Self-assessment score	
Planned updates and improvement actions	

Principle A	Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law
Sub-principle A2	Demonstrating strong commitment to ethical values
Requirements.	
A2.1	Seeking to establish, monitor and maintain the organisation's ethical standards and performance.
A2.2	Underpinning personal behaviour with ethical values and ensuring they permeate all aspects of the organisation's culture and operation.
A2.3	Developing and maintaining robust policies and procedures which place emphasis on agreed ethical values.
A2.4	Ensuring that external providers of services on behalf of the organisation are required to act with integrity and in compliance with ethical standards expected by the organisation.
Strategy, Performance and Business Solutions – Service-specific evidence	
Education, Leisure and Housing – Service-specific evidence	
Neighbourhood Services and Infrastructure - Service-specific evidence	
Enterprise and Sustainable Regeneration – Service-specific evidence	
Orkney Health and Care – Service-specific evidence	
Self-assessment score	
Planned updates and improvement actions	

Principle A.	Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.
Sub-principle A3.	Respecting the rule of law.
Requirements.	
<p>A3.1. Ensuring members and staff demonstrate a strong commitment to the rule of law as well as adhering to relevant laws and regulations.</p> <p>A3.2. Creating the conditions to ensure that the statutory officers, other key post holders, and members, can fulfil their responsibilities in accordance with legislative and regulatory requirements.</p> <p>A3.3. Striving to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders.</p> <p>A3.4. Dealing with breaches of legal and regulatory provisions effectively.</p> <p>A3.5. Ensuring corruption and misuse of power are dealt with effectively.</p>	
Strategy, Performance and Business Solutions – Service-specific evidence	
Education, Leisure and Housing – Service-specific evidence	
Neighbourhood Services and Infrastructure - Service-specific evidence	
Enterprise and Sustainable Regeneration – Service-specific evidence	
Orkney Health and Care – Service-specific evidence	
Self-assessment score	
Planned updates and improvement actions	

Principle B.	Ensuring openness and comprehensive stakeholder engagement.
Sub-principle B1.	Openness.
Requirements.	
<p>B1.1. Ensuring an open culture through demonstrating, documenting and communicating the organisation's commitment to openness.</p> <p>B1.2. Making decisions that are open about actions, plans, resource use, forecasts, outputs and outcomes. The presumption is for openness. If that is not the case, a justification for the reasoning for keeping a decision confidential should be provided.</p> <p>B1.3. Providing clear reasoning and evidence for decisions in both public records and explanations to stakeholders and being explicit about the criteria, rationale and considerations used. In due course, ensuring that the impact and consequences of those decisions are clear.</p> <p>B1.4. Using formal and informal consultation and engagement to determine the most appropriate and effective interventions / courses of action.</p>	
Strategy, Performance and Business Solutions – Service-specific evidence	
Education, Leisure and Housing – Service-specific evidence	
Neighbourhood Services and Infrastructure - Service-specific evidence	
Enterprise and Sustainable Regeneration – Service-specific evidence	
Orkney Health and Care – Service-specific evidence	
Self-assessment score	
Planned updates and improvement actions	

Principle B.	Ensuring openness and comprehensive stakeholder engagement.
Sub-principle B2.	<p>Engaging comprehensively with institutional stakeholders.</p> <p>NB institutional stakeholders are the other organisations that local government needs to work with to improve services and outcomes (such as commercial partners and suppliers as well as other public or third sector organisations) or organisations to which they are accountable.</p>
Requirements.	
<p>B2.1. Effectively engaging with institutional stakeholders to ensure that the purpose, objectives and intended outcomes for each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably.</p> <p>B2.2. Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively.</p> <p>B2.3. Ensuring that partnerships are based on:</p> <ul style="list-style-type: none"> • Trust. • A shared commitment to change. • A culture that promotes and accepts challenge among partners and that the added value of partnership working is explicit. 	
Strategy, Performance and Business Solutions – Service-specific evidence	
Education, Leisure and Housing – Service-specific evidence	
Neighbourhood Services and Infrastructure - Service-specific evidence	
Enterprise and Sustainable Regeneration – Service-specific evidence	
Orkney Health and Care – Service-specific evidence	

Self-assessment score	
Planned updates and improvement actions	

Principle B.	Ensuring openness and comprehensive stakeholder engagement.
Sub-principle B3.	Engaging with individual citizens and service users effectively.
Requirements.	
<p>B3.1. Establishing a clear policy on the type of issues that the organisation will meaningfully consult with or involve communities, individual citizens, service users and other stakeholders to ensure that service (or other) provision is contributing towards the achievement of intended outcomes.</p> <p>B3.2. Ensuring that communication methods are effective, and that members and officers are clear about their roles with regard to community engagement.</p> <p>B3.3. Encouraging, collecting and evaluating the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs.</p> <p>B3.4. Implementing effective feedback mechanisms in order to demonstrate how views have been taken into account.</p> <p>B3.5. Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity.</p> <p>B3.6. Taking account of the impact of decisions on future generations of tax payers and service users.</p>	
Strategy, Performance and Business Solutions – Service-specific evidence	
Education, Leisure and Housing – Service-specific evidence	
Neighbourhood Services and Infrastructure - Service-specific evidence	
Enterprise and Sustainable Regeneration – Service-specific evidence	
Orkney Health and Care – Service-specific evidence	
Self-assessment score	

Planned updates and improvement actions

Principle C.	Defining outcomes in terms of sustainable economic, social, and environmental benefits.
Sub-principle C1.	Defining outcomes.
Requirements.	
<p>C1.1. Having a clear vision, which is an agreed formal statement of the organisation's purpose and intended outcomes containing appropriate performance indicators, which provide the basis for the organisation's overall strategy, planning and other decisions.</p> <p>C1.2. Specifying the intended impact on, or changes for, stakeholders including citizens and service users. It could be immediately or over the course of a year or longer.</p> <p>C1.3. Delivering defined outcomes on a sustainable basis within the resources that will be available.</p> <p>C1.4. Identifying and managing risks to the achievement of outcomes.</p> <p>C1.5. Managing service users' expectations effectively with regard to determining priorities and making the best use of the resources available.</p>	
Strategy, Performance and Business Solutions – Service-specific evidence	
Education, Leisure and Housing – Service-specific evidence	
Neighbourhood Services and Infrastructure - Service-specific evidence	
Enterprise and Sustainable Regeneration – Service-specific evidence	
Orkney Health and Care – Service-specific evidence	
Self-assessment score	
Planned updates and improvement actions	

Principle C.	Defining outcomes in terms of sustainable economic, social, and environmental benefits.
Sub-principle C2.	Sustainable economic, social and environmental benefits.
Requirements.	
<p>C2.1. Considering and balancing the combined economic, social and environmental impact of policies and plans when taking decisions about service provision.</p> <p>C2.2. Taking a longer-term view with regard to decision making, taking account of risk and acting transparently where there are potential conflicts between the organisation's intended outcomes and short-term factors such as the political cycle or financial constraints.</p> <p>C2.3. Determining the wider public interest associated with balancing conflicting interests between achieving the various economic, social and environmental benefits, through consultation where possible, in order to ensure appropriate trade-offs.</p> <p>C2.4 Ensuring fair access to services.</p>	
Strategy, Performance and Business Solutions – Service-specific evidence	
Education, Leisure and Housing – Service-specific evidence	
Neighbourhood Services and Infrastructure - Service-specific evidence	
Enterprise and Sustainable Regeneration – Service-specific evidence	
Orkney Health and Care – Service-specific evidence	
Self-assessment score	
Planned updates and improvement actions	

Principle D.	Determining the interventions necessary to optimise the achievement of the intended outcomes.
Sub-principle D1.	Determining interventions. <i>[Demonstrating how you decide what your service should be doing, and proving that you take consultation feedback and alternative options into account before making decisions.]</i>
Requirements.	
<p>D1.1. Ensuring decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and associated risks. Therefore ensuring best value is achieved however services are provided.</p> <p>D1.2. Considering feedback from citizens and service users when making decisions about service improvements or where services are no longer required in order to prioritise competing demands within limited resources available including people, skills, land and assets and bearing in mind future impacts.</p>	
Strategy, Performance and Business Solutions – Service-specific evidence	
Education, Leisure and Housing – Service-specific evidence	
Neighbourhood Services and Infrastructure - Service-specific evidence	
Enterprise and Sustainable Regeneration – Service-specific evidence	
Orkney Health and Care – Service-specific evidence	
Self-assessment score	
Planned updates and improvement actions	

Principle D.	Determining the interventions necessary to optimise the achievement of the intended outcomes.
Sub-principle D2.	Planning interventions. <i>[Evidence of service planning, budgeting and service risk management]</i>
Requirements.	
<p>D2.1. Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets.</p> <p>D2.2. Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered.</p> <p>D2.3. Considering and monitoring risks facing each partner when working collaboratively, including shared risks.</p> <p>D2.4. Ensuring arrangements are flexible and agile so that the mechanisms for delivering goods and services can be adapted to changing circumstances.</p> <p>D2.5. Establishing appropriate key performance indicators (KPIs) as part of the planning process in order to identify how the performance of services and projects is to be measured.</p> <p>D2.6. Ensuring capacity exists to generate the information required to review service quality regularly.</p> <p>D2.7. Preparing budgets in accordance with objectives, strategies and the medium term financial plan.</p> <p>D2.8. Informing medium and long-term resource planning by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy.</p>	
Strategy, Performance and Business Solutions – Service-specific evidence	
Education, Leisure and Housing – Service-specific evidence	
Neighbourhood Services and Infrastructure - Service-specific evidence	
Enterprise and Sustainable Regeneration – Service-specific evidence	
Orkney Health and Care – Service-specific evidence	

Self-assessment score	
Planned updates and improvement actions	

Principle D.	Determining the interventions necessary to optimise the achievement of the intended outcomes.
Sub-principle D3.	<p>Optimising achievement of intended outcomes.</p> <p><i>[Evidencing what you do to make sure your plans work and that you have the necessary resources to see them through.</i></p> <p><i>Social value is things that improve people's lives but can't necessarily be quantified i.e. added value]</i></p>
Requirements.	
<p>D3.1. Ensuring the medium-term financial strategy integrates and balances service priorities, affordability and other resource constraints.</p> <p>D3.2. Ensuring the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term.</p> <p>D3.3. Ensuring the medium-term financial strategy sets the context for ongoing decisions on significant delivery issues or responses to changes in the external environment that may arise during the budgetary period in order for outcomes to be achieved while optimising resource usage.</p> <p>D3.4. Ensuring the achievement of 'social value' through service planning and commissioning.</p>	
Strategy, Performance and Business Solutions – Service-specific evidence	
Education, Leisure and Housing – Service-specific evidence	
Neighbourhood Services and Infrastructure - Service-specific evidence	
Enterprise and Sustainable Regeneration – Service-specific evidence	
Orkney Health and Care – Service-specific evidence	
Self-assessment score	

Planned updates and improvement actions

Principle E.	Developing the entity's capacity, including the capability of its leadership and the individuals within it.
Sub-principle E1.	Developing the entity's capacity. <i>[Evidence of workforce planning, succession planning, recruitment, asset management, co-production]</i>
Requirements.	
<p>E1.1. Reviewing operations, performance and use of assets on a regular basis to ensure their continuing effectiveness.</p> <p>E1.2. Improving resource use through appropriate application of techniques such as benchmarking and other options in order to determine how resources are allocated so that defined outcomes are achieved effectively and efficiently.</p> <p>E1.3. Recognising the benefits of partnerships and collaborative working where added value can be achieved.</p> <p>E1.4. Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources.</p>	
Strategy, Performance and Business Solutions – Service-specific evidence	
Education, Leisure and Housing – Service-specific evidence	
Neighbourhood Services and Infrastructure - Service-specific evidence	
Enterprise and Sustainable Regeneration – Service-specific evidence	
Orkney Health and Care – Service-specific evidence	
Self-assessment score	
Planned updates and improvement actions	

Principle E.	Developing the entity's capacity, including the capability of its leadership and the individuals within it.
Sub-principle E2.	<p>Developing the capability of the entity's leadership and other individuals.</p> <p><i>[Evidence of clear understanding of who does what, training and induction for Members and management, ERD, wellbeing, response to feedback]</i></p>
Requirements.	
<p>E2.1. Developing protocols to ensure that elected and appointed leaders negotiate with each other regarding their respective roles early on in the relationship and that a shared understanding of roles and objectives is maintained.</p> <p>E2.2. Publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body.</p> <p>E2.3. Ensuring the leader and the chief executive have clearly defined and distinctive leadership roles within a structure whereby the chief executive leads in implementing strategy and managing the delivery of services and other outputs set by members and each provides a check and a balance for each other's authority.</p> <p>E2.4. Developing the capabilities of members and senior management to achieve effective leadership and to enable the organisation to respond successfully to changing legal and policy demands as well as economic, political and environmental changes and risks by:</p> <ul style="list-style-type: none"> • Ensuring members and staff have access to appropriate induction tailored to their role and that ongoing training and development matching individual and organisational requirements is available and encouraged. • Ensuring members and officers have the appropriate skills, knowledge, resources and support to fulfil their roles and responsibilities and ensuring that they are able to update their knowledge on a continuing basis. • Ensuring personal, organisational and system-wide development through shared learning, including lessons learnt from governance weaknesses both internal and external. <p>E2.5. Ensuring that there are structures in place to encourage public participation.</p> <p>E2.6. Taking steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections.</p> <p>E2.7. Holding staff to account through regular performance reviews which take account of training or development needs.</p> <p>E2.8. Ensuring arrangements are in place to maintain the health and wellbeing of the workforce and support individuals in maintaining their own physical and mental wellbeing.</p>	

Strategy, Performance and Business Solutions – Service-specific evidence	
Education, Leisure and Housing – Service-specific evidence	
Neighbourhood Services and Infrastructure - Service-specific evidence	
Enterprise and Sustainable Regeneration – Service-specific evidence	
Orkney Health and Care – Service-specific evidence	
Self-assessment score	
Planned updates and improvement actions	

Principle F.	Managing risks and performance through robust internal control and strong public financial management.
Sub-principle F1.	Managing risk.
Requirements.	
F1.1. Recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making.	
F1.2. Implementing robust and integrated risk management arrangements and ensuring that they are working effectively.	
F1.3. Ensuring that responsibilities for managing individual risks are clearly allocated.	
Strategy, Performance and Business Solutions – Service-specific evidence	
Education, Leisure and Housing – Service-specific evidence	
Neighbourhood Services and Infrastructure - Service-specific evidence	
Enterprise and Sustainable Regeneration – Service-specific evidence	
Orkney Health and Care – Service-specific evidence	
Self-assessment score	
Planned updates and improvement actions	

Principle F.	Managing risks and performance through robust internal control and strong public financial management.
Sub-principle F2.	Managing performance.
Requirements.	
<p>F2.1. Monitoring service delivery effectively including planning, specification, execution and independent post implementation review.</p> <p>F2.2. Making decisions based on relevant, clear objective analysis and advice pointing out the implications and risks inherent in the organisation's financial, social and environmental position and outlook.</p> <p>F2.3. Ensuring an effective scrutiny or oversight function is in place which provides constructive challenge and debate on policies and objectives before, during and after decisions are made thereby enhancing the organisation's performance and that of any organisation for which it is responsible.</p> <p>(Or, for a committee system)</p> <p>Encouraging effective and constructive challenge and debate on policies and objectives to support balanced and effective decision making.</p> <p>F2.4. Providing members and senior management with regular reports on service delivery plans and on progress towards outcome achievement.</p> <p>F2.5. Ensuring there is consistency between specification stages (such as budgets) and post implementation reporting (e.g. financial statements).</p>	
Strategy, Performance and Business Solutions – Service-specific evidence	
Education, Leisure and Housing – Service-specific evidence	
Neighbourhood Services and Infrastructure - Service-specific evidence	
Enterprise and Sustainable Regeneration – Service-specific evidence	
Orkney Health and Care – Service-specific evidence	

Self-assessment score	
Planned updates and improvement actions	

Principle F.	Managing risks and performance through robust internal control and strong public financial management.
Sub-principle F3.	Robust internal control.
Requirements.	
<p>F3.1. Aligning the risk management strategy and policies on internal control with achieving objectives.</p> <p>F3.2. Evaluating and monitoring risk management and internal control on a regular basis.</p> <p>F3.3. Ensuring effective counter fraud and anti-corruption arrangements are in place.</p> <p>F3.4. Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor.</p> <p>F3.5. Ensuring an audit committee or equivalent group / function, which is independent of the executive and accountable to the governing body:</p> <ul style="list-style-type: none"> • Provides a further source of effective assurance regarding arrangements for managing risk and maintaining an effective control environment <p>That its recommendations are listened to and acted upon.</p>	
Strategy, Performance and Business Solutions – Service-specific evidence	
Education, Leisure and Housing – Service-specific evidence	
Neighbourhood Services and Infrastructure - Service-specific evidence	
Enterprise and Sustainable Regeneration – Service-specific evidence	
Orkney Health and Care – Service-specific evidence	
Self-assessment score	

Planned updates and improvement actions

Principle F.	Managing risks and performance through robust internal control and strong public financial management.
Sub-principle F4.	Managing data.
Requirements.	
F4.1. Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data.	
F4.2. Ensuring effective arrangements are in place and operating effectively when sharing data with other bodies.	
F4.3. Reviewing and auditing regularly the quality and accuracy of data used in decision making and performance monitoring.	
Strategy, Performance and Business Solutions – Service-specific evidence	
Education, Leisure and Housing – Service-specific evidence	
Neighbourhood Services and Infrastructure - Service-specific evidence	
Enterprise and Sustainable Regeneration – Service-specific evidence	
Orkney Health and Care – Service-specific evidence	
Self-assessment score	
Planned updates and improvement actions	

Principle F.	Managing risks and performance through robust internal control and strong public financial management.
Sub-principle F5.	Strong public financial management.
Requirements.	
F5.1. Ensuring financial management supports both long term achievement of outcomes and short-term financial and operational performance.	
F5.2. Ensuring well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls.	
Strategy, Performance and Business Solutions – Service-specific evidence	
Education, Leisure and Housing – Service-specific evidence	
Neighbourhood Services and Infrastructure - Service-specific evidence	
Enterprise and Sustainable Regeneration – Service-specific evidence	
Orkney Health and Care – Service-specific evidence	
Self-assessment score	
Planned updates and improvement actions	

Principle G.	Implementing good practices in transparency, reporting, and audit to deliver effective accountability.
Sub-principle G1.	Implementing good practice in transparency.
Requirements.	
G1.1. Writing and communicating reports for the public and other stakeholders in a fair, balanced and understandable style appropriate to the intended audience and ensuring that they are easy to access and interrogate.	
G1.2. Striking a balance between providing the right amount of information to satisfy transparency demands and enhance public scrutiny while not being too onerous to provide and for users to understand.	
Strategy, Performance and Business Solutions – Service-specific evidence	
Education, Leisure and Housing – Service-specific evidence	
Neighbourhood Services and Infrastructure - Service-specific evidence	
Enterprise and Sustainable Regeneration – Service-specific evidence	
Orkney Health and Care – Service-specific evidence	
Self-assessment score	
Planned updates and improvement actions	

Principle G.	Implementing good practices in transparency, reporting, and audit to deliver effective accountability.
Sub-principle G2.	Implementing good practices in reporting. <i>[This includes making sure that the LCCG self-assessment is reported on and improvement actions put into a plan]</i>
Requirements.	
<p>G2.1. Reporting at least annually on performance, value for money and stewardship of resources to stakeholders in a timely and understandable way.</p> <p>G2.2. Ensuring members and senior management own the results reported.</p> <p>G2.3. Ensuring robust arrangements for assessing the extent to which the principles contained in this Framework have been applied and publishing the results on this assessment, including an action plan for improvement and evidence to demonstrate good governance (the annual governance statement).</p> <p>G2.4. Ensuring that this Framework is applied to jointly managed or shared service organisations as appropriate.</p> <p>G2.5. Ensuring the performance information that accompanies the financial statements is prepared on a consistent and timely basis and the statements allow for comparison with other, similar organisations.</p>	
Strategy, Performance and Business Solutions – Service-specific evidence	
Education, Leisure and Housing – Service-specific evidence	
Neighbourhood Services and Infrastructure - Service-specific evidence	
Enterprise and Sustainable Regeneration – Service-specific evidence	
Orkney Health and Care – Service-specific evidence	
Self-assessment score	

Planned updates and improvement actions

Principle G.	Implementing good practices in transparency, reporting, and audit to deliver effective accountability.
Sub-principle G3.	Assurance and effective accountability. <i>[Demonstrating you respond well to audits and inspections; and that accountability is made clear in contracts with third parties and in partnership working]</i>
Requirements.	
<p>G3.1. Ensuring that recommendations for corrective action made by external audit are acted upon.</p> <p>G3.2. Ensuring an effective internal audit service with direct access to members is in place, providing assurance with regard to governance arrangements and that recommendations are acted upon.</p> <p>G3.3. Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations.</p> <p>G3.4. Gaining assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement.</p> <p>G3.5. Ensuring that when working in partnership, arrangements for accountability are clear and the need for wider public accountability has been recognised and met.</p>	
Strategy, Performance and Business Solutions – Service-specific evidence	
Education, Leisure and Housing – Service-specific evidence	
Neighbourhood Services and Infrastructure - Service-specific evidence	
Enterprise and Sustainable Regeneration – Service-specific evidence	
Orkney Health and Care – Service-specific evidence	
Self-assessment score	

Planned updates and improvement actions

Local Code of Corporate Governance Self-Assessment Template

Improvement Action Plan

Key

SPBS Strategy, Performance and Business Solutions.

NSI Neighbourhood Services and Infrastructure.

ESR Enterprise and Sustainable Regeneration.

ELH Education, Leisure and Housing.

OHAC Orkney Health and Care.

Sub-principle.	Planned updates and identified improvements.
A1. Behaving with integrity.	•
A2. Demonstrating strong commitment to ethical values.	•
A3. Respecting the rule of law.	•
B1. Openness.	•
B2. Engaging comprehensively with institutional stakeholders.	•
B3. Engaging with individual citizens and service users effectively.	•
C1. Defining outcomes.	•

Sub-principle.	Planned updates and identified improvements.
C2. Sustainable economic, social and environmental benefits.	•
D1. Determining interventions.	•
D2. Planning interventions.	•
D3. Optimising achievement of intended outcomes.	•
E1. Developing the entity's capacity.	•
E2. Developing the capability of the entity's leadership and other individuals.	•
F1. Managing risk.	•
F2. Managing performance.	•
F3. Robust internal control.	•

Sub-principle.	Planned updates and identified improvements.
F4. Managing data.	•
F5. Strong public financial management.	•
G1. Implementing good practice in transparency.	•
G2. Implementing good practices in reporting.	•



The Orkney Partnership

Working together for a better Orkney

Orkney Local Child Poverty Action Report 2021-2022

Draft version 1.2

29 August 2022



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Introduction

“I feel there is a big divide - some people seem to have a lot and some (probably more than we know of) have very little. I think making everyone aware of that and trying to find ways that we can all help each other would be good, but I don't know how we do that.”

“Making Ends Meet” survey respondent, 2021

The term “child poverty” conjures up images of Victorian tenements but poverty still impacts on children today, constraining their lives and prospects. The Scottish Government uses the term in legislation to acknowledge this stark truth.

Local authorities and health boards in Scotland have a statutory duty to report every year on the actions they are taking to combat child poverty, in order to ensure that children's rights and interests are placed at the centre of our policy considerations. In Orkney, this work is supported by the Child Poverty Task Force, part of The Orkney Partnership, which brings together the many partner agencies which play a part in our children's lives and wellbeing.

Our last report, for 2020-21, was dominated by the immediate impact of the Covid-19 pandemic on families in Orkney, and the measures taken locally and nationally in response. Data for 2020-21 is now available and it may come as a surprise to learn that child poverty rates across the UK fell during that year. The reason is thought to be the temporary uplift of £20 per week in universal credit and other emergency payments which were made to support families through successive lockdowns.

Published figures for Orkney give a rate for children living in relative poverty of 13.1% during 2020-21, equating to 467 children. When housing costs are taken into account, this figure rises to 18.2%, or 640 children. We can estimate from these figures that at least three hundred families in Orkney are struggling to get by and possibly many more, as our survey respondent suggests.

Our survey, “Making Ends Meet”, was launched in summer 2021. We asked families for their experiences of living in hardship in Orkney, and what would make the most difference to them. We are grateful to everyone who responded, and we have used the results to develop our new Child Poverty Strategy 2022-2026. The strategy sets out a framework for action to meet our ambitions for children and families in Orkney.

During 2021-22, we have seen the economy start to recover, but any gains from this have been offset by the steep rise in the cost of living. Inflated food and energy prices have caused household bills to jump sharply and record numbers of households in Orkney have sought advice and assistance, some for the first time.

This report describes what we did in 2021-22 to improve the lives and prospects of children living in poverty in Orkney.

Jim Lyon
Chair
Child Poverty Task Force

August 2022

Measuring child poverty in Orkney

All the partner agencies in the Child Poverty Task Force collect local data where this will help our understanding of child poverty in Orkney, and many have contributed to the information, data and analysis included in this report.

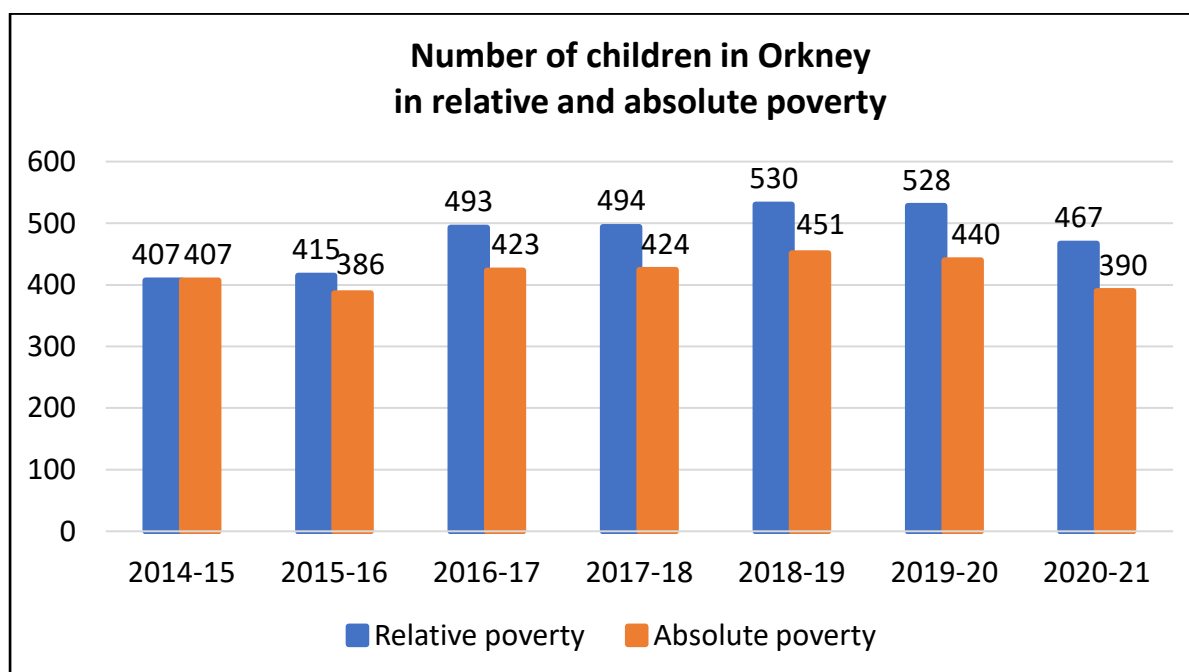
A snapshot of recent statistics¹ about Orkney families tells us that:

- 66% of households are managing well financially.
- 8% of adults have no savings.
- 12% of households with children have an adult with a long-term health problem.
- 3% of all households are single parent families and 5% have 3+ children.
- 17% of family households are single parent families and 26% have 3+ children.
- 14.7% of first-time mothers are under 25.
- 13.1% of children are living in relative poverty.

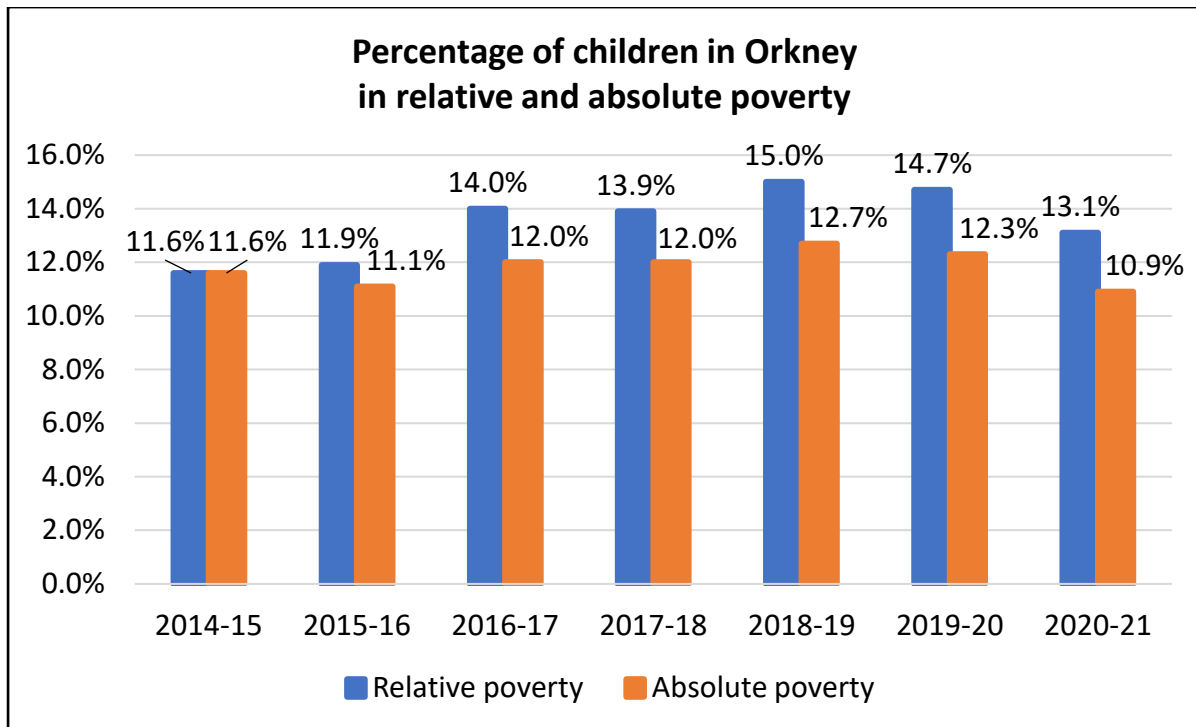
Orkney's progress towards national targets

The Child Poverty (Scotland) Act requires the Scottish Government to ensure fewer than 18% of children are living in relative poverty by 2023-24, on course to achieving less than 10% by 2030. Relative poverty is defined as children in families with incomes less than 60% of the contemporary UK median income. It is a measure of whether those in the lowest income households are keeping pace with the growth of incomes in the economy as a whole. Absolute poverty is a measure of whether those in the lowest income households are seeing their incomes rise in real terms.

The most recent figures available were published by the UK Government's Department of Work and Pensions (DWP) in March 2022. These figures are estimates of the number and percentage of children in Orkney living in relative and absolute poverty. At present we appear to be meeting the national target.



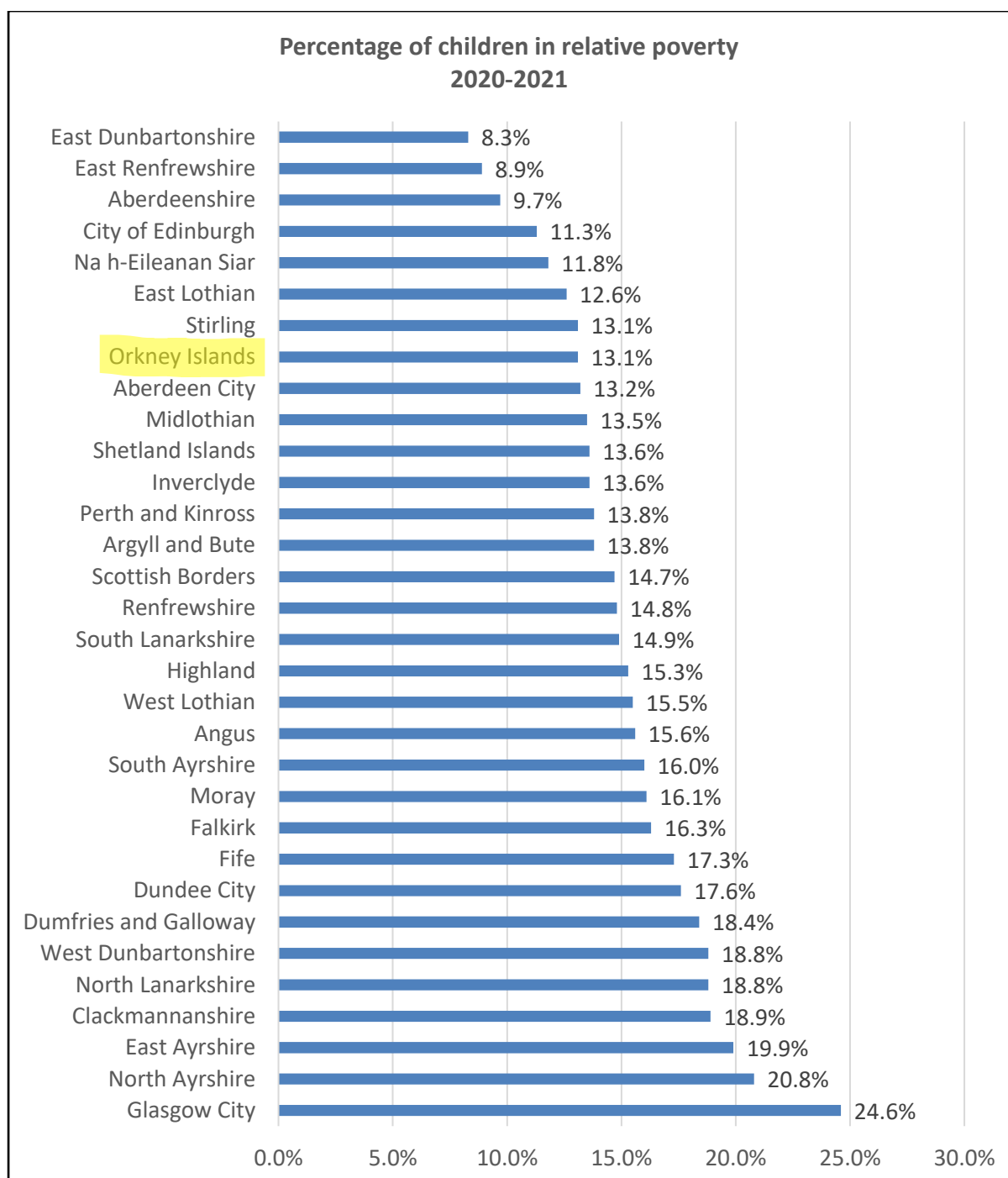
¹ <https://www.gov.scot/publications/local-child-poverty-statistics-january-2022/>



The headline rate of child poverty across the UK fell during 2020-21, primarily as a result of the temporary £20 a week uplift to universal credit brought in during the pandemic. The new Scottish Child Payment of £10 per week was introduced from February 2021, for children under six where families are in receipt of universal credit. Additional emergency payments were made to families during 2020-21 for lockdown and holiday food, supplemented in Orkney by extra cash payments from the Council. The cumulative effect of these benefits is likely to have been the main cause of the recorded fall in child poverty in Orkney.

How Orkney compares with the rest of Scotland

DWP advises that the incidence of child poverty in 2020-21 is likely to be under-reported because of issues in surveying families remotely during lockdown, rather than face-to-face. DWP data is likely to be more reliable in comparing different local authorities than in comparisons locally between different years. Doing this with regard to relative poverty, we see that Orkney is the joint 7th best performing local authority area in Scotland.



Scottish Government maintains a dashboard of child poverty indicators² for local authority areas in Scotland. A selection of the most recent data to be published, comparing Orkney with Scotland as a whole, can be found in Appendix 1.

The Scottish Public Health Observatory (ScotPHO) maintains a dashboard of public health indicators³, including data relating to child and maternal health. There are proven links between poverty and poor health outcomes. Health inequalities exist to varying degrees throughout Scotland and are defined as unfair and avoidable differences in people's health across social groups and between different population

² <https://www.gov.scot/publications/local-child-poverty-statistics-january-2022/>

³ https://scotland.shinyapps.io/ScotPHO_profiles_tool/

groups. A selection of the most recent child health data to be published, comparing Orkney to Scotland as a whole, can be found in Appendix 2.

Fuel poverty

Orkney's weather, older housing stock and lack of mains gas contribute to some of the highest rates of fuel poverty in Scotland. The last available figures for Orkney, from the Scottish House Condition Survey 2019⁴, show that 30.5% of Orkney households were in fuel poverty during 2017-19, compared with a Scottish average of 24.4%. 21.8% of Orkney households were in extreme fuel poverty over the same period, compared with a Scottish average of 11.9%. The 2021 survey is due to be published in late 2022/early 2023.

Rising wholesale energy prices in 2021 saw some of Orkney's energy suppliers go out of business and their customers transferred to alternative suppliers at higher cost. The UK price cap per unit on home energy was raised by 12% in October 2021 and 51% in April 2022, with another 50% rise anticipated in October 2022. THAW Orkney has reported record numbers of families seeking advice and assistance with hugely inflated fuel bills. The further increases in energy costs due to take effect will undoubtedly push many more Orkney families into extreme fuel poverty.

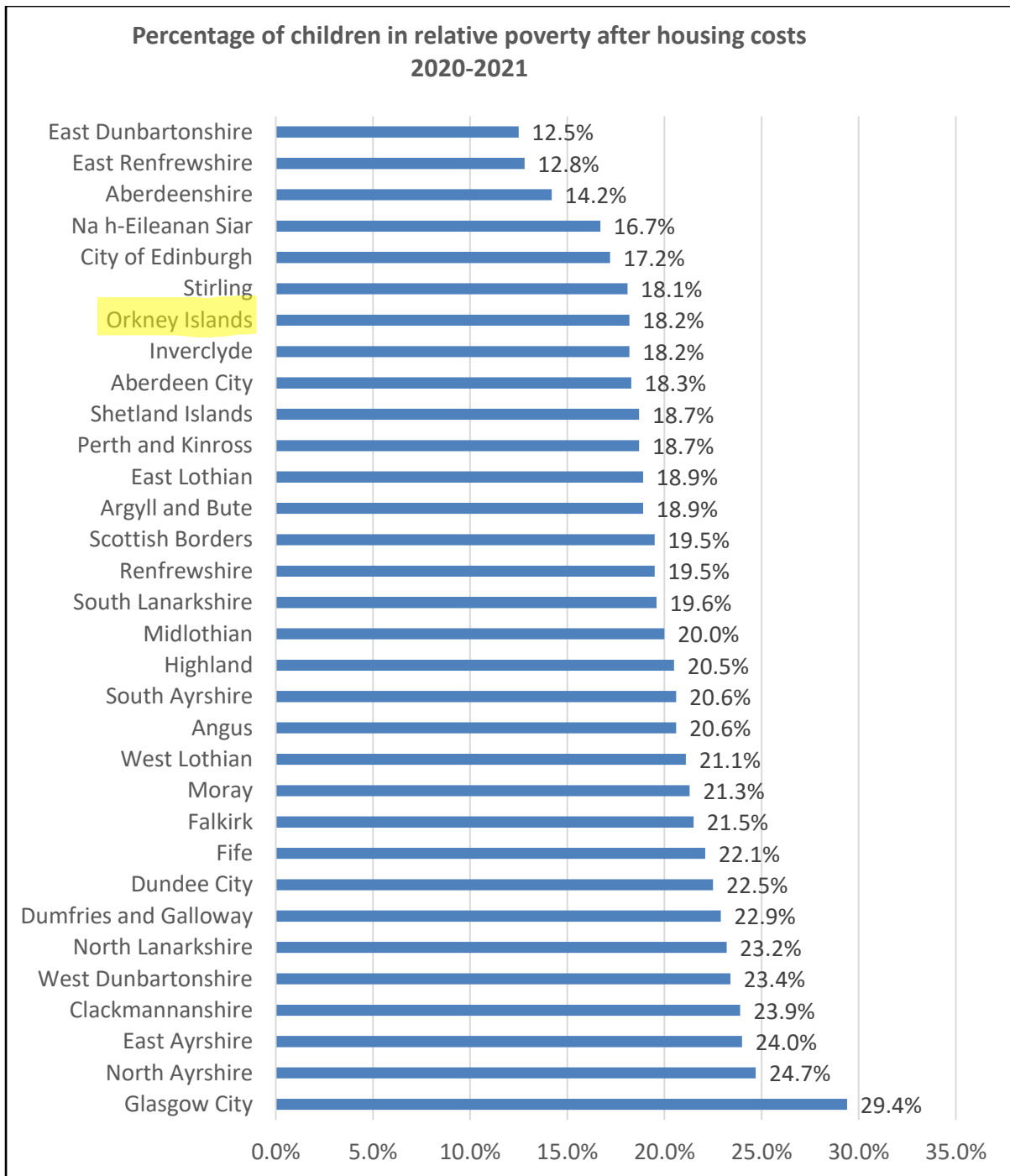
A new Fuel Poverty Strategy for Orkney is in preparation, but the Orkney Partnership acknowledges that action will be needed well in advance of winter 2022-23.

The effect of housing costs

On 12 July 2022, the End Child Poverty Coalition (EPC) published new estimates commissioned from Loughborough University for child poverty in 2020-21, based on the DWP figures but recalculated after housing costs had been taken into account. In Orkney, the number of children living in relative poverty after housing costs was calculated to be 640, or 18.2%. Orkney is still in joint 7th best place.

No figure for Scotland overall has been published officially since 2019-20 but, from these figures, we can estimate the Scottish average to be 21%, equating to 187,148 children.

⁴ <https://www.gov.scot/publications/scottish-household-survey-2019-annual-report/>



Source: End Child Poverty Coalition, July 2022

The cost of living

During 2021-22, we have seen the economy start to recover, but any gains from this have been offset by the recent steep rise in the cost of living. Inflation rose sharply throughout 2021-22, noticeably affecting food prices and impacting hardest on families on lower incomes for whom food is a much greater proportion of the household budget.

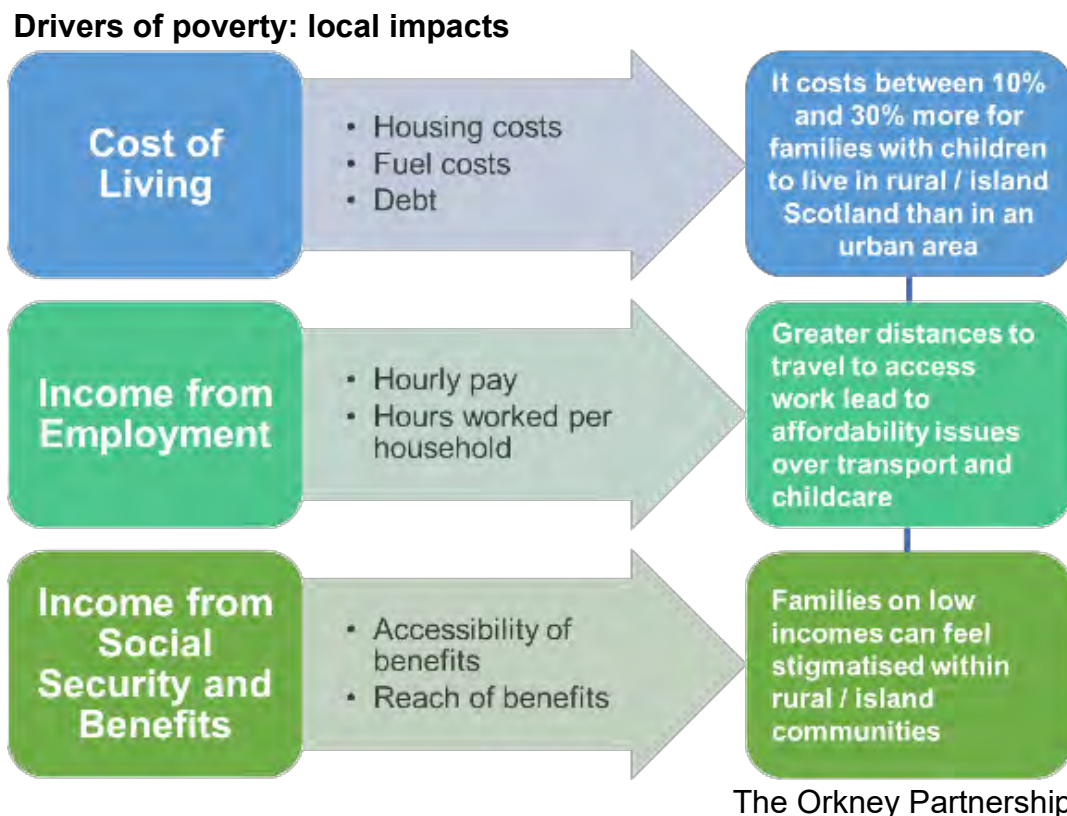
Island residents know from our own experience that it costs significantly more to live on an island than it does on the Scottish mainland, and more again on our smaller

ferry-linked isles. Research commissioned by Highlands and Islands Enterprise⁵, last updated in 2016, found that to achieve a minimum acceptable standard of living, it cost up to a third more on an island. For a family of four living in an island community with no access to a supermarket, a weekly shop cost £48 more than in an urban area. Taking into account recent rises in the cost of fuel, and consequently freight, the difference is likely to be much larger today.

The cost of living is not included as a factor in the statistics published nationally on child poverty rates. But it is clear that while the headline statistics suggest that Orkney has relatively low rates of child poverty, the effect of the higher cost of living means that there are likely to be many more families experiencing hardship. Following years of campaigning, this message is at last being heard by the Scottish Government and we will keep pushing for policy change to help island families.

Drivers of poverty

The cost of living is one of three main drivers of poverty identified by the Scottish Government and we can see below how local factors impact on these three drivers.




In the short term, these are the main factors which our immediate actions seek to address. In the longer term, we are considering more strategic options, which have the potential to create a fairer community for everybody, with a more equitable distribution of socio-economic opportunities and benefits. These options are included in our outline action plan which forms part of Orkney's Child Poverty Strategy 2022-2026.

⁵ <https://www.hie.co.uk/research-and-reports/our-reports/2016/november/30/a-minimum-income-standard-for-remote-rural-scotland-a-policy-update/>

Lived experience of making ends meet

Developing a Child Poverty Strategy for Orkney 2021–2023



Making ends meet – is your family getting by?

The Orkney Partnership is asking for the views of families with experience of hardship and disadvantage. Some families were just about managing before the pandemic but have since found themselves short of money, perhaps for the first time. For others, getting by is a daily struggle. We recognise the impact money problems have on people, especially those responsible for children – as parents, caregivers, grandparents or in some other way. Your answers will help us develop a strategy to tackle child poverty in Orkney and enable all of our children to get the best start in life. Mostly, poverty depends on your income, whether from work or social security, and the cost of living. But there are other factors that make a difference too, including:

- Skills, employment and childcare for parents and carers
- Children's wellbeing, physical and mental health
- Education, social opportunities and life skills
- Local infrastructure including housing, transport, sporting and community facilities

THE QUESTIONNAIRE
If you do not have responsibility for children you do not need to complete this survey. There is no need to answer all the questions if you'd rather not – your responses will still be useful. All answers are completely confidential so we are not asking for your name, but quotes from your comments may be used anonymously. If you would like help with managing money, please ask any of the contacts in the support list provided separately. You can ask local contacts to help you complete the survey. Please tick the boxes, indicate yes/no or write in the text boxes below as applicable.

Q1 ABOUT YOU & YOUR HOUSEHOLD
Are you a...

Parent
 Caregiver
 Grandparent
 Responsible for a child in another way?

Is your household a single parent family?
 Yes No

What age group are you in?
 Under 18
 18–24
 25–64
 Over 65

How many children under 18 in your household are...
 Under 1 year old
 Pre-school
 Attending school
 Attending college/university
 Formally looked after either at home or away from home by the local authority
 Other?

Where do you stay?
 Mainland Orkney
 Linked South isles
 Ferry linked isles

Does anyone in your household have a disability?
 Yes No

If yes, do you think this makes a difference to your cost of living? (tell us more below if you wish)

Do any of these statements apply to you and your household?
 More than 2 children born after April 2017
 Someone in my household has an alcohol, drug or gambling problem
 We don't always agree what to spend our money on
 I don't have wider family support
 English is not the first language in the house
 I can't afford to give my child(ren) pocket/spending money

page 1

In autumn 2021, the Child Poverty Task Force launched a survey, 'Making Ends Meet'⁶, to gather the views of families who had experienced, or were experiencing, socio-economic disadvantage and hardship. The purpose was to help services in Orkney understand the issues, ask what help families would find most useful and inform Orkney's Child Poverty Strategy.

'Making Ends Meet' was promoted by agencies in Orkney who support families in crisis, for example the Orkney Foodbank. It was distributed to wider groups of families by front line practitioners, including Health Visitors. A factsheet listing sources of help and support was distributed along with the survey questionnaire.

At the start of the first lockdown in 2020, many families who had been just about managing before the pandemic found themselves in difficulty, some for the first time. Local and national emergency measures were brought in to help, as described in our Local Child Poverty Action Report for 2020-21. By summer 2021, the economy was picking up but the temporary uplift to Universal Credit ended in September 2021 and many people were worried about how they would manage without it.

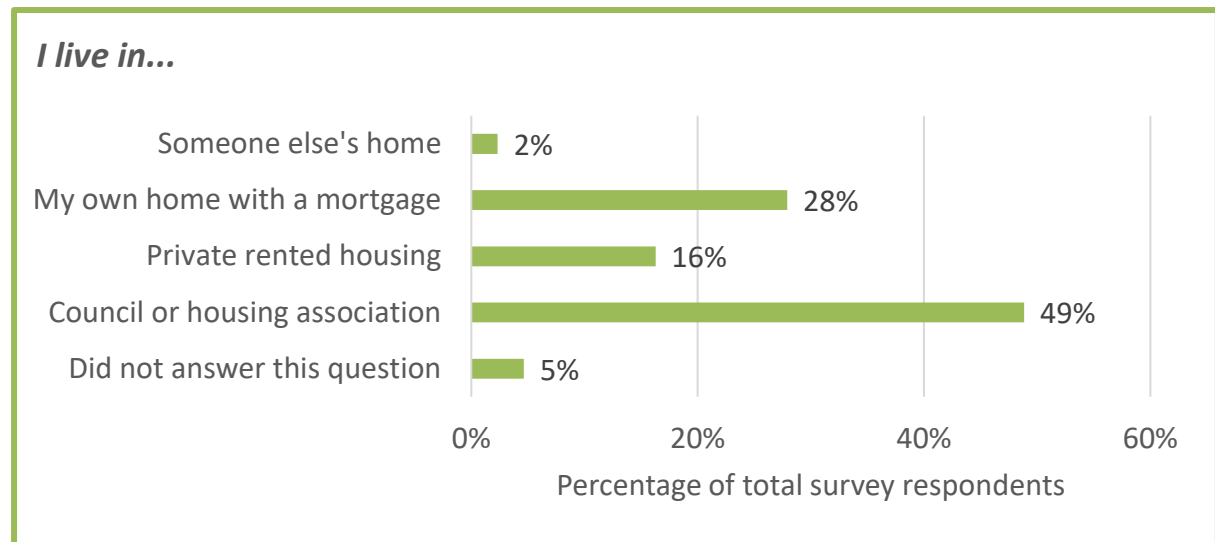
Forty-three families responded to the survey and provided a wealth of detail about the particular issues which were causing them to struggle financially. We are grateful to all of them for taking the time to complete the survey. Statistics from small samples are of limited value, but the narrative detail which respondents provided

⁶ <https://www.orkney.gov.uk/News?postid=4588>

about their daily lives has been hugely helpful in planning the action we need to undertake.

We asked some questions to establish whether respondents were in any of the family types identified by the Scottish Government as at most risk of poverty. This told us that a disproportionately high number of respondents were lone parents and/or had family members (children or parents) experiencing long term illness or disability.

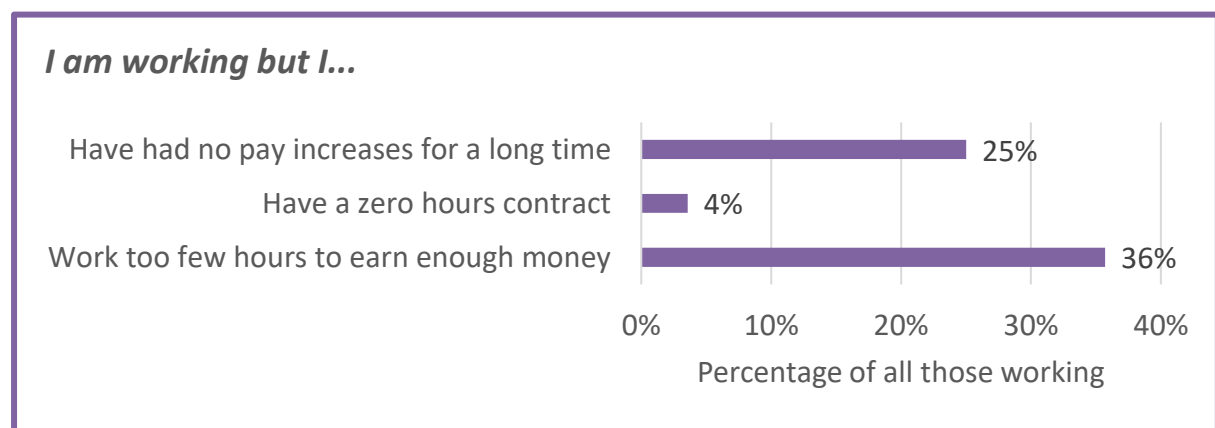
Respondents were self-selected and didn't have to answer every question, so the quantitative data is indicative only and not statistically significant. Where necessary we have assumed a nil response for those who skipped a question. Some key findings are reported below, with comments edited for anonymity where necessary.



- 100% of respondents were aged 25-64
- 55% of respondents were in a single parent family
- 24% of respondents had someone in their household with a disability

"I cannot work full time because I care for my daughter and husband."

"It makes employment unlikely and/or unstable."

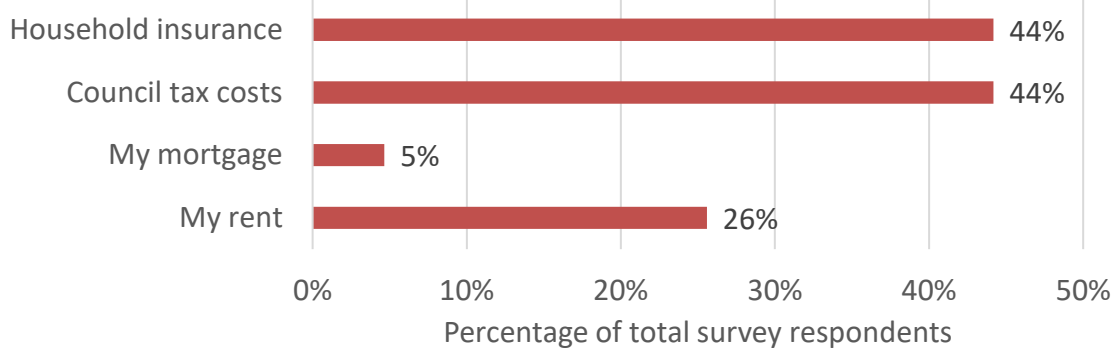


- 74% of respondents were in working households
- 10% stayed on the ferry-linked isles and 90% on Mainland
- 47% of respondents didn't have wider family support

"We had a car but couldn't afford it so had to get rid of it. My parents take us shopping etc... or we would be scuppered! I work full-time too."

"Travel to dentist is too expensive via ferry."

I can't always afford to pay...



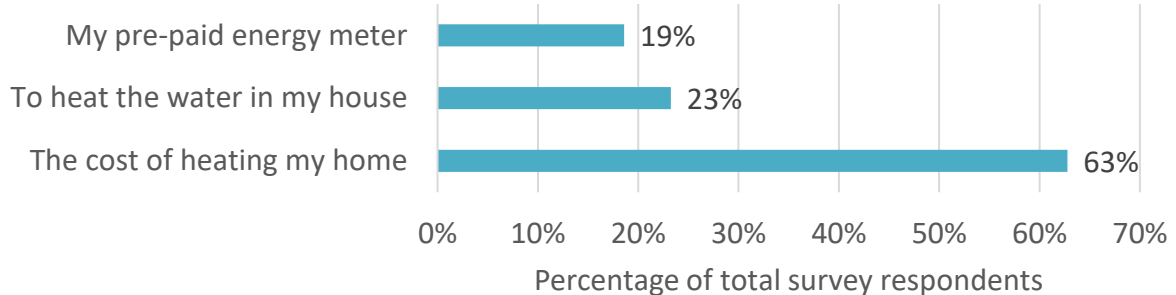
- 53% of respondents had used the Orkney Foodbank
- 42% of respondents were getting free school meals
- 50% of respondents said their children didn't qualify for free school meals

"Isles shops cost so much more than mainland shops so we can afford less."

"We cannot afford the extra money to pay for a warm school meal each day."

"Feeding my family is often a burden."

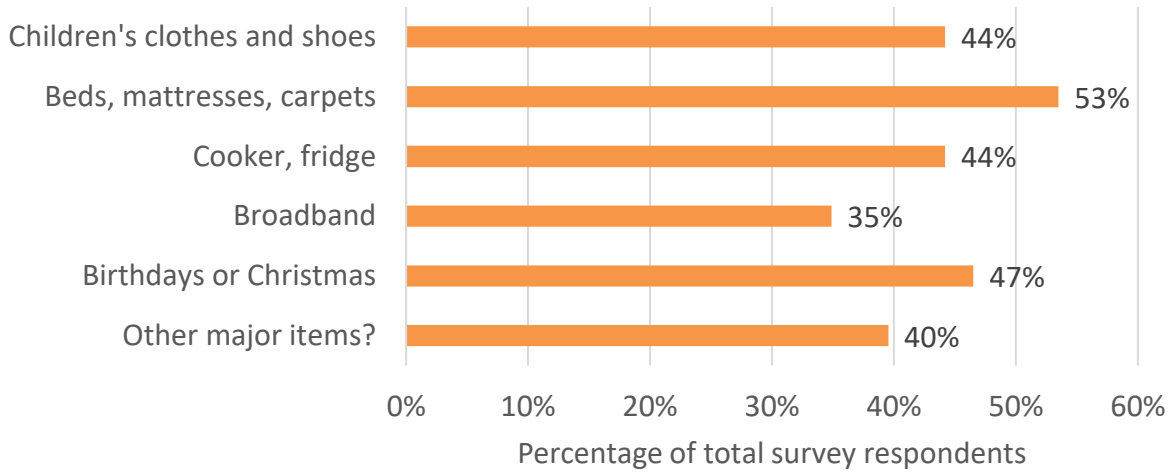
I can't always afford...



“School trips are an expense I can’t afford.”

“After school activities are a huge stretch for us. Childcare is a massive problem too. I can’t do any more hours than I already do as I’m self-employed.”

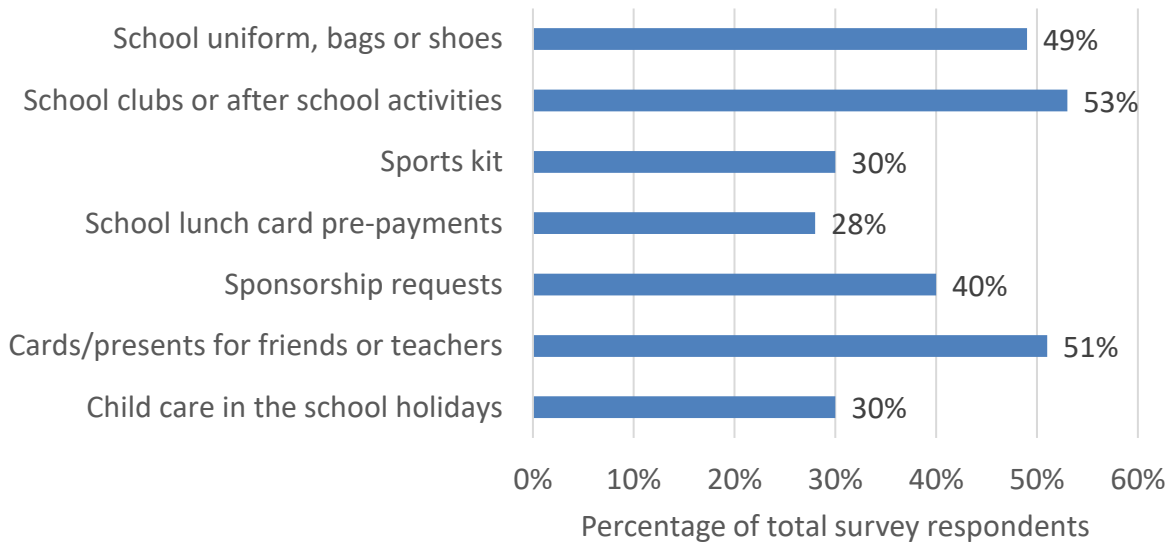
I can't always afford essentials such as...

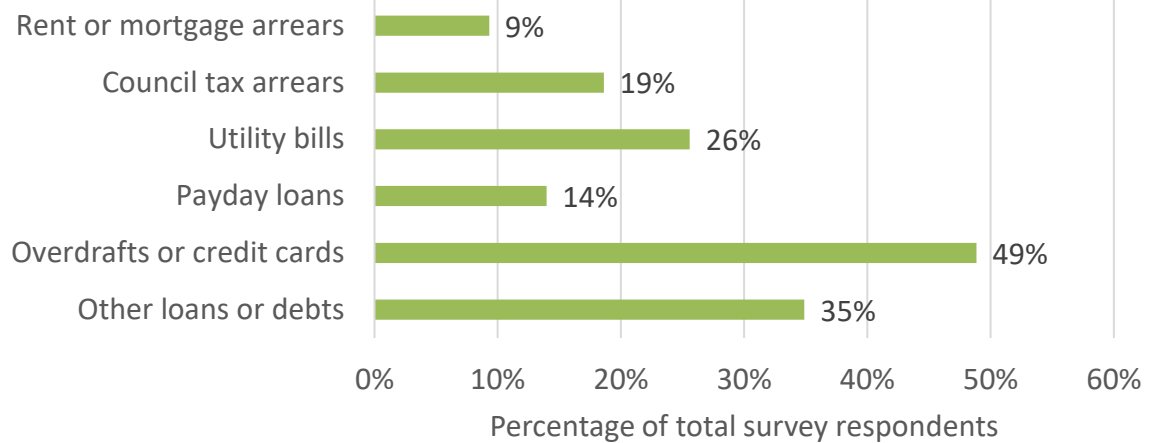


“As we don't qualify for free school meals, we don't get any help to buy school uniforms.”

“Childcare is the biggest issue - currently non-existent after school and expensive.”

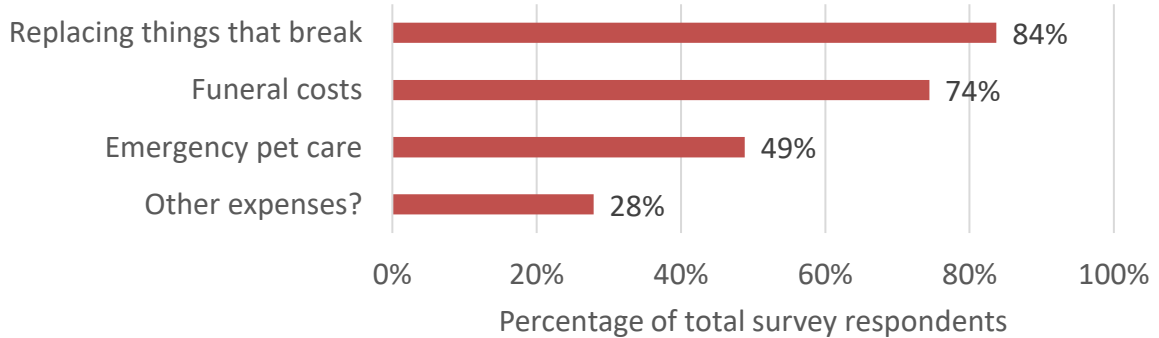
I often have difficulty paying for...



I owe money for...

“We have debts to pay which occurred during covid when reduced income due to furlough meant we had to get birthday and Christmas presents, clothes and shoes for the return to school and a new washing machine on finance.”

“Some months my salary falls twice in the assessment period resulting in no universal credits for one month. This makes budgeting even harder.”

It would be difficult for me to find money in a crisis, such as...

“THAW Orkney have been fantastic, they helped with fuel grants, food bank and hydro vouchers, I would have been so stuck if they had not helped.”

“Foodbank and Charitable Trust help so much. Very grateful for their support, couldn't survive without.”

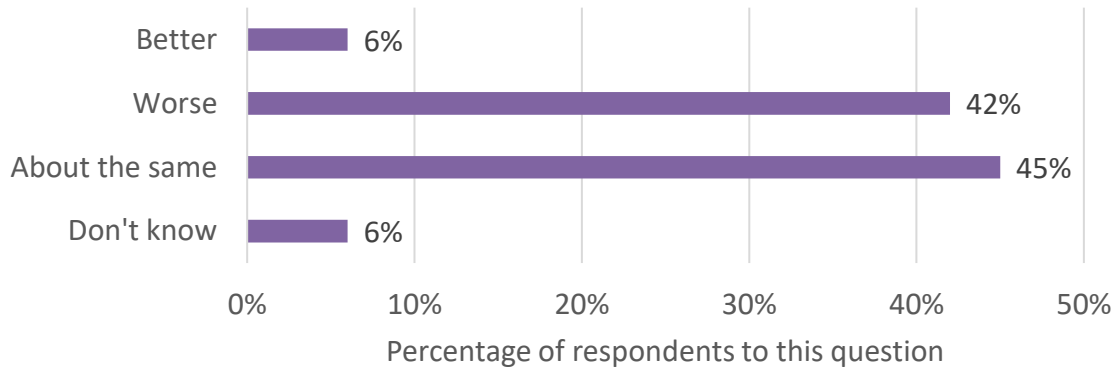
- 91% of respondents could not afford to save any money.
- 51% could not afford to give their children any spending money.
- 40% of had already received help with their finances.
- 84% of respondents felt they did not have enough money to give their children a 'good enough' start in life.

"I feel ashamed that I have had to rely on food banks, and help, as a working parent I shouldn't have to rely on help."

"No child at any age should have to worry about how much electricity we use or if we have enough food in to eat."

"We can't leave Orkney for a trip or holiday, it's hard to heat the home. Things lots of people take for granted is not an option for us."

I expect things in the next year to be...



Survey respondents were asked what support would make the biggest difference to their life. Answers included:

- Affordable and local childcare.
- A full time job that pays above minimum wage commensurate with my level of education.
- Making enough money to support and give best start in life for kids.
- Free ferry fares for dentist trips.
- More range of items from foodbanks.
- Financial help with paying to heat our home in the winter months.
- More accessible help for ASD in Orkney.
- For the government not to make things like tax credits, such an unfair system.
- More money.

A second phase of the survey is in preparation to consult children and young people directly about their experience of hardship and how it affects their lives.

What we did in 2021-22 to combat child poverty

All support agencies in Orkney refer families to partner agencies where they might be able to provide additional services, resources or assistance to the family. This might be a matter of simply providing information or, if more support is needed, perhaps making an appointment for the family and following it up. A helpsheet listing sources of support with contact details was included with the survey forms issued for the Making Ends Meet survey.⁷

The summary table below lists the actions which partner agencies carried out in 2021-22 to combat child poverty and mitigate against its effects. Most of these actions are continued from year to year. Further information on many of these actions can be found in the reports from partner agencies on the projects and services they deliver, contained in the next section of this report.

All of the actions in this list address one or more of the key poverty drivers:-

- Income from employment
- Income from social security entitlements and benefits
- The cost of living

Actions taken in 2021-22 to combat child poverty		Lead agencies
1	Advocacy services commissioned by NHS Orkney and Orkney Islands Council.	CAB Orkney
2	Maximise income by assisting clients to identify and claim their full financial entitlements.	CAB Orkney
3	Parent Employability Support for individuals and families to access information, support, welfare, training and employment.	OIC (Community Learning, Development and Employability)
4	Providing and encouraging take-up of free school meals and associated clothing allowances and support grants.	OIC (Schools Catering), OHAC
5	Regular discussions with families about finances, debt, benefits etc. Financial support provided and referrals made to CAB for benefit checks/money advice for those in financial difficulties.	OHAC (Social Work); OIC (Housing); OIC (Community Learning, Development and Employability)

⁷ <http://www.orkneycommunities.co.uk/communityplanning/documents/makingendsmeetsupport-sources-02-08-21.pdf>

Actions taken in 2021-22 to combat child poverty		Lead agencies
6	Support with Scottish Welfare Fund Community Care Grant applications, and administering the funds.	OIC (Housing and Homelessness Services, Halls of Residence, and appointed agents); OIC (Revenues and Benefits)
7	Support for individuals and families to manage relationships, improve mental health and reduce substance use plus onward referrals to other services e.g. CAB, Women's Aid.	Relationships Scotland - Orkney
8	Support for women and children affected by domestic abuse.	Women's Aid Orkney
9	Sourcing funding (local and national) to assist families to purchase items, e.g. bicycles.	OHAC (Occupational therapists, Health Visitors)
10	Assisting families to apply for Best Start grants.	Social Security Scotland, OHAC (Social Work)
11	Financial support for local children in need, including the following grant schemes: <ul style="list-style-type: none"> • Orkney Fund • Bairns Need Nappies • Help from Home • Every Child Should Be Warm In Bed • Every Child Deserves A Christmas • Winter Coat Fund 	Orkney Charitable Trust
12	Provision of emergency food to families referred by partner agencies.	Orkney Foodbank
13	Community Fridges established in Kirkwall and Stromness to share surplus food donated by retailers and reduce food waste.	Greener Orkney
14	Addressing poor quality housing and fuel poverty through the Home Energy Efficiency Programme for Scotland (HEEPs:Abs) and Landlord Registration.	OIC (Housing and Homelessness Services and appointed agents)
15	Providing information and advice on energy efficiency, tariff switching support, assistance with accessing grant funding, advocacy, income maximisation and budgeting support.	THAW Orkney

Actions taken in 2021-22 to combat child poverty		Lead agencies
16	Providing direct support to householders in fuel poverty by means of electricity vouchers (including those fulfilled by the Foodbank), Cosy Home Packs and small grants.	THAW Orkney
17	Electricity top-ups so those in receipt of food parcels can heat/cook their food.	Orkney Foodbank THAW Orkney
18	Support for families on low incomes and/or those going through tough times.	Homestart Orkney
19	Community larder boxes, pop-up charity shops, fuel voucher schemes etc. Acting as a link between the community and services, including referrals to the Foodbank from the isles.	Island Wellbeing Project
20	Enabling digital connectivity and access to mifi, laptops and other devices for digitally excluded children and families.	OIC (Community Learning, Development and Employability); OHAC (Health Visitors, School Health, Paediatric therapists)
21	Provision and promotion of free period products available locally. A new online ordering system was piloted during 2021-22.	OIC (Building Cleaning); OHAC (Health Visitors, School Health); The Orkney Partnership
22	Supported employment and skills development for adults and young people with a barrier to maintaining employment. Restart Orkney recycles, restores and sells secondhand furniture and household items and supports new tenants to furnish their property.	Employability Orkney with funding and support from OIC (Housing and Homelessness Services, and appointed agents)
23	Funding for starter-packs of essential household items.	OIC (Housing and Homelessness Services, and appointed agents)
24	Housing support for vulnerable families.	OIC (Housing and Homelessness Services, Halls of Residence, and appointed agents)
25	Ad hoc essential clothing items for Papdale Halls of Residence pupils.	Papdale Hall of Residence staff

Actions taken in 2021-22 to combat child poverty		Lead agencies
26	Distribution of Scottish Government baby boxes to all families with new babies, containing items needed in the first six months.	OHAC (Maternity unit)
27	Support for pregnant women and families with babies and young children.	OHAC (Maternity Services and Health Visitors)
28	Hungry Baby service - baby milk, baby food, nappies etc (referred to Health Visitors where child/children under 2 years).	Orkney Foodbank
29	Childsmile - improving children's oral health.	OHAC (Dental & Oral Health)
30	Provision of an informal learning programme for young people transitioning out of school.	Voluntary Action Orkney (The Connect Project)
31	Supporting the Active Schools Network to increase the number of opportunities for all children to get engaged in sport.	OIC & SportScotland
32	ActiveLife Budget Membership scheme offering unlimited access to The Pickaquoy Centre and 11 Council-owned fitness facilities across the islands.	OIC & The Pickaquoy Centre
33	Supported Accommodation for homeless young people is provided by the Council in Kirkwall and Stromness. Residents are supported Y People to learn independent living skills, enabling them to sustain a tenancy in the future.	Y People; OIC (Housing and Homelessness Services, Halls of Residence, and appointed agents)
34	Provision of school uniform, toiletries and laundry items.	OIC (Housing and Homelessness Services, Halls of Residence, and appointed agents)
35	Facilitation of Young Scot cards, Youth Achievement Groups and the Orkney Youth Forum.	OIC (Community Learning, Development and Employability)
36	Supporting vulnerable young adults to build confidence and positive relationships while focusing on life and employability skills.	Voluntary Action Orkney (The Connect Project)

Actions taken in 2021-22 to combat child poverty		Lead agencies
37	Developing new ways of working (via telephone and online) to engage with service users and deliver services safely.	OHAC & OIC (Housing Service)
38	Moratorium on increase of rents within emergency housing.	OHAC & OIC (Housing and Homelessness Services)
39	Explore options to ensure dental and wider health services are accessible without barriers of finance.	Orkney Partnership Board
40	Money Counts – publication of “Worrying about Money?” leaflet and training for support agencies.	NHS Orkney (Public Health), Orkney CAB, Social Security Scotland
41	“Making Ends Meet” consultation with families experiencing hardship in Orkney to inform strategy development and future action planning.	The Orkney Partnership
42	Young People’s Befriending Project – supporting children and young people from the ages of 8-18 through the provision of a trained Befriender.	Voluntary Action Orkney
43	In School Counselling service expanded to make counselling available for all children and young people aged ten and over, both face to face and online.	OIC (Schools)

Reports from partner agencies

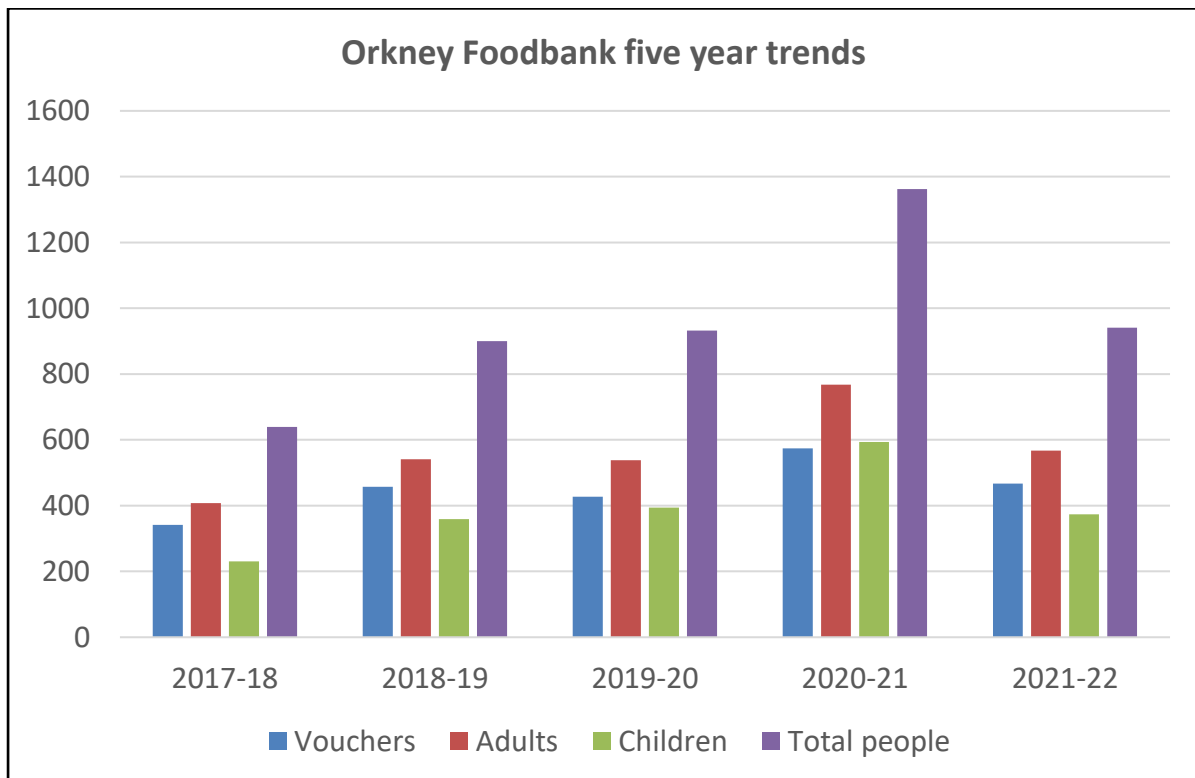
Orkney Foodbank



Orkney Foodbank supports families in a variety of ways:

- Food parcels are issued to households with children as they are referred to us.
- We issue child holiday meals, which comprise a foodbank parcel for the total number in the household where they struggle to provide enough food during school holidays.
- All children under 2 are automatically referred to the health visiting team.
- Where young children need nappies, we refer to health visitors who link with Orkney Charitable Trust to get them a month's supply.
- If any young child is needing baby milk or baby food we contact the parent to check what is required, purchase it and add to the parcel.
- At Christmas we make sure all families with children are referred to Orkney Charitable Trust to benefit from the Christmas grant.

We reported last year that demand at Orkney Foodbank reached unprecedented levels in 2020-21, the first year of the pandemic. Demand fell back in 2021-22 to a level more comparable with 2019-20.



It is likely that a number of factors contributed to this fall, including economic recovery and the further rollout of free school meals and the Scottish Child Payment.

Early figures for the first quarter of 2022-23 indicate that demand has increased again and is approaching peak pandemic levels, most likely due to the cost of living crisis.

The Foodbank fulfilled 467 vouchers and provided parcels to 941 people last year, including 374 children. Out of all the vouchers we processed, these were the number of children affected in each category:

- Benefit changes - 40
- Benefit delays - 10
- Child Holiday meals - 11 vouchers supporting 49 clients
- Debt - 12
- Delayed wages - 2
- Domestic violence - 14
- Homelessness - 39
- Low Income - 140
- Sickness 17 -
- Other - 75

Orkney Charitable Trust submitted successful grant bids on behalf of Foodbank and themselves, enabling us to offer three grants to all single parents referred to the foodbank:

- Family grant of £100 funded by Youth Scotland and Orkney Charitable Trust.
- Parent Support Grant of £50 funded by Health and Wellbeing Scotland and Orkney Charitable Trust.
- Cash for Kids Coats – a new project, with details to be arranged.

THAW Orkney

THAW's mission is:

*To work for households in all Orkney communities
to reduce levels of fuel poverty and achieve
affordable warmth*



THAW Orkney's support to fuel-poor households (electricity, solid fuel and heating oil) during 2021-22 took another jump, up from the 2020-21 total of £57,011 in 778 awards to a total of £120,603 of energy support in 1,019 awards.

Specifically for families with children during 2021-22 this included:

- A total of £11,560 in 279 electricity vouchers, broken down as:
 - 48 THAW Orkney vouchers with a total value of £2,040
 - 72 Orkney Foodbank vouchers with a total value of £3,230 plus 23 enhancements of £50*
 - 67 Child Poverty vouchers at £30 plus 67 enhancements of £90*
 - 92 Fuel Bank Foundation vouchers with a total value of £4,280 plus 40 enhancements of £50*

- 51 awards from the Scottish Government Home Heating Support Fund totalling £24,554
- 9 awards from the Fuel Bank Foundation heat fund for solid fuel and heating oil totalling £3,480
- 15 Cosy Home Packs with a total value of £1,450
- 17 Orkney Charitable Trust grants totalling £1,150
- 9 Warm Home Discount awards totalling £1,260

*A total of £9,150 in 130 enhancements from the Scottish Government's flexible funding for financial insecurity was distributed via Orkney Islands Council to clients receiving vouchers from early January 2022 to the end of the financial year, with some awards backdated as far as 1st December 2021.

At least 296 children were supported by THAW Orkney during 2021-22, in family sizes as follows:

Family size	No. of clients
0 children	327
1 child	63
2 children	47
3 children	17
3+ children	22
Not specified	6

In 2021-22, THAW gave energy efficiency advice to 37 families, installed energy monitoring for 10 families and carried out fuel poverty assessments for 10 families and benefit checks for six families. Tariff switching advice – almost redundant in the current market – was given to three families.

Home-Start Orkney

As reported last year, many of the parents supported by our service are either on a very low wage or are not working: predominately due to health issues, but also there are those who are caught in a cycle of poverty with a family history of unemployment.



During 2021-22, as we adapted to new Covid restrictions, we were fortunate in that we were able to support families very much as we had before the pandemic, although we did have a period over Christmas 2021 and into January 2022 when we advised volunteers not to meet with families, due to the isolation restrictions in place.

Our staff team supported families on a low income by:

- Advising on financial assistance from other sources eg Social Security Scotland.
- Sourcing additional grants to distribute to those affected financially by the impact of both the pandemic and low income. This includes families where parents are working, but on a low wage.

Additionally, our staff team supported families by:

- Applying for Every Child Deserves a Christmas grants from Orkney Charitable Trust for eligible children.
- Distributing grants received from Trusts, helping families with costs such as electricity/heating and food.
- Assisting families in accessing other services, such as THAW Orkney, for further assistance and advice with heating.
- Applying for food vouchers from Orkney Foodbank for those families who struggled to afford meals for their children during school holidays, as well as some during term time.
- Distributed donations of toys/books/clothes (acting more as an intermediary).
- Distributing clothing donations made through parentship with Poundland.
- Applying for grants for specific, essential, household items, such as cookers, etc.

We also continued to offer weekly Group Support sessions. Our Group Sessions offer a safe, secure, welcoming environment, facilitated by staff. They enable parents and children to experience activities they otherwise may not be able to access due to cost or transport difficulties. Parents may fear accessing more mainstream groups for young families, due to anxiety and other mental health issues.

We continue to offer volunteer support, both within family homes and in enabling families to access other services within the community through being accompanied by our volunteers, providing emotional support and reassurance.

Case Study

Parent A, who has two young children, resided with them and her partner in social housing, provided by the local authority. Her partner works, but is on a minimal income, and the house was affected by damp, mould and having storage heaters, electricity costs were high. In fact, A stated that they spent all their time in one room, and all slept in one room so as to keep heating costs as minimal as possible.

We helped A in her quest for either alternative accommodation or repairs to her home by supporting her in contacting the relevant housing official and making enquiries on her behalf. With her permission, we also approached her local councillor to assist her in making enquiries. With two very young children, both on the autistic spectrum and having ongoing health conditions herself, their housing situation was impacting on both physical and mental health. Due to an increase in housing stock, and the support from ourselves and other services, the family were offered a new home within their preferred area, and have now moved into this.

During the year, both whilst in their old home and since moving into their new home, we have accessed and distributed financial grants which A chose to put towards her electricity bill. She stated that one of these first additional grants had come at just the right time, and with some money left over, they had been able to provide small treats for their two children, which they wouldn't have otherwise.

The family have also benefited from the donations of clothing, books and toys, and were also recipients of the Every Child Deserves a Christmas grant. A has told us that this made a huge difference to their budget for Christmas, particularly as they were moving home and the additional costs this incurred.

The family are now settled into their new home, which has a more economical heating system, but are still concerned by the rise in the costs of living. However, they stated that our support enabled them to navigate more successfully a worrying and financially difficult period in their lives.

Orkney Charitable Trust

Our expenditure from 1 April 2021 to 31st March 2022 was £46,830. This money was used to support families or young people who live in Orkney through times of ill-health, disability or financial hardship.



From our general fund, we have supported families in crisis and in long term poverty with a range of needs and items. Examples of funded items include bedding, bed, toiletries, clothes, cots, ill-health and funeral expenses.

Our Help from Home Scheme has supported families to attend NHS appointments on the Scottish mainland, by paying for the additional costs of food and travel. This scheme is endorsed and fully supported by NHS Orkney. The scheme is embedded in our work to combat health inequalities, and was driven by local need to attend mainland hospital care.

Bairns Need Nappies started in April 2020, due to families struggling with the cost of nappies. We offer real and disposable ones. Over the two years, April 2020 - April 2022 we have supplied and bought nappies for 42 Orkney Bairns. This project is in partnership with NHS Orkney Health Visitors.

In December 2021 we increased our Christmas grant scheme, Every Child Deserves A Christmas, to £60 per child. We awarded 350 grants to local bairns throughout Orkney. Most of the total cost of £21,000 was raised locally by Orkney Charitable Trust, plus a £1,000 grant from Arnold Clark Winter Fund.

During spring 2022, our Helping Hands Grant supported 233 children all over Orkney with £50 grants. These families had recently accessed the Foodbank or THAW and the money was received with genuine appreciation. A £3,000 grant was received from Youth Scotland but we felt no child or family should miss out on these grants and therefore funded the remaining £8,650 from Orkney Charitable Trust funds.

Voluntary Action Orkney: The Connect Project

The Connect Project works with young people aged between 15-21 who are unsure of what steps to take next or are not ready to move on to employment or further training. Project staff work with the young people to develop a personal and flexible programme that meets learning needs and builds the skills and confidence to move on to their chosen area.

Standard practice in the project aims to remove potential barriers to participation:

- There are no charges for young people to take part in activities and opportunities.
- Materials such as sketchbooks are provided regularly, as well as increasing our material resources to engage with the interests of the young people.
- Appropriate wear for the activities and weather is provided if needed (boots, wellies, raincoats, socks, hats, gloves).
- Breakfast of cereal/toast is provided when needed.
- Lunch options are made available – soup, sandwich etc – if a young person is without lunch or means when attending Connect.
- Drinks are available at Connect.
- Travel cost to Connect is paid for, or where travel is difficult a young person can be collected.
- Staff awareness of family situation and families are directed to other support if needed.
- Support is given to complete forms for financial support.
- Meetings are arranged at times and locations to suit families.

Case study 1

A young person attends the Connect project. In getting to know the family we are aware of financial stress the family has, in addition to the stressful nature of the job that one parent has to support the family, and as well as two of their children with significant learning and mental health needs.

The young person attends sessions at Connect, has breakfast when they arrive and has the equipment and clothing provided to participate in the activities and there is no cost to the family. Attending these sessions has relieved tension within the home which has benefitted the whole family.

Case Study 2

We helped a young person claim maximum support to attend college because we knew they had been care experienced, and we contacted the relevant agencies to provide the letter of support as evidence. We were able to help the parent complete the forms and get these and the evidence sent to the right place by the deadline in order to receive payments. This money has helped the single parent household as well as alleviating the anxiety and stress of the young person who felt that they

would not be able to attend college but would have to get a job and may not manage to do that.

Case Study 3

A young person had the opportunity to help out on a local farm. We provided a new boiler suit for them to wear when going to work.

Voluntary Action Orkney: Young People's Befriending Project

The Young People's Befriending Project (YPBP) works with children and young people from the ages of 8-18, supporting them through the provision of a trained Befriender who meets with them fortnightly. The Project accepts referrals with wide ranging and inclusive criteria and doesn't request information or data regarding finances, employment or benefits from any of its young people or families.

The Project supports young people affected by poverty in many ways. Three key ways are:

- Most of the sessions they have with their volunteers will involve a meal, especially if the Project is aware that access to healthy food is a difficulty for the family.
- The young people are given opportunities to take part in activities that would be unattainable if the family was asked to cover the cost – for instance, climbing lessons, art lessons, entry to historic sites, cinema passes etc.
- Our older young people (14+ specifically) are encouraged to take part in volunteering with their Befriender, which increases their opportunities into employment as they get older.

Of the 13 young people that we supported through 2021-22, 12 belong to one or more of these national priority groups: Lone parents, Families with a disability, Families with 3+ children, Mothers who are under the age of 25. Of these 13 young people, we would be confident that 11 experienced the effects of poverty over the last year, to varying degrees.

Social Security Scotland: Best Start grants

Best Start grants are paid by the new Scottish Government agency Social Security Scotland (SSS). SSS has taken over the administration of certain payments devolved from the UK Government's Department of Work and Pensions (DWP).



The figures in the table below are for Best Start grants paid in Orkney during 2021-22 (the reporting period does not exactly match the financial year). Eligibility for Best Start grants for anyone over 18 is dependent on already receiving one or more of a range of qualifying benefits. Anyone who is under 18, and is either pregnant or responsible for a child under 1, is automatically eligible regardless of income.

Best Start grants	Reporting period	Number of applications	Total value of awards
Pregnancy & Baby Payment A one-off payment of £642.35 for a first child or £321.20 for a second or later child.	28 Feb 2021 to 28 Feb 2022	45	£11,145
	Total in Orkney since start date 10 Dec 2018	240	£45,945
Early Learning Payment A one-off payment of £267.65 if your child is between 2 and 3½ years old.	28 Feb 2021 to 28 Feb 2022	45	£10,063
	Total in Orkney since start date 29 April 2019	230	£37,813
School Age Payment A one-off payment of £267.65 if your child is around school starting age.	28 Feb 2021 to 28 Feb 2022	55	£9,083
	Total in Orkney since start date 1 June 2019	205	£35,833
Best Start Foods A pre-paid card to buy healthy food for anyone eligible who is pregnant or has a child under 3. Payments range from £18 - £36 every 4 weeks depending on the age of the child.	28 Feb 2021 to 28 Feb 2022	100	£19,003
	Total in Orkney since start date 14 Aug 2019	375	£36,403
Scottish Child Payment A weekly payment to eligible families for every child under 6 years of age. Up to 31 March 2022 the payment was £10, from 1 April 2022 it increased to £20.	15 Feb 2021 to 28 Feb 2022 This new payment began on 15 Feb 2021.	320	£123,670

There are other more specialised payments available to families in Orkney. For example, families with a severely disabled child are eligible for child winter heating assistance, and young people caring for someone with a disability can claim a young carer grant. From 26 July 2021, child disability payment started to replace disability living allowance for children in Scotland.

Scottish Child Payment will be rolled out to all eligible children under 16 by the end of 2022. Meanwhile, bridging payments of £130 per child are available to families eligible for free school meals and will be paid at the beginning of the Easter, summer, October and Christmas holidays.

Orkney Islands Council: Free School Meals

The Scotland-wide rollout of free school meals continued with P4s becoming eligible in August 2021 and P5s in January 2022. The Council issued a reminder to parents in July 2021 to get in touch to find out whether they were eligible for free school meals and associated benefits in the form of clothing grants and cash payments for holiday food. Parents were encouraged to register, even if their children were included in the universal provision, to be sure of receiving the associated benefits.

The Council maintains records of pupils who are eligible for free school meals, but we do not record whether or not eligible pupils take up their entitlement. Nursery pupils are eligible for a free meal if they stay for a whole session (both morning and afternoon) but not if they only attend for one of the sessions (either morning or afternoon).

All Primary 1-4 pupils were eligible for universal free meals throughout the year, and Primary 5 were eligible from January 2022. Primary 6 and above were eligible if in receipt of qualifying benefits. The numbers eligible in total during 2021-22 were:

Nursery (All pupils eligible when attending for a whole day)	463
P1 (All pupils)	194
P2 (All pupils)	222
P3 (All pupils)	207
P4 (All pupils)	234
P5 (All pupils from January 2022)	210
P6	25
P7	19
S1	12
S2	20
S3	20
S4	17
S5	8
S6	2
Total	1,653

Orkney Islands Council: Scottish Welfare Fund

The Scottish Welfare Fund provides assistance to people who are on benefits or a low income. The Council administers the fund on behalf of the Scottish Government and provides two types of grant:

- Crisis Grants provide a safety net in the event of a disaster or emergency, for example a fire or flood, losing all your money, or having to visit a sick child in hospital. You may be given money or another form of support, for example, a voucher, fuel card, travel ticket or furniture.
- Community Care Grants provide help to leave care and live on your own, or to continue living in your own home, for example if you are about to leave care, after being in hospital or in prison, or don't have the money to buy essential household items like a cooker or washing machine.

During 2021-22 the council also distributed COVID-19 Self Isolation Support Grants on behalf of the Scottish Government to workers earned less than the Real Living Wage or were in receipt of a low income benefits, and who experienced reduced earnings as a result of them, their child or the person they were caring for being required to self-isolate.

Data for Scottish Welfare Fund expenditure in 2021-22 was published on 26 July 2022 and can be found on the Scottish Government's website⁸. Summary statistics for Orkney are:

Community Care Grants 2021-22		Crisis Grants 2021-22	
	Orkney		Orkney
Accepted	95	Accepted	40
Rejected	20	Rejected	55
Total applications	115	Total applications	100
Proportion accepted (%)	81%	Proportion accepted (%)	42%
Total spend this year (£)	£77,324	Total spend this year (£)	£7,315
Average award (£)	£823	Average Award (£)	£174

Orkney Islands Council: Community Learning, Development & Employability

The Council's Community Learning, Development & Employability Service provides a wide range of services which support people – both directly and via partner agencies – to improve their family's income and prospects.

Income maximisation

During 2021-22, the Service procured income maximisation support services through CAB Orkney for parents and families within identified priority groups: lone parents, young parents < 25, larger families, families with a child under 1 and families where a family member has a disability. Through this route, 85 parents/families received support to increase their household income.

Support for families

The CLD team have worked in partnership with Homestart and the CLD Youth and Family Learning officer to plan and run an eight week Confidence to Cook Course, focusing on healthy meal preparation, skills development and cooking on a budget.

Orkney Association of Youth Groups, with support from CLD, applied to Youth Scotland for funding to run a partnership project with Orkney Charitable Trust for the Winter Coat Fund. CLD also facilitated a a Pop-up Prom Shop with donations from the community for young people and their families to save them having to purchase a Leavers' Prom outfit. This opened in May 2022.

⁸ <https://www.gov.scot/publications/scottish-welfare-fund-statistics-annual-update-2021-22/>

The Council received Scottish Government Youth Work Education Recovery 'Get into Summer' funding to provide free holiday activities to groups of young people. CLD worked in partnership with Outdoor Education to encourage participation by Young Carers and other young people identified through the Children and Families team. 140 young people took part in these activities.

Almost 100% of P7 pupils were offered and issued with Young Scot cards in 2021, offering discounts to cardholders and their families. CLD worked with Kirkwall Bid to promote and encourage more businesses to sign up to offer Young Scot entitlements for young people and their families. Currently eight businesses within Orkney offer Young Scot benefits.

CLD received Mental Health Funding to carry out a project for looked after children and young people to receive additional Young Scot benefits as part of their entitlements through the YS card. This is currently ongoing. Mental Health funding is also supporting a free Friday after-school drop-in (Learn to DJ) in Stromness, in partnership with Action for Children. CLD received external funding which allowed them to offer free after-school activities at The Pickaquoy Centre on Friday afternoons.

National free bus travel is being offered for all young people aged 5 – 22, supported by Young Scot and OIC (Transport). The Council is lobbying for this to be extended to free ferry travel for families living on the ferry-linked isles, in recognition that ferries are their buses.

Following the lifting of lockdown, CLD were able to restart a number of youth clubs again although these are not offered free: there is a small charge to participate. Where we are made aware that the charge is a barrier to attendance, we would take this into consideration.

Orkney Youth Forum, supported by CLD, have been integral in the development of the GUIO website which will allow young people, families and organisations to access the information they need to access services etc.

The CLD team have worked in partnership with OHAC to plan and coordinate the establishment of an identified young parent's group, to have involvement from NHSO partners. This will start in 2022-23.

Skills and employability support for parents

The CLD Employability team has worked during the year with 31 parents within identified groups. Each parent has been allocated a designated Employability Keyworker and supported to co-produce a bespoke Individual Development Plan, working towards identified personal goals etc. Nine parents have gained a recognised and accredited qualification, seven have moved into employment, one parent has increased their working hours and one has gained promotion within their work.

The CLD Employability team worked in partnership with the Yard Nursery to plan and run a 'Funday Sunday' event. This focused on outdoor and family learning opportunities and the promotion of support/information/services available locally.

Over 70 families attended the event. Each family received a pack which contained family learning resources and information about local support organisations including the CLD Employability team.

One of the biggest barriers to entering employment identified through talking to parents and partners was lack of affordable childcare. The CLD Employability team have worked in partnership with the Scottish Childminding Association, Business Gateway, the Care Inspectorate and local training providers to plan, coordinate and deliver a Childminding Course for local parents. Ten parents have enrolled and are working towards gaining the qualifications and documentation required to register with the Care Inspectorate and deliver childminding services across Orkney, including the isles.

Community Based Adult Learning (CBAL) funding allowed CLD and Voluntary Action Orkney to jointly run a number of free courses and programmes for learners who would not usually be able to access such opportunities, including Driving Theory, British Sign Language, Yoga, Digital Skills and Money in your Pocket Courses. The Learning Link continued to support adults, including parents, with adult learning and skills development, which helped them build confidence, access training and support positive progression.

Skills and employability support for young people

A Transitions Planning group has been established to ensure young people at risk of not making a positive progression from school are identified and appropriate provision explored at the earliest opportunity (Partners include Skill Development Scotland, OIC Schools, Developing the Young Workforce (DYW) and Third Sector partners). The CLD Employability team have worked with SEAL to support 4 young people transition from compulsory education through bespoke partnership sessions.

CLD received external Youth Work Education Recovery Funding and Education Recovery Funding, in partnership with SEAL (Social and Emotional Aspects of Learning), to recruit staff to support young people, mainly in school who were at risk of not attending and/or requiring additional support through participating in additional attainment opportunities via Youth Work Awards and accreditation.

The CLD Employability Support team have worked with 55 young people identified under 'No One Left Behind' as requiring support to make positive progression towards learning/training and employment. This has been through a variety of bespoke and holistic programmes and one-to-one support. Each young person has a designated Employability Keyworker and is supported to co-produce an Individual Development Plan, working towards identified personal goals and targets. Of all those involved:

- 24 young people progressed to Employment, including 5 Apprenticeship opportunities.
- 4 young people made positive progression to Further or Higher Education
- 14 young people gained a recognised qualification.
- 7 young people engaged with a work experience opportunity.

CLD procured additional Employability Keyworker staffing through Employability Orkney – increasing local capacity and support for more vulnerable young people. In addition, 2 bespoke supported employment opportunities were funded.

CLD Employability Team have worked on a number of partnership projects to support young people to progress and develop skills. These include Bike Maintenance Project, YPG Programme, WhoCares Scotland Weekly sessions, Action for Children Impact Arts sessions etc. Driving Theory sessions and funded driving lessons were provided for six individuals, two of which were parents.

The Council has employed 7 young people to Kickstart positions within different services, including school catering, Marine Services, HR, Digital Communications and Community Learning and Development.

Digital inclusion

The CLD team managed and coordinated the local roll out of the various strands of the Connecting Scotland Scheme, securing 532 laptops and other digital devices and 475 mifi's for individuals and families in Orkney across 45 organisations. The service has applied for and delivered 136 devices and mifi devices to eligible individuals/families across Orkney. Including on the isles. CLD have offered ongoing support to ensure individuals have the skills and networks to set up and use their devices effectively and safely. Each device has been distributed with a pack from Trading Standards/ Orkney SCAM Action Group (OSAG) with advice on internet safety etc.

The CLD Employability team worked with The Learning Lab to deliver a 6-week Digital Literacies Course. Four people attended the course and completed an Internet Safety qualification through the Digital College.

The Learning Link (TLL) provided support and guidance setting up and using the new devices in small groups and one-to-one training, including online safety. TLL offer support for any adult who wants to improve their digital skills and all volunteer tutors were trained as Digital Champions to be able to offer extended support.

Orkney Islands Council: In School Counselling

A part-time in-school counselling service has been available for some time in Orkney's senior secondary schools. During 2021-22, Scottish Government funding of £166,000 was allocated to Orkney schools to make counselling available for all children and young people aged ten and over. The new in-house service saw the appointment of three full-time permanent school counsellor posts, together with part-time support staff.

During 2021-22, the team offered all pupils at Kirkwall Grammar School and Stromness Academy access to In School Counselling, both face to face and online if required through periods of isolating. Counsellors flagged up issues to Guidance Staff where poverty was a current or newly experienced issue. Additional support to pupils included referrals to the FoodBank and additional access to mobile data when it was available.

The counselling team has become aware of the rising cost of living towards the end of the reporting period, leading to families who were previously coping financially not doing so now. Examples include pupils reporting poor sleep due to less food available at home. The team has detected a real sense of hidden poverty among previously better-off households, where single parents work in relatively well paid roles.

With regard to priority groups, families with 3+ children represent approximately 20% of referrals. Children and young people living with lone parents represent approximately 20%, and blended families, where a child lives with a lone parent and a step parent, are approximately 15%. Families with a disability are primarily those living with siblings with diagnosed and/or undiagnosed neurodivergent conditions.

Parental separation and difficulties caused by family breakdown are key issues. There has been a noticeable increase in young people moving to the other parent's home, or to stay with grandparents, parent and step parent etc following reported abuse and neglect. Out of 71 new referrals at KGS in the academic year, 16 involved current and/or historic abuse, domestic abuse or neglect.

NHS Orkney: Health Visiting

NHS Orkney's Health Visitor team delivers many of the national initiatives that benefit young families locally, for example:

- Families are encouraged to take up Best Start Grants when eligible.
- A Baby Box – for all parents – is delivered to their home around 34 weeks gestation. This contains everything needed for a new baby including clothing, books, toys, a new mattress, thermometer, baby-carrying sling and more.
- Free multivitamins are distributed by local midwives to all pregnant women.
- Free Vitamin D is distributed by the local health visiting team to all breastfeeding mothers, and also to all breastfed babies and children aged 1.

Extra support is provided to new mothers to enable breastfeeding for longer. There has been a big investment in this locally, supported through the Programme for Government. NHS Orkney has developed a peer support programme that is supporting local women with feeding their baby. 63% of women who have given birth since March 2022 have taken one-to-one support from this service, and over 70 women have benefited from group support. Women have reported that it has enabled them to keep breastfeeding.

We know that babies born to mothers living in poverty are less likely to be breastfed⁹. We know these families are at higher risk of mortality, are more likely to be admitted to hospital and have higher incidences of mental health problems. Breastfeeding can't prevent all these issues but it reduces sudden infant death by more than a third and it has benefits for intelligence and protection against obesity and diabetes. By supporting Orkney women to breastfeed their babies, we will

⁹ <https://ukbreastfeedingtrends.files.wordpress.com/2016/02/open-letter-uk-response-to-lancet-updated7.pdf>

hopefully go some way to reducing the health disadvantages that children born into poverty locally have across their lifespan.

Food security is an issue that affects families in Orkney. Purchasing formula milk for a baby aged 2-3 months old costs between £27 and £57 per calendar month. The costs rise as the baby gets older and consumes more milk, and a formula fed baby should take solely formula for the first 6 months of life and continue until 1 year old. (First Steps Nutrition, 2019).

The Health Visitors have been providing low cost (or no cost) baby massage classes. These classes have been provided on both Orkney mainland and the isles and ensure access to a parent and child activity that promotes bonding and relationships and encourages responsive relationships, which are so important to the health and wellbeing of children. Baby massage is an evidence-based intervention that has been shown to benefit low maternal mood¹⁰, and activities such as this are often not accessed by our poorer citizens due to prohibitive costs.

NHS Orkney: Money Counts

'Worrying About Money?' cash first referral leaflets are co-designed as straightforward resources for people facing money worries or financial crises, and their support workers, to quickly see which local agencies are best placed to help with available cash first options. The aim of this work is to reduce the need for charitable food aid by helping people access any existing financial entitlements and advice on income maximisation as a cash first response to food insecurity. Since June 2020, the Independent Food Aid Network (IFAN) has collaborated with local stakeholders to publish leaflets covering over 70 local authorities in Scotland, England and Wales.

Money Counts was originally developed by the Highland Money Counts Partnership, who kindly gave permission for its adoption and adaption for delivery in Orkney. Adoption and adaptation was completed collaboratively by Orkney Citizens Advice Bureau (CAB), Social Security Scotland, NHS Orkney Public Health and other community partners.

A leaflet and poster for Orkney were launched in August 2021 and can be downloaded [here](#). Money Counts training in Orkney commenced in February-March 2022 and helps frontline workers and volunteers to best use the leaflet to support people struggling with money worries or financial crisis.

During February and March 2022, eight training sessions were delivered to 50 participants who represented a range of statutory and voluntary sector organisations in Orkney. Initial evaluation suggests that the training has increased the confidence of the participants in engaging with conversations about money worries and supported the knowledge and use of the 'Worrying About Money?' leaflet across organisations in Orkney. Due to the level of interest in this training, more sessions have been planned for delivery in 2022-23.

¹⁰ <https://www.communitypractitioner.co.uk/resources/2019/06/systematic-review-effectiveness-infant-massage-programmes-improving-mother-and>

Developing a Child Poverty Strategy for Orkney

Orkney's Child Poverty Task Force has now produced four Local Child Poverty Action Reports, for 2018-19, 2019-20, 2020-21 and 2021-22. A shortcoming noted in successive LCPARs has been the absence of a coherent strategic framework for the joint planning and implementation of future action to combat child poverty, and the monitoring and reporting of progress. Consequently, during 2021-22, the Child Poverty Task Force developed a Child Poverty Strategy for Orkney, with a planning period of 2022-2026. This matches the planning period of the second national child poverty delivery plan, Best Start Bright Futures.

Orkney's Child Poverty Strategy is linked with our Children's Services Plan 2021-2023 through the latter's key priority of Overcoming Disadvantage. This theme sets our child poverty work in the overall context of barriers which may prevent a child getting the best start in life, but which can be overcome with appropriate intervention.

Our strategy describes the impact of poverty on children and shows how the experience of Orkney's children and families compares with Scotland. It summarises the output to date from the "Making Ends Meet" consultation and considers what we can do locally to meet the needs identified by the survey. The strategy was adopted by the Orkney Partnership Board on 29 June 2022, and all partners made a commitment to do everything they can to combat child poverty in Orkney.

Orkney's strategy incorporates elements of the Scottish Government's national strategy for child poverty, adapted for local circumstances. The national framework has three themes: Pockets, Prospects and Places. To these, Orkney has added Prevention and Priorities.

Pockets aims to maximise the financial resources of families on low incomes.

Prospects aims to improve the life chances of children and young people.

Places aims to improve housing and regenerate disadvantaged communities.

Prevention aims to prevent the long-term persistence of poverty.

Priorities aims to focus attention on especially vulnerable children and families.

The Task Force considered each of these policy drivers in detail and developed a plan for action with five big ambitions to combat child poverty in Orkney:

Pockets Every family can make ends meet	Prospects Every child has a good start in life	Places Every family has a sustainable home	Prevention Future generations can escape from poverty	Priorities No child is left behind
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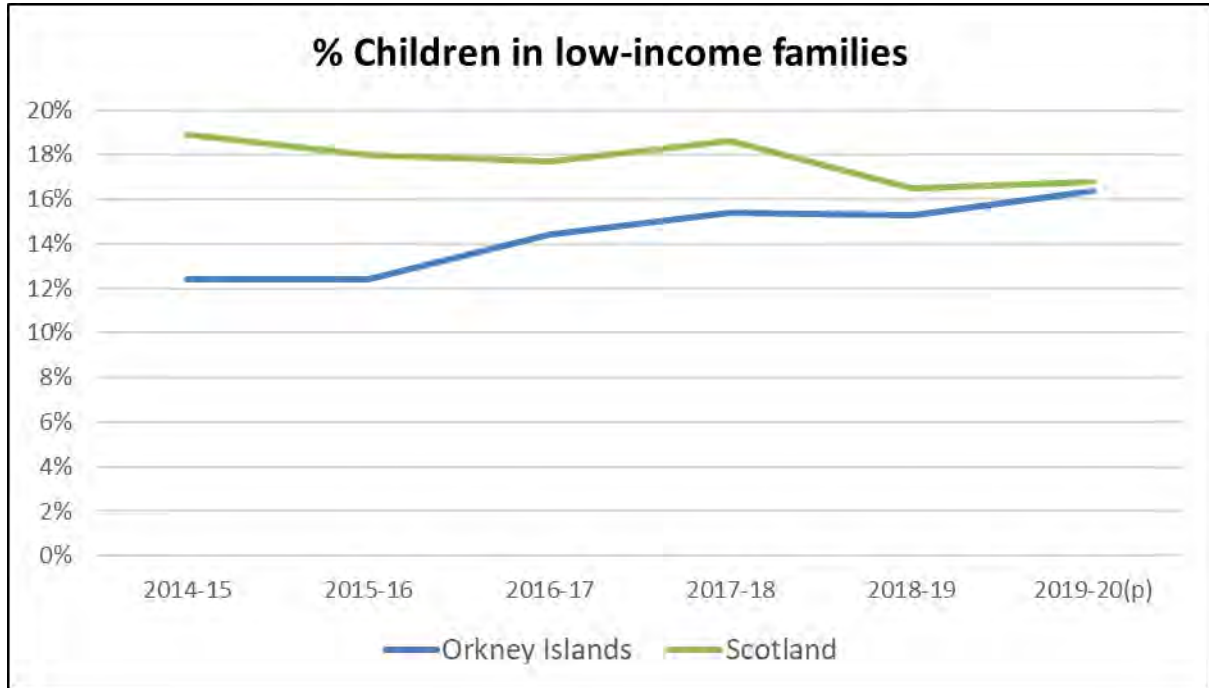
Our outline action plan sets out the actions we will take to meet immediate need and to address the longer term prevention of child poverty in Orkney.

Outline action plan for 2022-26

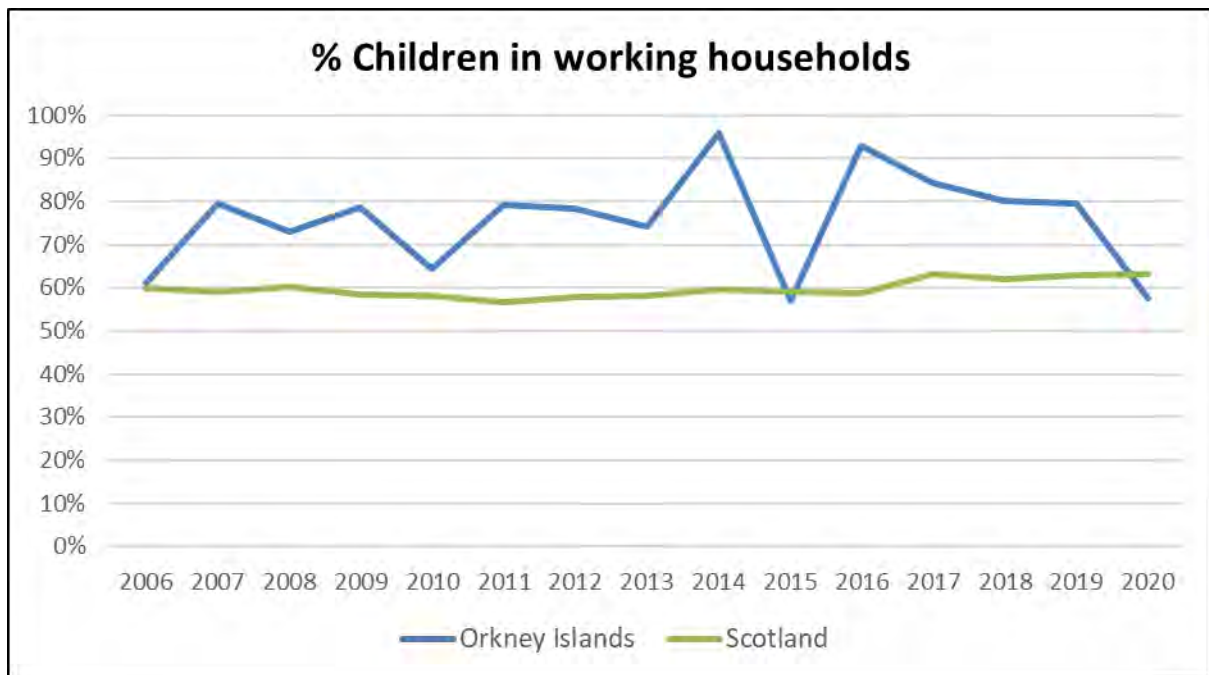
Our target outcomes	Short term actions 2022-23	Medium 2022-25	Long term 2022-26
Pockets Every family can make ends meet	Raise awareness of entitlements and maximise family incomes		
	Adopt a 'one stop shop' approach to streamline access to services and new ways to engage		
	Explore with Scottish Government the scope for piloting Minimum Income Guarantee in Orkney		
Prospects Every child has a good start in life	Remove barriers to participation in school trips and experiences		
	Improve take-up of free school meals and associated benefits		
	Remove barriers to participation in family leisure/holiday activities		
Places Every family has a sustainable home	Improve the energy efficiency of new/existing housing in the private and social rented sectors		
	Extend more employment opportunities to the isles		
	Explore options to apply the benefits from wind power developments to reduce home energy costs		
Prevention Future generations can escape from poverty	Promote good employment practice, flexibility and fair pay, and their benefits to employers		
	Increase the capacity of Orkney's advisory agencies		
	Explore people-centred strategies for local development such as Community Wealth Building		
Priorities No child is left behind	Make inter-island ferry travel affordable to children and families on the ferry-linked isles		
	Improve the availability and affordability of wraparound childcare/after-school provision		
	Prioritise early financial support for families at risk, to avert crisis and family breakdown		

Appendix 1 – Child poverty data

These graphs show how Orkney compares to the Scottish average for indicators which help our understanding of child poverty. They are extracted from the Scottish Government's local child poverty dashboard¹¹, most recently updated in January 2022. The original source of each data set is noted under the relevant graph.

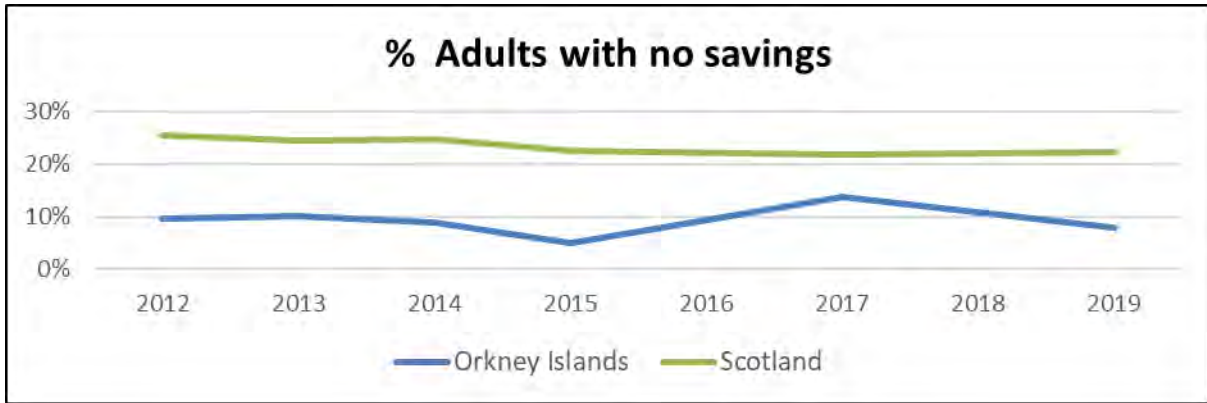


Source: DWP/HMRC children in low-income families local measure (before housing costs)

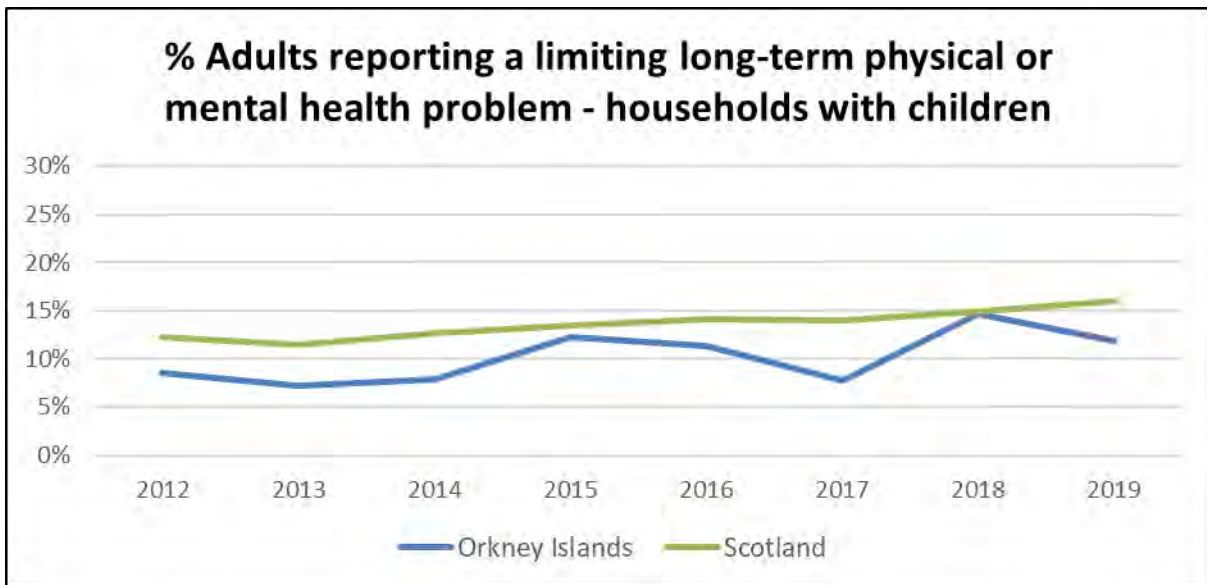


Source: ONS Annual Population Survey, household economic activity status

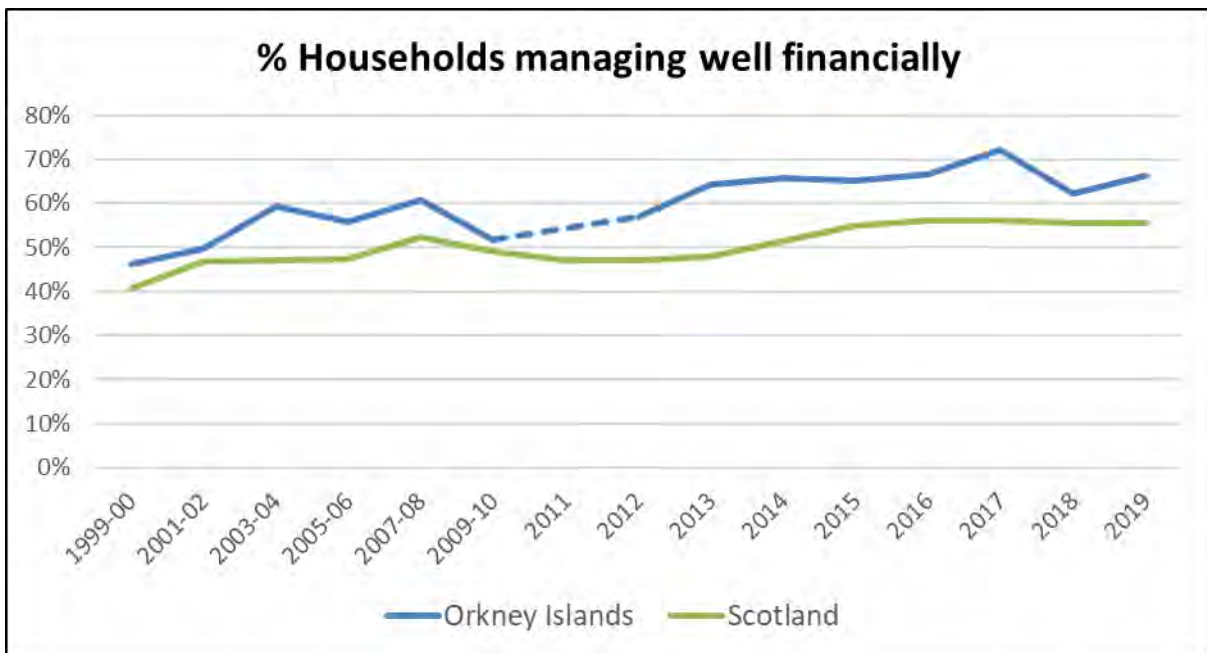
¹¹ <https://www.gov.scot/publications/local-child-poverty-statistics-january-2022/>



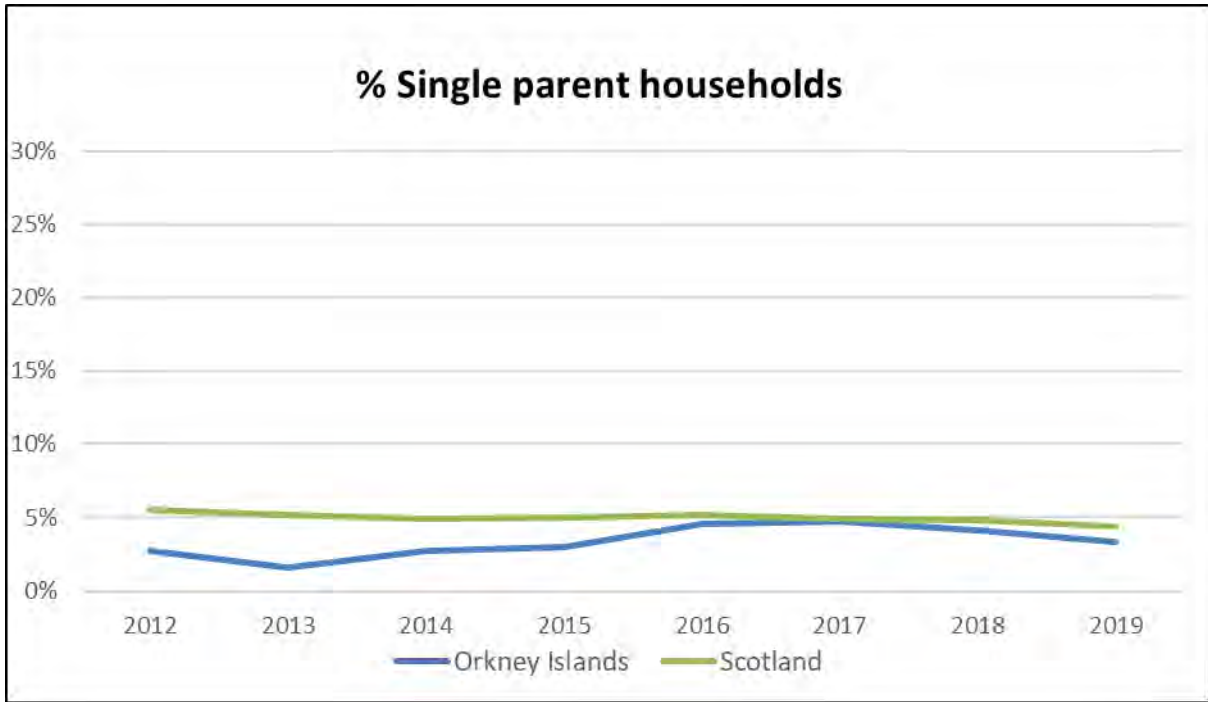
Source: Scottish Government, Scottish Household Survey - Adults dataset



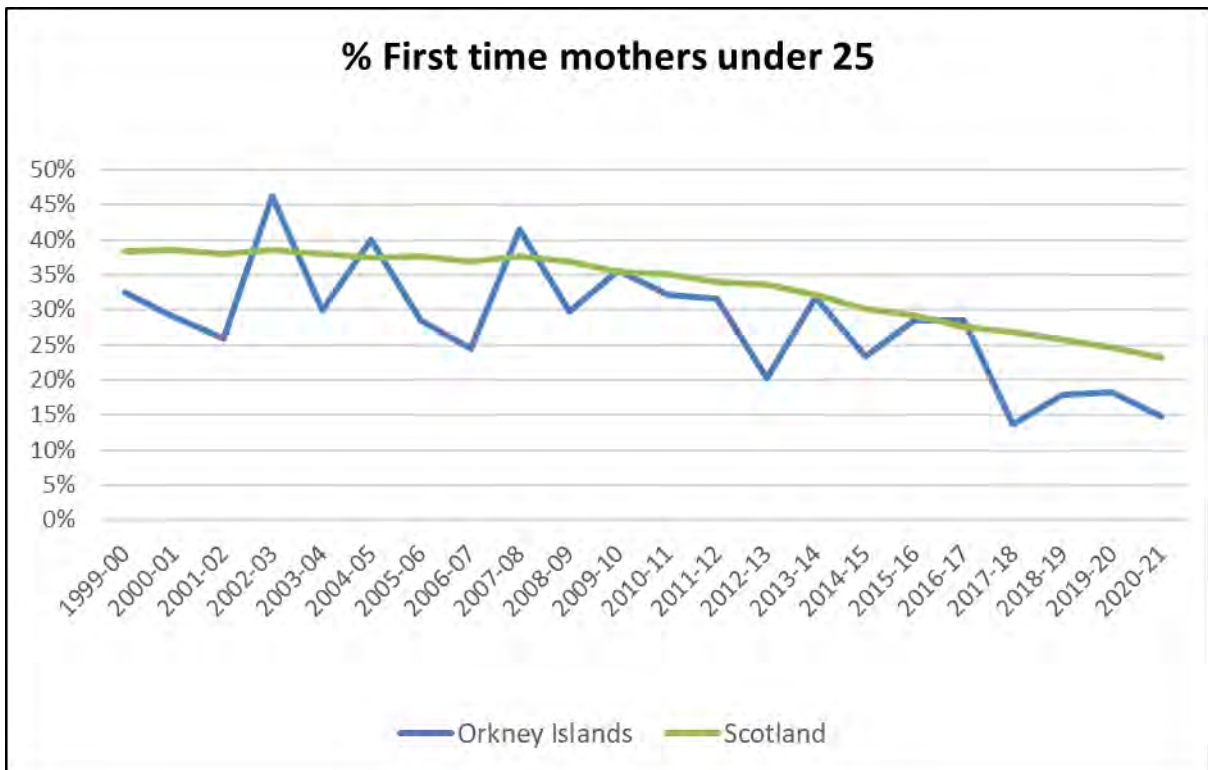
Source: Scottish Government, Scottish Surveys Core Questions



Source: Scottish Government, Scottish Household Survey - Adults dataset




Source: Scottish Government, Scottish Household Survey





Source: Public Health Scotland, Scottish Morbidity Record 02

Appendix 2 – Child health indicators

ScotPHO Health indicator	Reporting period	Orkney	Scotland	
Healthy birth weight 3 year rolling average percentage	2018-19 to 2020-21	74.5	84.2	
Child healthy weight in Primary 1 Percentage whose BMI is within the healthy reference range for their age and sex	2019-20	77.2	76.2	
Drug-related hospital admissions, age 11-25 3 year rolling average age/sex standardised rate per 100,000	2018-18 to 2019-20	120.6	162.2	
Alcohol-related hospital admissions, age 11-25 3 year rolling average age/sex standardised rate per 100,000	2018-19 to 2020-21	477.8	270.0	
Scottish Housing Quality Standard Households with children in homes that fail the SHQS, 3 year rolling average %	2015-17	35.0	38.0	
Teenage pregnancies 3 year rolling average per 1000 females age 15-19	2017-19	12.3	29.2	
Child dental health in Primary 1 Percentage of P1 children showing no obvious signs of tooth decay	2019-20	85.0	72.4	

 Orkney doing better than Scotland

 No significant difference to Scotland

 Orkney doing worse than Scotland

Corporate Risk Register – September 2022

Strategic Risks

Cluster.	Risk Number.	Risk.	Owner.
Physical.	1.	Ferries.	Corporate Director for Enterprise and Sustainable Regeneration.
Financial.	2.	Finance.	Chief Executive and Corporate Director for Enterprise and Sustainable Regeneration.
Reputational.	3.	Adverse Communications.	Corporate Director for Strategy, Performance and Business Solutions.
Physical.	4.	Workforce.	Corporate Director for Strategy, Performance and Business Solutions.
Physical.	5.	Asset Management.	Corporate Director for Neighbourhood Services and Infrastructure.
Economic.	6.	Economic.	Corporate Director for Enterprise and Sustainable Regeneration.
Technological.	7.	Cyber Security.	Corporate Director for Neighbourhood Services and Infrastructure.
Technological.	8.	Connectivity.	Corporate Director for Enterprise and Sustainable Regeneration.
Partnership.	9.	Partnerships.	Corporate Director for Strategy, Performance and Business Solutions.
Legislative.	10.	Procurement.	Corporate Director for Strategy, Performance and Business Solutions.
Legislative.	11.	Health and Safety.	Corporate Director for Neighbourhood Services and Infrastructure.
Economic.	12.	EU exit.	Chief Executive and Head of Marine Services and Transportation.
Financial.	13.	Housing.	Corporate Director for Education, Leisure and Housing.
Professional.	14.	Childcare Services.	Corporate Director for Education, Leisure and Housing.
Physical.	15.	Pandemic.	Corporate Director for Neighbourhood Services and Infrastructure.
Legislative.	16.	Children and Young People.	Chief Officer, Orkney Health and Social Care Partnership.

Risks by cluster

Cluster.	Risk Number.	Risk.	Owner.
Economic.	12.	EU exit.	Chief Executive and Head of Marine Services and Transportation.
Economic.	6.	Economic.	Corporate Director for Enterprise and Sustainable Regeneration.
Financial.	2.	Finance.	Chief Executive and Corporate Director for Enterprise and Sustainable Regeneration.
Financial.	13.	Housing.	Corporate Director for Education, Leisure and Housing.
Legislative.	16.	Children and Young People.	Chief Officer, Orkney Health and Social Care Partnership.
Legislative.	11.	Health and Safety.	Corporate Director for Neighbourhood Services and Infrastructure.
Legislative.	10.	Procurement.	Corporate Director for Strategy, Performance and Business Solutions.
Partnership.	9.	Partnerships.	Corporate Director for Strategy, Performance and Business Solutions.
Physical.	5.	Asset Management.	Corporate Director for Neighbourhood Services and Infrastructure.
Physical.	1.	Ferries.	Corporate Director for Enterprise and Sustainable Regeneration.
Physical.	15.	Pandemic.	Corporate Director for Neighbourhood Services and Infrastructure.
Physical.	4.	Workforce.	Corporate Director for Strategy, Performance and Business Solutions.
Professional.	14.	Childcare Services.	Corporate Director for Education, Leisure and Housing.
Reputational.	3.	Adverse Communications.	Corporate Director for Strategy, Performance and Business Solutions.
Technological.	7.	Cyber Security.	Corporate Director for Neighbourhood Services and Infrastructure.
Technological.	8.	Connectivity.	Corporate Director for Enterprise and Sustainable Regeneration.

Risks by owner

Owner.	Cluster.	Risk Number.	Risk.
Chief Executive and Head of Marine Services and Transportation.	Economic.	12.	EU Exit.
Corporate Director for Education, Leisure and Housing.	Financial.	13.	Housing.
Corporate Director for Education, Leisure and Housing.	Professional.	14.	Childcare Services.
Corporate Director for Enterprise and Sustainable Regeneration.	Physical.	1.	Ferries.
Corporate Director for Enterprise and Sustainable Regeneration.	Economic.	6.	Economic.
Corporate Director for Enterprise and Sustainable Regeneration.	Technological.	8.	Connectivity.
Chief Executive and Corporate Director for Enterprise and Sustainable Regeneration.	Financial.	2.	Finance.
Corporate Director for Neighbourhood Services and Infrastructure.	Physical.	5.	Asset Management.
Corporate Director for Neighbourhood Services and Infrastructure.	Technological.	7.	Cyber Security.
Corporate Director for Neighbourhood Services and Infrastructure.	Legislative.	11.	Health and Safety.
Corporate Director for Neighbourhood Services and Infrastructure.	Physical.	15.	Pandemic.
Corporate Director for Strategy, Performance and Business Solutions.	Reputational.	3.	Adverse Communications.
Corporate Director for Strategy, Performance and Business Solutions.	Physical.	4.	Workforce.
Corporate Director for Strategy, Performance and Business Solutions.	Partnership.	9.	Partnerships.
Corporate Director for Strategy, Performance and Business Solutions.	Legislative.	10.	Procurement.
Chief Officer, Orkney Health and Social Care Partnership.	Legislative.	16.	Children and Young People.

Risks by rating

Owner.	Cluster.	Risk Number.	Risk.	Risk Rating.
Corporate Director for Enterprise and Sustainable Regeneration.	Physical.	1.	Ferries.	25.
Chief Executive and Corporate Director for Enterprise and Sustainable Regeneration.	Financial.	2.	Finance.	25.
Corporate Director for Enterprise and Sustainable Regeneration.	Economic.	6.	Economic.	25.
Corporate Director for Strategy, Performance and Business Solutions.	Physical.	4.	Workforce.	16.
Corporate Director for Enterprise and Sustainable Regeneration.	Technological.	8.	Connectivity.	16.
Chief Officer, Orkney Health and Social Care Partnership.	Legislative.	16.	Children and Young People.	15.
Corporate Director for Neighbourhood Services and Infrastructure.	Physical.	15.	Pandemic.	15.
Corporate Director for Neighbourhood Services and Infrastructure.	Technological.	7.	Cyber Security.	12.
Corporate Director for Strategy, Performance and Business Solutions.	Reputational.	3.	Adverse Communications.	12.
Corporate Director for Neighbourhood Services and Infrastructure.	Physical.	5.	Asset Management.	12.
Corporate Director for Education, Leisure and Housing.	Financial.	13.	Housing.	12.
Corporate Director for Education, Leisure and Housing.	Professional.	14.	Childcare Services.	12.
Corporate Director for Strategy, Performance and Business Solutions.	Partnership.	9.	Partnerships.	9.
Chief Executive and Head of Marine Services and Transportation.	Economic.	12.	EU exit.	9.

Owner.	Cluster.	Risk Number.	Risk.	Risk Rating.
Corporate Director for Strategy, Performance and Business Solutions.	Legislative.	10.	Procurement.	9.
Corporate Director for Neighbourhood Services and Infrastructure.	Legislative.	11.	Health and Safety.	9.

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 Number.	Risk Title.				Cluster.	Owner.			
1.	Ferry Fleet Replacement				Physical.	Corporate Director for Enterprise and Sustainable Regeneration.			
Likelihood:	5.	Impact:	5.	RAG:	Red.	Current Risk Score:	25.	Target Risk Score:	25.

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>Failure to secure agreement with Scottish Government on appropriate funding arrangements to deliver the Scottish Ferries Plan in relation to ferry and terminal replacement for Orkney.</p> <p>Ferry and Terminal replacement programme currently unfunded with ageing infrastructure.</p>	<p>Ferries reach end of service life with no solution in place.</p> <p>High repair costs indicate that buying new would be more cost effective.</p> <p>Deterioration of piers infrastructure.</p> <p>Reductions in lifeline provisions for the community are below Scottish Ferries Plan standards.</p> <p>Services become unaffordable.</p>	<p>Ferries reach end of life with no replacement – rapid service deterioration. Excessive support costs as aged ferries kept running. Reduced capacity and flexibility to maintain scheduled services.</p> <p>Excessive running costs of old ferries. No opportunities to achieve expected service levels.</p> <p>Risk of delay in procurement leading to reduced capability to purchase fit for purpose new tonnage. Buying piecemeal also reduces economy of scale; community unrest due to people depopulating the isles due to lack of lifeline transport connectivity.</p>	Treat.	<p>Ongoing dialogue with the Scottish Government emphasising the difficulties of a small authority providing the range of public services within reduced budgets across a wide and diverse geographical area.</p> <p>Continue to seek additional specific funding sources to protect lifeline services in Orkney and its outlying communities to ensure they are not significantly disaffected, e.g. Transport Grant for replacement ferries.</p>

Risk Number.		Risk Title.				Cluster.	Owner.			
2.		Financial Sustainability				Financial.	Chief Executive and Corporate Director for Enterprise and Sustainable Regeneration.			
Likelihood:	5.	Impact:	5.	RAG:	Red.	Current Risk Score:	25.	Target Risk Score:	16.	

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>Local Government services have sustained a period of reduced funding and prior to COVID-19, there was a significant concern that resources would be insufficient to meet future need. COVID-19 has increased the cost of essential service delivery in some areas which may persist for an indeterminate period.</p> <p>Income streams that seemed secure have completely stopped and may take a long time to recover.</p> <p>A lack of capacity in Council staffing to deliver the capital programme.</p> <p>A lack of capacity in local contractors to deliver Council projects and difficulty in attracting competition for smaller projects.</p>	<p>Expectations outstrip capacity to deliver.</p> <p>Community expectations are not reduced due to a failure to communicate and engage effectively with communities.</p> <p>Failure to demonstrate the value of the Council's ongoing services to the public.</p> <p>The Scottish Government fails to provide sufficient funding for essential services.</p> <p>Living costs outstrip available income as a result of pay awards, benefits and other income receipts not keeping up with inflation leading to inability to meet household outgoings.</p> <p>Government movement to energy cost caps.</p>	<p>Community unrest.</p> <p>Unhappy service users.</p> <p>Elected members unable to meet need.</p> <p>Loss of credibility of Council.</p> <p>Inability to deliver the range of services expected and legal challenge.</p> <p>Capital projects are delivered late or not at all leading to increased costs and difficulties in delivering services.</p> <p>Local Economy adversely impacted by labour shortages and high price of materials.</p> <p>Non-payment of rent and Council Tax.</p> <p>Inability to pay for Council Services.</p> <p>Increased demand on Food Banks, free school meals, school clothing</p>	Treat.	<p>Ownership of the Budget Setting Process by the Corporate Leadership Team / Extended Corporate Management Leadership Team with openness and transparency around the identification of potential areas for re-provisioning of services.</p> <p>Development of a range of actions (savings and other budget improvement measures) to address whatever financial environment the Council faces going into 2023/24 in order to inform future business and budget planning.</p> <p>A strategy on the use of Reserves.</p> <p>Delivery of budget savings will be monitored within Services and reported to the Policy and Resources Committee.</p> <p>There must be an acknowledgement of reality with the focus on continuation of the delivery of minimum Statutory Provision versus Statutory with Discretion, Non-Statutory but Essential or Discretionary Expenditure whilst having regard to the Council Priorities.</p> <p>Improved project planning with much longer lead in times.</p>

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>Post COVID and Brexit supply chain delays leading to materials shortages and price hikes.</p> <p>Capital funding is insufficient to replace ageing assets or provide new assets required for new priorities.</p> <p>Cost of living increases impacting on Orkney Residents ability to pay for Council Services.</p> <p>Energy cost increases that are of an order of magnitude that cannot be managed within existing budgets.</p>		<p>grants, crisis grants, Scottish Welfare Fund.</p> <p>Financial pressures impacting adversely on mental wellbeing, and relationships leading to increased demand on Council wellbeing services.</p> <p>Strike action on pay leading to disruption in the delivery of Council Services.</p>		<p>Additional staff capacity in Neighbourhood Services and Infrastructure to manage the capital programme.</p> <p>Development of a Child Poverty Action Plan.</p>

Risk Number.	Risk Title.				Cluster.	Owner.			
3.	Adverse reaction to communications with staff, the public and stakeholders including social media.				Reputational.	Corporate Director for Strategy, Performance and Business Solutions.			
Likelihood:	4.	Impact:	3.	RAG:	Amber	Current Risk Score:	12.	Target Risk Score:	9.

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>The Council's resources made available by Government will continue to reduce or remain static over the next few years despite growing need and demand. The Council must therefore use its general fund and strategic reserve fund resources to maintain services whilst areas for savings / efficiencies and income generation are progressed.</p> <p>The Council must ensure that communities continue to be appropriately engaged about the efficiency measures and inevitable service changes and are proactively informed so that customer expectations are realistic. There is the potential that staff do not feel engaged in Our People Our Plan priorities and the inevitable change processes or valued as active</p>	<p>Customers have unrealistic expectations of what Council services can deliver.</p> <p>Customers do not understand the reasons for the changes and blame the Council.</p> <p>Good ideas are not harvested from effective community consultation.</p> <p>Failure to demonstrate the value of the Council's on-going services to the public.</p> <p>Council is unable to demonstrate the ability to work corporately.</p> <p>Staff are not given the opportunity to engage with and contribute to Our People Our Plan and the subsequent corporate development; staff become disengaged in essential change processes.</p> <p>The Council does not maintain an effective presence on social media as a communication tool.</p>	<p>Reputational risk.</p> <p>Misplaced criticism.</p> <p>Good ideas lost.</p> <p>Confusion about what the Council's priorities are.</p> <p>More difficult to align resources to priorities.</p> <p>Lack of understanding of what the Council wants to achieve.</p> <p>Changes are not achieved.</p> <p>Staff morale is adversely affected.</p> <p>Customers may not get a joined-up service.</p> <p>Inter-service tensions undermine corporate achievements.</p> <p>Legal implications.</p> <p>Exclusion of sectors of the community.</p>	Treat.	<p>Communication and Engagement Plan for Our People or Plan (OPOP) in development.</p> <p>As part of OPOP a workstream on Internal Communication is in place.</p> <p>In addition, work has commenced on the next review of the communication and engagement strategies and plans that are in place to publicise the Council's objectives and priorities, existing services and service change to ensure communities are engaged. The last review included the increased use of social media as a platform and tool for community engagement.</p> <p>Proactive press releases and campaigns are being prepared and released to promote positive stories about the services provided by the Council.</p>

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>contributors to corporate change, service realignments or developments.</p> <p>The Council fails to manage how we respond to social media and to take advantage of the potential benefits of social media.</p>				

Risk Number.		Risk Title.				Cluster.	Owner.		
4.		Workforce planning – lack of skills, experience and capacity.				Physical.	Corporate Director for Strategy, Performance and Business Solutions.		
Likelihood:	4.	Impact:	4.	RAG:	Amber.	Current Risk Score:	16.	Target Risk Score:	6.

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>Insufficient workforce planning actions underway to shape future workforce through redeployment, succession planning, recruitment, training etc. Capacity issues make it difficult for the service to realise its priorities. Increasingly limited and competitive market for recruitment of key leadership and professional roles</p>	<p>Council staff become overstretched. Council staff become demoralised. The Council does not have the right staff, in the right place, at the right time, to deliver set priorities and / or statutory functions. The Council is unable to meet its statutory obligations. Statutory officers are unable to discharge their statutory functions adequately. EU nationals unable to gain Visas to work in the UK or unwilling to move to the UK under a more challenging post Brexit process.</p>	<p>Council cannot manage within its resources. Existing workforce becomes overstretched. Key pieces of work are not able to be undertaken. Service standards drop and vulnerable people are placed at risk. Council is reactive rather than proactive. An increased risk in legal challenges and complaints. Risk of financial penalties. Recruitment taking place from a smaller pool of potential staff.</p>	<p>Treat.</p>	<p>Review of staffing model seeking to increase staffing resource where possible in pressure areas has been completed and currently being implemented. Projects within Our People, Our Plan initiative targeting improvements across operating model, workforce planning, culture, performance. New corporate People Plan has been developed to identify and address strategic workforce challenges. More proactive approach to recruitment, succession planning and attraction of people to live and work in Orkney. Adoption of Investors in People in 2022. Leadership Development programme to grow / upskill leaders. Development of programmes around youth employment, attracting young people into the workforce and improving career pathways. Continued use and development of remote and flexible working will encourage improved working methods and retention of key staff. Inclusion of staff in re-design of operations.</p>

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
				<p>Increased commitment to proactive communications particularly related to staff and trade unions.</p> <p>Regular monthly Trade Union meeting at Corporate level.</p> <p>Formal Consultation protocol to be agreed with the Trade Unions.</p> <p>Regular staff / Trade Union meetings at Service level, when required.</p> <p>Change in emphasis of staff engagement to include the process of change.</p>

Risk Number.		Risk Title.				Cluster.		Owner.	
5.		Failure to ensure we obtain and retain maximum benefit from Council's assets.				Physical.		Corporate Director for Neighbourhood Services and Infrastructure.	
Likelihood:	4.	Impact:	3.	RAG:	Amber	Current Risk Score:	12.	Target Risk Score:	10.

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>The Council may not have enough funds to sustain assets, replace ageing assets and develop key assets (also see Risk 1 which is particularly significant). Essential buildings and infrastructure for travel, communications etc must be maintained to ensure property and roads, IT, telecoms and other infrastructure continue to be able to support the Council's services.</p>	<p>The Council cannot maintain or develop its essential assets to provide public services.</p> <p>The Council cannot implement an asset management strategy.</p> <p>The public is unable to communicate with services.</p> <p>Professionals are unable to communicate with each other to provide effective services.</p>	<p>Roads and buildings deteriorate.</p> <p>IT infrastructure cannot support services.</p> <p>Unused / surplus buildings. Services are not delivered.</p> <p>Lifeline routes compromised.</p> <p>Risk of accident and potential claim.</p> <p>Vulnerable people are at risk.</p> <p>Communication is not possible between agencies to co-ordinate services.</p> <p>Council's reputation is at risk.</p>	<p>Treat.</p>	<p>Corporate Asset Management Plan updated in 2019 and covers the period 2019 to 2023.</p> <p>Existing Property Asset Management Plan is kept up to date and reviewed regularly. The 2019 to 2023 plan was re-written and considered by the Asset Management Sub-committee in November 2019.</p> <p>Existing ICT Asset Management Plan was updated in 2021 and approved by Asset Management Sub-Committee.</p> <p>The Fleet and Plant Asset replacement programme is under review and will be updated in 2022.</p> <p>The capital programme 2018 to 2023 is fully committed. Work is underway to agree the 2024 to 2029 programme in the current financial year, noting that funding pressure will not necessarily see any significant investment in maintaining assets above current levels or address any backlog issues. It should be further noted that the impacts of the Covid-19 Pandemic and Brexit have increased costs and added significant delays to some programmes, including extreme supply chain delays being experienced by our contractors.</p>

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
				<p>Service Asset Management Plans has commenced on Open Spaces and thereafter Heritage. They have been completed for Roads in terms of the Roads Asset Replacement Programme 2022-2025 and the Roads Maintenance Programme 2022-2023.</p> <p>Estates PID being progressed, tender for consultancy support was unsuccessful at first attempt, and it will be revised and reissued in August 2022.</p> <p>All asset replacement programmes (budgets) for roads, waste, fleet and property (revenue repairs and capital improvements), are monitored in detail to ensure planned, cyclical, reactive and emergency works are completed in context of significant budget pressures (efficiencies).</p> <p>The Council agreed to draw £2.1 million from reserves to address a backlog of roads maintenance when it set the budget for 2021 / 22. This additional funding is being fed into maintenance budgets over two financial years.</p> <p>The Council agreed in December 2021 to a number of areas where additional one-off funding of £3.9 million on maintenance repair and replacement should be expended.</p> <p>Capital Planning and Asset Management Working Group holds monthly meetings to consider prioritisation of future works.</p>

Risk Number.	Risk Title.					Cluster.		Owner.	
6.	Inability to sustain and enhance economic opportunities.					Economic.		Corporate Director for Enterprise and Sustainable Regeneration.	
Likelihood:	5.	Impact:	5.	RAG:	Red.	Current Risk Score:	25.	Target Risk Score:	20.

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>Commercial sectors are vulnerable to market forces and changing national and international economic circumstances. Orkney's population is also ageing, leading to a range of challenges and opportunities in managing the impact of this demographic shift in terms of service provision.</p> <p>Deliverability of key project and political agendas including the Islands Deal, Harbours Masterplan, Grid and Digital Connectivity, Shared Prosperity Fund, Ferry Replacement, Arctic Strategy and Innovation Freeport concepts.</p> <p>COVID 19 Recovery and Response challenges.</p>	<p>The Council fails to support a diverse economy.</p> <p>Decline in farming and other traditional industries.</p> <p>External market forces and economic factors lead to increasing pressure on local businesses.</p> <p>Cost of transportation threatens travel of goods and people to and from Orkney.</p> <p>The Council fails to support emerging industries.</p> <p>The Council fails to ensure community benefits arise from developing industries.</p> <p>The Council fails to secure long term benefits from Renewables sector.</p> <p>Increasing pressure on services for older people.</p> <p>Reducing work age Government fail to deliver on or support economic opportunities and Regulatory change and an appropriately</p>	<p>Local economy struggles pushing additional responsibilities onto the public sector.</p> <p>Council budgets become increasingly pressed.</p> <p>Staffing shortages.</p> <p>Loss of external funding due to Brexit.</p> <p>Loss of jobs, increase in unemployment, reduced economic performance.</p>	Treat.	<p>The budgets for revenue repairs and capital improvements are reviewed annually as part of the Council's budget process.</p> <p>Seek to identify additional options for delivery of the maintenance programmes.</p> <p>Where unavoidable pressures are identified these are managed through an allocated 'contingency' or capacity within the Enterprise and Sustainable Regeneration Directorate given positive trading performance.</p> <p>To ensure the delivery of approved plans is achieved, there has been additional investment in people resources in roads, waste, fleet and soon to be the quarry and property team (as part of workload analysis and mini restructuring).</p> <p>To ensure the size and scale of the capital programme is realistic in terms of affordability, pace and thereby resources, members have agreed the 2018 to 2023 programme. This considers the Council's internal and external people resource, contractor capacity and how funded (internally or externally, noting island deal possibilities).</p>

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
	<p>designed and timed Shared Prosperity Fund.</p> <p>Lack of capacity to deliver sufficient support to post COVID-19 economy.</p> <p>Lack of Government support for unique islands impacts of COVID-19 e.g. tourism 3 winters scenario, population.</p>			<p>Political engagement and lobbying at UK and Scottish Government levels.</p> <p>Effective working of Economic Recovery Steering Group.</p> <p>Establishment of Crown Estate Economic Development fund to support local business.</p>

Risk Number.	Risk Title.	Cluster.	Owner.						
7.	Inadequate information security and management, and inadequate cyber security – With the increase in the use of publicly visible technology, there is an increased risk of exposure to threats from criminal and other malicious parties.	Technological.	Corporate Director for Neighbourhood Services and Infrastructure.						
Likelihood:	3.	Impact:	4.	RAG:	Amber.	Current Risk Score:	12.	Target Risk Score:	6.

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>The Council fails to maintain an adequate audit trail of all information created.</p> <p>The Council does not handle, share and release all its data adequately.</p> <p>The Data Protection Act 2018 has introduced new duties for the Council.</p> <p>Failure to implement and maintain suitable cyber controls to protect assets.</p>	<p>Inappropriate disclosure, sharing, retention or loss of data.</p> <p>Failure to comply with information governance legislation including the Data Protection Act 2018.</p>	<p>Customer distress and harm.</p> <p>Financial and legal implications.</p> <p>Reputational risk.</p> <p>Inability to access information when required.</p> <p>Failure to deliver services.</p> <p>Failure to share information leading to duplication of effort.</p> <p>Not responding to information requests on time.</p> <p>Complaints against the Council.</p>	Treat.	<p>The Records Management Improvement Plan sets out further actions required to ensure that the Council maintains compliance with its legal responsibilities, including the Data Protection Act 2018.</p> <p>Senior Management leadership in place regarding delivery of the Records Management Improvement Plan.</p> <p>The Council met the Cyber Essential (Basic) accreditation as required by the Scottish Government in February 2018; the target for this was June 2018.</p> <p>Cyber Essential + accreditation achieved, April 2019. Noted that the Information Services Programme Board decided, in June 2019, not to seek re-accreditation of CE+ for 2020 on the basis that all the same criteria, and more, was tested as part of the Public Services Network (PSN) compliance activity.</p> <p>PSN reaccreditation was validated from 1 May 2021 to 1 May 2022 and work is underway to achieve re-accreditation.</p> <p>IT Security is managed proactively and there is an ongoing programme of patching</p>

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
				<p data-bbox="1538 167 2107 236">/ updating the hardware and software in operation across the Council.</p> <p data-bbox="1538 248 2157 651">As part of the Council's resilience planning, it has completed an exercise in a box, designed by the National Cyber Security Centre and adapted by officers, focused on a Cybersecurity Ransomware attack with attendance from all Council services and reported to Corporate Leadership Team. Ongoing work on business continuity actions, aligned to Cyber Scotland incident response planning, following this is now in progress.</p> <p data-bbox="1538 663 2136 879">The Council has invested in a new dual site hyperconverged infrastructure to host its on-premises production services and data with work now progressing to deploy the secondary unit to a disaster recovery location.</p> <p data-bbox="1538 892 2130 1107">There has been an extensive programme of replacement to upgrade the council desktop PCs to Windows 10 which has been completed. Any devices which are not compliant are restricted from network access.</p>

Risk Number.		Risk Title.				Cluster.	Owner.		
8.		Inadequate access to superfast Broadband across Orkney and mobile connectivity.				Technological.	Corporate Director for Enterprise and Sustainable Regeneration.		
Likelihood:	4.	Impact:	4.	RAG:	Amber.	Current Risk Score:	16.	Target Risk Score:	8.

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>Failure to lobby Governments to address the current digital divide and put in place infrastructure to ensure a step change in speeds.</p> <p>Failure to access mobile coverage.</p> <p>Failure to press the Government to deliver a longer-term plan to ensure that there are the right mechanisms, partnerships and commercial models in place.</p>	<p>Orkney fails to secure maximum and equitable geographic coverage of superfast Broadband, wireless connectivity and significant improvements to Broadband services and mobile network across the islands.</p> <p>Orkney is unable to attract inward investment and sustain fragile communities.</p> <p>Educational infrastructure disadvantaged by lack of service.</p>	<p>Failure to attract inward investment.</p> <p>Failure to attract skilled employees.</p> <p>Digital isolation across age groups.</p> <p>Failure to realise opportunities in respect of Telehealth, Telecare, mobile working and tele-learning.</p> <p>Poor online public service access including welfare benefits, etc.</p>	Treat.	<p>Continue to support political lobbying and seek opportunities to progress policy.</p> <p>Support the Scottish Government in the roll out of R100 infrastructure in Orkney.</p> <p>Support development and introduction of alternative commercial models, including 5G infrastructure.</p> <p>The Council has commissioned development of a digital strategy for Orkney which presents options for enhancing digital connectivity provision. The draft strategy will be reported to Council for consideration in September 2022.</p>

Risk Number.	Risk Title.				Cluster.	Owner.			
9.	Lack of development of effective partnerships.				Partnership.	Corporate Director for Strategy, Performance and Business Solutions.			
Likelihood:	3.	Impact:	3.	RAG:	Yellow.	Current Risk Score:	9.	Target Risk Score:	6.

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>The Council must develop partnership working to maximise use of the culminative resource and impact on outcomes for the community Planning Partnership.</p> <p>Working in partnership exposes the Council to some degree of reputational risk, depending on the stability of the arrangements and outcomes delivered.</p> <p>Resource and key staffing constraints may affect the success of partnerships.</p> <p>Changing ministerial roles in UK Government delays progress with key issues.</p> <p>The Scottish Government has not progressed the Local Governance Review pilot of the Single Authority Model.</p> <p>The Scottish Government's intention to create a National Care Service and</p>	<p>The Council does not implement a robust and effective framework for managing its key partnerships.</p> <p>The resource and key staffing pressures on the parent bodies affect the reputation of the partnership.</p> <p>National developments relating to the redesign of adult care services may not take account of the unique requirements of delivering effective care services in remote and rural areas.</p> <p>Ministers in governments change role/ remit.</p>	<p>Impact upon service delivery.</p> <p>Loss of reputation due to inability to meet statutory requirements.</p> <p>Efficiencies not achieved.</p> <p>Reduced ability to deliver on important projects for vulnerable people and their families.</p> <p>Reduced ability to support and protect individuals and families by delivering effective care services within Orkney.</p> <p>Dialogue with ministerial colleagues prolonged and repeated thus delaying progress.</p>	<p>Treat.</p>	<p>The Council will continue to work closely with partners under current frameworks which are monitored closely to ensure they are robust, effective and deliver good governance.</p> <p>The Council will continue to review existing partnerships and explore new ones as opportunities arise to suit Orkney as a whole.</p> <p>Engagement with Scottish Ministers in respect of the Local Governance review which supports joint working will be sought.</p> <p>Engage with the Scottish Government through COSLA. As a separate legal entity, the IJB will consider its own actions relating to this risk on the IJB's risk register.</p> <p>Engagement with UK Ministers will continue.</p>

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>to amend the functions of Integration Joint Boards could see social care in Orkney delivered in a different way.</p> <p>Scottish Government referendum may cause further instability and delays in decision making.</p>				

Risk Number.	Risk Title.				Cluster.	Owner.			
10.	Inadequate procurement compliance and sustainable communities.				Legislative.	Corporate Director for Strategy, Performance and Business Solutions.			
Likelihood:	3.	Impact:	2.	RAG:	Yellow.	Current Risk Score:	6.	Target Risk Score:	6.

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>Financial and non-financial savings have not yet been fully explored.</p> <p>Further work to be done to support local businesses to help them participate in procurement opportunities, building on the Meet the Buyer event which was first held in August 2016.</p>	<p>Legal challenge is a possibility unless the Procurement Regulations are complied with and processes followed.</p> <p>Officers fail to understand the limitations that the Procurement Regulations place on the Council.</p> <p>Officers do not follow due process and tendering must be repeated.</p> <p>Anticipated savings may not be fully realised through collaborative contracts.</p> <p>The local economy may not be as well supported as it could be.</p> <p>Member / officer disharmony due to lack of understanding of responsibilities.</p>	<p>Financial loss due to legal challenge.</p> <p>Reputational harm.</p> <p>Delays in services being procured due to re-tendering or court action.</p> <p>Loss to the local economy.</p> <p>Loss of effectiveness and efficiency.</p> <p>Lost opportunity in terms of savings.</p>	<p>Treat.</p>	<p>Procurement Consultative Group comprising Elected Members and Officers is in place and meets when required.</p> <p>Procurement Working Group (Officers with delegated procurement authority) set up to provide training, support and a corporate approach to procurement exercises and priorities.</p> <p>Frequent communication with this group is in place and training on the use of the new Procurement Plan and the Sustainable Procurement Impact Assessment was completed in Spring/Summer 2021.</p> <p>Procurement Improvement Plan developed and kept under review. A new Procurement Strategy will be drafted and go out for consultation following the finalisation of the new Council Plan for 2023 onwards and will align with any new Council priorities.</p> <p>Sustainable Procurement Strategy approved by Members in February 2018.</p> <p>Following external consultation in Summer 2021 a new version, including a Sustainable Procurement Impact Assessment, was agreed by Council in March 2022.</p>

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
				<p>Procurement Manual, updated in April 2019, is currently under review and is due to be finalised in Autumn 2022.</p> <p>Procurement and Commercial Improvement Programme (PCIP) assessment by Scotland Excel completed in September 2019. OIC score showed a good improvement from 49% to 58%. Action plan to meet recommendations is being implemented.</p> <p>Meet the Buyer event for October 2019 was held successfully. Event for 2020 put on hold due to the pandemic and targeted event held in 2021. Smaller contract-specific Meet the Buyer Events have been held, such as the Isles Kerbside Collection Services in 2021 and Food Supply Catering Contracts in August 2022.</p> <p>Contracts Register is now updated continuously with reference to the Procurement Plan, and the importance of the Contracts Register is stressed to all staff who are making purchasing decisions.</p> <p>Proactive work with the Corporate Admin Group to look at the creation and use of local Framework Agreements, for example, a local framework for stationery.</p> <p>Contract Standing Orders under regular review, with the last formal review carried out in Spring 2022. This update incorporated the new OIC Management Structure and updates to financial thresholds.</p> <p>COVID-19 Supplier Relief Programme implemented.</p>

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
				<p>Actions following the Internal Audit review of Quarry Procurement Procedures in March 2021 have been progressed as planned. Procurement Plan process has been implemented and all officers with Delegated Procurement Authority have attended a workshop, as have a number of other key OIC staff.</p>

Risk Number.	Risk Title.				Cluster.	Owner.			
11.	Health and Safety non-conformance.				Legislative.	Corporate Director for Neighbourhood Services and Infrastructure.			
Likelihood:	3.	Impact:	2.	RAG:	Yellow.	Current Risk Score:	6.	Target Risk Score:	4.

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
Non-compliance with health and safety policies, rules and procedures by employees, members of the public, contractors etc.	Reportable accidents, work related ill health and dangerous occurrences.	<p>Staff exposed to unnecessary risk or harm.</p> <p>Increase in staff absence or sickness.</p> <p>Reduction in staff morale.</p> <p>Enforcement action from the Health and Safety Executive. This may include Improvement and prohibition notices and prosecution.</p> <p>Material breaches, if identified, are subject to cost recovery by way of 'fees for intervention'.</p> <p>Civil action resulting in the payment of compensation for injury or damage etc.</p>	Treat.	<p>Frequency of Safety Committee meetings increased including a review of adverse events.</p> <p>Corporate Leadership Team to promote a positive health and safety culture.</p> <p>Revamp of Health and Safety Policy and supporting guidance.</p> <p>Proactive health and safety to feature as a standing item in Senior Management meetings as appropriate.</p> <p>IOSH 'Leading Safely' training has been refreshed for the majority of Corporate Leadership Team and Extended Corporate Leadership Team members. Assessment of training needs for new members to be completed in Sept 2022 and recommendations implemented in Q3 2022/23</p> <p>Proactive Health and Safety campaigns organised and promoted to all Council employees started in April 2018.</p> <p>Review and potential investment of additional service-focused resources to strengthen operational health and safety effectiveness (one 0.6 FTE additional post within Neighbourhood Services and Infrastructure agreed April 2022).</p>

Vulnerability.		Trigger.		Consequences.		Options.	Mitigating Actions.			
Risk Number.		Risk Title.				Cluster.		Owner.		
12.		Continued impact of EU exit.				Economic.		Chief Executive and Head of Marine Services and Transportation.		
Likelihood:	3.	Impact:	3.	RAG:	Yellow.	Current Risk Score:		9.	Target Risk Score:	9.

Vulnerability.		Trigger.		Consequences.		Options.	Mitigating Actions.	
<p>Loss of access to the single market, with associated implications around trade delays and reduction in supply.</p> <p>Loss of EU funding for projects and businesses in Orkney.</p> <p>Shared Prosperity Fund does not provide the same level of funding as EU predecessor.</p> <p>Disruption to current workforce and future restrictions on ability to recruit.</p>		<p>Restrictions to the supply chain.</p> <p>Restrictions on the free movement of people and workers' rights within the EU area.</p>		<p>Insufficient supply of essential commodities (food, medical supplies, fuel).</p> <p>Negative impact on projects and businesses in Orkney should funding streams end and not be replaced.</p> <p>Difficulty in retaining staff and attracting new staff from the EU to work for the Council, possibly leading to service delivery difficulties due to staff shortages, as well increased pressure on other staff.</p> <p>Requirement for Export Health Certificates (issued by Environmental Health service) for all aquaculture and shellfish exports.</p>		Treat.	<p>The Council 'Island proofed' any Scottish Government response and fully participates in discussions with CoSLA, the Scottish Government and other groups as needed.</p> <p>Ongoing discussions within the Community Planning Partnership once the terms of Brexit are known.</p> <p>Initially, urgent escalation of high / severe risks to the Scottish Government, including the operational difficulties with regard to Export Health Certificates.</p> <p>Working with CoSLA to develop and deliver key communications and guidance for existing staff from EU countries.</p> <p>Initial concerns relating to the impact on the Council to recruit from EU countries has not manifested itself in a downturn in our ability to recruit for positions within the Council. Whilst we did see some employees leave in the early stages of Brexit discussions, the EU settlement scheme has ensured we have been able to retain staff who meet those criteria.</p> <p>The framework for response met initially to determine the Council's response to emerging issues, however as much of the</p>	

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
				<p>issues have come within existing business, these meetings have ceased. Internally, the No Deal EU Exit action plan is actively managed and reviewed regularly.</p> <p>Initial concerns relating to the impact to the Council on leaving the EU have not been as severe as initially thought. The fears surrounding the demand for Export Health Certification has not reached the reasonable worst-case scenarios and is deemed manageable within the Service.</p> <p>Initial planning arrangements to deal with concurrent events have now been relaxed across the HILRP area with some return to a normal meeting structure. This follows the ability of organisations to respond to concurrent events. To date, we have responded to eight incidents in addition to the pandemic and Brexit.</p>

Risk Number.		Risk Title.				Cluster.	Owner.		
13.		House Build Programme – Risk of being unable to fully utilise Affordable Housing Supply Programme funding from the Scottish Government.				Financial.	Corporate Director for Education, Leisure and Housing.		
Likelihood:	4.	Impact:	3.	RAG:	Amber	Current Risk Score:	12.	Target Risk Score:	9.

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>A range of factors are affecting the Council's ability to spend the Affordable Housing Supply Programme's funding, in partnership with Orkney Housing Association Ltd. These factors include:</p> <p>Contractors are currently under significant pressure with substantial amounts of work and limited resources.</p> <p>Issues affecting Scottish Water's sewerage system in Kirkwall and a need to separate surface water run off to free up capacity.</p> <p>The Housing Revenue Account holds a relatively high level of debt, and debt repayments are substantial.</p> <p>The cost of meeting the Energy Efficiency Standard for Social Housing 2 by 2032 is serving to</p>	<p>Inability to commit to fully utilising the funding that the Scottish Government allocate to Orkney each financial year.</p>	<p>Loss of funding that is essential to Orkney meeting need for social / affordable housing.</p> <p>Rising pressure as more applicants further increase pressure on the Council's growing housing waiting list.</p> <p>Difficulties in OIC meeting its statutory homelessness requirements through placing households into permanent accommodation.</p> <p>Barriers to implementing the Rapid Rehousing Transition Plan.</p> <p>Inflationary impact on other housing sectors, particularly the private rented sector.</p> <p>Negative impact on local economy if economically active households or those requiring to live and work in Orkney cannot</p>	<p>Treat.</p>	<p>A house-build group has been established and meets regularly, drawing membership from the Council's Housing Service, Environmental, Property and IT Services, the Scottish Government, Scottish Water and Orkney Housing Association Ltd.</p> <p>Multiple actions are being progressed. These include:</p> <p>Four properties to be developed at Moar Drive, Kirkwall.</p> <p>The third stage of the build project at Carness, Kirkwall is planned with 14 further properties to be developed.</p> <p>45 design and build properties are being sought to include 8 mid-market rent properties.</p> <p>A project to develop the infrastructure at Soullisquoy, Kirkwall will be taken which will ultimately support 130 properties.</p> <p>Works are being taken forward to endeavour to address some of issues around water / sewerage in part of Kirkwall.</p> <p>Orkney Housing Association Ltd has social rented housing projects planned for Evie (4), Toab (2) and Holm (4) and a programme of 15 new supply shared equity properties at various locations.</p>

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>exacerbate Housing Revenue Account challenges.</p> <p>Price rises impacting on materials and labour, coupled with supply issues, will impact on the affordability of the house build programme and more generally on the Housing Revenue Account.</p> <p>The impact of the above on the level of affordability of rents for tenants, given that a small Housing Revenue Account suffers from limited economies of scale. Orkney generally has rents which are within the highest 6 in Scotland.</p> <p>Given the cost of living crisis, there will be a pressure to limit rent rises for financial year 2022/23.</p> <p>There is a lack of resource across all partner agencies (and the construction sector) which places limitations on responsiveness to additional demands.</p> <p>Orkney Housing Association Limited is also limited in the number of properties that it can</p>		<p>secure affordable housing in the area.</p> <p>Young Orkney families are increasingly being priced out of the private rented sector, cannot secure a suitable mortgage and / or are not high enough up the priority list to secure social rented housing. The frustration this causes can increase the likelihood that some of these households leave Orkney, resulting in further inhibition to the social fabric and economy of Orkney.</p>		<p>Off the shelf purchases are being investigated and considered (while considering the ability for the properties concerned to be brought up to the energy efficiency standards required by the Council where relevant). Currently house prices are such that the number of off the shelf purchases is likely to be low.</p>

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
develop due to financial constraints of their own. This increases the pressure on the Council to build to utilise the available funding.				

Risk Number.	Risk Title.				Cluster.	Owner.			
14.	Early Learning and Childcare Expansion Plan.				Reputational.	Corporate Director for Education, Leisure and Housing.			
Likelihood:	4.	Impact:	3.	RAG:	Amber	Current Risk Score:	12.	Target Risk Score:	10.

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.	Failure to recruit high quality candidates.	Vacant posts and repeated recruitment. Impact on quality and outcomes for children. Failure to meet National Standard.		Support practitioners to gain BA in Childhood Practice and establish requirement within job description. Implementation of head teacher training to support development of pedagogical leadership capacity. Work with the Orkney College UHI and the Scottish Government ELC Improvement team to plan alternative pathways. Work with Orkney College UHI to review the availability and quality of courses on offer.
Insufficient budget to meet emerging demands of Scottish Government.	New 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.
Financial model for 0-3 service becomes unviable.	Inability to appoint adequate numbers of practitioners to	Greater than acceptable losses.		Ensure Elected Members and the Corporate Leadership Team are well briefed prior to national meetings. Review and revise parental service contract with consideration for advance payments.

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
	ensure maximum ratio and maximum income.	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 Number.	Risk Title.				Cluster.	Owner.			
15.	Pandemic.				Pandemic.	Corporate Director for Neighbourhood Services and Infrastructure.			
Likelihood:	5.	Impact:	3.	RAG:	Amber.	Current Risk Score:	15.	Target Risk Score:	10.

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
The spread of a pandemic virus is likely to significantly hamper the ability of the Council to perform its statutory functions.	World Health Organisation declaration of a global pandemic. The declaration of a Major Emergency has led to the appointment of an Emergency Controller and the introduction of Emergency Governance Arrangements, approved by Council on 23 March 2020 which included temporary amendments to the Council's Standing Orders.	Service Delivery: Failure to carry out statutory duties - demand outstrips capacity. Cessation of non-urgent and elective work. Unable to provide certain services. Delays to capital programmes. Ability to successfully resolve emergency incidents. Ability to respond to concurrent events including Brexit or those contained within the Community Risk Register. Deterioration in staff experience adversely affecting team performance. Financial management and budgetary impact: Incurring additional unbudgeted COVID-19 spend.	Treat.	Ongoing monitoring of workforce to give early indication of potential issues. Business Continuity Plans were invoked. As the pandemic has progressed, the initial reliance on Service Operational Recovery Teams has subsided. Redeployment to move staff from non-critical areas to more front-line roles. Amended operational procedures to reflect physical distancing and enhanced hygiene requirements to control/minimise spread of the virus within ongoing operational activities. Consideration of issues within Strategic, Tactical and Operational environments. Creation of RENEW framework. Enhanced risk assessments in relation to COVID-19. Regular staff updates online and directly from Chief Executive. Positive staff leadership. Provision of online support packages through HR. Continuation of Duty Tactical Lead arrangements through the emergency.

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
		<p>Increased costs, reduced income, impact on capital projects etc.</p> <p>Appropriate governance.</p> <p>Ability to pay staff.</p> <p>Legacy financial impact.</p> <p>Impact on Strategic Reserve Fund.</p> <p>Health and Safety:</p> <p>Failure to provide appropriate PPE.</p> <p>Ability to carry out statutory duties and support frontline response.</p> <p>Exposure to virus, potential spreading and related absences.</p> <p>Potential harm to critical service users and providers.</p> <p>Demand outstrips supply for business as usual supplies.</p> <p>Demand outstrips supply for PPE.</p> <p>If the organisation does not seek to maintain and improve officer and staff wellbeing during the response to COVID-19, there is a risk of increased absences, loss of discretionary effort and</p>		<p>Specific Finance code organised to record all spending relating to COVID-19.</p> <p>Central tracker evolving to capture COVID-19 costs, develop forecasts (revenue, capital, cash flow, procurement), management of stock, policy changes and Scottish Government reporting.</p> <p>Finance embedded in Strategic Incident Management Team.</p> <p>Communication with Scottish Government ongoing regarding forecast additional costs and corresponding additional funding required to deliver services to the standard required.</p> <p>Home working solutions in place for staff where required.</p> <p>Dialogue with Banks regarding processes.</p> <p>Some internal audit capacity maintained.</p> <p>Co-ordination of ordering of Personal Protective Equipment (PPE) through Selbro.</p> <p>Collaboration with NHS Orkney regarding PPE availability.</p> <p>Initial ordering issues overtaken with use of Scotland Excel.</p> <p>Pre planner and continual procurement of relevant supplies to support frontline response.</p> <p>Use of NHS National Services Scotland (NSS) and own routes to market.</p> <p>Critical identification of PPE need.</p>

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
		<p>overall decrease in operational capacity.</p> <p>Lack of scrutiny surrounding Council functions.</p> <p>Mandatory duties of the Council – schooling, social services.</p> <p>Permissive duties of the Council – education and economic development.</p> <p>Regulatory powers – trading standards, environmental health and licensing.</p> <p>Joint working arrangements.</p>		<p>Engagement with Highland and Islands Local Resilience Partnership to identify shortages and need.</p> <p>Procurement reviewing suppliers to allow fast track enabling of different routes to market.</p> <p>Guidance in respect of available support published on Council website.</p> <p>Advice provided regarding managerial and physical distancing - reduction in face-to-face meetings.</p> <p>Alternative solutions for meetings and working for home were implemented around Microsoft Teams, Microsoft OneDrive and Microsoft SharePoint with additional remote access secure VPN services used when necessary.</p> <p>Council meetings can be held online through Microsoft Teams and audiocast to the public. Recordings of these are published on the Council website together with the associated minutes.</p> <p>Confidential meetings held with Corporate Leadership Team and Elected members when required to discuss COVID-19 matters.</p> <p>The Strategic Incident Management Team meets regularly to enable swift determination of strategic matters.</p> <p>The Incident Management Team meets regularly to manage operational and tactical issues.</p>

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
				<p>Corporate Leadership Team and Extended Corporate Leadership Teams continue to meet to address ongoing Council business.</p> <p>The response and recovery arrangements are regularly reviewed to ensure the declaration of a major emergency still remains relevant.</p> <p>Emergency response working strategy and structural arrangements are regularly reviewed.</p> <p>Debriefs arranged to capture initial identified points from initial response to the pandemic. Actions arising from the debriefs are being progressed.</p>

Risk Number.		Risk Title.			Cluster.		Owner.		
16.		Inability to deliver core protection and support services for children and young people.			Legislative.		Chief Officer, Orkney HSP.		
Likelihood:	3.	Impact:	5.	RAG:	Amber.	Current Risk Score:	15.	Target Risk Score:	10.

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
Children and young people are vulnerable due to the Council's need to improve policies, procedures and services as part of multi-agency child protection and support services, highlighted in the 'Report of a joint inspection of services for children and young people in need of care and protection in Orkney', February 2020.	Children and young people in need of protection and/or support do not have their needs met by the multi-agency team.	Children and young people are exposed to harm; children and young people are not provided with the best chances in early life; children and young people are not supported in closing the opportunity gap. When performance shortfalls are highlighted in inspection reports, this clearly drives improvement. However, a collateral consequence can be that it makes it more difficult to attract permanent good quality staff to work in Orkney children's and young people's social work and social care services, exacerbating vulnerabilities.	Treat.	Comprehensive multi-agency improvement plan has been developed which addresses all areas for improvement. Progress with this plan is closely monitored by the Chief Officers' Group and the relevant partner governance bodies. A follow-up inspection was undertaken by the Care Inspectorate and reported in August 2021. The findings indicate we have made significant progress and there is still considerable work to be done. Findings are mainly consistent with our own view of where we are in children's services improvement from a self-evaluation perspective which is positive. The findings have been reported to Council and IJB and the Improvement Plan had been adjusted to reprioritise key actions. A further Progress Review by the Care Inspectorate, focusing on outcomes, will commence in February 2022 and will be reported in August from which we shall evaluate our improvement position. The Second Progress Review was undertaken by the Care Inspectorate and reported in May 2022. The findings indicated that considerable further work had been completed since the first

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
				<p>Progress Review and key improvement areas were being progressed. The Care Inspectorate will not require a further Progress Review and have asked for a further Position Statement to be submitted in spring 2023.</p>



Risk Management Policy and Strategy

2022 to 2024

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Document Control sheet.

Review / Approval History.

Date.	Name.	Position.	Version Approved.
11 December 2018.	General Meeting of the Council.	N/A.	Version 1.0
6 October 2020.	General Meeting of the Council		V1.1

Change Record table.

Date.	Author.	Version.	Status.	Reason.
October 2018.	Malcolm Russell.	1.0.	Final.	Reviewed and updated earlier version.
July 2020	Les Donaldson	1.1	Final.	Reviewed and updated earlier version.
July 2022.	Les Donaldson	1.2	Final.	Reviewed and update.

1. Policy Statement

The Council understands that it is important to recognise and manage the many risks which are inherent in its activities, and in the services which it provides for the benefit of the community. The Council has therefore adopted this policy on risk management, has established the Risk Management Strategy and has implemented procedures in support of the policy and strategy.

The Council wishes to acknowledge that risk can never be eliminated in its entirety. The Council also wishes to recognise that managing risk can also identify positive opportunities which, with the appropriate level of control, may lead to service improvements. Therefore, the measures which the Council adopts are principles of good management practice which seek to control and balance risk and opportunity.

Specifically, in the area of risk management, the Council seeks to:

- Always meet its statutory obligations, and to act within the law.
- Safeguard the public at large, the Council's members, employees, pupils, tenants and all persons to whom the Council has a duty of care.
- Protect its property, including buildings, equipment, vehicles or any other assets and resources.
- Preserve and enhance service delivery.
- Maintain effective control of public funds.
- Maintain and enhance the Council's reputation.
- Safeguard and enhance the quality of Orkney's environment.

The Council will promote these objectives by systematically identifying, evaluating, and thereafter seeking to control and monitor all risks which would potentially endanger, or which could have a detrimental effect upon the aims and objectives stated above.

The Council will support its members and officials in developing the necessary skills and competencies to enable the provision of good quality risk management to the Council.

2. Introduction

The objective of this strategy is to ensure that risk management is an integral part of the Council's corporate and service management, forms part of the Council's governance, planning and service delivery operations and allows for monitoring and reporting on the effectiveness of that strategy.

The strategy acknowledges that risks occur at all levels of the Council's functions and activities and includes strategic or corporate risks as well as innumerable operational risks.

Risk management is part of the Council's Strategic Planning and Performance Framework, and the monitoring of risk is part of the Council's Corporate Performance and Risk Management System.

3. Terminology

Governance.

The system by which local authorities fulfil their purpose and achieve their intended outcomes for citizens and service users and operate in an effective, efficient, economic and ethical manner. Good governance leads to good management, good performance, good stewardship of public money, good public engagement and, ultimately, good outcomes for citizens and service users.

Risk.

The chance or possibility of loss, damage, injury or failure to achieve objectives caused by an unwanted or uncertain action or event. This can be further defined as “the combination of the likelihood of an event occurring (or not occurring, as the case may be) and its impact on the organisation”.

Risk Management.

The planned and systematic approach to the identification, evaluation and control of risk. The objective of risk management is to secure the assets and reputation of the organisation and to ensure the continued financial and organisational well-being of the Council. All organisations exist to achieve their objectives. The purpose of risk management is to manage the barriers in achieving these objectives.

Good risk management.

Having a process in place that can identify what might go wrong, what the consequences might be of something going wrong and finally, deciding what can be done to reduce the possibility of something going wrong. If something does go wrong, which inevitably happens, making sure that the impact is kept to a minimum. Good risk management is successfully managing the barriers to achieving objectives.

4. Objectives

Orkney Islands Council is committed to establishing and maintaining a systematic approach to the identification and management of risk.

The Council's risk management objectives are to:

- Ensure that risk management is clearly and consistently integrated and evidenced in the culture of the Council.
- Manage risk in accordance with best practice.
- Anticipate and respond to changing social, environmental and legislative requirements.
- Consider compliance with health and safety, insurance and legal requirements as a minimum standard.
- Prevent death, injury, damage and losses, and reduce the cost of incidents and accidents.

- Inform policy and operational decisions by identifying risks and their likely impact.
- Raise awareness of the need of risk management by all those connected with the Council's delivery of service.
- Recognise that good risk management also includes positive risk taking and the identification of opportunities.

These objectives will be achieved by:

- Clearly defining the roles, responsibilities and reporting lines within the Council for risk management.
- Setting out clear risk management processes.
- Continuing to demonstrate the application of risk management principles in the activities of the Council, its employees and members.
- Reinforcing the importance of effective risk management as part of the everyday work of employees and members.
- Maintaining a register of risks linked to the Council's business, corporate and operational objectives, including those risks linked to working in partnership.
- Maintaining documented procedures of the control of risk and provision of suitable information, training and supervision.
- Maintaining an appropriate system for recording health and safety incidents and identifying preventative measures against recurrence.
- Preparing contingency plans to secure business continuity where there is a potential for an event to have a major impact upon the Council's ability to function.
- Monitoring arrangements continually and seeking continuous improvement.

5. Approach

It is essential that a single risk management approach be utilised at all levels throughout the Council. By demonstrating good governance through effective management of risks and opportunities, we will be in a stronger position to deliver our objectives, provide improved services to the public, work better as a partner with other organisations and achieve value for money.

This approach to risk management will inform the Council's business processes, including:

- Strategic planning.
- Financial planning.
- Service planning.
- Policy making and review.
- Performance management.
- Project management.
- Partnership working.

It is essential in order to achieve the objectives referred to in section 4 that processes are in place to identify and assess risks and opportunities, develop and implement controls and warning mechanisms, and to review and report on progress.

The identified risks and relevant control measures will be managed through the Council's Corporate Risk Register.

6. Benefits diagram



7. Status of Risk Management

Risk management is as much a part of the duties of Council officials as, for example, the control of budgets or the deployment of staff and assets. It is one of many substantive issues to be considered by elected members when making decisions. If the Council is to have reasonable assurance that risk management is effective, and is effectively part of the Council's operations, risk management must be carried out in a systematic and structured manner and be subject to monitoring and reporting on its effectiveness.

8. Management Arrangements

Risk management is a part of service and corporate management and accordingly should be integrated as far as possible within normal management processes.

The Chief Executive will have overall responsibility for the management of risk within Orkney Islands Council. In practice, this responsibility will be deferred to the four Corporate Directors and Chief Officer, Orkney Health and Social Care Partnership (HSCP).

The Corporate Director for Neighbourhood Services and Infrastructure will have responsibility for ensuring that the Council's Risk Management Strategy, Policy and Corporate Risk Register are maintained and regularly reviewed. Risk owners will clearly be identified within the register. The Corporate Risk Register will be reviewed biannually or where a new risk is identified. The reviewed Corporate Risk Register will be presented to the Corporate Leadership Team for approval and thereafter to the Policy and Resources Committee.

Corporate Directors and the Chief Officer, Orkney HSCP will have responsibility for ensuring a risk register is compiled and maintained in respect of their Service. Service Risk registers will be reviewed biannually or where a new risk is identified. Any identified risk which falls out with the risk tolerance level will be escalated to the Corporate Risk Register.

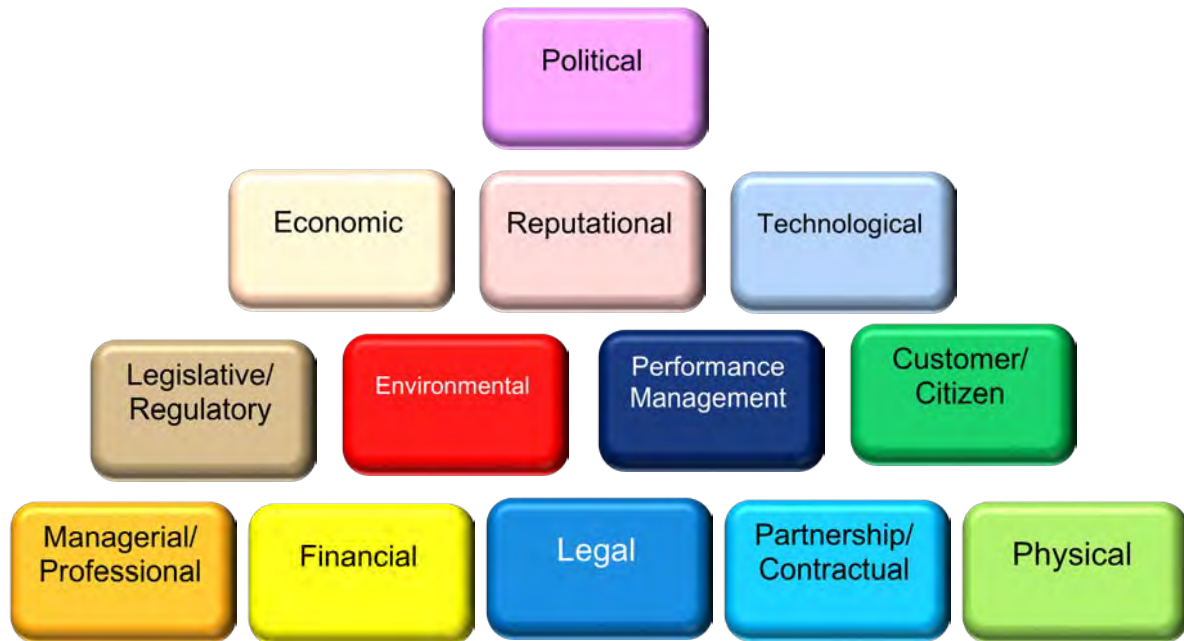
Heads of Service will be responsible for ensuring a risk register is kept of all risks falling within their service and that service risk registers are reviewed biannually or where a new risk is identified. Risks which fall out with the risk tolerance level will be escalated to the respective Service Risk Register.

Corporate Leadership Team shall:

- Determine the levels of risk and outcomes that are tolerable and acceptable to achieve the Council's objectives.
- Provide advice to elected members on the type and amount of risk to accept when making policy decisions.
- Assume ownership of the corporate risks recorded in the Corporate Risk Register.
- Carry out a strategic overview of the Corporate Risk Register at least biannually.
- Promote and support the implementation of the risk management policy and strategy throughout the Council.

Identified risks will be allocated to an officer and each risk will be accompanied by an assessment of whether the risk will be tolerated, treated, terminated or transferred. Registers will be accompanied by an action plan, highlighting the means by which the assessment will be achieved.

Identified risks will be divided into the appropriate cluster heading as follows:



It is acknowledged that there are some aspects of operational risk management which would benefit from corporate support and co-ordination. There is also a need for the Council to be able to demonstrate that risk management arrangements are effective, through the Corporate Performance and Risk Management system.

The Integration Joint Board commissions integrated health and care services from both the Council and NHS Orkney, managed through Orkney Health and Care Partnership's Senior Management Team. To avoid duplication, this integrated service may follow the risk management system and documentation currently operated by either the Council or its partner, NHS Orkney. However, the monitoring and accountability procedures in respect of the Council remain the same.

The Performance and Risk Management Group will consist of at least one representative from each Service of the Council. This will not be a decision-making body, as recommendations would be referred to the Corporate Leadership Team and, as necessary, to the relevant service committee or in relation to Orkney Health and Social Care Partnership, to the Integration Joint Board or a service committee or sub-committee established with an appropriate remit.

The Risk Management Policy and Strategy should be reviewed every two years.

9. Business Continuity

The business continuity process is essentially risk management applied to the whole organisation and its ability to continue with its service provision in the event of a catastrophic event. The Council must ensure risk management processes are applied throughout the business continuity lifecycle.

10. Monitoring and Accountability

Formal monitoring and accountability procedures should form an integral part of the risk management process, covering the following three main issues:

- Delivering the risk management strategy.
- Implementing risk management action plans, both corporate and service.
- Determining whether the action planning is making a difference to the risk, as appropriate.

The following monitoring arrangements are in place:

- Risk registers are presented to the relevant committee or board annually to advise members of the risks which may affect the achievement of the Council's strategic objectives.
- Service risks are monitored through the Corporate Performance and Risk Management System so that any performance risks are highlighted to the Corporate Leadership Team through exception reporting.
- Ensuring that the Performance and Risk Management Group continues to be an effective and streamlined means of maintaining an overview of risk management and supporting corporate consistency in the implementation of the risk management policy.
- Internal Audit's role may include the auditing of the risk management process across the Council and the reporting on the efficiency and effectiveness of internal controls.

Capital Project Appraisal – Stage 2

Capital Programme: General Fund

Client Service: Neighbourhood Services

Project Name: Part-time 20 mph Speed Limits Island Schools

1. Background

A notice of motion was lodged at the Council's General Meeting on 7 December 2021 regarding the installation of a 20mph zone or speed limit on the roads in the vicinity of each of those schools in Orkney that still do not have one.

The Council resolved to install, as soon as practicable but no later than the end of 2023, a 20mph zone or speed limit on the roads in the vicinity of each of this schools in Orkney that still did not have one.

Part-time 20 mph speed limits have been introduced at all mainland and linked isles' schools excluding Papdale Primary School where a mandatory 20 mph speed limit was introduced.

Concerns have continued to be raised in relation to the need for 20 mph limits around island schools.

On 9 November 2010 the Transport and Infrastructure Committee noted that mandatory variable 20 mph speed limits had not been implemented around all schools and subsequently recommended that a project to initiate a 20mph speed limit around Sanday Junior High School, be progressed through the Capital Project Appraisal process and that 40 mph speed limits be introduced on roads in the vicinity of the remaining isles schools.

On 16 February 2017 the Development and Infrastructure Committee resolved, in terms of delegated powers, that, subject to availability of funding, mandatory, variable part-time 20 mph speed limits be introduced at North Walls, Sanday, Stronsay and Westray Junior High Schools and Shapinsay, Rousay, Eday and Papa Westray Primary Schools.

The Committee also recommended that a Stage 1 Capital Project Appraisal in respect of a phased programme for the introduction of mandatory, variable part-time 20 mph speed limits in the vicinity of the following island schools be progressed.

- Sanday Junior High School.
- Stronsay Junior High School.
- Westray Junior High School.
- Shapinsay Primary School.
- Rousay Primary School.
- Eday Primary School.
- Papa Westray Primary School.

- Flotta Primary School.
- North Walls Primary School.
- North Ronaldsay Primary School.

Since 2017 Flotta Primary School has reopened, hence this school as well as North Ronaldsay Primary School, has been added to the list.

A report to the Capital Planning and Asset Management Sub-group (CPAM) on 4 May 2022 recommended that, if the speed limits are to be in place by the required date of December 2023, a Stage 2 CPA should be presented to Policy and Resources Committee by September 2022 at the latest. This was ratified by the Corporate Leadership Team on 18 May 2022.

2. Options Available

Transport Scotland's Good Practice Guide on 20 mph Speed Restrictions recommends the introduction of mandatory 20 mph restrictions based on the following criteria:

- Mandatory 20 mph speed limits, indicated with signs only, no traffic calming features. Should only be introduced where existing mean speeds are below 24 mph and expectations are the desired speed reduction can be achieved.
- 20 mph zones require speed reducing features to reduce traffic speeds without the need for enforcement. These zones are recommended for urban areas covering several roads.
- The Guide notes that 20mph should be the standard speed limit in the vicinity of schools. Where a 20mph limit or zone is not in place, a part-time speed limit can be used.

Based on these criteria the recommended option for the introduction of 20mph speed restrictions at the island schools is the installation of a mandatory, variable part-time speed limit.

3. Land Purchase Requirement

No land purchase will be required, all works will be carried out within the public road.

4. Project Appraisal

	Criteria	Response
1.	Protects Existing Statutory Provision	N/A
2.	Meets Corporate Priority / Community Planning Goal	The project will support the Council Plan Strategic Priority theme of Quality of Life
3.	Protects Existing Assets	N/A

	Criteria	Response
4.	Minimises Capital Cost	A procurement process will be carried out to obtain the appropriate supplies and services to deliver this project
5.	Maximises Investment from External Sources	There will be an opportunity to utilise grant funding from Transport Scotland
6.	Beneficial Impact on Revenue Expenditure	N/A
7.	Linked to Other Council Provision	
(a)	Enhances Statutory Provision	N/A
(b)	Protects or Enhances Discretionary Provision	N/A
8.	Re-use of Derelict Land or Building	N/A
9.	Promote or Enhance Orkney's Environment	N/A
10.	Promote or Enhance Orkney's Heritage	N/A
11.	Economic Prosperity or Sustainable Communities	It is proposed to procure the supplies and services for this project using pre-approved Contractor's on the Dynamic Purchasing System with the experience and expertise to meet the project requirements will be invited to tender. This will give opportunity to local suppliers.
12.	Enhances Council operations or Improves Health and Safety	The reduction of traffic speeds around the island schools will enhance road safety for cycling walking and other vulnerable road users.

5. Financial Implications

The Road Asset Replacement and Roads Revenue Maintenance programmes for 2021 to 2023 have increased pressure on resources in Neighbourhood Services, particularly Roads and Grounds, and Engineering.

The introduction of variable speed limits will require officers from across several Council services to achieve the desired outcome. This includes Roads, Engineering, Procurement and Legal Services. All services are under pressure and so consideration needs to be given to appropriate management of resources to ensure that this work can be added to existing tasks.

The Renewable Energy, Redevelopment and Regeneration Fund has been identified as having sufficient headroom to provide the balance of funding for this project. The original estimate was in the region of £478,000, however a review of costs has reduced the estimate to £394,800 plus fees of £39,480, a total of £434,280. This does not allow for any contingencies that will be required within the tender process.

Potential Funding for 2022/23:

- Cycling, Walking and Safer Routes – £143,432 (shared with Finstown speed limit scheme).
- Direct Resource Funding – £50,000,
- Road Safety Improvement Fund – £36,002 (awaiting confirmation of award).
- Renewable Energy, Redevelopment and Regeneration Fund – £204,846.

The full Financial Assessments of Capital and Revenue Expenditure are attached at Annexes 1 and 2.

6. Risk Assessment

The main risks associated with this project are:

- Objections to the proposals during the statutory and public consultation process required for the introduction of a new traffic regulation order.
- Procurement of part-time flashings signs and associated materials.
- Procurement of services to install new signs and associated civils works.
- Increased costs for supplies and services.
- Availability of resources within Council Services.

7. Conclusion

A notice of motion was lodged at the Council's General Meeting on 7 December 2021 regarding the installation of a 20mph speed limit on the roads in the vicinity of each of those schools in Orkney that still do not have one.

The Council resolved to install, as soon as practicable but no later than the end of 2023, a 20mph zone or speed limit on the roads in the vicinity of each of this schools in Orkney that still did not have one.

8. Recommendations

It is recommended that the Stage 2 Capital Project Appraisal in respect of the installation of 20mph speed limits at isles schools, at a capital cost of £394,800, be approved for inclusion in the Capital Programme for 2022/23 onwards.

It is proposed that design and tendering works commence in financial year 2022/23 and the installation of the new part-time speed limit be completed no later than December 2023.

9. Accountable Officers

Hayley Green, Corporate Director Neighbourhood Services and Infrastructure, Email hayley.green@orkney.gov.uk

Lorna Richardson, Interim Head of Neighbourhood Services, Email lorna.richardson@orkney.gov.uk

John Wrigley, Roads and Environmental Services Manager, Email john.wrigley@orkney.gov.uk

Kenneth Roy, Roads Support Manager, Email kenny.roy@orkney.gov.uk

10. Annexes

Annex 1 – Financial Assessment of Capital Expenditure.

Annex 2 – Financial Assessment of Revenue Expenditure.

STAGE 2 - CAPITAL PROJECT APPRAISAL
FINANCIAL ASSESSMENT OF ASSOCIATED CAPITAL EXPENDITURE IMPLICATIONS

Capital Programme: **General Fund**

Client Service: **Neighbourhood Services**

Project Name: **Part-time 20 mph Speed Limits Island Schools**

		1	2	3	4	5	Onwards	Notes
CAPITAL COSTS	Total £ 000	2022/23 £ 000	2023/24 £ 000	2024/25 £ 000	2026/27 £ 000	2027/28 £ 000	£ 000	
1. Initial Costs (at inflated prices)								
Land or Property Purchase	-	-	-	-	-	-	-	1
Other Site Costs (including Fees)	394,800.0	210,000.0	184,800.0	-	-	-	-	
Construction or Improvements	-	-	-	-	-	-	-	
Information Technology Costs	-	-	-	-	-	-	-	
Plant, Vehicles & Equipment	-	-	-	-	-	-	-	
Professional Fees - Consultancy - In-house	39,480.0	19,740.0	19,740.0	-	-	-	-	
Gross Capital Expenditure	434,280.0	229,740.0	204,540.0	-	-	-	-	
2. Initial Funding (at inflated prices)								
Government Grants	229,434.0	229,434.0	-	-	-	-	-	
Other Grants	-	-	-	-	-	-	-	
Other Financial Assistance	-	-	-	-	-	-	-	
Total Grants Receivable, etc.	229,434.0	229,434.0	-	-	-	-	-	
Net Capital Cost of Project	204,846.0	306.0	204,540.0	-	-	-	-	
Net Present Value	195,106.0	306.0	194,800.0	-	-	-	-	
Cost of Capital		5%	5%	5%	5%	5%	5%	
Year		0	1	2	3	4	5	

Notes - Additional narrative on main assumptions and support working papers

1 procurement and installation of new signs including all associated civils works and SSEN connections

2 design, procurement, tender and project management fees

3 potential available grants in 2022/23 - share of CWSR, Direct Resource Fund, Road Safety Improvement Fund

4

etc.

STAGE 2 - CAPITAL PROJECT APPRAISAL
FINANCIAL ASSESSMENT OF ASSOCIATED REVENUE BUDGET IMPLICATIONS

Capital Programme: **General Fund**

Client Service: **Neighbourhood Services**

Project Name: **Part-time 20 mph Speed Limits Island Schools**

		1	2	3	4	5		
REVENUE COSTS / (SAVINGS)	Total £ 000	2023/24 £ 000	2024/25 £ 000	2025/26 £ 000	2026/27 £ 000	2027/28 £ 000	Onwards £ 000	Notes
1. Operating Costs (at inflated prices)								
Staff Costs	2,000	2,000	2,000	2,000	2,000	2,000	2,000	1
Other Staff Costs (incl. recruitment, etc.)	-	-	-	-	-	-	-	
Property Costs		250	500	1,000	2,000	4,000	8,000	2
Supplies and Services	1,350	1,350	1,350	1,350	1,350	1,350	1,350	3
Transport, Vessel and Plant Costs	-	-	-	-	-	-	-	
Administration Costs	-	-	-	-	-	-	-	
Apportioned Costs	-	-	-	-	-	-	-	
Third Party Payments	-	-	-	-	-	-	-	
Finance and Loan Charges	-	-	-	-	-	-	-	
Miscellaneous Expenditure	-	-	-	-	-	-	-	
Gross Revenue Expenditure/(Saving)	3,350	3,600	3,850	4,350	5,350	7,350	11,350	
2. Operating Income (at inflated prices)								
Government Grants	-	-	-	-	-	-	-	
Other Grants	-	-	-	-	-	-	-	
Rents and Lettings	-	-	-	-	-	-	-	
Sales	-	-	-	-	-	-	-	
Fees and Charges	-	-	-	-	-	-	-	
Miscellaneous Income	-	-	-	-	-	-	-	
Gross Revenue Income	-	-	-	-	-	-	-	
Net Expenditure/(Saving) of Project	35,850	3,600	3,850	4,350	5,350	7,350	11,350	
Net Present Value	32,655	3,600	3,738	4,100	4,896	6,530	9,791	
Cost of Revenue		3%	3%	3%	3%	3%	3%	
Year		0	1	2	3	4	5	

Notes - Additional narrative on main assumptions and support working papers

1 programming and maintenance

2 maintenance and repairs - this does not allow for asset replacement

3 electricity costs

4

etc.

Minute

Pension Fund Sub-committee, together with Pension Board

Wednesday, 15 June 2022, 14:00.

Council Chamber, Council Offices, School Place, Kirkwall.



Present

Pension Fund Sub-committee:

Councillors Heather N Woodbridge, P Lindsay Hall, Steven B Heddle, Kristopher D Leask, James W Stockan and Mellissa-Louise Thomson.

Pension Board:

Employer Representatives:

Councillors Graham A Bevan and Owen Tierney, Orkney Islands Council.

Trade Union Representatives:

Karen Kent (Unison), Eoin Miller (Unite) and Eileen Swanney (Unison).

Present via remote link (Microsoft Teams)

Pension Fund Sub-committee:

Councillor Rachael A King.

Clerk

- Sandra Craigie, Committees Officer.

In Attendance

- Colin Kemp, Interim Head of Finance.
- Shonagh Merriman, Interim Corporate Finance Senior Manager.
- Bryan Hay, Service Manager (Payroll and Pensions).
- Paul Maxton, Solicitor.

Hymans Robertson:

- David Walker, Chief Investments Officer.

In Attendance via remote link (Microsoft Teams)

Audit Scotland:

- Colin Morrison, Senior Auditor.

Not Present

Pension Board:

Employer Representative:

- Councillor James R Moar.

Trade Union Representative:

- Mark Vincent (GMB).

Declarations of Interest

- No declarations of interest were intimated.

Chair

- Councillor Heather N Woodbridge.

1. Disclosure of Exempt Information

The Sub-committee noted the proposal that the public be excluded from the meeting for consideration of Appendix 1 of Item 3 and Item 4 as the business to be discussed involved the potential disclosure of exempt information of the classes described in the relevant paragraphs of Part 1 of Schedule 7A of the Local Government (Scotland) Act 1973 as amended.

2. Orkney Islands Council Pension Fund – Annual Audit Plan

After consideration of a report by the Corporate Director for Enterprise and Sustainable Regeneration, copies of which had been circulated, and after hearing a report from the Senior Auditor, Audit Scotland, the Sub-committee:

Noted the external audit annual plan for 2021/22 in respect of the Council's Pension Fund, prepared by Audit Scotland, attached as Appendix 1 to the report by the Corporate Director for Enterprise and Sustainable Regeneration.

3. Pensions Administration – Performance

After consideration of a report by the Head of Finance, copies of which had been circulated, and after hearing a report from the Service Manager (Payroll and Pensions), the Sub-committee:

Noted:

3.1. That the Orkney Islands Council Pension Fund invested and administered pensions on behalf of five current and former employers, including Scheduled Bodies brought into the Fund by legislation and Admitted Bodies who were permitted to join the Fund.

3.2. The main Pension Fund administration activities for the period 1 April 2021 to 31 March 2022, as detailed in sections 4 to 9 of the report by the Head of Finance.

The Sub-committee scrutinised:

3.3. The Pension Fund administration performance indicators for the period 1 April 2021 to 31 March 2022, as detailed in paragraph 6.3 of the report by the Head of Finance and obtained assurance.

4. Statement of Managed Pension Funds

On the motion of Councillor Heather N Woodbridge, seconded by Councillor P Lindsay Hall, the Sub-committee resolved that the public be excluded from the meeting for this item on the grounds that it involved the disclosure of exempt information as defined in paragraph 6 of Part 1 of Schedule 7A of the Local Government (Scotland) Act 1973 as amended.

After consideration of a report by the Head of Finance, copies of which had been circulated, and after hearing a report from the Interim Corporate Finance Senior Manager, the Sub-committee:

Noted:

4.1. The investment monitoring report for the Pension Fund produced by Hymans Robertson, the Council's appointed investment advisor, attached as Appendix 1 to the report by the Head of Finance, relating to the performance of managed funds for the quarter to 31 March 2022.

4.2. That the Pension Fund investments returned a loss of £54,000,000, or minus 9.6% over the quarter to 31 March 2022, which was 8.3% behind benchmark and was considered very poor.

4.3. That the value of the Pension Fund had decreased by 3.0% over the 12-month period to 31 March 2022, which was considered poor in absolute terms, but was 9.6% ahead of the benchmark over that period.

4.4. That an average return of 8.2% per annum for the Pension Fund remained positive but was marginally behind the benchmark over the five-year period and therefore behind target, which was to outperform the aggregate benchmark.

4.5. The Governance Summary extracted from Baillie Gifford's performance report for the quarter ending 31 March 2022, attached as Appendix 2 to the report by the Head of Finance.

4.6. The Corporate Governance Summary extracted from Legal and General's investment report for the quarter ending 31 March 2022, attached as Appendix 3 to the report by the Head of Finance.

5. Conclusion of Meeting

At 14:53 the Chair declared the meeting concluded.

Signed: Heather Woodbridge.

Minute

Pension Fund Sub-committee, together with Pension Board

Thursday, 25 August 2022, 11:30.

Council Chamber, Council Offices, School Place, Kirkwall.



Present

Pension Fund Sub-committee:

Councillors Heather N Woodbridge, P Lindsay Hall, Kristopher D Leask and James W Stockan.

Pension Board:

Employer Representatives:

Councillors Graham A Bevan, James R Moar and Owen Tierney, Orkney Islands Council.

Trade Union Representatives:

Karen Kent (Unison).

Present via remote link (Microsoft Teams)

Pension Fund Sub-committee:

Councillors Steven B Heddle and Mellissa-Louise Thomson.

Clerk

- Sandra Craigie, Committees Officer.

In Attendance

- Gareth Waterson, Corporate Director for Enterprise and Sustainable Regeneration.
- Colin Kemp, Interim Head of Finance.
- Erik Knight, Head of Finance.
- Hazel Flett, Service Manager (Governance).
- Michael Scott, Solicitor.

In Attendance via remote link (Microsoft Teams)

Audit Scotland:

- Claire Gardiner, Senior Audit Manager.

Apologies

Pension Fund Sub-committee:

- Councillor Rachael A King.

Pension Board:

Trade Union Representative:

- Eoin Miller (Unite).

Not Present

Pension Board:

Trade Union Representatives:

- Eileen Swanney (Unison).
- Mark Vincent (GMB).

Declarations of Interest

- No declarations of interest were intimated.

Chair

- Councillor Heather N Woodbridge.

1. Pension Fund – Draft Financial Statements

After consideration of a report by the Corporate Director for Enterprise and Sustainable Regeneration, copies of which had been circulated, and after hearing a report from the Head of Finance, the Sub-committee:

Resolved, in terms of delegated powers:

1.1. That the Annual Governance Statement, comprising pages 17 to 24 of the draft Annual Report and Accounts of the Orkney Islands Council Pension Fund for financial year 2021/22, attached as Appendix 1 to the report by the Corporate Director for Enterprise and Sustainable Regeneration, be approved.

1.2. That the draft Annual Report and Accounts of the Orkney Islands Council Pension Fund for financial year 2021/22, attached as Appendix 1 to the report by the Corporate Director for Enterprise and Sustainable Regeneration, be approved.

Karen Kent and Councillor Mellissa-Louise Thomson joined the meeting during discussion of this item.

2. Conclusion of Meeting

At 11:53 the Chair declared the meeting concluded.

Signed: Heather Woodbridge.

Minute

Investments Sub-committee

Wednesday, 15 June 2022, 16:00.

Council Chamber, Council Offices, School Place, Kirkwall.



Present

Councillors Heather N Woodbridge, P Lindsay Hall, Steven B Heddle, Kristopher D Leask, James W Stockan and Mellissa-Louise Thomson.

Present via remote link (Microsoft Teams)

Councillor Rachael A King.

Clerk

- Sandra Craigie, Committees Officer.

In Attendance

- Colin Kemp, Interim Head of Finance.
- Shonagh Merriman, Interim Corporate Finance Senior Manager.
- Michael Scott, Solicitor.

Hymans Robertson:

- David Walker, Chief Investments Officer.

Declarations of Interest

- No declarations of interest were intimated.

Chair

- Councillor Heather N Woodbridge.

1. Disclosure of Exempt Information

The Sub-committee noted the proposal that the public be excluded from the meeting for consideration of Item 3 as the business to be discussed involved the potential disclosure of exempt information of the class described in the relevant paragraph of Part 1 of Schedule 7A of the Local Government (Scotland) Act 1973 as amended.

2. Temporary Loans

After consideration of a report by the Head of Finance, copies of which had been circulated, the Sub-committee:

Noted:

2.1. The status of the temporary loan portfolio as at 31 March 2022, as detailed in section 3 of the report by the Head of Finance.

2.2. That, for the period 1 April 2021 to 31 March 2022, the temporary loans portfolio made a return of £71,145.01 at an average interest rate of 0.24%.

The Sub-committee scrutinised:

2.3. The temporary loans portfolio, detailed in sections 3 and 4 of the report by the Head of Finance, and obtained assurance that the Treasury Management Strategy was being adhered to by the Finance Service and the temporary loans portfolio was producing an acceptable rate of return.

3. Statement of Managed Funds

On the motion of Councillor Heather N Woodbridge, seconded by Councillor Mellissa-Louise Thomson, the Sub-committee resolved that the public be excluded from the meeting for this item on the grounds that it involved the disclosure of exempt information as defined in paragraph 6 of Part 1 of Schedule 7A of the Local Government (Scotland) Act 1973 as amended.

After consideration of a report by the Head of Finance, copies of which had been circulated, and after hearing a report from the Interim Corporate Finance Senior Manager, the Sub-committee:

Noted:

3.1. The investment monitoring report for the Strategic Reserve Fund produced by Hymans Robertson, the Council's appointed investment advisor, attached as Appendix 1 to the report by the Head of Finance, relating to the performance of managed funds for the quarter to 31 March 2022.

3.2. That the Strategic Reserve Fund investments returned a loss of £8,200,000 which, after transfers into the Fund were taken into account, equated to a loss of 3.5% over the quarter to 31 March 2022, was 0.5% behind benchmark and therefore considered poor.

3.3. That the investment gains on the Strategic Reserve Fund had been positive over the 12-month period to 31 March 2022, with the value of the Fund increasing by 2.4% which in absolute terms was good, however, at 6.1% behind benchmark was considered very poor.

3.4. The Governance Summary extracted from Baillie Gifford's performance report for the quarter ending 31 March 2022, attached as Appendix 2 to the report by the Head of Finance.

3.5. The Barings Global High Yield Credit Strategies Environmental, Social and Governance report, attached as Appendix 3 to the report by the Head of Finance.

Councillor James W Stockan joined the meeting during discussion of this item.

4. Conclusion of Meeting

At 16:23 the Chair declared the meeting concluded.

Signed: Heather Woodbridge.

Minute

Human Resources Sub-committee

Tuesday, 30 August 2022, 14:00.

Council Chamber, Council Offices, School Place, Kirkwall.



Present

Councillors Heather N Woodbridge, Alexander G Cowie, James R Moar, Gwenda M Shearer, James W Stockan and Duncan A Tullock.

Clerk

- Sandra Craigie, Committees Officer.

In Attendance

- Karen Greaves, Corporate Director for Strategy, Performance and Business Solutions.
- Gavin Mitchell, Head of Legal and Governance.
- Andrew Groundwater, Head of Human Resources and Organisational Development.
- Hazel Flett, Service Manager (Governance).

Apologies

- Councillor John A R Scott.
- Councillor Ivan A Taylor.

Declarations of Interest

- No declarations of interest were intimated.

Chair

- Councillor Heather N Woodbridge.

1. Job Review, Evaluation and Appeal – Policy and Procedure

After consideration of a report by the Corporate Director for Strategy, Performance and Business Solutions, together with an Equality Impact Assessment, copies of which had been circulated, and after hearing a report from the Head of Human Resources and Organisational Development, the Sub-committee:

Noted:

1.1. That, as a signatory to the Scottish Joint Council (SJC) Terms and Conditions of Service for Local Government employees, the Council was obliged to ensure equality of treatment of staff on pay and grading via the SJC job evaluation scheme.

1.2. That, since its inception over 20 years ago, the job evaluation scheme had been reviewed regularly by the national steering group with new versions being issued to councils for use.

1.3. That the Council had been using the second edition of the job evaluation scheme via an electronic system for a considerable number of years and was now amongst the last in Scotland to be making the transition to the revised and updated third edition of the job evaluation scheme.

1.4. That excellent progress was being made in respect of implementation of the third edition of the job evaluation scheme and the Council remained well on track to implement the third edition by March 2023.

1.5. That, as part of the process of implementing the third edition of the job evaluation scheme, a review of the informal Job Evaluation and Appeals Procedure, adopted in 2011 and revised in 2014, had been undertaken.

1.6. That the revised Job Review, Evaluation and Appeal Policy and Procedure, attached as Appendix 1 to the report by the Corporate Director for Strategy, Performance and Business Solutions, had been developed in consultation with the recognised Trade Unions.

The Sub-committee resolved to **recommend to the Council:**

1.7. That the revised Job Review, Evaluation and Appeal Policy and Procedure, attached as Appendix 1 to this Minute, be approved.

Councillor James W Stockan joined the meeting during discussion of this item.

2. Conclusion of Meeting

At 14:11 the Chair declared the meeting concluded.

Signed: Heather Woodbridge.



Application of SJC Job Evaluation Scheme

- Job Review, Evaluation and Appeal Policy and Procedure

September 2022

All our written information can be made available, on request, in a range of different formats and languages. If you would like this document in any other language or format, please contact HR Support on 01856 873535 extension 2250 or email hrsupport@orkney.gov.uk

Document Control Sheet.

Review / approval history.

Date.	Name.	Position.	Version Approved.
2011.	Job Evaluation and Appeals Procedure (No formal policy)	n/a.	.
2014	Job Evaluation and Appeals Procedure (No formal policy)		
October 2022	Job Review, Evaluation and Appeal Policy and Procedure	n/a.	Version 1.0.

Change Record Table.

Date.	Author.	Version.	Status.	Reason.
Next due for review in 2027.				

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1. Policy Statement

1.1. Orkney Islands Council is committed to the principles of equal pay and to ensuring that these are applied to all employees through the use of fair and transparent working practices and systems which are based on objective criteria in line with the requirements of the Equality Act 2010.

1.2. The purpose of job evaluation is to determine a relative evaluation score for all posts to ensure equal pay. This points score will then determine the relevant grade when it is transferred into the Council's grading structure and associated pay scales. Job evaluation is not a process to achieve a specific grade or salary level for a job.

2. Scope of the Policy

2.1. The Job Review, Evaluation and Appeal Policy and Procedure will apply to all employees of Orkney Islands Council within scope of the national agreement of the Scottish Joint Council for Local Government Employees (SJC).

2.2. All Job Evaluation requests will be assessed using the SJC Job Evaluation Scheme currently 2nd Edition but due to move to the 3rd Edition by March 2023. Orkney Islands Council uses the associated COSLA Gauge system to support the application of the SJC Job Evaluation Scheme.

2.3. Separate Job Evaluation arrangements for Chief Officials (Corporate Directors and Heads of Service), Teachers and other employees covered by Scottish Negotiating Committee for Teachers (SNCT) Conditions of Service and Orkney College Academic Staff are in place and fully comply with relevant national agreements and Conditions of Service.

2.4. This policy and procedure will be reviewed by the Head of Human Resources and Organisational Development, or their nominated representative, in conjunction with recognised trades unions in line with the schedule for the review of all Council Human Resources Policies and Procedures, normally every five years. Should changes to employment law, best practice recommendations or schemes of Conditions of Service dictate, a review within this timescale can be carried out by agreement with the Head of Human Resources and Organisational Development.

2.5. Appendices to the policy and procedure and any subsequent guidance issued in respect of facilitating the proper use of this policy and procedure shall be revised and updated by the Head of Human Resources and Organisational Development, or their nominated representative, as appropriate. Such revisions, other than where they would constitute substantive change to practice, shall not normally require further consultation with the recognised Trades Unions or that the policy is formally submitted to Council for approval.

3. Job Evaluation Process

3.1. The basis for all job evaluations is an accurate job description and person specification. It is the responsibility of the relevant manager, with advice and guidance from Human Resources, prior to submitting a job evaluation request to ensure that an up-to-date job description and person specification in the relevant Council format is available.

3.2. Managers/Employees will be asked to complete an Evaluation Submission Pro-Forma to ensure that the required information is provided to the job analysts to enable an accurate evaluation to be provided.

3.3. For a job evaluation appeal (see section 10) an Evaluation Appeals Submission Pro-Forma is required to be submitted again to ensure that the detail and substance of the appeal is explained fully.

3.4. Where an accurate job description is not considered by Human Resources to be in place and/or where a fully completed Evaluation Submission Pro-Forma is not received as required, the evaluation will not be able to be progressed.

3.5. Where a manager is considering changes/redesign of a current job and wish to know if those may have an impact of grading, before progressing formally; an informal, general view can be provided by Human Resources.

3.6. Where a post is occupied, any revisions to a job description must also be agreed with the current post holder(s) before any submission of a job evaluation request. In cases of job-redesign revised job descriptions will be produced and agreed through the Trade Unions. Where any job description applies to many post holders, any variation will be agreed with a representative sample of 2 or 3 post holders and will involve consultation with the Trade Unions.

3.7. The Council will consider job evaluation requests from Managers only where one of the following criteria is met:

- Implementation of an approved Council or Service review/restructure.
- An approved vacancy management recommendation (i.e., creation of a new post and/or redesign of an existing post).
- A substantial and material change to the duties/responsibilities of a post, which are required to be carried out and agreed by the manager, Head of Service, and Human Resources must agree that the changes are substantial and material.

3.8. The Council will consider job evaluation requests from employees where all the following criteria are met:

- At least a year has passed since implementation or subsequent re-evaluation.
- The change in job content is substantial and not just about increased volume of work.
- The change is considered to be permanent.
- The change is significant in terms of one or more of the 13 factors of the job evaluation scheme.
- Clear evidence of the change can be provided in support of the application for re-evaluation, including the impact of new duties on existing duties, i.e., what is no longer being done or done to a lesser degree/frequency.
- The line manager and Head of Service agrees that the change in job meets all of the above criteria.

3.9. Orkney Islands Council does not take account of external (any other organisation or Council) or other internal comparators (i.e., salaries/grades of posts

covered by non SJC conditions of Service) in the job evaluation process. Equally such a comparator will not be a permitted basis for a re-evaluation of a post, or submission of an appeal.

3.10. Refer to Sections 5 to 10 for further guidance on job evaluation process in the following circumstances:

- Evaluation of a new job for the Council (Section 6).
- Evaluation of an existing job, which is vacant and has substantial/material changes to its duties/responsibilities, at management request (Section 7).
- Evaluation of an existing job, which is occupied and has substantial/material changes to its duties/responsibilities, at management request (Section 8).
- Evaluation of an existing job, which is occupied and has substantial/material changes to its duties/responsibilities, at post holders request (Section 9).
- Matching in job evaluation process (Section 10).
- Formal Job Evaluation Appeal submitted by a post holder (Section 11).

3.11. Human Resources are responsible for ensuring the fair and equitable application of the job evaluation scheme and for undertaking all job evaluation.

3.12. Job Evaluation is undertaken by Human Resources on a scheduled basis, each week. Job Evaluations will be carried out in the order that evaluation requests are received (subject to the job description, person specification and evaluation Submission Pro-Forma being correctly completed).

3.13. Each job evaluation is carried out by two job analysts, trained in the use of the SJC JE Scheme and the associated COSLA Gauge 'Evaluator' software. The relevant Service Senior Human Resources Adviser will normally act as Lead Job Analyst for each evaluation and will hold responsibility for ensuring fair and equitable application of the job evaluation scheme to maintain the Council's equal pay defence.

3.14. Where new roles or vacant roles are to be evaluated, the line manager for the post will normally be requested to join the job analysts for the evaluation process, either in person or via Microsoft Teams, in order that the job analyst can ask questions directly to ensure a full understanding of the scope and responsibilities of the role during the evaluation.

3.15. For the evaluation of roles that are occupied, the line manager and current post holder (for posts that have multiple post holders, 1 or 2 representative employees) will be requested to join the evaluation.

3.16. Current post holders may be accompanied to a job evaluation by a Trades Union representative, should they wish.

3.17. Where a job evaluation for a post is sufficiently similar to an evaluation for an existing post within the Council the job analysts will match the post to that evaluation (see section 10).

3.18. Each job evaluation/re-evaluation will be subject to consistency review prior to conclusion and confirmation of the outcome to the relevant manager. The consistency review is undertaken by the Evaluation Review Group (ERG) comprised of the following:

- Senior Human Resources Adviser (Lead Job Analyst) (not involved in the evaluation) (Chair).
- Job Analysts (x2) who undertook the job evaluation.
- A Trades Union Representative (from Unison, Unite or GMB, on a rotational basis), who has undertaken Job Analyst Training in respect SJC Job Evaluation Scheme.

3.19. The purpose of the consistency checking of job evaluations by the ERG is to ensure, looking across the Council, a consistent application of the job evaluation scheme to ensure equality of approach and where appropriate provide advice to the Job Analysts to consider before concluding the job evaluation.

3.20. The ERG will normally meet fortnightly on a Thursday. It should be noted that it is not possible for a job to be both evaluated and reviewed by the ERG in the same week.

3.21. Decisions of the ERG in respect of any advice to the job analysts must be agreed by consensus. Where there is no consensus on advice from the ERG the existing evaluation stands.

3.22. Where following consideration of advice/guidance of the ERG the job analysts revise the job evaluation, the revised job evaluation will require to be resubmitted to the ERG for consistency checking.

3.23. Evaluations for review will normally be circulated via email to all ERG members by the Lead Job Analyst(s) no later than the Tuesday of the week for the meeting on a Thursday.

3.23. Following review by the ERG the lead job analyst will communicate the outcome of the evaluation to the relevant manager. This will include the issue of a job overview document and confirmation of the proposed grade.

3.24. Following confirmation of the evaluation outcome the line manager and (for occupied posts) the employee/representative employees will have the opportunity to consider the evaluation outcome.

3.25. The manager and employee will be asked to confirm their agreement with the evaluation, in which case the evaluation process is concluded. Where agreement is not reached, the manager and employee have an opportunity to provide detailed and specific feedback on where they do not consider that the evaluation accurately reflects the role as detailed in the job description. All feedback should be provided at the first request, there will not be a further opportunity to provide feedback.

3.26. Following receipt of any feedback the same job analysts will review this against the evaluation and where appropriate make any adjustments to the evaluation.

Where any changes are made to an evaluation, the evaluation will be resubmitted to the ERG for consistency review before an outcome is confirmed.

3.27. Where, following feedback, the manager/employee still does not agree the evaluation the areas in dispute will be submitted by the lead job analyst to the relevant Head of Service for their comments.

3.28. The feedback from the Head of Service will be considered the definitive management position and any relevant adjustments to the job evaluation made, submitted to the ERG and then the final evaluation and grade confirmed to the Head of Service and manager for implementation. There are no further management means of review of the job evaluation.

3.29. The date of implementation of any review of a grade (where there is an increase in grade) is normally the date on which the Change in Establishment Form (CIE) approving the revised grade is signed off by the Head of Service or Corporate Director. Where a Service wishes an alternative earlier date, this must be clearly detailed in the CIE, along with the specific justifications for the earlier date. It is not normally likely that any increase in grade would be approved to be implemented from a date prior to the date on which the re-grading request was submitted to Human Resources following Head of Service approval.

3.30. Where the current post holder still does not agree with the evaluation, they may submit a formal job evaluation appeal (see section 10). Any appeal should be submitted within 4 weeks of the grading outcome having been notified. There are no further means of review of the job evaluation.

4. Timescales and Notifications

4.1. Taking account of the different stages and processes, and wider workload of job review/evaluation and Human Resources more generally it is recommended that managers consider 4 weeks as the routine timescale, from the point of time that an agreed job description and job evaluation request form is received by Human Resources, to receiving an outcome.

4.2. Time scales associated with formal job evaluation appeals are outlined in Section 11 of this policy.

4.3. It is not considered possible or practical to set specific timescales for each individual stage of the job evaluation process. It should be noted that Human Resources will not chase managers for feedback on evaluation/review outcomes. Until the evaluation process is concluded, confirmed with Human Resources and the job description signed off as such then the outcome of the process (grade) is not agreed and cannot be implemented.

4.4. The Lead Job Analyst will ensure that all relevant notification is sent via email following the ERG consideration of any evaluation. This notification will be sent to the manager and any employee involved in the evaluation process for a job, this will include a Head of Service where outstanding queries have been referred to them for comment.

4.5. Where appropriate, it is the responsibility of the manager to ensure that the outcome of any evaluation is discussed with relevant employees, whether they agree or not with the evaluation and/or their views and comments sought and fed back.

5. Minor updates (non-substantial/material changes) including a job description being re-formatted

5.1. Job descriptions naturally over time evolve and change, this does not necessarily mean there is a substantial and material change to the duties and responsibilities of the post and re-evaluation of posts for minor changes/updates should not normally be necessary.

5.2. The process to be followed for minor updating is:

- Job description and person specification to be updated by manager using the current Council standard format, in conjunction with employee(s), where the post is occupied.
- The job description should clearly show what duties have been added, what duties have been removed, and where responsibilities have changed from the current one, ideally using tracked changes.
- The revised job description along with the Job Review and Job Evaluation Request or Appeal Form (Appendix 1) should be emailed to the relevant Head of Service for agreement.
- Following Head of Service agreement, the revised job description along with Job Review and Job Evaluation Request or Appeal Form (Appendix 1) should be emailed to Human Resources.
- Human Resources will undertake a review and will confirm if the revised job description can be matched to the current job evaluation or will require to be re-evaluated. Where the post requires to be re-evaluated, please refer to Sections 7 or 8.

6. New job for the Service

6.1. Where a new post is to be created, the manager is advised to check with Human Resources to see if a similar role exists elsewhere in the Council first. Where the job analysts consider the new role to be sufficiently similar to an evaluation for an existing post within the Council the new post will be matched against that existing evaluation (see section 10).

6.2. The process to be followed for job evaluation of a new job is:

- Job description and person specification to be written by the manager using the current Council standard format.
- The job description along with the Job Review and Job Evaluation Request or Appeal Form (Appendix 1) and Job Evaluation Submission Pro-Forma (Appendix 2) should be emailed to the relevant Head of Service for agreement.
- Following Head of Service agreement, the new job description along with the Job Review and Job Evaluation Request or Appeal Form (Appendix 1) and Job Evaluation Submission Pro-Forma (Appendix 2) should be emailed to Human Resources.

- Evaluation of the post/assessment of matching will be carried out by Human Resources (trained job analysts), following consistency review by the ERG an evaluation outcome and grade will be advised.
- Manager has opportunity to review the job overview and provide feedback where the evaluation is not agreed.
- Where an evaluation is not agreed following feedback the areas of dispute will be referred to the Head of Service for final management comment, to enable job evaluation to be completed.
- Following agreement of the evaluation the grading for the post is finalised.

7. Existing vacant job with substantial and material changes (management Initiated)

7.1. Where a post becomes vacant, it is good management practice to undertake a review of the role before looking to advertise, to ensure that the requirements of the post remain the same. Where there are substantial and material changes to the role, this will require a re-evaluation of the post prior to advertising.

7.2. The process to be followed for job evaluation of an existing job, which is vacant with substantial and material changes made by management is:

- Job description and person specification to be updated by the manager using the current Council standard format.
- The job description should clearly show what duties have been added, what duties have been removed, and where responsibilities have changed from the current ones, ideally using tracked changes.
- The revised and original job descriptions along with the Job Review and Job Evaluation Request or Appeal Form (Appendix 1) and Job Evaluation Submission Pro-Forma (Appendix 2) should be emailed to the relevant Head of Service for agreement.
- Following Head of Service agreement, the revised job description along with the Job Review and Job Evaluation Request or Appeal Form (Appendix 1) and Job Evaluation Submission Pro-Forma (Appendix 2) should be emailed to Human Resources.
- Evaluation of the post will be carried out by Human Resources, following consistency review by the ERG an evaluation outcome and grade will be advised.
- Manager has opportunity to review the job overview and provide feedback where the evaluation is not agreed.
- Where evaluation not agreed following feedback the areas of dispute will be referred to the Head of Service for final management comment, to enable job evaluation to be completed.
- Following agreement of the evaluation the grading for the post is finalised.

8. Existing filled job with substantial and material changes (management initiated)

8.1. It is important that managers keep an awareness on the duties and responsibilities of a post that they manage. Managers should ensure that employees

are not asked, required, or permitted through an individual's choice/preference to undertake substantive and materially different tasks that fall outwith or are above the grade for their post.

8.2. Where it is required that the duties and responsibilities require to be changed, or where the duties have naturally evolved and have been undertaken for a significant period (normally a minimum of 12 months) the manager should ensure that either the duties cease, or where this is not possible a re-evaluation should be progressed

8.3. The process to be followed for job evaluation of an existing job, which is occupied with substantial and material changes made by management is:

- The employee should liaise with their line manager; where the criteria for submission of a regrading as detailed in section 3.7 are met, the manager will be able to submit the re-evaluation request.
- Job description and person specification to be updated by the manager in conjunction with the employee using the current Council standard format.
- The job description should clearly show what duties have been added, what duties have been removed, and where responsibilities have changed from the current one, ideally using tracked changes.
- A Job Review and Job Evaluation Request or Appeal Form (Appendix 1) and Job Evaluation Submission Pro-Forma (Appendix 2) should be completed by the manager in conjunction with the employee.
- The revised and original job descriptions along with the Job Review and Job Evaluation Request or Appeal Form (Appendix 1) and Job Evaluation Submission Pro-Forma (Appendix 2) should be emailed to the relevant Head of Service for agreement.
- Following Head of Service agreement, the revised job descriptions along with the Job Review and Job Evaluation Request or Appeal Form (Appendix 1) and Job Evaluation Submission Pro-Forma (Appendix 2) should be emailed to Human Resources.
- Evaluation of the post will be carried out by Human Resources, following consistency review by the ERG an evaluation outcome and grade will be advised.
- Manager and employee has opportunity to review the job overview and provide feedback where the evaluation is not agreed.
- Where evaluation not agreed following feedback the areas of dispute will be referred to the Head of Service for final management comment, to enable job evaluation to be completed.
- Following agreement of the evaluation the grading for the post is finalised.

9. Review due to substantial and material changes to duties (employee initiated)

9.1. A job description is never going to be an exhaustive list of every duty and responsibility that a post has nor is it a document that will remain fixed over time. It is expected that over time most jobs will naturally change and evolve in small ways. This does not mean that every minor change requires to be updated into the job description or re-evaluated.

9.2. Where an employee believes that the criteria detailed in section 3.8 have been met they can submit a request for re-evaluation of their post.

9.3. The process to be followed for an employee to submit a re-valuation request (appeal) is:

- The employee should liaise with their line manager, where the criteria for submission of a regrading as detailed in section 3.8, the manager will be able to support the re-evaluation request.
- Job description and person specification to be updated by the manager in conjunction with the employee using the current Council standard format.
- The job description should clearly show what duties have been added, what duties have been removed, and where responsibilities have changed from the current one, ideally using tracked changes.
- A Job Review and Job Evaluation or Appeal Form (Appendix 1) should be completed by the employee; and be passed to the line manager for comments as to accuracy.
- A Job Evaluation Submission Pro-Forma (Appendix 2) should be completed by the employee, passed to the manager for comments as to accuracy, then and Head of Service for agreement.
- The revised and original job descriptions along with Job Review and Job Evaluation or Appeal Form (Appendix 1) and Job Evaluation Submission Pro-Forma (Appendix 2) should be emailed to the relevant Head of Service for agreement.
- Following Head of Service agreement, the revised job descriptions along with Job Evaluation, Review Form and Job Evaluation Submission Pro-Forma (Appendix 2) should be emailed to Human Resources.
- Evaluation of the post will be carried out by Human Resources (Job Analysts), following consistency review by the ERG an evaluation outcome and grade will be advised.
- Manager and employee have opportunity to review the job overview and provide feedback where the evaluation is not agreed.
- Where evaluation is not agreed the employee has a right of appeal of their evaluation.
- Following agreement of the evaluation the grading for the post is finalised.

10. Job Matching Process

10.1. In any job evaluation process if the job analysts consider that a post is sufficiently similar to an existing post within the Council the job analysts will match the post to that evaluation, rather than conduct a standalone job evaluation.

10.2. In these circumstances the manager and/or post holder will be advised that the post is being matched against an existing evaluation and provided with the job overview for the matched post, to confirm whether they agree with the match or not.

10.3. Where agreement to the match is not given by either the post holder or manager, the employee and manager to provide feedback for consideration.

10.4. Where the view of job analysts and ERG is that a match is still the appropriate outcome the employee would have the right to submit an appeal in respect of the job evaluation (see section 11).

11. Job Evaluation Appeal

Grounds of Appeal

11.1. Only a post holder may formally appeal against the results of an evaluation of their own post.

11.2. Appeals will be admissible based on the following grounds:

- Factual inaccuracy in either the inputs or the outputs of the evaluation process.
- Failure to apply the agreed local job evaluation procedure.
- Misapplication of the factor definitions, levels, and guidance of the 3rd Edition of the Scottish Joint Council's Job Evaluation Scheme.

Submission and Timescales

11.3. Appeals must be submitted within 4 weeks of the grading outcome having been notified. Appeals should be submitted to Human Resources, using the Job Evaluation, Review and Appeal Form (Appendix 1).

11.4. The deadline for submission of an appeal and all relevant documentation relating to this, for the appeal to be heard in the six-monthly appeal hearing is no later than a month before the appeals hearing date. Appeals and/or documentation received after this date will result in the appeal being scheduled for the next appeals session.

11.5. On receipt of a notification of job evaluation appeal Human Resources will provide the individual with the following:

- Job Overview Document in respect of their post.
- Factor Summary Report in respect of their post.
- Job Evaluation Appeal Submission proforma (Appendix 3).
- Confirmation of the next scheduled appeal date.
- Confirmation of the appeal submission deadline date for that appeal.

11.6. The completed Job Evaluation Appeal Submission proforma and any other documentation the individual intends to refer to during their appeal, should be submitted to their Line Manager and Head of Service for comment. These must be returned to Human Resources within a further 4 weeks and no later than the appeals submission deadline of 4 weeks prior to the appeal. Arrangements for appeal will then be progressed and confirmed in writing.

11.7. Job Evaluation appeals are scheduled to be held on a Council wide basis by Human Resources, on a quarterly basis. Appeals submitted will be heard at the next scheduled appeal date.

11.8. Normally a minimum of 14 calendar days' notice of the arrangements for the appeal will be provided.

11.9. Appeals on the grounds of comparability with other jobs (either within or outwith the Council) or appeals seeking to restore previous differentials will be inadmissible.

11.10. Applicants should note that the findings of the appeal panel may alter the job score and grade in either direction, as the review process takes all factors into account.

11.11. The individual raising the appeal may be assisted by and have the right be accompanied to their appeal by a work colleague or local Trades Union representative /Official employed by a recognised Trades Union. In accordance with current case law the Council holds the view that there is no right to be accompanied or represented by a Solicitor or other legal representative at any stage of the job evaluation or appeals procedure.

11.12. Where the person nominated by the appellant to accompany them to the hearing is unable to attend the hearing or requests the hearing be adjourned, the Chairperson may, at their sole discretion, decide to adjourn the date of the hearing to enable that person to be present at the hearing, or may, with the consent of the appellant or their representative, accept as admissible a written statement signed by that person.

11.13. Where a hearing is to be adjourned or rescheduled, where a date cannot be fixed to progress within the next month, or at the rescheduled appeal the hearing does not progress, the appeal will then normally be deferred until the next scheduled appeal date.

11.14. Where an appeal has been rescheduled due to a lack of attendance of the employee and/or their representative to the next scheduled session of appeals (quarterly), no further rescheduling will normally be permitted and the appeal will be considered in the absence of the employee, based on the relevant submissions.

Appeal Panel

11.15. Job Evaluation appeals will be heard by a panel, which consists of the following:

- Chair – Corporate Director/Chief Officer of the Orkney Health and Social Care Partnership or other Chief Officer, trained in the SJC Job Evaluation system and appeal process.
- Trades Union Representative – A local representative of one of the SJC signatory Trade Unions, trained in the SJC Job Evaluation system and appeal process.
- Lead Job Analyst (Technical Adviser) – This will normally be the Lead Job Analyst who was not previously involved in the evaluation of the post.

11.16. Appeals panels will normally be digitally recorded with agreement and in line with separate Council Guidance on Digital Recording of HR processes. Where

agreement of digital recording is not given, there will be a member of administrative support present to take notes.

11.17. Wherever possible an appeals panel will aim to have a gender mix, however where this is not possible, it will not prevent the appeal panel progressing or invalidate any outcome.

11.18. Individuals will not be eligible for membership of a specific appeal panel in the following circumstances:

- Where they have been involved in the original job evaluation of the post being appealed (other than having been a member of the ERG).
- Where the appeal relates to the substantive post of employment for that individual.
- Where the individual raising the appeal is in the same team or is line managed by the individual.
- Where the individual raising the appeal is closely related to them. Closely related is defined as spouse, partner, husband, wife (including common law), grandparent, parent, uncle, aunt, sister, brother, child, niece, nephew, grandchild (including step and in-law relationship).
- Head of Service or Corporate Director/Chief Officer (Chair) where the appeal relates to a post within their Service.
- Trades Union Representative panel member – where the individual raising the appeal is a member of their Trades Union, or they have accompanied an individual to any previous meeting in the job evaluation process as a work colleague.
- Where the individual is a friend.

Process of Appeal and Hearing

11.19. The appeal panel members shall be provided with copies of all relevant documentation, normally a minimum of 14 calendar days in advance, by Human Resources. This will include:

- The Job Review and Job Evaluation or Appeal Form.
- The job description and person specification for the post.
- The job overview and factor summary report for the job evaluation of the post.
- The Job Evaluation Appeal Submission Pro-Forma.
- Other relevant job evaluation documentation relating to the post.

11.20. The Chair of the appeal hearing is responsible for ensuring the smooth and effective running of the appeal process and hearing and to ensure a consistent, fair, and defensible outcome in respect of the appeal outcome.

11.21. Practically this will include:

- Working with Human Resources (Technical Adviser) to ensure relevant circulation of relevant documentation and information to the panel to enable time to prepare.
- Arrangements made for the Panel and Technical Adviser to meet to determine whether there are admissible grounds for the appeal as detailed in section 11.2.

Where there are no admissible grounds of appeal, the appeal will be dismissed, and the employee advised in writing.

- Working with Human Resources (Technical Adviser) in advance of the appeal hearing to ensure relevant notification and arrangements are made for the appeal.
- At the start of the appeal, introduce the panel members, Technical Adviser and others present and explain their role at the appeal hearing.
- Ensure those attending understand the procedure which is to be followed during the appeal.
- Ensure that time limits are adhered to, but with an overriding requirement to ensure a fair appeal.
- Close the hearing and ensure that the appellant understands how and when they will be notified of the result.
- Refer any matters arising outwith the remit of the panel to Human Resources or relevant manager as appropriate.

11.22. The individuals normally/able to be present at an appeal hearing are:

- Appeal Panel.
- Lead Job Analyst in the role of Technical Adviser.
- Individual raising the appeal.
- Work colleague or Trade Union representative accompanying the individual.
- Manager or Head of Service of the individual raising appeal.
- A member of administrative support to support note taking and digital recording.

11.23. The format of the appeal hearing will normally be as follows:

- Welcome and Introductions, by Chair.
- Outline of process of appeal, by Chair.
- Presentation of employee appeal, by individual or their Trade Union Representative.
- Questions of the employee appeal case from Panel.
- Manager/Head of Service to have opportunity to respond to the appeal.
- Questions of the manager/Head of Service from Panel.
- Individual or their representative will be offered an opportunity to sum up their appeal, this should be brief and no new information may be introduced at this stage.
- Appeal concludes, outcome to be confirmed in writing within 21 calendar days.

11.24. The appellant, or their representative, will have a maximum of 15 minutes to present their case, after which they may be questioned by members of the Panel. Where the Chair believes that it is necessary to enable further time to ensure a fair and effective appeal, they shall be able to exercise discretion in extending the time available to the appellant to present their case.

11.25. The manager/Head of Service may also be questioned by members of the Panel and asked to confirm the accuracy of the information provided by the appellant in response to the Panel's questions.

11.26. Where there is a disagreement between the appellant and the manager/Head of Service in relation to a matter of accuracy, the facts may need to be verified with the appellant's Service before the Panel can complete their deliberations. This responsibility will form part of the remit of the Technical Adviser to the Panel from Human Resources.

11.27. Panels will operate based on discussion and consensus agreement and may seek additional information to assist them in reaching a decision.

11.28. If necessary, the Panel will re-convene (without the attendance of the appellant et al) to deliberate on cases once clarifying information has been provided by the Technical Adviser. The Panel must reach any decision through discussion and agreement of all panel members. Where there is no agreement, the initial assessment of the post will stand, and the appeal is not upheld.

Outcome of Appeal

11.29. The decision of the Appeals Panel is final and there is no further right of appeal against evaluation within the Council i.e., there is no right of recourse to Council Grievance Procedure in terms of job evaluation.

11.30. Given the nature and complexity of the considerations, the outcome of an appeal will not be able to be provided on the day and will be confirmed in writing, normally with 21 calendar days of the hearing, or other timescale confirmed at the hearing.

11.31. The Appeals Panel will reach a decision as to whether:

- The appeal was well founded in fact and supported by evidence, and therefore either upheld in full or in part; or
- The appeal was not well founded and therefore not upheld.

11.32. In coming to a final decision, the panel will not be influenced by how their outcome may result in changes to grade, tiers, or rates of pay.

11.33. Where the Panel consider the case to be well founded and consequently believe there may be an impact on or conflict with other evaluation factors, the Panel will refer those additional factors identified back to Human Resources for review, taking the evidence of the appeal into consideration.

11.34. Where the Panel consider the case to be well founded in fact and supported, the supporting evidence as provided by the appellant, and corroborated by the line manager, should be referred to Job Analysts for review in the context of the whole evaluation of the full job facts.

11.35. Decisions of the job evaluation appeal panel must be reached through discussion and agreement of all panel members. Where there is no agreement, the initial assessment of the post will stand, and the appeal is not upheld.

11.36. Before results are notified to individual post holder(s) the Head of Human Resources and Organisational Development will review the outcome of all appeal results to ensure that members of the Appeals Panel have applied the Job Evaluation Scheme consistently, have given full written reasons for their decision and that there are no anomalous results.

11.37. If there is, in the reasonable opinion of the Head of Human Resources and Organisational Development, prima facie evidence of inconsistent application of the scheme or inadequate written reasons for the decision and/or anomalous results, the outcome will be referred to the Appeals Panel with a written report specifying the grounds for concern and a request that the Panel either:

- In the case of inconsistent application of the scheme, recommend a full re-evaluation of all 13 factors of the post: or
- In the case of inadequate written reasons, provide full reasons for their decision; or
- In the case of an anomalous outcome review, provide either further justification for the original outcome or amend the result and provide full written reasons for the amendments.

11.38. The Chairperson is responsible for preparing and signing the documentation in respect of the appeal panel decision, the preparation of which will be supported by the Technical Adviser to the Panel. This must include details of any advice provided to the Panel by the Technical Adviser, revisions to their factor levels, job overview and where appropriate, any resultant change in grading and associated pay. Notification of Appeal Panel decisions will be issued to jobholders as soon as possible and in any case within one calendar month.

11.39. The effective date of any increase in grading and pay because of an appeal against the initial evaluation will be the agreed date the change in duties or responsibilities which were incorporated into the job description were agreed by the manager. In the case of new employees this may result in the agreed date being the commencement of their employment into the post.

12. Implementation of Revised Grade following Job Evaluation Review/Appeal

12.1. Where following the result of an appeal the grade for a post increases, the effective date for application of the revised grade will normally be the date of the appeal hearing.

12.2. Where an appeal submission misses an appeal sitting and this delay is because of actions of the Council, consideration will be given by the Chair of the Appeal Panel to requesting that any possible increase in grade is backdated to the date of the previous appeal sitting. Further backdating will not be considered.

12.3. Where following the result of re-evaluation of a post the outcome is an increase in grade, the effective date for application of the revised grade will normally be the date on which the grading outcome was advised to the manager/employee.

12.4. Where there has been an unreasonable delay in the re-evaluation process due to the actions of the Council, a Head of Service/Corporate Director can give consideration to backdating of the grade increase to no earlier than the date on which the re-evaluation request was formally submitted, in line with the agreed policy and procedure.

12.5. Where following the result of an appeal the grade for a post decreases the effective date of the change of grade will be 4 weeks following the formal notification of the outcome of the review of the evaluation following the appeal.

12.6. Any decrease in grade because of job evaluation review/appeal will entitle the post holder to a period of 12 months' pay protection for their base salary and fixed allowances. Following this they will be placed at the top point of the new grade.

12.7. In any situation that sees the grade of a post decrease through job evaluation or appeal, the Council will work to see if through job review/redesign it may be possible to mitigate the decrease in pay, although no guarantees can be given.

13. Appendices Index

1. Job Review and Job Evaluation or Appeal Form.
2. Job Evaluation Submission Pro-Forma.
3. Job Evaluation Appeal Submission Pro-Forma.
4. Job Evaluation Feedback Form (Manager/Post Holder).
5. Job Evaluation Feedback Form (Head of Service/Corporate Director).



Appendix 1

Job Review and Job Evaluation Request or Appeal Form

Manager Information

Name	
Service	
Work Location	
Contact Phone Number	
Contact email	

Employee Information (where relevant)

Name	
Service	
Work Location	
Contact Address and Post Code	
Contact Phone Number	
Contact email	

Post Details

Job Title			
Post Number		Current Grade	
Job Evaluation Reference		Are you the only post holder?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Permanent or Temporary Post	Permanent <input type="checkbox"/> Temporary <input type="checkbox"/>		
If temporary for how long?			

Please tick the relevant option and when submitting a job for review, job for evaluation/re-evaluation or an evaluation appeal please ensure that the following have been actioned and/or submitted:

Existing job with minor changes made – including simple reformatting
(Should not require full job evaluation, but must be reviewed by HR)

A job description and persons specification to be prepared by the manager in the current Council format. showing tracked/highlighted changes.

The revised job description is to be agreed by the manager with any current post holder(s)

The current job description is also to be available and sent to Head of Service and HR.

Head of Service/Corporate Director to agree to the request for the post to be re-evaluated, the job evaluation Submission Pro-Forma contents and that changes are essential.

Once agreed by Head of Service/Corporate Director all the relevant documentation can now be submitted via email to the relevant Senior Human Resources Adviser

New job for the Council (will require full job evaluation)

A job description and persons specification to be prepared by the manager in the current Council format.

A Job Evaluation Submission Pro-Forma is completed by manager.

Head of Service/Corporate Director to agree to the request for the new post to be created and to the job evaluation Submission Pro-Forma contents.

Once agreed by Head of Service/Corporate Director all the relevant documentation can now be submitted via email to the relevant Senior Human Resources Adviser

Existing vacant job with significant changes made by management.
(Will require full job evaluation)

A job description and persons specification to be prepared by the manager in the current Council format. showing tracked/highlighted changes.

The current job description is also to be available and sent to Head of Service and HR.

A Job Evaluation Submission Pro-Forma is completed by manager.

Head of Service/Corporate Director to agree to the request for the post to be re-evaluated, the job evaluation Submission Pro-Forma contents and that changes are essential.

Once agreed by Head of Service/Corporate Director all the relevant documentation can now be submitted via email to the relevant Senior Human Resources Adviser

<input type="checkbox"/> Existing <u>occupied</u> job with significant changes made by management. (Will require full job evaluation)
A job description and persons specification to be prepared by the manager in the current Council format. showing tracked/highlighted changes.
The revised job description is to be agreed by the manager with the current post holder(s)
The current job description is also to be available and sent to Head of Service and HR.
Job Evaluation Submission Pro-Forma completed by manager and agreed with post holder(s).
Head of Service/Corporate Director to agree to the request for the post to be re-evaluated, the job evaluation Submission Pro-Forma contents and that changes are essential.
Once agreed by Head of Service/Corporate Director all the relevant documentation can now be submitted via email to the relevant Senior Human Resources Adviser

<input type="checkbox"/> Employee requested review (significant change to duties/ responsibilities) (Will require full job evaluation)
A job description and persons specification to be prepared between the manager and current post holder(s) in the current Council format. showing tracked/highlighted changes.
The revised job description is to be agreed by the manager with the current post holder(s)
The current job description is also to be available and sent to Head of Service and HR.
The current job description is also to be available and sent to HR
Job Evaluation Submission Pro-Forma is completed by employee and agreed with manager.
Head of Service/Corporate Director to agree to the request for the post to be re-evaluated, the job evaluation Submission Pro-Forma contents and that changes are essential.
Once agreed by Head of Service/Corporate Director all the relevant documentation can now be submitted via email to the relevant Senior Human Resources Adviser

<input type="checkbox"/> Employee Job Evaluation Appeal
A job description and persons specification to be prepared between the manager and current post holder(s) in the current Council format. showing tracked/highlighted changes.
The revised job description is to be agreed by the manager with the current post holder(s)
The current job description is also to be available and sent to Head of Service and HR.
Job Evaluation Appeal Submission Pro-Forma is completed by employee and agreed manager.
Head of Service/Corporate Director to agree to the request for the post to be re-evaluated, the job evaluation appeal Submission Pro-Forma contents and that changes are essential.
Once agreed by Head of Service/Corporate Director all the relevant documentation can now be submitted via email to the relevant Senior Human Resources Adviser

Employee Comments/ Signature (employee requested review and job evaluation appeal)

Signature: _____

Manager Comments/Signature

Signature: _____

Please forward this completed form, along with new/revised and current job description (as appropriate) for this post to the relevant Head of Service/Corporate Director

Head of Service/Corporate Director Comments/Signature

Signature: _____

Where approved, please forward this completed form, along with new/revised and current job description (as appropriate) for this post to your Service Senior Human Resources Adviser

Where not approved please return this to the relevant Manager/Employee with an explanation as to why the request was not able to be supported.

For HR Use Only

Lead Job Analyst			
Second Job Analyst			
Post Title			
Service			
Manager			
Job Evaluation Ref(s)			
Current Grade		Job Evaluation Score	

Process Timeline Record – Review/evaluation/Re-evaluation

Stage	Date Completed
Initial review/re-evaluation received by Senior HR Adviser	
Job Description considered read for review/re-evaluation by HR	
Initial job evaluation carried out for role	
Evaluation Review Group consideration of job evaluation	
Initial job evaluation outcome fed back to manager/employee	
Feedback on initial evaluation received from manager/employee	
Re-evaluation of role following manager/employee feedback	
Evaluation Review Group consideration following manager/employee feedback	
Review of job evaluation fed back to manager/employee	
Areas of job evaluation not agreed forwarded to Head of Service	
Feedback from Head of Service	
Re-evaluation of role following Head of Service feedback	
Evaluation Review Group consideration following Head of Service feedback	
Review of job evaluation fed back to Head of Service and manager/employee	
Job evaluation agreed	

Process Timeline Record – Job Evaluation Appeal

Stage	Date Completed
Notification of appeal received by Human Resources	
Appeal pro-forma and relevant documentation issued to individual by HR	
Completed appeal pro-forma and documentation received from individual	
Notification of appeal date and arrangements issued	
Appeal outcome notified to Service Manager (HR Operation) for Review	
Appeal outcome notified to individual	

Lead Job Analyst Sign Off

Signature: _____

The completed document should be attached to the Job Evaluation in Gauge and saved in the relevant job evaluation folder on the g drive.



Appendix 2

Job Evaluation Submission Pro-Forma

PART 1 - GENERAL INFORMATION

Job Title	
Service	
Section	
Post Holder Name	
Manager Name	

Position within the Council

Please describe here your job sits in relation to others in your team/section and to your service as a whole. If you can supply an organisation diagram to illustrate this, it would be useful. Please highlight your own position and indicate your immediate manager and any staff who directly report to you.

Please answer all of the questions that follow as they relate to your own job and is normal day -to-day routine.

PART 2- MAIN PURPOSE OF JOB

Please describe here in general terms, the purpose of your job. Try to do this in one paragraph. It may be helpful to think how you would phrase this in an advert for the job.

The main purpose of my job is ...

--

Please list the main elements of your job and, if possible, try to quantify (in percentage terms to the nearest 10%) the amount of time you spend on each. You may find it useful to refer to the job description that you have, in filling in this section. It may also be helpful to outline the main areas of your job as headings first then develop these in greater detail.

The main elements of my job are...	Approx. % of Time
•	
•	
•	
•	
•	
•	
•	

If you require more space, please use an additional page

FACTOR 2 – PHYSICAL CO-ORDINATION
--

DEFINITION - this factor considers the predominant demands for physical co-ordination required to do the job.

It covers manual and finger dexterity, hand-eye co-ordination, and co-ordination of limbs and/or senses required in the course of normal working.

This factor takes into account the nature and degree of co-ordination required; and any need for speed or precision in undertaking the specified tasks

QUESTION: In the course of normal working, what is physical co-ordination needed MAINLY for? (Please choose 1 only)

Keyboarding or other computer use Driving

Other Activities Not Required

Please note down the nature of co-ordination required; and any other aspects of your job that you consider to be relevant under this factor heading

If you require more space, please use an additional page

FACTOR 3 – PHYSICAL EFFORT

DEFINITION - this factor considers the strength and stamina required to do the job.

It covers all forms of physical effort required in the course of normal working, for example, standing, walking, lifting, carrying, pulling, pushing, working in awkward positions such as bending, crouching, stretching; for sitting, standing or working in a constrained position.

The factor takes account of the greatest demands on the jobholder in terms of the nature and degree of physical effort required; and the other main demands in terms of the frequency and duration of the physical effort required to do the job.

QUESTION: Does the job typically require physical effort? Please select:

- | | | | |
|-----------------------------------|--------------------------|-------------------------|--------------------------|
| Lifting/carrying | <input type="checkbox"/> | Applied physical effort | <input type="checkbox"/> |
| Working in a constrained position | <input type="checkbox"/> | Pushing/pulling | <input type="checkbox"/> |
| Working awkward postures | <input type="checkbox"/> | Standing/walking | <input type="checkbox"/> |

<p>Please note down the greatest and the other main demands for physical effort required to do the job and the approximate % of time that you are required to sustain this physical effort in a normal working week – and any other aspects of your job that you consider to be relevant under this factor heading:</p>

If you require more space, please use an additional page

FACTOR 5 – CONCENTRATION

DEFINITION - this factor considers the concentration required to do the job.

It covers the need for mental or sensory attention, awareness and alertness, and anything which may make concentration more difficult, such as repetitive work, interruptions, or the need to switch between varied tasks or activities; and other forms of work-related pressure, for example, arising from simultaneous/ conflicting work demands or deadlines.

The factor takes into account the nature and degree of the highest level of concentration required in the course of normal working; and the duration of the requirement.

QUESTION: On a day-to-day basis, which aspect of the job creates the MOST pressure for the jobholder? Please select:

- | | |
|--|---|
| Repetitive work <input type="checkbox"/> | Switching from one thing to another <input type="checkbox"/> |
| Interruptions <input type="checkbox"/> | Conflicting and simultaneous demands <input type="checkbox"/> |
| Deadlines <input type="checkbox"/> | None of these <input type="checkbox"/> |

<p>Please note down the nature of the highest level of concentration required in the course of normal working, the duration of the requirement – and any other aspects of your job you consider to be relevant under this factor heading:</p>

If you require more space, please use an additional page

FACTOR 8 – RESPONSIBILITY FOR EMPLOYEES
--

DEFINITION - this factor considers the predominant responsibility of the jobholder for the supervision, co-ordination or management of employees, or equivalent others.

It includes responsibilities for work allocation and planning, checking, evaluating and supervising the work of others; providing guidance, training and development of own team/employees, motivation and leadership; and involvement in personnel practices such as recruitment, appraisal and discipline.

The factor takes account of the nature of the responsibility, rather than the precise numbers of employees supervised, co-ordinated or managed; and the extent to which the jobholder contributes to the overall responsibility for employees.

QUESTION: Does the jobholder have RESPONSIBILITY for the work of other employees? Please select:

Yes, on an occasional basis Yes on a daily basis Yes, on a regular but not daily, basis

Please note down the nature of responsibility for employees – and any other aspects of your job you consider to be relevant under this factor heading:

If you require more space, please use an additional page

FACTOR 9 – RESPONSIBILITY FOR SERVICES TO OTHERS

DEFINITION - this factor considers the jobholder's predominant responsibility to others in terms of the quality and delivery of service provision.

It covers responsibilities for the provision of physical, mental, social, economic, business and environmental services, including health and safety. This includes services to individuals or groups such as internal or external clients, service users and recipients, customers, contractors, and members of the public.

The factor takes account of the nature of the responsibility and the extent of the jobholder's impact on individuals or group. For example, providing personal services, advice and guidance, or other forms of assistance; applying, implementing or enforcing regulations; or designing, developing, implementing and/or improving services or processes.

QUESTION: Which of the following best describes the responsibility for services to others in the course of normal working? Please select:

Provision of support
services

Personal delivery of
front-line services

Applying regulations
or Council Policy

Please note down the nature of the responsibility; and the extent of the jobs impact on individuals or groups – and any other aspects of your job you consider to be relevant under this factor heading:

If you require more space, please use an additional page

FACTOR 12 – INITIATIVE AND INDEPENDENCE
--

DEFINITION - this factor considers the jobholder's scope to exercise initiative and the extent to which they have freedom to act.

It takes into account the predominant nature and degree of supervision and guidance of the jobholder provided by instructions, procedures, practices, checks, policy, precedent, regulation, strategy and statute.

QUESTION: What best describes the type of initiative you are required to exercise in the course of **NORMAL** working? (Please choose 1 only)

- Working to instructions Following routine working practices Following established procedures
- Working within policy guidelines Working within the framework of Council policy

Please note down the extent to which you exercise initiative in the course of normal working; and the type and extent of guidance available to you – and any other aspects of your job you consider to be relevant under this factor heading:

If you require more space, please use an additional page

FACTOR 13 – KNOWLEDGE

DEFINITION - this factor considers what the jobholder predominantly needs to know to do the job.

It covers all practical, procedural, technical, specialist, policy and organisational knowledge required for the job, including knowledge of equipment and machinery, numeracy and literacy, culture and techniques, ideas, theories and concepts necessary to do the job.

It considers the minimum qualifications or experience which will typically be needed to do the job but does not take into account qualifications specified as a recruitment criterion to fill the post. These minimum qualifications and experience will therefore not necessarily be those held by any individual jobholder.

QUESTION: What best describes the type of knowledge needed to do the job? Please select one:

Practical Technical Specialist Procedural
 Organisational Clerical Administrative

QUESTION: What best describes the minimum essential qualification level that must be held in order to do the job? Please select one (must align with essential qualification on person specification).

SCQF Level 12 i.e. PhD or Doctoral Degree <input type="checkbox"/>	SCQF Level 11 i.e. Masters Degree post Graduate Diploma/Certificate/SVQ5 <input type="checkbox"/>
SCQF Level 10 i.e. Honours Degree, Graduate Diploma/ or Certificate <input type="checkbox"/>	SCQF Level 9 i.e. Bachelors Degree, Graduate Diploma/Certificate or Time Served Trade Apprentice <input type="checkbox"/>
SCQF Level 8 i.e. HND, Diploma of Higher Education SVQ 3 (specific SVQ's only) <input type="checkbox"/>	SCQF Level 7 i.e. HNC, SVQ3, Advanced Higher, Scottish Baccalaureate <input type="checkbox"/>
SCQF Level 6 i.e. NC, SVQ3 Highers, SVQ2 (some) and Foundation Apprenticeship. <input type="checkbox"/>	SCQF Level 5 i.e. National 5, Int 2 Standard Grade (Credit), SVQ2 <input type="checkbox"/>
SCQF Level 4 i.e. National 4, Standard Grade (General), Int 1, SVQ1 <input type="checkbox"/>	No qualification required, experience only. <input type="checkbox"/>

Please note the Council has an agreed approach to equivalent levels of previous experience, however this still requires that the level of essential qualification is identified for the role.

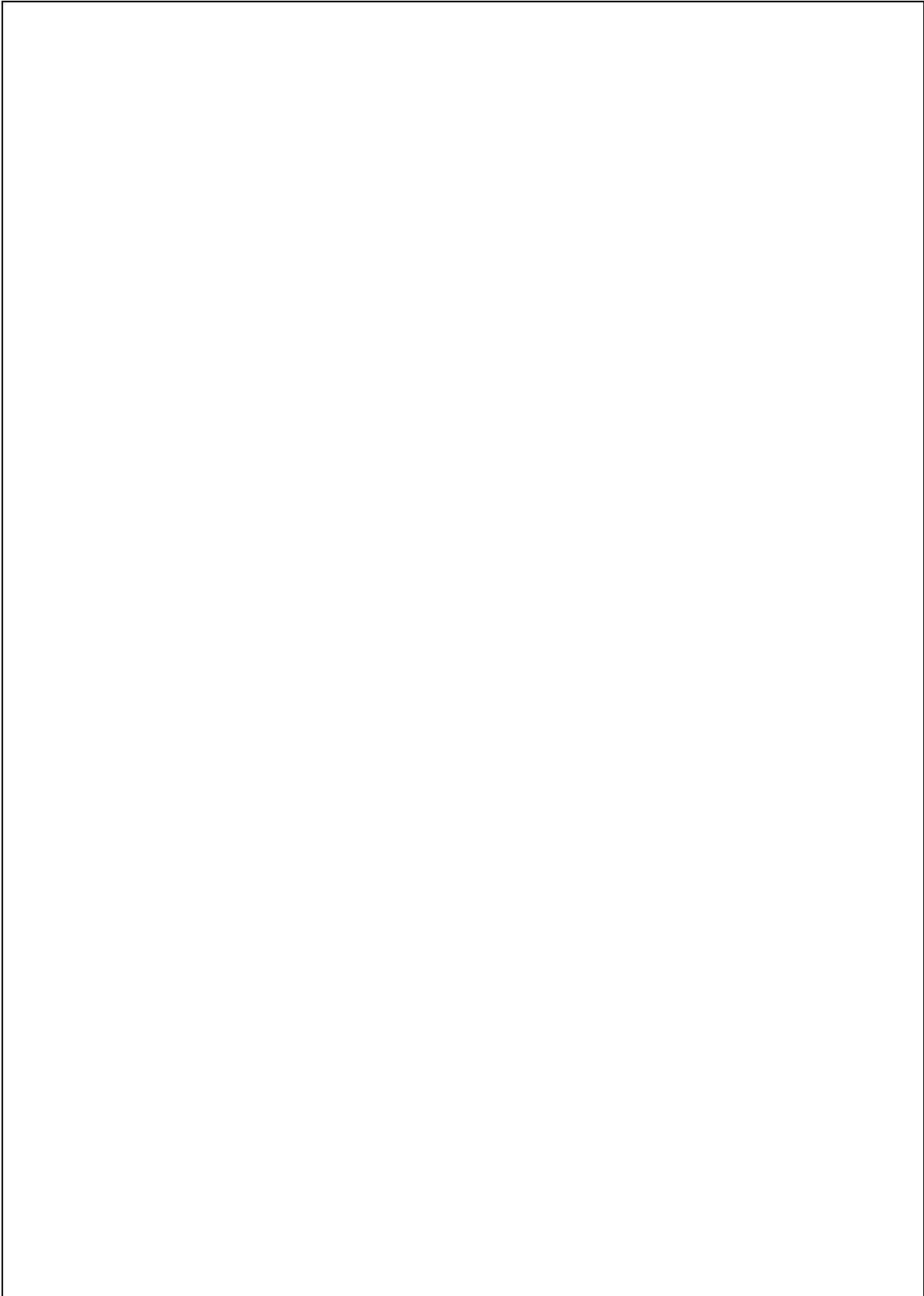
The alternative experience will automatically be applied within the Job Description and Person Specification. If you need further guidance in this please contact Human Resources,

Please note down the breadth, and depth and complexity of knowledge required, the depth or understanding needed – and any other aspects of your job that you consider to be relevant under this factor heading:

If you require more space, please use an additional page

PART 4 – ANY OTHER RELEVANT INFORMATION

Please use this page to provide any other information you consider to be relevant in considering the content of the job:

A large, empty rectangular box with a thin black border, intended for the applicant to provide any other relevant information regarding the job content.

PART 5 – SIGN OFF AND APPROVAL

a. Employee (where appropriate)

I confirm that this information is accurate and reflect the normal, routine requirements of my role.

Signature: _____

Please forward this along with the other relevant information to your manager

b. Manager

I confirm that the information is accurate, reflects the normal routine requirements of the role, that I have discussed and agreed this with the current postholder (where appropriate).

Signature: _____

Please forward this along with the other relevant information to your Head of Service or Corporate Director.

c. Head of Service/Corporate Director

I confirm that I support this evaluation/re-evaluation request and that the information contained in this accurately describes the normal, routine requirements of the role.

Signature: _____

Please forward this along with the other relevant information to your Service Senior Human Resources Adviser.



Appendix 3

Job Evaluation Appeal Submission Pro-Forma

PART 1 – APPELLANT'S DETAILS

Individuals wishing to appeal against the evaluation or re-evaluation of their job, must submit this form and accompany it with the Job Review or Job Evaluation or Appeal Form. These forms should be completed by the individual and their manager and submitted to the relevant Head of Service for consideration and agreement prior to formal submission to Human Resources.

Employee Information

Name	
Service	
Work Location	
Contact Address and Post Code	
Contact Phone Number	
Contact email	

Manager Information

Name	
Service	
Work Location	
Contact Phone Number	
Contact email	

Individuals are advised to read the Council Job Review and Job Evaluation or Appeals Policy and Procedures before completing the appeal forms.

Individuals are also advised to familiarise themselves with the factor definitions and guidance from the Scottish Joint Council's Job Evaluation Scheme, and review the documentation used to evaluate their job before setting out the details of their case. Copies of the relevant documentation can be made available by request to Human Resources.

Individuals may also seek assistance of their Trades Union.

PART 2 – GROUNDS OF APPEAL

Please indicate on which of the following grounds you are basing your appeal. No other grounds of appeal are admissible.

- 1. Factual inaccuracy in the evaluation process.**
(Complete part 3 of this form)
- 2. Failure to properly apply the agreed local procedure.**
(Complete part 3 of this form)
- 3. Misapplication of the Job Evaluation Scheme.**
(Complete part 4 of this form)

Please use parts 3 and/or 4 as indicated above to set out the details of your appeal submission.

PART 3 – DETAILS OF APPEAL SUBMISSION IN RESPECT OF APPEALS FOR FACTUAL INACCURACY IN THE EVALUATION PROCESS OR FAILURE TO PROPERLY APPLY THE AGREED LOCAL PROCEDURE)**3a. APPELLANT'S COMMENTS**

A large, empty rectangular box with a thin black border, occupying most of the page. It is intended for the user to provide additional information or a drawing if needed.

**If you require more space, please use an additional page
Once you have completed this section please forward to your Line Manager.**

3b. MANAGER'S COMMENTS

**If you require more space, please use an additional page
Once you have completed this section please forward to the Head of Service.**

3c. HEAD OF SERVICE/CORPORATE DIRECTOR'S COMMENTS

A large, empty rectangular box with a thin black border, intended for the Head of Service or Corporate Director to provide comments. The box occupies most of the page's vertical space below the section header.

**If you require more space, please use an additional page
Once you have completed this section please forward to Human Resources.**

PART 4 - DETAILS OF APPEAL SUBMISSION IN RESPECT OF APPEALS FOR MISAPPLICATION OF THE JOB EVALUATION SCHEME

Please use the table to indicate under which factor heading(s) you are making your appeal and use the boxes below to set out the details of your appeal under each relevant factor heading.

Factor Heading		Level assessed	Level Being Sought
1	Working Environment		
2	Physical Co-ordination		
3	Physical Effort		
4	Mental Skills		
5	Concentration		
6	Communication Skills		
7	Dealing with Relationships		
8	Responsibility for Employees		
9	Responsibility for Services to Others		
10	Responsibility for Financial Resources		
11	Responsibility for Physical and Info Resources		
12	Initiative and independence		
13	Knowledge		

Please note that comments must be provided by both the appellant and line manager in respect of each factor being appealed.

The Head of Service/Corporate Director may add comments should they feel it appropriate.

FACTOR 1 – WORKING ENVIRONMENT

Appellant's comments:

Line Manager's Comments:

Head of Service/Corporate Director's Comments:

FACTOR 2 – PHYSICAL CO-ORDINATION

Appellant's comments:

Line Manager's Comments:

Head of Service/Corporate Director's Comments:

FACTOR 3 – PHYSICAL EFFORT

Appellant's comments:

Line Manager's Comments:

Head of Service/Corporate Director's Comments:

FACTOR 4 – MENTAL SKILLS

Appellant's comments:

Line Manager's Comments:

Head of Service/Corporate Director's Comments:

FACTOR 5 – CONCENTRATION

Appellant's comments:

Line Manager's Comments:

Head of Service/Corporate Director's Comments:

FACTOR 6 – COMMUNICATION SKILLS**Appellant's comments:****Line Manager's Comments:****Head of Service/Corporate Director's Comments:**

FACTOR 7 – DEALING WITH RELATIONSHIPS

Appellant's comments:

Line Manager's Comments:

Head of Service/Corporate Director's Comments:

FACTOR 8 – RESPONSIBILITY FOR EMPLOYEES

Appellant's comments:

Line Manager's Comments:

Head of Service/Corporate Director's Comments:

FACTOR 9 – RESPONSIBILITY FOR SERVICES TO OTHERS

Appellant's comments:

Line Manager's Comments:

Head of Service/Corporate Director's Comments:

FACTOR 10 – RESPONSIBILITY FOR FINANCIAL RESOURCES

Appellant's comments:

Line Manager's Comments:

Head of Service/Corporate Director's Comments:

FACTOR 11 – RESPONSIBILITY FOR PHYSICAL AND INFORMATION RESOURCES

Appellant's comments:

Line Manager's Comments:

Head of Service/Corporate Director's Comments:

FACTOR 12 – INITIATIVE AND INDEPENDENCE

Appellant's comments:

Line Manager's Comments:

Head of Service/Corporate Director's Comments:

FACTOR 13 - KNOWLEDGE

Appellant's comments:

Line Manager's Comments:

Head of Service/Corporate Director's Comments:

ANY OTHER RELEVANT INFORMATION

Please use this page to provide any other information you consider to be relevant to your appeal:

A large, empty rectangular box with a thin black border, occupying most of the page below the text. It is intended for the user to provide any other relevant information for their appeal.

PART 5 – SIGN OFF AND APPROVAL

a. Employee (where appropriate)

I confirm that this information is accurate and reflect the normal, routine requirements of my role.

Signature: _____

Please forward this along with the other relevant information to your manager

b. Manager

I confirm that the information is accurate, reflects the normal routine requirements of the role, that I have discussed and agreed this with the current postholder (where appropriate).

Signature: _____

Please forward this along with the other relevant information to your Head of Service or Corporate Director.

c. Head of Service/Corporate Director

I confirm that I support this evaluation/re-evaluation request and that the information contained in this accurately describes the normal, routine requirements of the role.

Signature: _____

Please forward this along with the other relevant information to your Service Senior Human Resources Adviser.



Appendix 4

Job Evaluation Agreement and Feedback Form (Manager/Post Holder)

This form will be sent to the relevant manager and employee (where they were involved in the evaluation) along with the Job Overview document by the Lead Job Analysis dealing with the job evaluation for you to confirm either:

Job Evaluation is Agreed Complete Parts 1, 2, 3 and 5 only.

Job Evaluation is Not Agreed Complete all parts of this form.

PART 1 – JOB EVALAUTION DETAILS

Job Title	
Service	
Job Evaluation Reference	
Lead Job Analyst	

PART 2 – AGREEMENT/FEEDBACK PROVIDED BY

Please indicate in what capacity you are providing feedback and your name.

Feedback From	Tick	Name
Manager	<input type="checkbox"/>	
Post Holder	<input type="checkbox"/>	

PART 3 – AGREEMENT of JOB EVALUATION

I confirm that I am in agreement with the job evaluation for this post.

Yes No

PART 4 - DETAIL OF FEEDBACK

Where you are not able to agree the evaluation, please use the boxes below to provide detailed and specific feedback under any of the factor headings that you feel is appropriate:

FACTOR 1 – WORKING ENVIRONMENT

FACTOR 2 – PHYSICAL CO-ORDINATION

FACTOR 3 – PHYSICAL EFFORT

--

FACTOR 4 – MENTAL SKILLS

--

FACTOR 5 – CONCENTRATION

--

FACTOR 6 – COMMUNICATION

--

FACTOR 7 – DEALING WITH RELATIONSHIPS

--

FACTOR 8 – RESPONSIBILITY FOR EMPLOYEES

--

FACTOR 9 - RESPONSIBILITY FOR SERVICES TO OTHERS

--

FACTOR 10 - RESPONSIBILITY FOR FINANCIAL RESOURCES

--

FACTOR 11 - RESPONSIBILITY FOR PHYSICAL AND INFORMATION RESOURCES

--

FACTOR 12 – INITIATIVE AND INDEPENDENCE

--

FACTOR 13 - KNOWLEDGE

--

PART 5 - SIGNATURE

Signature: _____

Please return this form to the Lead Job Analysis as indicated above



Appendix 5

Job Evaluation Agreement and Feedback Form (Head of Service/Corporate Director)

This form will be sent to the relevant Head of Service or Corporate Director along with the other relevant information by the Lead Job Analysis dealing with the evaluation where agreement of the evaluation has been unable to be reached with the manager and/or post holder.

PART 1 – JOB EVALUATION DETAILS

Job Title	
Service	
Job Evaluation Reference	
Lead Job Analyst	
Employee (s)	
Manager	

PART 2 – CURRENT POSITION OF EVALUATION AGREEMENT

Factor Heading	Agreed
1. Working Environment	<input type="checkbox"/> Yes <input type="checkbox"/> No
2. Physical Co-ordination	<input type="checkbox"/> Yes <input type="checkbox"/> No
3. Physical Effort	<input type="checkbox"/> Yes <input type="checkbox"/> No
4. Mental Skills	<input type="checkbox"/> Yes <input type="checkbox"/> No
5. Concentration	<input type="checkbox"/> Yes <input type="checkbox"/> No
6. Communication Skills	<input type="checkbox"/> Yes <input type="checkbox"/> No
7. Dealing with Relationships	<input type="checkbox"/> Yes <input type="checkbox"/> No
8. Responsibility for Employees	<input type="checkbox"/> Yes <input type="checkbox"/> No
9. Responsibility for Services to Others	<input type="checkbox"/> Yes <input type="checkbox"/> No
10. Responsibility for Financial Resources	<input type="checkbox"/> Yes <input type="checkbox"/> No
11. Responsibility for Physical & Information Resources	<input type="checkbox"/> Yes <input type="checkbox"/> No
12. Initiative and Independence	<input type="checkbox"/> Yes <input type="checkbox"/> No
13. Knowledge	<input type="checkbox"/> Yes <input type="checkbox"/> No

PART 3 – FEEDBACK

For any factor not agreed please use the boxes below to provide comments:

FACTOR 1 – WORKING ENVIRONMENT

FACTOR 2 – PHYSICAL CO-ORDINATION

FACTOR 3 – PHYSICAL EFFORT

--

FACTOR 4 – MENTAL SKILLS

--

FACTOR 5 – CONCENTRATION

--

FACTOR 6 – COMMUNICATION

--

FACTOR 7 – DEALING WITH RELATIONSHIPS

--

FACTOR 8 – RESPONSIBILITY FOR EMPLOYEES

--

FACTOR 9 - RESPONSIBILITY FOR SERVICES TO OTHERS

--

FACTOR 10 - RESPONSIBILITY FOR FINANCIAL RESOURCES

--

FACTOR 11 - RESPONSIBILITY FOR PHYSICAL AND INFORMATION RESOURCES

--

FACTOR 12 – INITIATIVE AND INDEPENDENCE

--

FACTOR 13 - KNOWLEDGE

--

PART 5 - SIGNATURE

Signature: _____

Please return this form to the Lead Job Analysis as indicated above

Minute

Asset Management Sub-committee

Tuesday, 30 August 2022, 10:30.

Council Chamber, Council Offices, School Place, Kirkwall.



Present

Councillors Heather N Woodbridge, P Lindsay Hall, Steven B Heddle, Jean E Stevenson, James W Stockan and Ivan A Taylor.

Present via remote link (Microsoft Teams)

Councillor Mellissa-Louise Thomson.

Clerk

- Sandra Craigie, Committees Officer.

In Attendance

- Gareth Waterson, Corporate Director for Enterprise and Sustainable Regeneration.
- Hayley Green, Corporate Director for Neighbourhood Services and Infrastructure.
- James Wylie, Corporate Director for Education, Leisure and Housing (for Items 8 to 11).
- Erik Knight, Head of Finance.
- Kenny MacPherson, Head of Property, Asset Management and Facilities.
- Thomas Aldred, Interim ICT Service Manager.
- Graeme Christie, Estates Manager.
- Hazel Flett, Service Manager (Governance).
- Shonagh Merriman, Service Manager (Corporate Finance).
- Ian Rushbrook, Capital Programme Manager.
- Michael Scott, Solicitor.

Declarations of Interest

- No declarations of interest were intimated.

Chair

- Councillor Heather N Woodbridge.

1. Disclosure of Exempt Information

The Sub-committee noted the proposal that the public be excluded from the meeting for consideration of Item 10, as the business to be discussed involved the potential disclosure of exempt information of the classes described in the relevant paragraphs of Part 1 of Schedule 7A of the Local Government (Scotland) Act 1973 as amended.

2. Revenue Expenditure Outturn

After consideration of a report by the Head of Finance, copies of which had been circulated, the Sub-committee:

Noted:

2.1. The revenue expenditure outturn statement, in respect of service areas for which the Asset Management Sub-committee was responsible, for financial year 2021/22, attached as Annex 1 to the report by the Head of Finance, indicating an underspend of £338,300.

The Sub-committee scrutinised:

2.2. The explanations given, and actions proposed in respect of significant budget variances, as outlined in the Budget Action Plan, attached as Annex 2 to the report by the Head of Finance, and obtained assurance that appropriate action was taken with regard to significant budget variances.

3. Revenue Expenditure Monitoring

After consideration of a report by the Head of Finance, copies of which had been circulated, the Sub-committee:

Noted:

3.1. The revenue financial summary statement, in respect of service areas for which the Asset Management Sub-committee was responsible, for the period 1 April to 30 June 2022, attached as Annex 1 to the report by the Head of Finance, indicating a budget underspend position of £62,400.

3.2. The revenue financial detail by service area statement, in respect of service areas for which the Asset Management Sub-committee was responsible, for the period 1 April to 30 June 2022, attached as Annex 2 to this report.

The Sub-committee scrutinised:

3.3. The explanations given and actions proposed in respect of significant budget variances, as outlined in the Budget Action Plan, attached as Annex 3 to the report by the Head of Finance, and obtained assurance that action was being taken with regard to significant budget variances.

4. Corporate Asset Maintenance Programmes – Expenditure Outturn

After consideration of a report by the Head of Finance, copies of which had been circulated, and after hearing a report from the Service Manager (Corporate Finance), the Sub-committee:

Noted:

4.1. The summary position of expenditure incurred against the approved corporate asset revenue maintenance programmes for financial year 2021/22, as detailed in section 4.1 of the report by the Head of Finance.

The Sub-committee scrutinised:

4.2. The detailed analysis of expenditure figures and project updates, attached as Appendix 1 to the report by the Head of Finance, and obtained assurance that action had been taken with regard to significant budget variances, together with progress made with delivery of the approved corporate asset revenue maintenance programmes for 2021/22.

5. Corporate Asset Maintenance Programmes – Expenditure Monitoring

After consideration of a report by the Head of Finance, copies of which had been circulated, and after hearing a report from the Service Manager (Corporate Finance), the Sub-committee:

Noted:

5.1. The summary position of expenditure incurred, as at 30 June 2022, against the approved corporate asset revenue maintenance programmes for 2022/23, as detailed in section 4.1 of the report by the Head of Finance.

The Sub-committee scrutinised:

5.2. The detailed analysis of expenditure figures and project updates, attached as Appendix 1 to the report by the Head of Finance, and obtained assurance that action was being taken with regard to significant budget variances, together with progress being made with delivery of the approved corporate asset revenue maintenance programmes for 2022/23.

6. Corporate Asset Improvement Programmes – Expenditure Outturn

After consideration of a report by the Head of Finance, copies of which had been circulated, and after hearing a report from the Service Manager (Corporate Finance), the Sub-committee:

Noted:

6.1. The summary outturn position of expenditure incurred against the approved corporate asset capital improvement and replacement programmes for financial year 2021/22, as detailed in section 4.1 of the report by the Head of Finance.

The Sub-committee scrutinised:

6.2. The detailed analysis of expenditure figures and project updates, attached as Appendix 1 to the report by the Head of Finance, and obtained assurance that action was taken with regard to significant budget variances, together with progress made with delivery of the approved corporate asset capital improvement and replacement programmes for 2021/22.

7. Corporate Asset Improvement Programmes – Expenditure Monitoring

After consideration of a report by the Head of Finance, copies of which had been circulated, and after hearing a report from the Service Manager (Corporate Finance), the Sub-committee:

Noted:

7.1. The summary position of expenditure incurred, as at 30 June 2022, against the approved corporate asset capital improvement and replacement programmes for 2022/23, as detailed in section 4.1 of the report by the Head of Finance.

The Sub-committee scrutinised:

7.2. The detailed analysis of expenditure figures and project updates, attached as Appendix 1 to the report by the Head of Finance, and obtained assurance that action was being taken with regard to significant budget variances, together with progress being made with delivery of the approved corporate asset capital improvement and replacement programmes for 2022/23.

8. COVID-19 Funding to IT Recovery Projects

After consideration of a report by the Corporate Director for Neighbourhood Services and Infrastructure, copies of which had been circulated, and after hearing a report from the Head of Property, Asset Management and Facilities, the Sub-committee:

Noted:

8.1. That, on 21 December 2021, when considering the allocation of one-off funding towards a series of projects considered to provide excellent recovery prospects from the COVID-19 pandemic, the Policy and Resources Committee recommended the allocation of funding to a series of recovery projects, including one-off allocations towards the following IT related matters:

- Windows 11 – £400,000.
- Schools' IT Equipment – £500,000.
- Corporate IT Equipment – £500,000.

8.2. That the one-off allocations towards the IT related matters detailed above were in addition to the annual funding allocation of £420,000 in respect of the IT Capital Replacement Programme.

8.3. The overview of current plans and spending in respect of the COVID-19 funding for IT recovery projects, as detailed in sections 4 to 6 of the report by the Corporate Director for Neighbourhood Services and Infrastructure.

9. Information Technology Strategy Delivery Plan

After consideration of a report by the Corporate Director for Neighbourhood Services and Infrastructure, copies of which had been circulated, and after hearing a report from the Head of Property, Asset Management and Facilities, the Sub-committee:

Scrutinised the updated Delivery Plan, attached as Appendix 2 to the report by the Corporate Director of Neighbourhood Services and Infrastructure, and obtained assurance that progress was being made in implementing the Information Technology Strategy.

10. Strategic Land Acquisition

On the motion of Councillor Heather N Woodbridge, seconded by Councillor P Lindsay Hall, the Sub-committee resolved that the public be excluded from the meeting for this item on the grounds that it involved the disclosure of exempt information as defined in paragraphs 6 and 9 of Part 1 of Schedule 7A of the Local Government (Scotland) Act 1973 as amended.

After consideration of a joint report by the Corporate Director for Enterprise and Sustainable Regeneration and the Corporate Director for Neighbourhood Services and Infrastructure, copies of which had been circulated, the Sub-committee:

Resolved, in terms of delegated powers, what action should be taken with regard to a strategic land acquisition.

The above constitutes the summary of the Minute in terms of the Local Government (Scotland) Act 1973 section 50C(2) as amended by the Local Government (Access to Information) Act 1985.

11. Conclusion of Meeting

At 11:52 the Chair declared the meeting concluded.

Signed: Heather Woodbridge.