



# Delivery Plan 2023-2028



**ORKNEY**  
ISLANDS COUNCIL

[www.orkney.gov.uk](http://www.orkney.gov.uk)

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# Introduction

This Delivery Plan complements and supports Orkney Islands Council's strategic plan for the current Council term. The Council Plan 2023-2028 sets out the strategic priorities and aims of the incoming Councillors elected in 2022, and this Delivery Plan describes some of the projects, services and policies which will progress those priorities and achieve tangible outcomes for Orkney.

Underpinning all of our plans is the Council's commitment to combat climate change, having joined councils around the world in declaring a climate emergency in 2019. The opportunity to grow our green and blue economies with land and sea-based renewable energy projects will give Orkney a head start in the race to net zero, reducing energy use whilst simultaneously boosting employment. We will update the Council's own estate to reduce our carbon footprint, improve the energy efficiency of our social housing and facilitate affordable measures to upgrade cold homes and combat fuel poverty.

The Council is committed to reducing poverty and hardship in Orkney, both in response to the immediate cost of living crisis and in the longer term. Addressing the poverty-related attainment gap in school outcomes will improve the life chances and choices of children held back by early disadvantage and help prevent persistent poverty. Community wealth building will help retain added value within our economy and generate opportunities for more people to contribute to, and benefit from, economic growth. The provision of affordable and accessible childcare is essential if more parents are to be helped into work.

Some disadvantage is geographical: it is harder for those on the ferry-linked isles to access services and facilities, and digital connectivity has a long way to go to catch up with the best in the UK. Planned developments to our infrastructure prioritise essential housing, transport and connectivity projects, with our biggest challenge being to secure a new green ferry fleet. Meanwhile, free ferry travel for young people will improve their access to sport and leisure opportunities on the Orkney Mainland.

Some of our flagship projects have been many years in the planning already. Orkney's Community Wind Farm Project began in 2019 and planning is progressing for Quanterness, Hoy and Faray. The project will generate significant income and community benefit for Orkney, coming on stream towards the end of the plan period. The Harbours Master Plan, another long term scheme, supports the Council's measured approach to diversification and growth, allowing Orkney to benefit without detriment to its community.

Our fourth strategic priority may be less visible but is essential to the delivery of this plan. Transforming our Council will modernise the way we work. It will help us to recruit and retain the best staff in today's competitive environment, grow our own talent and attract the skilled people we need to deliver essential services. Taking action now will future-proof the Council, so that we can continue to serve the people of Orkney throughout the lifetime of this plan and beyond.

# Growing our Economy

## Net-zero and de-carbonisation (E1)

Progress towards net-zero and the de-carbonisation of operations through:

- Working with partners in the renewable research and innovation community.
- Finalisation, approval and implementation of relevant actions in the Orkney Sustainable Energy Strategy and Action Plan.
- Decarbonisation of vehicle fleet and Council buildings and properties with reference to the Scottish Government Local Heat and Energy Efficiency Strategy.
- Progressing delivery plan to meet Energy Efficiency Standard for Social Housing 2 by 2032 in line with Scottish Government priorities and availability of funding.
- Supporting uptake of renewable energy, smart energy, or energy efficient solutions for homes and businesses.

### Delivery milestones

| Year 1 (2023/24)   | Year 2 (2024/25)   | Year 3 (2025/26)   | Year 4 (2026/27)  | Year 5 (2027/28)  |
|--|--|--|---|---|
| <ul style="list-style-type: none"> <li>• Finalise the Orkney Sustainable Energy Strategy Action Plan.</li> <li>• Council specific action will follow from this delivery plan.</li> <li>• Commence development of the Council Climate Change Strategy and Action Plan.</li> </ul> | <ul style="list-style-type: none"> <li>• Review of Scottish Government 'Energy Strategy and Just Transition Plan' and update of Orkney Sustainable Energy Strategy completed.</li> <li>• Finalise programme of decarbonisation for housing stock.</li> <li>• Approve Council Climate Change Strategy and Action Plan.</li> </ul> | <ul style="list-style-type: none"> <li>• Finalise programme of decarbonisation across relevant strands e.g.                             <ul style="list-style-type: none"> <li>○ School estate.</li> <li>○ Infrastructure property.</li> <li>○ Vehicle fleet.</li> <li>○ ICT estate.</li> <li>○ Marine and transport.</li> </ul> </li> <li>• Replicate Carbon Neutral Islands project on one or more islands.</li> </ul> | <ul style="list-style-type: none"> <li>• Identify funding and develop pilot plans.</li> <li>• Replicate Carbon Neutral Islands project on one or more islands.</li> </ul> | <ul style="list-style-type: none"> <li>• Deliver decarbonisation pilot on one key programme strand.</li> <li>• Commence decarbonisation programme strands.</li> </ul> |

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| <ul style="list-style-type: none"> <li>• Start an evaluation of baseline data relating to the Council's carbon emissions in order to provide an accurate and consistent approach to the reporting and management of total corporate emissions.</li> </ul> | <ul style="list-style-type: none"> <li>• Complete the evaluation of baseline data relating to the Council's carbon emissions in order to provide an accurate and consistent approach to the reporting and management of total corporate emissions.</li> <li>• Work with the Scottish Government and other stakeholders to ensure that the benefits of the Carbon Neutral Islands project are shared across all other Orkney islands.</li> </ul> |  |  |  |
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## Support for local business (E2)

Supporting and investing in businesses across Orkney and working in partnership with our key industry sectors including:

- Addressing primary producer challenges including farming and fishing.
- Developing the blue / green economies and maximising support for innovation.
- Sustainable development of tourism, hospitality and destination management.
- Encouraging SME business start-up and development.
- Supporting internationalisation and marketing for our key sectors.
- Develop mechanisms to support business uptake of renewable energy, smart energy and energy efficiency solutions.
- Enable Orkney to tap into the opportunity presented by renewable energy developments, particularly offshore wind, by supporting development of the local supply chain including research and development and innovation activity.

This includes supporting circular economy and community wealth building principles.

### Delivery milestones

| Year 1 (2023/24)  | Year 2 (2024/25)  | Year 3 (2025/26)   | Year 4 (2026/27)   | Year 5 (2027/28) |
|---|---|--|--|------------------|
| <ul style="list-style-type: none"> <li>• Review OIC schemes of assistance.</li> <li>• Hold supply chain events for offshore wind.</li> <li>• Strategic Tourism Infrastructure Development Plan approved.</li> </ul> | <ul style="list-style-type: none"> <li>• Review Orkney Marketing programme.</li> <li>• Investigate the introduction of an Orkney visitor levy.</li> </ul> | <ul style="list-style-type: none"> <li>• Review OIC actions in 2020-2030 Tourism Action Plan.</li> </ul> | <ul style="list-style-type: none"> <li>• Review sector group support.</li> </ul> |                  |

## Strengthening our Communities

| <b>Social care / community led support (C1)</b>  |   |  |  |                  |
|--|---|--|--|------------------|
| Working with communities and partners to collaboratively design services with a focus on prevention, early intervention and on enabling people to be as independent as possible. This will strengthen integrated health and social care provision, improve mental health and wellbeing support, bolster partnership working and drive further development of community-led support / care in a co-designed approach.   |   |  |  |                  |
| Delivery milestones  |   |  |  |                  |
| Year 1 (2023/24)   | Year 2 (2024/25)  | Year 3 (2025/26)   | Year 4 (2026/27)   | Year 5 (2027/28) |
| <ul style="list-style-type: none"> <li>Community Led Support (CLS) / Engagement Lead recruited .</li> <li>Explore the options to develop the Community Led Support approach and propose a project to deliver this.</li> <li>Secure the sustainability of the islands' wellbeing co-ordinators to keep those in post.</li> <li>Establish a Social prescribing programme (Where GPs prescribe non-clinical activities to benefit health for example, exercise.) for Orkney.</li> </ul> | <ul style="list-style-type: none"> <li>Details will follow on from outcome of discovery and define phases.</li> <li>Expand wellbeing co-ordinators to all ferry-linked isles.</li> <li>Review eligibility criteria for services with a view to easier and earlier access.</li> <li>Establish a partner focused approach to improving health and wellbeing support – NHS Orkney, Active Schools, Community Learning and Development, Arts, Culture and Libraries.</li> </ul> | <ul style="list-style-type: none"> <li>Undertake an evaluation of the wellbeing co-ordinators and overall progress to date.</li> </ul> | <ul style="list-style-type: none"> <li>Analyse impact of changes in eligibility criteria.</li> </ul> |                  |



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| <ul style="list-style-type: none"><li>• New Partnership Agreement with Sportscotland securing the future of the ActiveSchools and Community Sports Hub programmes.</li><li>• Physical Activity and Wellbeing Strategy for Orkney developed.</li></ul> |  |  |  |  |
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## Living independently (C2)

Redesign services to support people to live in their own homes longer and safely by improving the range of, and access to, supports relating to dementia and frailty and further enhancing support to unpaid carers.

Delivery of a holistic service, in partnership with people and linked partners.

### Delivery milestones

| Year 1 (2023/24)   | Year 2 (2024/25)  | Year 3 (2025/26)  | Year 4 (2026/27) | Year 5 (2027/28) |
|--|---|---|------------------|------------------|
| <ul style="list-style-type: none"> <li>• Planning phase for the provision of appropriate housing for people with enduring mental health needs (subsequent milestones will be determined based on year one).</li> <li>• Scope care at home delivery in order to maximise capacity.</li> <li>• Determine future requirements in relation to the analogue to digital switchover plans for 2025.</li> <li>• Appoint lead officer and support worker role for unpaid carers.</li> </ul> | <ul style="list-style-type: none"> <li>• Review progress on year one milestones.</li> </ul> | <ul style="list-style-type: none"> <li>• Full implementation of analogue to digital switch over.</li> </ul> |                  |                  |

## Development of learning provision and pathways (C3)

Develop and promote sustainable learning provision and pathways, considering improvement based on local needs and skills gaps. Providing all age holistic, bespoke and person-centred support and opportunities to increase confidence, skills and knowledge to ensure individuals progress into positive destinations. Orkney College functions as a core part of this learning provision.

### Delivery milestones

| Year 1 (2023/24)  | Year 2 (2024/25)  | Year 3 (2025/26)   | Year 4 (2026/27)   | Year 5 (2027/28) |
|---|---|--|--|------------------|
| <ul style="list-style-type: none"> <li>• Support the development &amp; delivery of the Local Employability Plan based on funding availability.</li> <li>• Development and coordination of Pathway Planning Partnerships in schools.</li> <li>• Implement Orkney College Business Review.</li> <li>• Expand adult numeracy learning opportunities.</li> <li>• Increase inclusive employment opportunities in the Local Authority.</li> </ul> | <ul style="list-style-type: none"> <li>• Support the delivery of the Local Employability Plan based on funding availability.</li> <li>• Development of wider achievement opportunities.</li> <li>• Creation of an Orkney wide Adult Learning Strategy.</li> <li>• Raise awareness of positive progression routes.</li> <li>• Further develop adult numeracy learning opportunities.</li> <li>• Increase inclusive employment opportunities in the Local Authority.</li> </ul> | <ul style="list-style-type: none"> <li>• Review Pathway Planning Partnership.</li> </ul> | <ul style="list-style-type: none"> <li>• Sustain wider achievement opportunities.</li> </ul> |                  |

## Improve Education Standards (Scottish attainment challenge) (C4)

Excellence through raising attainment and improving outcomes: ensuring that every child and young person achieves the highest standards in literacy and numeracy, as well as the knowledge and skills necessary to shape their future as successful learners, confident individuals, responsible citizens, and effective contributors.

Achieving equity: ensuring every child and young person has the same opportunity to succeed, no matter their background or shared protected characteristics, with a particular focus on closing the poverty related attainment gap.

Please see a summarised glossary of acronyms after the delivery milestones.

### Delivery milestones

| Year 1 (2023/24)  | Year 2 (2024/25)  | Year 3 (2025/26)  | Year 4 (2026/27)   | Year 5 (2027/28)  |
|---|---|---|--|---|
| <ul style="list-style-type: none"> <li>Core stretch aims set for P1/4/7 Broad General Education (BGE) and SCQF level 5 and 6 participation.</li> <li>Attendance stretch aim set for Local Authority (LA) as health and wellbeing agenda.</li> <li>Core plus stretch aims set for children and young people who have experienced care or who are in receipt of Free School Meals.</li> <li>School targets set by all primary schools across all</li> </ul> | <ul style="list-style-type: none"> <li>Annual programme to revise and set new core stretch aims for P1/4/7 BGE and SCQF level 5 and 6 participation established.</li> <li>Annual programme to revise and set attendance stretch aim set for LA as health and wellbeing agenda established.</li> <li>Establish a partner focused approach to meeting pupil and staff health and wellbeing needs – NHS Orkney, Active Schools, Community Learning and Development, Arts,</li> </ul> | <ul style="list-style-type: none"> <li>Revised school targets set by all primary schools across all stages in literacy, numeracy and attendance.</li> <li>All schools submit a Pupil Equity Fund (PEF) plan.</li> <li>All schools to spend PEF funding other than staff costs carry forward.</li> <li>PEF spend monitored termly by LA officers and action taken.</li> <li>Updated BGE tracking toolkit used by all primary schools.</li> </ul> | <ul style="list-style-type: none"> <li>Annual programme to revise and set new core stretch aims for P1/4/7 BGE and SCQF level 5 and 6 participation revised in line with national requirements.</li> </ul> | <ul style="list-style-type: none"> <li>New annual programme established.</li> </ul> |

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| <p>stages in literacy, numeracy and attendance.</p> <ul style="list-style-type: none"> <li>• All schools submit a PEF plan.</li> <li>• All schools to spend PEF funding other than staff costs carry forward.</li> <li>• PEF spend monitored termly by LA officers and action taken.</li> <li>• Updated BGE tracking toolkit used by all primary schools.</li> <li>• Predicted BGE data for P1/4/7 and S3 submitted in Nov and Feb with final data submitted in May.</li> <li>• Senior phase attainment tracked and monitored.</li> <li>• All submitted data analysed and actions taken.</li> <li>• Care Experienced Children and Young People (CECYP)</li> </ul> | <p>Culture and Libraries.</p> <ul style="list-style-type: none"> <li>• Annual programme to revise and set core plus stretch aims for children and young people who have experienced care or who are in receipt of FSM (Free School Meals) established.</li> <li>• Revised school targets set by all primary schools across all stages in literacy, numeracy and attendance.</li> <li>• All schools submit a PEF plan.</li> <li>• All schools to spend PEF funding other than staff costs carry forward.</li> <li>• PEF spend monitored termly by LA officers and action taken.</li> <li>• Updated BGE tracking toolkit used by all primary schools.</li> </ul> | <ul style="list-style-type: none"> <li>• Predicted BGE data for P1/4/7 and S3 submitted in Nov and Feb with final data submitted in May.</li> <li>• Senior phase attainment tracked and monitored.</li> <li>• All submitted data analysed and actions taken.</li> <li>• BGE tracking for literacy and numeracy in S1 and S2.</li> <li>• Monitor and report on impact of SEF QIO role.</li> <li>• Implement SEF plan.</li> </ul> |  |  |
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| <p>coordinator appointed.</p> <ul style="list-style-type: none"> <li>• Quality Improvement Officer (QIO) (Attainment and Achievement) appointed using Strategic Equity Funding (SEF).</li> <li>• Community Learning Officer (CLO) for equity support workers appointed using SEF underspend.</li> <li>• Raising attainment strategy written.</li> <li>• SEF plan written.</li> </ul> | <ul style="list-style-type: none"> <li>• Predicted BGE data for P1/4/7 and S3 submitted in Nov and Feb with final data submitted in May.</li> <li>• Senior phase attainment tracked and monitored.</li> <li>• All submitted data analysed and actions taken.</li> <li>• BGE tracking for literacy and numeracy in S1.</li> <li>• Monitor and report on impact of SEF QIO role.</li> <li>• Further develop SEF plan to take account of increased SEF allocation for 2025/26.</li> </ul> |  |  |  |
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BGE | Broad General Education  
 CECYP | Care Experienced Children and Young People  
 CLO | Community Learning Officer  
 FSM | Free School Meals  
 LA | Local Authority

PEF | Pupil Equity Fund  
 QIO | Quality Improvement Officer  
 SCQF | Scottish Credit and Qualifications Framework  
 SEF | Strategic Equity Funding

## Childcare (C5)

Provide childcare in an affordable way in locations that are convenient including:

- Continuing to develop a new 50-place 0-5 nursery in Kirkwall.
- Continuing to offer free non-eligible 2-year-old places in island settings with capacity (staffing and registered number).
- Supporting individuals to take up child-minding; supporting practising child-minders to develop practice as well as meet and maintain the National Standard; recruiting and supporting child-minders working in partnership with the local authority to provide statutory childcare (including qualifications).
- Establishing a 'grant and subsidy' approach for child-minders in hard to sustain locations (for example where numbers are very small making the business non-viable).
- Extending local authority (statutory) provision in-line with Scottish Government policy directives (as funding and workforce permits).
- Piloting provision for school-aged childcare and childcare for children aged 1 and 2, including childcare for children with additional support needs, in order to test demand, availability of workforce and model.

### Delivery milestones

| Year 1 (2023/24)  | Year 2 (2024/25)   | Year 3 (2025/26)   | Year 4 (2026/27)  | Year 5 (2027/28) |
|---|--|--|---|------------------|
| <ul style="list-style-type: none"> <li>• Programme of support (10x 2.5 hrs) for existing child minders complete.</li> <li>• Recruitment of (5) new childminders complete.</li> <li>• Scope small scale pilot project for school-age childcare (includes assessment of need).</li> </ul> | <ul style="list-style-type: none"> <li>• Programme of support (10x 2.5 hrs) for existing child minders complete.</li> <li>• Programme of support for new childminders established.</li> <li>• 'Grant and subsidy' model for childminders established.</li> </ul> | <ul style="list-style-type: none"> <li>• Programme of support (5x 3hours) for existing child minders complete.</li> <li>• Pilot project (to include wider geographical reach) extended.</li> </ul> | <ul style="list-style-type: none"> <li>• Provision of viable and sustainable year-round childcare established.</li> </ul> |                  |

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| <ul style="list-style-type: none"><li>• Tender for provider of new 50-place 0-5 nursery in Kirkwall published.</li></ul> | <ul style="list-style-type: none"><li>• Small scale pilot project for school age child-care complete and evaluated.</li><li>• New 50-place 0-5 nursery in Kirkwall open.</li></ul> |  |  |  |
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## Embed the vision and outcomes of the Promise (C6)

Delivery of The Promise\* to support children and young people who are care experienced.

- Establish a Promise Board.
- Develop workforce capacity and support.
- Strengthen Family Support.

### Delivery milestones

| Year 1 (2023/24)   | Year 2 (2024/25)  | Year 3 (2025/26)   | Year 4 (2026/27)   | Year 5 (2027/28)   |
|--|---|--|--|--|
| <ul style="list-style-type: none"> <li>• Poverty Milestones reached.</li> <li>• Policy and Practice Framework established.</li> <li>• Evidence of “voice”.</li> <li>• Attainment for looked after children improving.</li> </ul> | <ul style="list-style-type: none"> <li>• Whole Systems Approach embedded.</li> <li>• Workforce stability progress noted.</li> <li>• Effective information sharing.</li> <li>• Care based language embedded.</li> <li>• Evidence UNCRC** is embedded.</li> </ul> | <ul style="list-style-type: none"> <li>• Poverty Milestones reached.</li> <li>• Trauma informed workforce.</li> <li>• Evidence of strong relational practice.</li> </ul> | <ul style="list-style-type: none"> <li>• Attainment for looked after children consistently improving.</li> <li>• Evidence of “voice” with high satisfaction rates.</li> <li>• Stabilisation of accommodation rates.</li> </ul> | <ul style="list-style-type: none"> <li>• Positive Inspections.</li> <li>• Poverty Milestones reached.</li> </ul> |

\*[About the promise - The Promise](#) exists so that children and young people in Scotland can grow up loved, safe, and respected.

- Website link: [About the promise - The Promise](#)

\*\* UNCRC | United Nations Convention on the Rights of the Child

## Developing our Infrastructure

### Improve Isles transport links (I1)

Developing integrated, effective, sustainable, and reliable inter-islands connectivity through the development and maintenance of transport infrastructure and links. This modernisation will be considered through the lens of ‘net zero’. Areas to be considered include:

- The barriers.
- Review level of service and options.
  - Consider options like ‘fixed links’ and ‘Sustainable Aviation Test Environment’ (SATE).
- Isles Transport Solutions e.g. Ferry replacement or alternative solutions.
  - Lobbying for funding.
- Smaller piers and harbours improvements across Orkney as outlined and agreed in the Harbours Master Plan.
- Aircraft.

#### Delivery milestones

| Year 1 (2023/24)   | Year 2 (2024/25)  | Year 3 (2025/26)   | Year 4 (2026/27)  | Year 5 (2027/28) |
|--|---|--|---|------------------|
| <ul style="list-style-type: none"> <li>• Vessel operability analysis to be carried out to consider suitability / type for the Outer North Isles network.</li> <li>• Continuation of lobbying to Scottish Government to support Orkney’s Inter Island Transport e.g Ferry Replacement Programme and associated land side</li> </ul> | <ul style="list-style-type: none"> <li>• Completion of Outline Design Specification for vessels or alternative transport solutions.</li> <li>• Identify and undertake Fixed Link Feasibility Study for some isles.</li> </ul> | <ul style="list-style-type: none"> <li>• Progression of Outline Design Specification for remaining inter isles transport network.</li> <li>• Progression to design and build of agreed vessels or alternative transport solutions, subject to funding. from Government.</li> </ul> | <ul style="list-style-type: none"> <li>• Progression of Transport Solutions Programme and associated land side infrastructure subject to funding from Government .</li> </ul> |                  |

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| <p>infrastructure upgrades.</p> <ul style="list-style-type: none"> <li>• Improve reliability and connectivity to the Outer North Isles through transport solutions e.g. by enhancing the Inter Island Air Service (third aircraft) subject to external grant funding.</li> <li>• Review findings with regards to condition of barrier one, develop options for any actions to bring to Committee.</li> <li>• Exploration of project scope and funding options for small piers and harbours infrastructure.</li> <li>• Council decision on small piers and harbours projects.</li> <li>• Generate invitation to tender documents, complete tender exercise and award contract.</li> </ul> | <ul style="list-style-type: none"> <li>• Continuation of discussions with Scottish Government in respect of transport solutions.</li> <li>• Complete Upgrades to Papa Westray Pier.</li> <li>• Progress decisions taken by Committee regarding Barrier One.</li> <li>• Commence small piers and harbours infrastructure projects as per approved Council decision.</li> </ul> | <ul style="list-style-type: none"> <li>• Progress decisions taken by Committee regarding Barrier One.</li> </ul> |  |  |
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## Free ferry travel for island young people (I2)

Introduce free ferry travel for island young people to allow them to access sport and entertainment opportunities already available to mainland young people. The ferry is the equivalent of the bus to islanders. This will involve exploring how this can be funded, including potential lobbying of Government if required.

### Delivery milestones

| Year 1 (2023/24)   | Year 2 (2024/25) | Year 3 (2025/26) | Year 4 (2026/27) | Year 5 (2027/28) |
|--|------------------|------------------|------------------|------------------|
| <ul style="list-style-type: none"> <li>Lobby Scottish Government for funding for the extension of the Under 22 Free Bus Scheme to include ferries for young people living in the isles.</li> </ul> |                  |                  |                  |                  |

## Work towards integrating our transport networks (I3)

Integrate our transport networks to improved operational connectivity and reduce vulnerabilities.

### Delivery milestones

| Year 1 (2023/24)  | Year 2 (2024/25)  | Year 3 (2025/26)   | Year 4 (2026/27)   | Year 5 (2027/28)   |
|---|---|--|--|--|
| <ul style="list-style-type: none"> <li>Continue to provide connecting bus services with inter island air and ferry services where possible.</li> <li>Consider the broadening out of the Community Transport Grant with the view to provide a wider service to the whole community.</li> <li>Continue to seek external grant funding to enhance public bus services where possible.</li> </ul> | <ul style="list-style-type: none"> <li>Trial of flexible door to door community-based transport in an area not currently served by public transport (subject to external grant funding).</li> </ul> | <ul style="list-style-type: none"> <li>Increase in community transport usage.</li> <li>Increase in public bus usage statistics.</li> </ul> | <ul style="list-style-type: none"> <li>Increase in community transport usage.</li> <li>Increase in public bus usage statistics.</li> </ul> | <ul style="list-style-type: none"> <li>Consider requirements for future School and Public Bus Contract.</li> </ul> |

## Supporting Economic Growth through Harbours Infrastructure (I4)

Ensuring major harbours infrastructure is designed and developed to support economic growth and community benefits across Orkney with a focus on projects as set out and agreed in the Harbours Master Plan. This includes the following proposed developments:

- Deep Water Quay within Scapa Flow: New multi-user deep water pier and quayside facility with laydown area.
- Hatston Pier: New pier and quayside infrastructure, ship lift, fuel facility and land for harbour operations.
- Kirkwall: New quayside infrastructure, marina expansion and waterfront development area.
- Stromness: Marina expansion and dedicated cruise tender pontoon.

### Delivery milestones

| Year 1 (2023/24)  | Year 2 (2024/25)  | Year 3 (2025/26)   | Year 4 (2026/27)   | Year 5 (2027/28)  |
|---|---|--|--|---|
| <ul style="list-style-type: none"> <li>• Exploration of project scope and funding options.</li> <li>• Develop options for Council consideration</li> <li>• Council approval of programme of projects and phased implementation timetable.</li> <li>• Undertaking Equality Impact Assessment and planning applications for projects in scope.</li> </ul> | <ul style="list-style-type: none"> <li>• Subject to agreement, consents and funding, start the construction of initial phase of projects.</li> <li>• Conduct five-year review of Harbours Master Plan projects that support economic development (approved in April 2020).</li> </ul> | <ul style="list-style-type: none"> <li>• Subject to consents and funding, start construction of next phase of projects.</li> </ul> | <ul style="list-style-type: none"> <li>• Targeted completion of projects commenced in Year 2.</li> </ul> | <ul style="list-style-type: none"> <li>• Targeted completion of projects commenced In Year 3</li> </ul> |

## Digital connectivity (I5)

Support and enable the delivery of digital connectivity across Orkney including;

- Implement relevant actions in the Orkney Islands Council Digital Strategy (2022-2026), and input into digital Strategy Delivery Plan as appropriate.
- Facilitate commercial telecoms infrastructure investment and stimulate market demand.
- Raise awareness of available schemes, 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.

Milestones will need to adapt to complex funding landscape.

### Delivery milestones

| Year 1 (2023/24)  | Year 2 (2024/25)   | Year 3 (2025/26)   | Year 4 (2026/27)   | Year 5 (2027/28)  |
|---|--|--|--|---|
| <ul style="list-style-type: none"> <li>• Input into Digital Strategy Delivery Plan.</li> <li>• Established mechanism seeking to support gaps in provision where possible.</li> <li>• Commence implementation of relevant Digital Strategy Delivery Plan actions.</li> <li>• Commence transition of Council's core wide area network.</li> </ul> | <ul style="list-style-type: none"> <li>• Application for gigabit funding (if this route is viable).</li> <li>• Continue to implement relevant Digital Strategy Delivery Plan actions.</li> <li>• Continue transition of Council's core wide area network.</li> </ul> | <ul style="list-style-type: none"> <li>• Complete transition of Council's core wide area network.</li> <li>• Given dynamic funding landscape review outcomes against delivery plan and plan activities for years 4 and 5.</li> </ul> | <ul style="list-style-type: none"> <li>• Implement relevant actions based on year 3 review of outcomes.</li> </ul> | <ul style="list-style-type: none"> <li>• Review progress towards connectivity targets.</li> </ul> |

## Social housing (I6)

Invest in social housing to endeavour to address waiting lists and improve temporary housing availability, including:

- Developing social housing across Orkney in line with housing need and demand.
- Ensuring all future housing is energy efficient in line with Scottish Government requirements.

### Delivery milestones

| Year 1 (2023/24)  | Year 2 (2024/25)   | Year 3 (2025/26)   | Year 4 (2026/27)   | Year 5 (2027/28)   |
|---|--|--|--|--|
| <ul style="list-style-type: none"> <li>• Undertake housing need and demand assessment in line with Scottish Government requirements.</li> <li>• Undertake enhanced housing need and demand assessment to determine level of housing need for essential workers.</li> <li>• Develop revised Local Housing Strategy for 2023 – 2028.</li> <li>• Develop revised Housing Revenue Account Business Plan.</li> </ul> | <ul style="list-style-type: none"> <li>• Social housing delivery by OIC and OHAL through the Strategic Housing Investment Plan assuming grant availability and affordability and in line with social housing standards.</li> <li>• Review of Housing Revenue Account Rent Setting Policy.</li> </ul> | <ul style="list-style-type: none"> <li>• Social housing delivery by OIC and OHAL through the Strategic Housing Investment Plan assuming grant availability and affordability and in line with social housing standards.</li> </ul> | <ul style="list-style-type: none"> <li>• Social housing delivery by OIC and OHAL through the Strategic Housing Investment Plan assuming grant availability and affordability and in line with social housing standards.</li> </ul> | <ul style="list-style-type: none"> <li>• Social housing delivery by OIC and OHAL through the Strategic Housing Investment Plan assuming grant availability and affordability and in line with social housing standards.</li> </ul> |



|  |  |  |  |  |
|--|--|--|--|--|
| <ul style="list-style-type: none"><li>• Social housing delivery by OIC and OHAL through the Strategic Housing Investment Plan assuming grant availability and affordability and in line with social housing standards.</li></ul> |  |  |  |  |
|--|--|--|--|--|

## Mid-market rental properties (I7)

To investigate the potential for the development of an affordable programme of mid-market rent (MMR) properties across Orkney;

- To ensure this additional form of housing is available in the market.
- Provide accommodation for inward migration and to support provision of housing for existing workforce.
- Provision of housing for those employed on Orkney including essential workers.
- Building outwith Kirkwall in line with housing need and demand.
- Through our Local Housing Strategy we will continue to support vulnerable and island communities to access the Scottish Government's Rural and Island Housing Fund to seek to address their own housing aspirations / demand for private sector accommodation.

This includes an enhanced analysis of housing need and demand across all tenures to focus on areas such as key worker needs and link to the Local Housing Strategy.

### Delivery milestones

| Year 1 (2023/24)  | Year 2 (2024/25)  | Year 3 (2025/26)   | Year 4 (2026/27)   | Year 5 (2027/28)   |
|---|---|--|--|--|
| <ul style="list-style-type: none"> <li>• Delivery of enhanced analysis of housing need and demand (specifically in relation to MMR).</li> <li>• Delivery of report regarding potential to deliver an affordable programme of mid-market rent properties.</li> </ul> | <ul style="list-style-type: none"> <li>• Plan for delivery and potentially begin development, assuming grant availability and affordability.</li> </ul> | <ul style="list-style-type: none"> <li>• Development of first programme of MMR housing.</li> </ul> | <ul style="list-style-type: none"> <li>• Continue programme of MMR housing.</li> </ul> | <ul style="list-style-type: none"> <li>• Continue programme of MMR housing.</li> </ul> |

## Orkney's Community Wind Farm Project (I8)

Deliver Orkney's Community Wind Farm Project, maximising community benefit and securing a transmission connection for Orkney. Delivery subject to relevant approvals.

### Delivery milestones

| Year 1 (2023/24)   | Year 2 (2024/25)   | Year 3 (2025/26)   | Year 4 (2026/27) | Year 5 (2027/28)   |
|--|--|--|------------------|--|
| <ul style="list-style-type: none"> <li>Secure Ofgem approval of Transmission connection</li> </ul> | <ul style="list-style-type: none"> <li>Final Investment decision.</li> </ul> | <ul style="list-style-type: none"> <li>Commence construction.</li> </ul> |                  | <ul style="list-style-type: none"> <li>Commence generation.</li> </ul> |

## Islands Growth Deal projects (I9)

Ten-year package of investment with suite of projects that will seek to drive economic growth and the creation of sustainable jobs across Shetland, Orkney and the Outer Hebrides. Key objectives – job creation, leveraging investment and net zero.

### Delivery milestones

| Year 1 (2023/24)   | Year 2 (2024/25) | Year 3 (2025/26)   | Year 4 (2026/27) | Year 5 (2027/28)  |
|--|------------------|--|------------------|---|
| <ul style="list-style-type: none"> <li>Continue development of business cases including match funding requirements.</li> </ul> |                  | <ul style="list-style-type: none"> <li>Full Business Case approved for 50% of Orkney specific projects.</li> </ul> |                  | <ul style="list-style-type: none"> <li>Full Business Case approved for all Orkney specific projects.</li> </ul> |

## Integrated waste facility (I10)

Construction of a new waste and recycling facility to improve the range of recyclable materials that can be collected, enable compliance with regulatory requirements and support development of circular economy. Associated improved collection methods will widen coverage of recycling collections across the whole of Orkney.

### Delivery milestones

| Year 1 (2023/24)  | Year 2 (2024/25)   | Year 3 (2025/26)  | Year 4 (2026/27)  | Year 5 (2027/28)  |
|---|--|---|---|---|
| <ul style="list-style-type: none"> <li>Funding approval (all further actions dependent upon this).</li> <li>Procurement of Design Build Consultants.</li> </ul> | <ul style="list-style-type: none"> <li>Procurement of Design Build Contractor.</li> <li>Development of design.</li> <li>Construction starts Q4 with initial site works.</li> </ul> | <ul style="list-style-type: none"> <li>Construction.</li> </ul> | <ul style="list-style-type: none"> <li>Construction completed.</li> <li>Facility open.</li> </ul> | <ul style="list-style-type: none"> <li>Amended collection system in place.</li> </ul> |

## Capital Programme (I11)

Review and prioritisation of the capital programme. This will result in the list of capital projects, including new build and building refurbishment projects, being considered and prioritised for delivery. The programme covers a diverse range of projects, for example the construction of new buildings, the refurbishment of leisure facilities and the development of critical infrastructure across Orkney, including the ferry linked isles.

### Delivery milestones

| Year 1 (2023/24)  | Year 2 (2024/25)  | Year 3 (2025/26)  | Year 4 (2026/27) | Year 5 (2027/28) |
|---|---|---|------------------|------------------|
| <ul style="list-style-type: none"> <li>Continue delivery of existing capital programme.</li> <li>Review and prioritisation of the new capital programme.</li> </ul> | <ul style="list-style-type: none"> <li>Finalisation and approval of the new capital programme.</li> <li>Commence delivery as per the new approved capital programme.</li> </ul> | <ul style="list-style-type: none"> <li>Continue delivery as per the new capital programme.</li> </ul> |                  |                  |

# Transforming our Council

| Staff recognition and retention (T1)  |   |   |  |   |
|---|---|---|--|---|
| <p>Improve staff recognition and engagement so staff feel more valued. Improve openness and transparency so it is a safe place to raise concerns. Provide a suite of work options and terms and conditions that meet the needs of the organisation, our customers and service users, providing the flexibility, wellbeing support and recognition that our employees desire.</p>  |   |   |  |   |
| Delivery milestones   |   |   |  |   |
| Year 1 (2023/24)  | Year 2 (2024/25)  | Year 3 (2025/26)  | Year 4 (2026/27)   | Year 5 (2027/28)  |
| <ul style="list-style-type: none"> <li>• Launch employee recognition programme.</li> <li>• Develop flexible working frameworks.</li> <li>• IIP (Investors in People) Assessment and improvement plan developed and agreed.</li> <li>• New Pay and Grading model.</li> <li>• Launch employee benefits scheme.</li> <li>• Launch employee Mental Health and Wellbeing Policy.</li> <li>• Launch employee assistance programme and associated policies.</li> </ul> | <ul style="list-style-type: none"> <li>• First annual recognition event.</li> <li>• Explore options to modernise Terms and Conditions.</li> <li>• Redesign key applicable job roles to enhance flexibility where practicable.</li> <li>• IIP Review.</li> <li>• Enhance employee benefits scheme further.</li> <li>•</li> </ul> | <ul style="list-style-type: none"> <li>• Employee Annual Statement of Reward launched.</li> <li>• Review and refine employee recognition approach.</li> <li>• IIP Assessment 2.</li> <li>• Achieve IIP Platinum</li> <li>• Review outcomes of People Plan.</li> </ul> | <ul style="list-style-type: none"> <li>• Approval of revised People Plan.</li> <li>• Commence implementation of revised People Plan. 1.</li> </ul> | <ul style="list-style-type: none"> <li>• Continue implementation of revised people plan.</li> </ul> |

| Reduce bureaucracy (T2)   |   |                  |                  |                  |
|---|---|------------------|------------------|------------------|
| Reduce bureaucracy within and between agencies wherever possible improving working between partners. Consideration of the Single Authority Model (SAM) is included as part of this work.  |   |                  |                  |                  |
| Delivery milestones   |   |                  |                  |                  |
| Year 1 (2023/24)  | Year 2 (2024/25)  | Year 3 (2025/26) | Year 4 (2026/27) | Year 5 (2027/28) |
| <ul style="list-style-type: none"> <li>• Embed the Corporate Administration approach across OIC with the new structure fully implemented.</li> <li>• Identify work plan to reduce bureaucracy within OIC.</li> <li>• Principle of exploring the SAM is reviewed and agreed with SG.</li> <li>• Proposed pilot is reviewed and agreed with Partner agencies.</li> <li>• Revised pilot model is submitted and agreed by Scottish Government.</li> </ul> | <ul style="list-style-type: none"> <li>• Continue to progress corporate administration workplan across OIC.</li> <li>• Identify areas in partnership working where bureaucracy may be reduced.</li> <li>• Consultation with staff, Trade Unions and community and partners on SAM.</li> <li>• Develop SAM model further in partnership with community planning partners.</li> </ul> |                  |                  |                  |



## Invest in staff development opportunities (T3)

Create a programme for equal access to growth and learning opportunities for employees to develop their full capability aligning with our organisational goals, workforce planning and talent management priorities, with a particular focus on areas where there are skills gaps.

### Delivery milestones

| Year 1 (2023/24)  | Year 2 (2024/25)  | Year 3 (2025/26)   | Year 4 (2026/27)   | Year 5 (2027/28) |
|---|---|--|--|------------------|
| <ul style="list-style-type: none"> <li>• Skills analysis of main job populations.</li> <li>• Develop integrated workforce plans.</li> <li>• Redesign and launch new ERD framework aligned to values.</li> <li>• Deliver the Leadership Development Programme</li> </ul> | <ul style="list-style-type: none"> <li>• Design career pathways.</li> <li>• Establish knowledge partnerships with at least 2 academic institutions.</li> <li>• Embed new staff values within remaining key HR and OD (Organisational Development) processes.</li> </ul> | <ul style="list-style-type: none"> <li>• Launch integrated learning and innovation network sites.</li> <li>• Implement career and talent pathways aligned to organisational need.</li> </ul> | <ul style="list-style-type: none"> <li>• Review outcomes of the leadership development programme.</li> </ul> |                  |

## Recruitment including trainee programme (T4)

Consideration of recruitment approaches to attract potential candidates to Council posts. Development and delivery of specific pathways into OIC for trainees including comprehensive induction, orientation, skills and leadership programmes for effective integration into teams with a focus on alignment with organisational values, promotion of core skills, attitudes and behaviours underpinning sustainable employment.

### Delivery milestones

| Year 1 (2023/24)  | Year 2 (2024/25)   | Year 3 (2025/26)  | Year 4 (2026/27)   | Year 5 (2027/28) |
|---|--|---|--|------------------|
| <ul style="list-style-type: none"> <li>Redesign recruitment approaches to optimise impact and personalisation.</li> <li>Launch wider apprentice / trainee programme.</li> </ul> | <ul style="list-style-type: none"> <li>Design career pathways.</li> <li>Design and deliver Young Employees Conference.</li> <li>Redesign key employee interactions / transactions based on Employee Experience framework.</li> </ul> | <ul style="list-style-type: none"> <li>Young Employees Conference (2).</li> <li>Implement career and talent pathways aligned to organisational need.</li> </ul> | <ul style="list-style-type: none"> <li>Further actions to be detailed in the revised people plan (please see T1).</li> </ul> |                  |

## Staff working locations, operational property and estates assets review and development (T5)

Review Council estate, disposing of unwanted assets and transforming required assets so they are fit for purpose. This will include School Place and Hatston depot and garage. Diversify spread of Council working locations across rural and isles communities.

### Delivery milestones

| Year 1 (2023/24)  | Year 2 (2024/25)   | Year 3 (2025/26)  | Year 4 (2026/27)  | Year 5 (2027/28)   |
|---|--|---|---|--|
| <ul style="list-style-type: none"> <li>• Assess accommodation needs of staff / which buildings we wish to retain</li> <li>• Complete future capital programme plan.</li> <li>• Develop estates assets review plan.</li> </ul> | <ul style="list-style-type: none"> <li>• Develop future ways of working framework. This will include a review of core council working locations e.g. Council offices and work space availability across Orkney.</li> <li>• Approval of estates assets review plan.</li> <li>• First set of key properties identified for disposal on market.</li> <li>• Report on future of Council Headquarters.</li> </ul> | <ul style="list-style-type: none"> <li>• Commencement of design works for reuse and repurpose of properties.</li> <li>• Initial Council Headquarters actions as outlined in report including funding, design and planning.</li> </ul> | <ul style="list-style-type: none"> <li>• Second set of key properties identified for disposal on market.</li> <li>• Commencement of Council Headquarters plan.</li> </ul> | <ul style="list-style-type: none"> <li>• Implementation of strategic decisions taken.</li> </ul> |

## Improving our processes through the development of our systems (T6)

Improve processes and service delivery through the development of corporate and service digital systems.

Corporate systems such as:

- Digital service delivery (the Customer Service Platform / Microsoft 365 tools).
- Electronic Document and Records Management System Implementation.
- Finance (Integra Centros).
- HR and Payroll (Resource Link / MyView).

Service systems such as:

- Health and Social Care (Paris).
- Housing (Northgate Housing).
- Neighbourhood Services (New Horizons replacement).
- Planning system (IDOX).
- Property Assets Management (Concerto).
- Revenue and Benefits (NEC Revenue and Benefits).
- Schools Education System (SEEMiS).

Full details with specifics for each system will be provided in the Digital Strategy Delivery Plan which will support the delivery of the Council Plan. Tier systems to be defined in the Digital Strategy Delivery Plan.

### Delivery milestones

| Year 1 (2023/24)   | Year 2 (2024/25)  | Year 3 (2025/26)   | Year 4 (2026/27)   | Year 5 (2027/28)  |
|--|---|--|--|---|
| <ul style="list-style-type: none"> <li>• Complete Digital Strategy Delivery Plan.</li> <li>• All tier one systems upgraded to required version.</li> <li>• Corporate systems development framework created.</li> <li>• Commence delivery plan implementation.</li> </ul> | <ul style="list-style-type: none"> <li>• Development roadmap in place for all tier one systems.</li> <li>• All tier two systems upgraded to the required version.</li> <li>• Review available technologies which can enable improved service delivery.</li> </ul> | <ul style="list-style-type: none"> <li>• Review delivery against Digital Strategy Delivery Plan outcomes.</li> <li>• Review digital strategy 2022-2026 and develop Digital and Data Strategy 2026/27 – 2028/29.</li> </ul> | <ul style="list-style-type: none"> <li>• Complete next Digital and Data Strategy Delivery Plan.</li> <li>• Commence delivery plan implementation.</li> </ul> | <ul style="list-style-type: none"> <li>• Continue delivery plan implementation and scrutiny of progress.</li> </ul> |

|  |   |   |  |  |
|--|---|---|--|--|
|  | <p>This will feed into the next digital strategy.</p> | <ul style="list-style-type: none"> <li>• Development roadmaps in place for all tier two systems.</li> <li>• All tier three systems upgraded to the required version.</li> </ul> |  |  |
|--|---|---|--|--|