

## **Item: 14**

**Policy and Resources Committee: 22 November 2022.**

**The Council Plan 2023 to 2028.**

**Report by Corporate Director for Strategy, Performance and Business Solutions.**

### **1. Purpose of Report**

To present the draft Council Plan for the period 2023 to 2028.

### **2. Recommendations**

The Committee is invited to note:

#### **2.1.**

That engagement with Orkney's residents during the preceding years, together with the Local Government Election campaign in April and May 2022 has informed development of the draft Council Plan.

#### **2.2.**

That the Council Plan reflects national priorities set by both the Scottish and UK Governments and the core services which the Council provides day to day, as well as taking account of new duties arising from recent legislation.

#### **2.3.**

The draft Council Plan 2023-2028, attached as Appendix 1 to this report, which proposes Strategic Priorities themed under four headings as follows:

- Growing our Economy.
- Strengthening our Communities.
- Developing our Infrastructure.
- Transforming our Council.

#### **2.4.**

That an outcome driven performance monitoring approach is proposed through 'stretch targets', with regular reporting to show the progress or trend towards achieving them.

## **2.5.**

The draft Delivery Plan to support the Council Plan 2023-2028, attached as Appendix 3 to this report, which contains a number of priority actions listed to indicate the work which will be undertaken to achieve the target outcome.

**It is recommended:**

## **2.6.**

That the draft Council Plan for the period 2018 to 2023, referred to at paragraph 2.3 above, be approved for consultation.

## **2.7.**

That the Corporate Director for Strategy, Performance and Business Solutions should submit, to the next meeting of the Committee, a final version of the Council Plan 2023-2028 and supporting Delivery Plan listing the key actions and projects that will deliver the target outcome under each strategic priority theme within the Council Plan.

# **3. Background**

## **3.1.**

On 6 March 2018, the Council resolved that the Corporate Strategic Plan, The Council Plan 2018 to 2023, be adopted. Following the Local Government Election in May 2022, development on the new Council Plan for the period 2023 to 2028 commenced.

## **3.2.**

Officers have worked to ensure that preparation for development of the Corporate Plan 2023 – 2028 by elected members was properly informed by:

- The operating context as it is developing – internally and externally including policy context.
- Current Council Service performance.
- How the Council benchmarks in key service areas.
- The developing financial landscape and settlement.
- Customer Views and Experiences.
- Employee Experience.
- Stakeholder Views.

## **3.3.**

In addition, the opportunity was taken to learn from best practice in this area, ensuring that the Council's Plan clearly link priorities with capacity to deliver, align the financial and non-financial resources appropriately and link activity to demonstrable outcomes.

### 3.4.

Following the Local Government Elections in May 2022, elected members brought together and collated all the issues that were raised by Orkney residents during their election campaigns. This information has been distilled into the priorities contained within the new draft Council Plan. In parallel to this work the Council will be required to set a budget which meets the financial challenges faced by the Council as well as facilitating the ambition and improvements set by the new priorities.

### 3.5.

In formulating the Council Plan, Elected Members must take many factors into account. As well as the Orkney public's priorities, gathered through consultation and engagement, the Plan reflects the maintenance and improvement of core services which the Council provides day to day. It must take account of new duties arising in legislation and regulation, together with improvements recommended by audit and inspection teams. The Plan also includes a small number of long-term actions carried over from the previous Council Plan.

### 3.6.

The Plan will identify critical areas for investment that will act as the catalyst for change to improve outcomes for all. The aim is to develop a corporate plan for the Council which reflects the values and aspirations of the organisation and prioritises activity that is of strategic significance, determines clear outcomes with express actions that drives results and measures outputs.

## 4. The Council's Strategic Priorities

### 4.1.

Elected Members have intimated their preference to frame their ambition for the next five years under three aspects in the form of a Pledge:

"The Council pledges to:

- **Develop** and deliver projects for the benefit of our communities.
- **Maintain** our existing high standards of service wherever possible.
- **Improve** services and outcomes for the people of Orkney where needed."

### 4.2.

The Council's strategic priorities have therefore been developed under this framework, being informed by stakeholder engagement and taking into account the ambitions and vision for Orkney of Elected Members. They are described in the draft Council Plan 2023 to 2028 as follows:

- Growing our Economy.
- Strengthening our Communities.
- Developing our Infrastructure.

#### **4.2.1.**

These will be underpinned by a number of priorities under an overall theme of 'Transforming our Council' to provide the foundations for staff to deliver outstanding customer service and performance.

#### **4.3.**

The draft Council Plan, attached as Appendix 1 to this report, proposes Strategic Priorities and Outcomes grouped under three main themes and listed below.

- Growing our Economy:
  - We will reduce poverty and disadvantage and minimise the impact of the cost of living crisis.
  - We will create favourable conditions for sustainable growth.
  - We will drive toward net zero.
- Strengthening our Communities:
  - We will support communities to develop local solutions and deliver what is important to them.
  - We will establish the highest standards of public support and protection.
  - We will widen access to opportunities for better learning, achievement and wellbeing.
- Developing our Infrastructure:
  - We will invest in homes, supporting choice, inclusion and economic growth.
  - We will remove barriers to the delivery of critical transport and digital connectivity.
  - We will invest in strategic projects that advance our economic ambitions.

#### **4.3.1.**

Additionally, a fourth theme that aims to provide foundational improvements to the way in which the Council works has been developed:

- Transforming our Council:
  - We will develop ways of working that put people at the heart of what we do.
  - We will establish a culture that motivates staff to do the right thing at the right time.
  - We will develop fit for purpose business approaches and facilitate direct access to services wherever possible.

#### **4.4.**

Under each strategic priority theme and aim, a number of outcomes are listed to describe the impact delivery of the Council Plan will make to the community. An outcome driven performance monitoring approach is proposed which will evidence progress by the Council against delivering its strategic priorities. These are 'stretch targets' to demonstrate the Council's ambition and the progress or trend towards achieving these will be reported on regularly.

#### **4.5.**

The Council Plan has been developed in line with the strategic objectives of the Orkney Community Plan. The relationship between the Community Plan, the Local Outcomes Improvement Plan and the Council Plan priorities are illustrated on page 7 of the draft Council Plan attached as Appendix 1.

### **5. Council Plan Delivery Plan**

#### **5.1.**

The Council Plan is supported by a Delivery Plan, which lists the key actions, projects and timeframes to deliver the strategic priorities at this stage. Examples of the populated format for the Delivery Plan actions is attached in Appendix 2 to this report. The Delivery Plan, will evolve further following the outcome of the Council's consideration of Capital and Revenue Budgets, use of Reserves and the public consultation. In addition, the Delivery Plan will contain some actions which are carried over from the previous Council Plan.

#### **5.2.**

Further work on the Delivery Plan, attached as Appendix 3 to this report, will detail the lead service, resources, timescales, outcomes and measures of success. Once finalised, progress with the actions contained within the Delivery Plan will be reported to the Council every six months, in accordance with the Council's performance management framework.

#### **5.3.**

The content of the Delivery Plan will require to be risk assessed taking into account the economic and political environments that impact on the Council's ability to deliver. These current factors will also need to balance the risk of not proceeding on, for example, income generating projects.

### **6. Next Steps**

#### **6.1.**

It is proposed that public consultation is undertaken on the draft Council Plan 2023 – 2028 and the outcome and findings reported to this Committee, together with a final draft of the Council Plan and Delivery Plan, at the next meeting scheduled for 21 February 2023.

## **6.2.**

Once finalised, it is proposed that a single page summary will be developed to clearly articulate the Council's Pledge and the projects that will deliver the main outcomes for the Council Plan 2023-2028 for staff and the public.

## **7. Equalities Impact**

An Equality Impact Assessment has been undertaken and is attached as Appendix 4 to this report.

## **8. Island Communities Impact Assessment**

An Island Communities Impact Assessment for the Draft Council Plan 2023-28 has been undertaken and is attached as Appendix 5 to this report.

## **9. Environmental Implications**

The Strategic Environmental Assessment screening report is being prepared and will be submitted to the SEA Gateway for consideration by the consultation authorities.

## **10. Corporate Governance**

This report relates to the development of the Council's strategic plan which will set out the agreed outcomes for communities and be aligned with the Local Outcomes Improvement Plan.

## **11. Financial Implications**

### **11.1.**

There are no financial implications arising directly from this report.

### **11.2.**

The Council Plan has been developed in the current timeframe to ensure that it can be considered within the Council's budget setting process. The Council finances are under significant pressure to maintain current Service levels. To implement some elements of the Plan will require reprioritisation of existing budgets while others will require external funding or resource and existing staff resource will be required in order to ensure delivery of most of the targets and priorities.

### **11.3.**

The Delivery Plan being developed to deliver the priorities will include financial information to indicate the proposed funding route or compensatory saving identified for each action.

## **12. Legal Aspects**

There are no legal implications arising directly from the recommendations of this report. Strategic planning helps the Council to secure best value.

## **13. Contact Officers**

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## **14. Appendices**

Appendix 1: Draft Council Plan 2023 to 2028.

Appendix 2: Example of Delivery Plan format.

Appendix 3: Draft Council Delivery Plan 2023-2028.

Appendix 4: Equality Impact Assessment.

Appendix 5: Island Communities Impact Assessment.



Working together for Orkney

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## Working together for Orkney

Welcome to the Council Plan for 2023-2028, which charts the direction of your Council through the next five years and beyond. “Working together for Orkney” is our mission, and this plan sets out how we will deliver our shared ambitions for Orkney’s future.

Our plan will provide clear direction and focus on what we will do and the positive impact we will make for our community. We recognise the uncertain times we are in, who could have foretold in 2018, when our last Council Plan was published, that the following five years would unleash a global pandemic, war in Europe and a cost of living crisis?

Some things we can be sure of. We know that much of Orkney’s future economic growth will come from our burgeoning renewables sector and many of tomorrow’s jobs will be in the green and blue economies, on land and at sea. Our task as a Council is to make sure that everyone in Orkney benefits from this transition, and no-one is left behind. To support growth, our infrastructure must be fit for purpose and we have some major projects to deliver during this time, including the Community Wind Farms, the Islands Deal and the Harbours Masterplan. Many of our communities have their own plans and aspirations, and we will support them to pursue their aims. We will protect the most vulnerable in our community and ensure that everyone has a fair share in Orkney’s future prosperity.

The Council too must be fit for purpose. We have seen major change and challenge during the pandemic and we have emerged more versatile, mobile and adaptable in how we do things. Like all employers we must attract and retain the best staff, and building a sustainable workforce is an essential part of our plan. We will invest in our employees, transform our working practices and streamline our property estate to optimise the efficiency and effectiveness of everything we do.

A vital part of the Council’s job is to lobby for Orkney in national forums. Our campaign for better transport and digital connectivity will not stop until our services are the equal of anywhere in the world. We are gearing up for further change and challenge in such areas as social care, energy, housing, land reform and climate change, and we are ready to champion Orkney every step of the way.

Whatever lies ahead, you can be certain that your Council will be working together tirelessly to secure the best possible future for you and your community.



James Stockan  
Council Leader



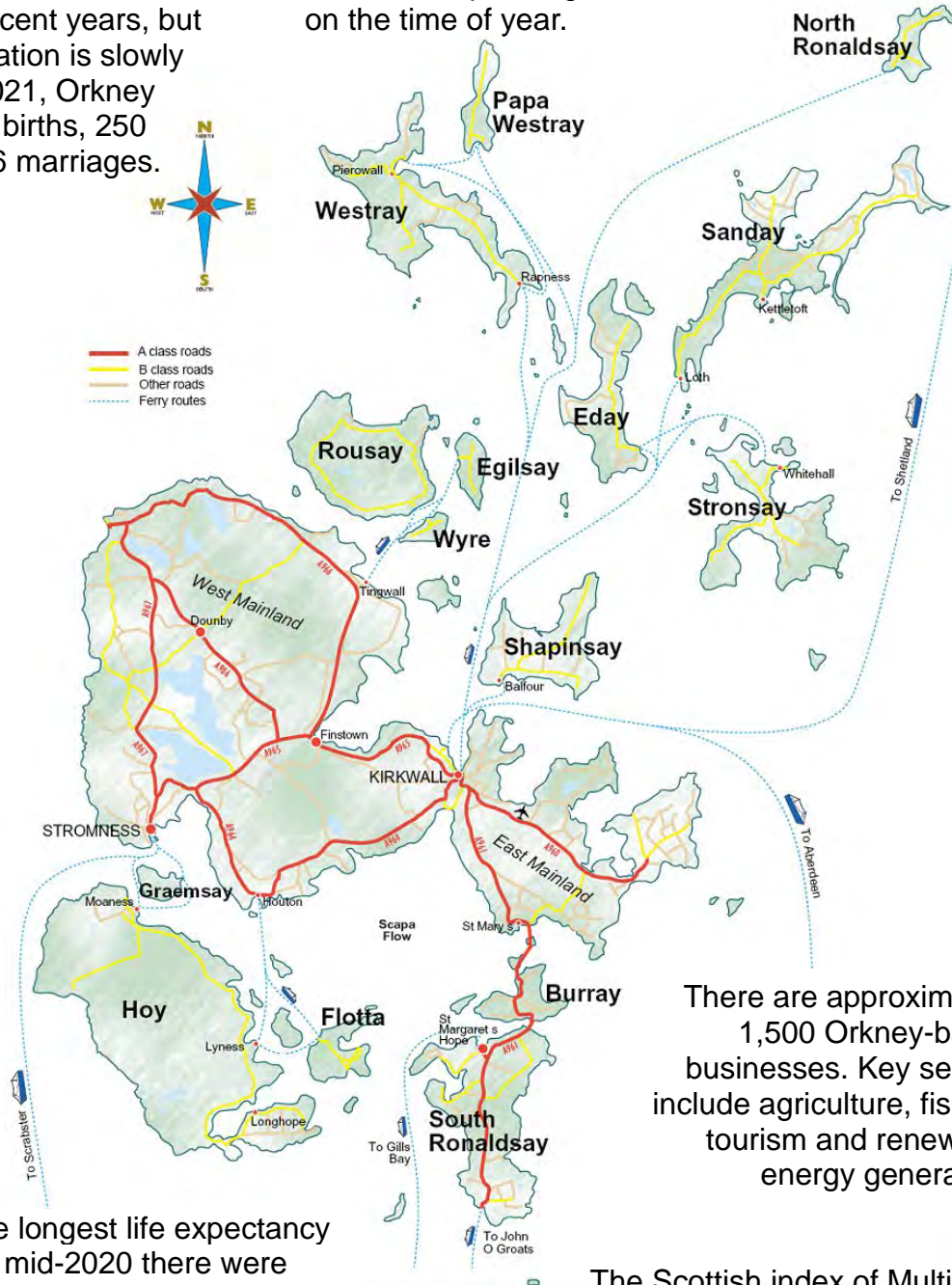
John W Mundell  
Interim Chief  
Executive

# Orkney and our community

Orkney's estimated population in mid-2020 was 22,400, occupying 10,635 households. The Orkney Mainland population has increased in recent years, but the isles population is slowly declining. In 2021, Orkney registered 169 births, 250 deaths and 116 marriages.

Orkney comprises 70+ islands and skerries, with a total land area of 1000km<sup>2</sup>. Around 19 islands are inhabited, depending on the time of year.

Employment rates in Orkney are high, with only 250 people (1.9%) claiming unemployment-related benefits in January 2022.



There are approximately 1,500 Orkney-based businesses. Key sectors include agriculture, fishing, tourism and renewable energy generation.

Orkney has the longest life expectancy in Scotland. In mid-2020 there were approximately 2,519 people aged 75 or over, 11% of the overall population. By 2028, this is forecast to rise to 3,221, or 14.4% of the population.

The Scottish index of Multiple Deprivation shows that Orkney's most prosperous areas are St Ola (East of Kirkwall) and North Stromness, while the highest levels of deprivation are found in Kirkwall and the ferry-linked isles.

## The strategic context of the Council Plan

In formulating the Council Plan, Elected Members must take many factors into account. As well as the Orkney public's priorities, gathered through consultation and engagement, the plan reflects the core services which the Council provides day to day. It must take account of new duties arising in legislation and regulation, together with improvements recommended by audit and inspection teams. The plan also includes a small number of long-term actions carried over from the previous council plan.

The Council works closely with its community planning partners through the Orkney Partnership. Five agencies share in the facilitation of the Partnership: the Council, NHS Orkney, Police Scotland, the Scottish Fire and Rescue Service and Highlands and Islands Enterprise. Many others help to steer the collective planning and delivery of services through membership of the Orkney Partnership Board. Orkney's Community Plan (which incorporates our statutory Local Outcomes Improvement Plan) addresses the strategic priorities which need concerted partnership action, while individual partner plans - such as the Council Plan - set out the priorities and actions to be delivered by that particular agency.

All of our plans take into account the strategic context set by the UK and Scottish Governments. The Council must navigate the policy areas reserved by the UK Government under its own control (e.g. defence and telecommunications) as well as those devolved to Scottish Government control (e.g. health and education). We willingly support UK and Scottish national policy where it furthers our ambitions for Orkney. Renewable energy development has generated significant inward investment and Orkney is a major contributor to achieving Scotland's net zero target. The National Islands Plan has focused attention on many areas of critical importance to Orkney, including demographic balance, transport and housing. However, we will always challenge national policy where it disadvantages Orkney or has unforeseen consequences for island communities, and the Islands (Scotland) Act 2018 has given us new powers with which to hold Scottish Ministers to account.

A long-term ambition of the Council is to create a Single Public Authority for Orkney. This would see multiple public agencies formally joined together to reduce bureaucracy, merging their governing bodies and senior management in order to free up more resources for local front-line services. We will explore this concept further during the lifetime of this plan.





## Strategic context | affordability

We live in uncertain times. The Council must budget for the continuing impact of Brexit, socio-economic recovery from COVID-19 restrictions and an unpredictable geo-political environment. Funding pressures are likely to be acute during the lifetime of this plan.

We are already seeing inflation rates not experienced since the early 1980s with rates being pushed up by supply shortages in fuel, components and materials. The Scottish Government, who provide the majority of the Council's funding, are unlikely to raise funding to meet these pressures. Ultimately there will be real terms funding reductions. Add to that interest rates at levels not seen since 2008, resulting in increased costs of borrowing and difficult decisions to make if we are to deliver on this plan.

What can we do then? We have reserves: we need to maximise the return from our investments as more and more, year on year, these are required to maintain front-line service provision. But, as well as an investment return, can we make the reserves work more effectively for us? We have to find efficiencies: not necessarily cuts, but better ways to do things: to make it easier for customers to access services and for staff to do their jobs, increase service-user contact time when necessary. We have to sell Orkney: promote it, develop industries, attract inward investment, create jobs and, in general, develop and maintain an economically active population.

Not every decision will be popular, but all are made with the Orkney people, its communities, its heritage and its environment at their heart. We must strive to create a sustainable future for us all to live in, and a legacy for those who follow. It's a difficult balancing act.

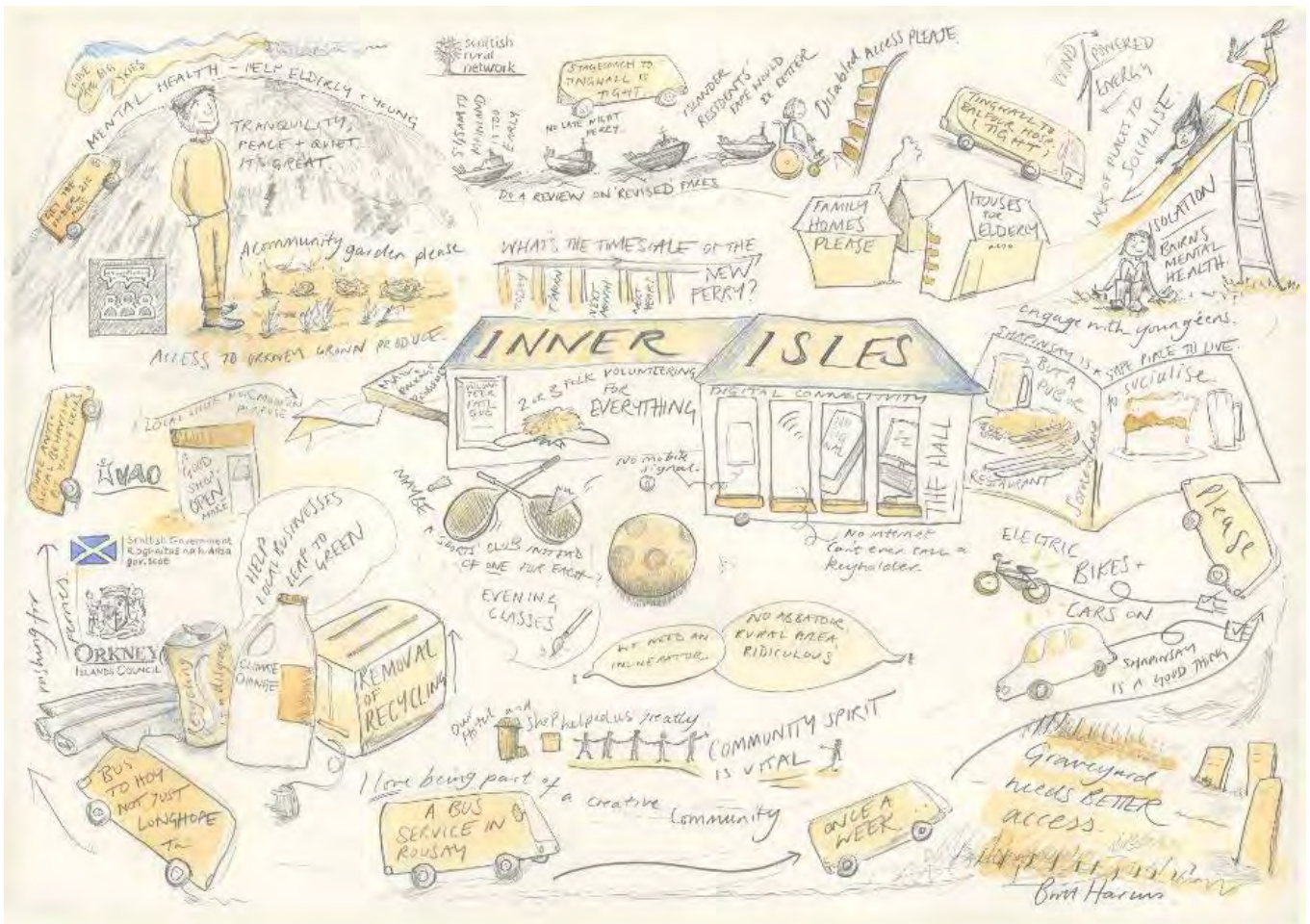


# You said, we did: How Orkney's communities formed this plan

The Council keeps in regular contact with communities in Orkney via channels such as social media, local radio and regular press releases. We consult individuals and community bodies in detail on specific topics when developing new plans and policy. And importantly, members of the public are always welcome to contact their family local ward councillors who are keen to discuss issues of interest or concern to them.

Consultation to inform this plan was carried out in two stages. The first stage took place between October 2021 and March 2022, when the Council, Voluntary Action Orkney and the LEADER Local Action Group jointly conducted an extensive consultation exercise under the banner "Orkney Matters". This comprised of a questionnaire, a series of online meetings, and dedicated sessions for schools and community groups which used art to engage with people less likely to respond through regular channels. The second stage was a public consultation on the draft plan itself, which was conducted during December 2022 and January 2023, prior to the finalisation of the plan.

Between these two stages, Council candidates listened to the views of their future constituents during the local election campaign of May 2022. Incoming Elected Members of the Council brought those conversations to the table during the development of this plan, ensuring that the most pressing priorities of the Orkney public were very much to the fore.





Orkney Matters recorded the views of all of Orkney’s communities, including residents of the ferry-linked isles, young people and lesser heard voices. The survey found that the main priorities overall were:

**Orkney Matters: your priorities**

- Consultation fatigue and communication
- Volunteer fatigue
- Single community-led plan for each community
- Housing
- Digital connectivity
- Climate change
- Transportation
- Sense of community
- Enjoyment of Orkney’s outdoors and the environment
- Equality
- Health
- Economic opportunities

Some of these issues require concerted action by multiple partner agencies and have been selected as strategic priorities by the Orkney Partnership under the headings of Cost of Living, Sustainable Development and Local Equality. The Partnership’s collective plans to address these priorities can be found in the new Community Plan (also called the Local Outcomes Improvement Plan) for 2023-30. Other issues are matters primarily for the Council to address, and these have been included in this new Council Plan.

National consultation also played a part in the development of this plan. A total of 790 Orkney residents participated in the first National Islands Plan survey, conducted in October 2020, answering questions on their experience of employment and business opportunities, transport, housing, fuel poverty, digital connectivity, health, social care, the environment, climate change, culture and education. The survey is due to be repeated in 2023 and every two years thereafter for the lifetime of the National Islands Plan. Results are published online with responses from Orkney Mainland and Isles respondents split out, making this a useful resource for measuring future progress. Our plan includes an action to improve our consultation and engagement practice in response to Orkney Matters, taking advantage of new online channels where people prefer to use them, but not forgetting the need for traditional methods. Sometimes, there is no substitute for a proper talk, in person, over a cup of tea.

## Our strategic priorities

The strategic priorities in this plan explain how the Council will work to improve the lives of the people of Orkney.

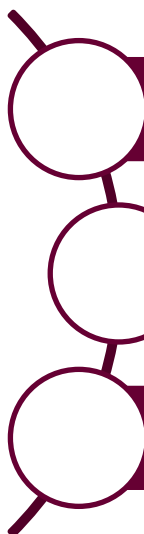
In addition to the flagship projects in the Council Plan, the Council provides a wide range of core services all year round. Some of these are very visible, like schools, roads and waste collection, while others are there in case of need, such as social work services. These are all things which the Council must provide by law, either directly or commissioned from partner providers.

There is very little money left over after our essential services have been paid for, but we make savings where we can, and sometimes additional resources can be raised from external sources.

Councillors are committed to spending any extra money on projects and activities which will make the most difference to local communities, in line with the strategic priorities they have chosen. These vital projects are outlined with the accompanying Delivery Plan with the action required to maintain core services captured within Directorate Action Plans.

This Council plan therefore describes our pledges to you over the next five years.

The Council pledges to:

- 
- Maintain** our existing high standards of service wherever possible.
  - Improve** services and outcomes for the people of Orkney where needed.
  - Develop** and deliver projects for the benefit of our communities.

This pledge will be delivered through a number of aims and outcomes. These have been grouped under four priority themes. The aspirational outcomes outline the positive changes we are working towards for the benefit of our communities.



The four priority themes are underpinned by core principles which will guide future decision making across all our aims.

- Protecting our environment and combating climate change.
- Equality, fairness and inclusion.
- Sustainable and accessible services for all.
- Community wellbeing and mental health.
- Community wealth building for future generations.




## Growing our Economy

This plan has been written at a time when economic pressures are one of the biggest concerns for our entire population. Whether it is political uncertainty, falling global markets and pension funds, the post-Covid ‘normal’ or the cost of living crisis, the economy, at one level or another, is at the forefront of everyone’s mind.

Despite these challenging market conditions, this plan seeks to deliver inclusive and sustainable growth that creates jobs: tackling poverty through creating opportunities for individual and collective advancement.

We need to create a diverse and thriving economy which helps us retain our young people and attracts new economically active people to our islands, allowing us to be more self-reliant. This will include balancing the protection of Orkney’s unique environment with realistic innovative developments which can generate a return for the communities which support those businesses.

We need to maximise inward investment to counter the impact of public funding cuts and upskill our workforce whilst reducing the environmental footprint we leave behind. We are committed to the principle of Community Wealth Building and to the development of Orkney’s Circular Economy, helping us to retain the value that we generate for the benefit of future generations of Orcadians.




Aim	Outcome
<p><b>We will reduce poverty and disadvantage and minimise the impact of the cost of living crisis.</b></p>	<ul style="list-style-type: none"> <li>• Support is targeted to those at most risk from the cost of living crisis.</li> <li>• We have reduced persistent poverty and socio-economic disadvantage.</li> <li>• The benefits of economic growth are shared.</li> </ul>  <p>Poverty</p>
<p><b>We will create favourable conditions for sustainable economic growth.</b></p>	<ul style="list-style-type: none"> <li>• Local businesses in key sectors are thriving and generating better employment opportunities.</li> <li>• Inward investment to Orkney is increased across vital growth areas.</li> <li>• Our economy grows in a sustainable way that balances social and environmental priorities.</li> <li>• We have a growing economically active population.</li> </ul>  <p>Economic growth</p>
<p><b>We will drive toward net zero.</b></p>	<ul style="list-style-type: none"> <li>• Orkney is on track for Net Zero by 2030.</li> <li>• The Council has reduced the carbon used through its direct and indirect activities.</li> <li>• We have grown our low carbon green and blue economies.</li> <li>• Everyone in Orkney has reduced their personal carbon footprint.</li> </ul>  <p>Carbon usage</p>

## Strengthening our Communities

We have a strong sense of community across Orkney and this is one of our key strengths. We want to build on this by giving people a real say in the decisions that matter most to them and we want to work with communities so that they feel in control of this and can influence decisions that affect them.

We will encourage our communities to grow at the pace they choose and help them attract the skills, assets and people they need to ensure their viability and future sustainability. To ensure that inequalities are not widened further, we will direct targeted support, resources and opportunities towards those most in need.

We recognise that this theme links across to all the other themes in our Council Plan, as well as to the strategic priorities in Orkney’s Community Plan. We will work together with partners and communities to combine existing skills, knowledge and assets in our chosen priority areas.

Aim	Outcome
<p><b>We will support communities to develop local solutions and deliver what is important to them.</b></p>	<ul style="list-style-type: none"> <li>Engagement with communities is effective and clearly influences decisions and drives improvement.</li> <li>Communities feel in control of their priorities and the decisions that affect them.</li> </ul> <div style="text-align: right;">   <b>Community Satisfaction</b> </div>
<p><b>We will establish the highest standards of public support and protection.</b></p>	<ul style="list-style-type: none"> <li>More people live independently with increased choice over support and services.</li> <li>We invest in proactive measures to prevent harm and improve life chances for those in need.</li> <li>Everyone shares responsibility for public support and protection.</li> </ul> <div style="text-align: right;">   <b>Quality of life</b> </div>
<p><b>We will widen access to opportunities for better learning, achievement and wellbeing.</b></p>	<ul style="list-style-type: none"> <li>Our public spaces and environment promote the wellbeing of our communities.</li> <li>All learners are being actively supported to reach their potential.</li> <li>Access to opportunities will be fairer and more equitable.</li> <li>Our cultural heritage is invested in to preserve and enhance our unique identity.</li> </ul> <div style="text-align: right;">   <b>Attainment</b> </div>




## Developing our Infrastructure

Infrastructure is the nuts and bolts that support and hold our communities together: the buildings, transport, road and fibre networks that allow communities to thrive. Our infrastructure underpins everything we do.

Digitalisation, for example, is about more than connectivity: it is about supporting businesses to offer flexible and remote working opportunities; it is about developing our young people and employees with the skills to support businesses; and it is about ensuring all of our households have access to fulfil their work and leisure needs. Digitisation in the form of TeleCare may enable older people and those with a disability to remain living in their own homes.

Housing shortages across different tenures has been identified as a major concern in our communities. We are working hard to identify solutions and increase the provision of housing to meet the needs of our current, and future, residents.

We will continue to develop long-term projects with strategic outcomes. The onshore wind projects at the three sites of Quanterness, Faray and Hoy will provide essential income to offset public funding cuts. The Harbours Master Plan identifies several projects bringing significant inward investment opportunities to our Islands. Lastly, the Islands Deal brings investment from both the UK and Scottish Government to the three Islands Authorities (Orkney, Western Isles and Shetland) with an ambitious programme for development. Orkney Islands Council fully supports the implementation of the Islands (Scotland) Act 2018, the National Islands Plan and the Growth Deal for the Islands.

Aim	Outcome
<p><b>We will invest in homes, supporting choice, inclusion and economic growth.</b></p>	<ul style="list-style-type: none"> <li>• More quality homes across a range of tenures and locations, providing more choice.</li> <li>• Better energy efficiency of social and private housing.</li> </ul> <div style="text-align: right;">   <b>More homes</b> </div>
<p><b>We will remove barriers to the delivery of critical transport and digital connectivity.</b></p>	<ul style="list-style-type: none"> <li>• We have the digital connectivity needed to support sustainability and equality across our communities.</li> <li>• Our critical transport infrastructure meets the needs of our communities.</li> </ul> <div style="text-align: right;">   <b>Improved Connectivity</b> </div>
<p><b>We will invest in strategic projects that advance our economic ambitions.</b></p>	<ul style="list-style-type: none"> <li>• We have delivered the Orkney Community Windfarms Project.</li> <li>• Vital projects identified within the Harbours Master Plan have been delivered.</li> <li>• We have secured investment funding and delivered 50% of the Islands Deal Programme.</li> </ul> <div style="text-align: right;">   <b>Construction completed</b> </div>

## Transforming our Council

To deliver the ambitions set out in this Council Plan, we need a workforce which is effective, engaged and adds value to everything that we do. That is why we are including a theme in the Council Plan that focusses on transforming our Council. We are committed to improving the services we provide and the ways that we provide them, as well as future-proofing our ability to meet the needs of our communities for many years to come.

We need to continue to attract, grow and retain the right people. We are working to find new solutions to the national skills and staffing shortage challenges that are impacting us locally. This means that we are looking at different ways to attract people, offering a variety of routes for people to come and work for us, and are supporting our employees to feel valued for the part they play in delivering our services for every member of our community, so that we can all take pride in working together for Orkney.

Our staff are an integral part of our communities and should reflect the diversity of those communities. We are transforming the way in which we work to put people at the heart of everything we do, offering choice and flexibility to meet the changing needs of our customers and service users.

### Foundation to enable delivery

Aim	Outcome
<p><b>We will develop ways of working that put people at the heart of what we do.</b></p>	<ul style="list-style-type: none"> <li>• Our new guiding principles are evident in the way we do things.</li> <li>• Organisational barriers to change are minimised.</li> <li>• Our transparent governance arrangements are dynamic and make delivering the right things easy.</li> <li>• Our operational estate reflects the future needs of our communities and our organisation.</li> </ul>
<p><b>We will establish a culture that motivates staff to do the right things at the right time.</b></p>	<ul style="list-style-type: none"> <li>• Our leaders are confident in their role and we have a shared leadership culture.</li> <li>• Our employees feel invested in, valued and recognised.</li> <li>• We have created flexible pathways for talent at every level that help us sustain outstanding performance.</li> </ul>
<p><b>We will develop fit for purpose business approaches and facilitate direct access to services wherever possible.</b></p>	<ul style="list-style-type: none"> <li>• We design key services with communities from start to finish.</li> <li>• Our services are digital by design, efficient and automated, giving customers choice and control.</li> <li>• We have improved the quality of our data to support performance improvement.</li> <li>• We have diversified our funding base and have created the conditions for financial sustainability.</li> <li>• We have strengthened our national and international relations to advance the interests of Orkney and its community.</li> </ul>

## What will success look like?

We strive to be an outcomes-focussed and performance-driven Council, putting our community at the heart of everything we do. To achieve this, we have identified our four strategic priorities which we aim to deliver on over the course of this five-year plan.

To monitor and review progress we have developed performance measures and specified stretch targets for each theme. Some are aligned to measures in the Orkney Partnership’s Community Plan, and some are taken from the Local Government Benchmarking Framework (LGBF) which allows us to compare our performance against the Scottish average and other similar councils. Furthermore, Council services produce their own information to monitor performance and inform decision making. Working with our services, we have chosen the key measures to evidence progress against our priorities and these will be reported on annually. In addition, our progress on the key projects we aim to deliver, and the targets we have set ourselves, will be regularly scrutinised by our Elected Members.

These measures are designed to stretch the Council as we strive to achieve our ambitions. Despite these uncertain times the Council must be bold in what we aim to achieve and not settle for simply maintaining the status quo.

The measures for success for each theme are:

Growing our Economy		
Measuring our success	Baseline 2020/21	Target 2027/28
Claimant Count as a percentage of Working Age Population   LGBF - ECON 12a.	3%	2.5%
Employment Rate (16 to 24 years)   LOIP.	82% 2020	90% 2027
Percentage of dwellings in Orkney in Fuel Poverty.	31%	19%
% of children living in poverty (after housing costs) LGBF CHN24.	18%	9%
Percentage of procurement spent on local enterprises LGBF ECON4.	38%	45%
Number of business gateway start-ups per 10,000 population   LGBF ECON5.	16	20
CO2 emissions area wide per capita (in tonnes) LGBF CLIM1.	11	9
CO2 emissions area wide: emissions within scope of local authority per capita (in tonnes)   LGBF CLIM2.	5	4



## Strengthening our Communities

Measuring our success	Baseline 2020/21	Target 2027/28
Community Council satisfaction with their involvement in community development and engagement.	tbc*	tbc*
Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided   LGBF SW4d.	86%	93%
The percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life   LGBF SW4b.	87%	93%
Percentage of Adult and Child Protection referrals made by the public   new indicator.	tbc*	tbc*
Percentage of children being looked after in the community LGBF CHN9.	76%	85%
Percentage of pupils gaining 5+ awards at level 5 LGBF CHN4.	73%	80%
Percentage of P1, P4 and P7 pupils combined achieving expected Curriculum for Excellence level in literacy LGBF CHN13a.	68%	85%
Percentage of P1, P4 and P7 pupils combined achieving expected Curriculum for Excellence level in numeracy LGBF CHN13b.	75%	90%
Developing the Young Workforce measure	tbc*	tbc*
School attendance rate (looked after children)   LGBF CHN19b.	2018/19 84%	96%
Proportion of pupils entering positive destinations LGBF CHN11.	97%	98%
Percentage of adults participating in some form of sport or exercise, including walking, in previous 4 weeks   LOIP.	86%	90%

\*Baselines and / or target to be established.

## Developing our Infrastructure

Measuring our success		Baseline 2020/21	Target 2027/28
Percentage of Council dwellings meeting Scottish Housing Standards   LGBF HSN3.		94%	tbc*
Percentage of Council dwellings that are energy efficient LGBF HSN5.		88%	90%
House build completions in Orkney, all sectors   LOIP. Target and geographical breakdown to be identified as part of the housing needs analysis.		92	tbc*
Percentage of Orkney residents whose internet connection at home is fast enough to do what they want online LOIP.	Orkney Mainland	70%	90%
	Ferry-linked Isles	45%	65%
Percentage of Orkney residents who agree "When I make journeys to or from my home, it is easy connecting between different forms of transport" LOIP.	Orkney Mainland	46%	60%
	Ferry-linked Isles	29%	45%
Orkney Community Windfarm construction		n/a	tbc#
Harbours Master Plan vital projects		n/a	tbc#
Islands Deal Programme delivery %		0%	50%

\*Baselines and / or target to be established.

#Target subject to relevant decisions and approvals.

## Transforming our Council

Measuring our success	Baseline 2020/21	Target 2027/28
Level of Customer Satisfaction.	tbc*	tbc
OIC recognised as an Investors in People (IIP) Platinum Organisation	n/a	IIP achieved
Overall staff satisfaction with working at Orkney Islands Council.	tbc#	>80%
Staff satisfaction with our leadership style and culture.	tbc#	>80%
Percentage of operational buildings that are suitable for their current use   LGBF CORP-ASSET1.	88%	90%
Actual outturn as a percentage of budgeted expenditure LGBF FINSUS5.	103%	100%
Recruitment and retention, staff turnover   CCG 06	2021/22 5.14%	4%
Level of agency staff used in permanent posts as a % of staff time. New indicator	tbc	tbc
Sickness absence days per teacher   LGBF CORP6a.	2021/22 8.2	6
Sickness absence days per employee (non-teacher) LGBF CORP6b.	2021/22 12.6	9

\*Baseline to be established through Customer Service Survey

#Baselines to be established through Investors in People survey.

## Impact assessment

UK and Scottish legislation requires public sector bodies to assess new plans and policies for their impact in three specific areas: equalities, the environment, and their effect on island communities. These assessments must be developed in parallel with the plan and are works in progress until its publication. Impact assessment helps to identify any unintended consequences or differential effects of a proposed plan on particular stakeholder groups, and determine any mitigation which should be included in the plan to counter these effects. Impact assessment is particularly effective in revealing gaps in knowledge which can then be filled by consultation with the groups likely to be affected.

The purpose of Equality Impact Assessment (EqIA) is to consider the impact of a proposed plan or policy on groups of people with protected characteristics, as defined by the Equality Act 2010. Protected characteristics include age, sex, race, disability and sexual orientation. Scottish councils must also comply with the Fairer Scotland Duty to consider the impact of a plan or policy on those who are experiencing socio-economic disadvantage. The Council Plan is expected to improve outcomes for people of all age groups, with younger people benefiting from increased opportunities for families to stay in Orkney, and older people receiving more choice in support and services. Specific measures in the plan are proposed to benefit carers, people who are care experienced, those with disabilities and those who are socio-economically disadvantaged.

Strategic Environmental Assessment (SEA) is designed to evaluate the environmental implications of plans and programmes. In Scotland, a strategic plan which sets priorities for future development, such as the Council Plan, should be submitted to the SEA Gateway for preliminary screening to determine whether a full SEA is required. The SEA process is advised by three statutory consultation authorities which in Scotland are NatureScot, Historic Environment Scotland and the Scottish Environment Protection Agency (SEPA). The Council has drafted an SEA Screening Report which indicates that the Council Plan would not benefit from full SEA because it is solely an outline strategic plan. Any project which is progressed further will be subject to SEA individually, and in much greater detail than is possible at this stage. The Screening Report will be submitted for consideration as soon as the draft plan is approved for consultation.

Island Communities Impact Assessment is unique to Scotland and was introduced in the Islands (Scotland) Act 2018. Its purpose is to determine whether a plan or policy impacts differently on, or has unintended consequences for, any particular island community, compared with other island or mainland communities. Island residents must be consulted to establish their views on any perceived disadvantages to their communities, and any mitigation measures which they would like to be put in place. In Orkney, the Council routinely considers the impact of new policy on the ferry-linked isles, since these communities are the most likely to be disadvantaged. Our draft ICIA considers evidence from a range of sources, including Orkney Matters and the National Islands Plan survey, and notes some of the measures already in the draft Council Plan which are designed to improve equality of outcomes for isles communities. The plan also contains proposals which will improve outcomes for Orkney in general compared with Scottish mainland communities. We welcome further feedback during the consultation period to help improve the plan.

# Draft Delivery Plan 2023-2028

## Example of Delivery Format

### Embed the vision and outcomes of the Promise

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>

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

## Staff recognition and retention

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 and recognition that our employee's desire.

### 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 and benefits scheme.</li> <li>• Develop flexible working frameworks.</li> <li>• Investors in People (IiP) Assessment.</li> <li>• New Pay and Grading model.</li> <li>• Launch employee benefits scheme.</li> <li>• Develop flexible working frameworks</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 applicable job roles to enhance flexibility.</li> <li>• IiP Review.</li> <li>• Enhance employee benefits scheme further.</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> </ul>		

# Draft Delivery Plan 2023-2028



**ORKNEY**  
ISLANDS COUNCIL

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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 is now going ahead in 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

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

- Implementation of relevant actions in the Orkney Sustainable Energy Strategy and Action Plan, including relevant approvals.
- Decarbonisation of vehicle fleet and Council building and properties.
- Progress delivery plan to meet Energy Efficiency Standard for Social Housing 2 by 2032 in line with Scottish Government priorities.
- 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.

### Delivery milestones

Year 1 (2023/24)	Year 2 (2024/25)	Year 3 (2025/26)	Year 4 (2026/27)	Year 5 (2027/28)
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*Delivery milestones to be scoped and developed if project is approved to be included within the final delivery plan.*

## Support for renewable or energy efficient solutions

Develop domestic energy capacity, and support investment through advice and access to funding for businesses who are installing renewable or energy efficient solutions.

- Solar panels.
- Battery storage / energy capture.
- Heat pump systems.
- Energy Efficiency Standard for Social Housing 2.
- Unhealthy cold homes (EPC C and below).
- Energy production (solar / turbines).
- Insulation.
- Smart energy systems.
- Other renewable devices.

Thereby reducing energy use and boosting employment.

### Delivery milestones

Year 1 (2023/24)	Year 2 (2024/25)	Year 3 (2025/26)	Year 4 (2026/27)	Year 5 (2027/28)
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*Delivery milestones to be scoped and developed if project is approved to be included within the final delivery plan.*

## Support for local business

Support businesses across Orkney and work in partnership with our key industry sectors including:

- Addressing primary producer challenges.
- 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.
- Focus investment opportunities to support on renewable energy, and energy-systems management and efficiency.

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)
------------------	------------------	------------------	------------------	------------------

*Delivery milestones to be scoped and developed if project is approved to be included within the final delivery plan.*

## Strengthening our Communities

### Social care / community led support

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)
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*Delivery milestones to be scoped and developed if project is approved to be included within the final delivery plan.*

### Living independently

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)
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*Delivery milestones to be scoped and developed if project is approved to be included within the final delivery plan.*

### Development of learning provision and pathways

Develop and promote learning provision and pathways, considering improvement based on local needs and skills gaps. Providing all age holistic, bespoke and person-centred support 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)
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*Delivery milestones to be scoped and developed if project is approved to be included within the final delivery plan.*

## Improve Education Standards (Scottish attainment challenge)

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.

### Delivery milestones

Year 1 (2023/24)	Year 2 (2024/25)	Year 3 (2025/26)	Year 4 (2026/27)	Year 5 (2027/28)
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*Delivery milestones to be scoped and developed if project is approved to be included within the final delivery plan.*

## Childcare

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

- Continuing to develop a new 0-5 provision based at Orkney College.
- 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 in partnership (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)
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*Delivery milestones to be scoped and developed if project is approved to be included within the final delivery plan.*

## Embed the vision and outcomes of the Promise

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)
<i>Delivery milestones to be scoped and developed if project is approved to be included within the final delivery plan.</i>				



## Developing our Infrastructure

### Improve Isles transport links

Enhance inter-islands connectivity through the development of transport links including:

- Review level of service and options.
  - Consider options like ‘fixed links’ and ‘Sustainable Aviation Test Environment’ (SATE)
- Ferry replacement;
  - Lobbying for funding
- Pier improvements.
- Aircraft.

#### Delivery milestones

Year 1 (2023/24)	Year 2 (2024/25)	Year 3 (2025/26)	Year 4 (2026/27)	Year 5 (2027/28)
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*Delivery milestones to be scoped and developed if project is approved to be included within the final delivery plan.*

### Free ferry travel for island young people

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)
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*Delivery milestones to be scoped and developed if project is approved to be included within the final delivery plan.*

## Work towards integrating our transport networks

Integrate our transport networks to improved 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)
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*Delivery milestones to be scoped and developed if project is approved to be included within the final delivery plan.*

## Digital connectivity

Support and enable the delivery of digital connectivity across Orkney.

### Delivery milestones

Year 1 (2023/24)	Year 2 (2024/25)	Year 3 (2025/26)	Year 4 (2026/27)	Year 5 (2027/28)
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*Delivery milestones to be scoped and developed if project is approved to be included within the final delivery plan.*

## Social housing

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

- Develop social housing across Orkney in line with housing need and demand.
- Ensure 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)
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*Delivery milestones to be scoped and developed if project is approved to be included within the final delivery plan.*

## Mid-market rental properties

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

- To ensure additional tenure is available.
- Provide accommodation for inward migration and to support provision of housing for existing workforce.
- Provision of housing for those employed on Orkney.
- Building out-with Kirkwall in line with housing need and demand.

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)
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*Delivery milestones to be scoped and developed if project is approved to be included within the final delivery plan.*

## Orkney's Community Wind Farm Project

Deliver Orkney's Community Wind Farms Project, maximising community benefit. 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)
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*Delivery milestones to be scoped and developed if project is approved to be included within the final delivery plan.*

## Harbours Master Plan (phase 1)

Taking a measured approach to allow Orkney to benefit through a strong partnership with business. Delivery subject to relevant approvals.

During the first phase, the following developments have been proposed:

- Scapa Deep Water Quay: 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.
- Scapa Pier: Pier extension into deeper water with the addition of shoreside 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)
<i>Delivery milestones to be scoped and developed if project is approved to be included within the final delivery plan.</i>				

## Harbours Master Plan (phase 2)

Second phase of the Harbours Master Plan that will consider the development of smaller harbours and piers across 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)
<i>Delivery milestones to be scoped and developed if project is approved to be included within the final delivery plan.</i>				

## Islands Growth Deal projects

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)
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*Delivery milestones to be scoped and developed if project is approved to be included within the final delivery plan.*

## Integrated waste facility

Waste and recycling facility to enable compliance with regulatory requirements and support development of circular economy.

### Delivery milestones

Year 1 (2023/24)	Year 2 (2024/25)	Year 3 (2025/26)	Year 4 (2026/27)	Year 5 (2027/28)
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*Delivery milestones to be scoped and developed if project is approved to be included within the final delivery plan.*

**This list will be updated based on a review of Capital Programme priorities.**

## Transforming our Council

### Staff recognition and retention

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 and recognition that our employees desire.

#### Delivery milestones

Year 1 (2023/24)	Year 2 (2024/25)	Year 3 (2025/26)	Year 4 (2026/27)	Year 5 (2027/28)
------------------	------------------	------------------	------------------	------------------

*Delivery milestones to be scoped and developed if project is approved to be included within the final delivery plan.*

### Reduce bureaucracy

Reduce bureaucracy within and between agencies wherever possible improving working between partners. Consideration of the Single Authority Model 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)
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*Delivery milestones to be scoped and developed if project is approved to be included within the final delivery plan.*

### Invest in staff development opportunities

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)
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*Delivery milestones to be scoped and developed if project is approved to be included within the final delivery plan.*

## Recruitment including OIC Graduate fast-track / fast stream programme

Development and delivery of specific pathways into OIC for graduates 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)
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*Delivery milestones to be scoped and developed if project is approved to be included within the final delivery plan.*

## Staff working locations, operational property and estates assets review and development.

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)
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*Delivery milestones to be scoped and developed if project is approved to be included within the final delivery plan.*

## Improving our processes through the development of our systems

Improve processes and service delivery through the development of core corporate digital systems. Priority order to be established but could include:

- EDRMS Implementation.
- Digital service delivery through My Orkney (the Customer Service Platform).
- Integra Centros.
- HR and Payroll Systems.
- Paris.
- SEEMiS.
- Northgate Housing.
- Concerto.
- Neighbourhood Services Information Management System.
- Revenue and Benefits.
- Strategic Data Warehouse.
- Data reporting and integration.

### Delivery milestones

Year 1 (2023/24)	Year 2 (2024/25)	Year 3 (2025/26)	Year 4 (2026/27)	Year 5 (2027/28)
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*Delivery milestones to be scoped and developed if project is approved to be included within the final delivery plan.*





## Equality Impact Assessment

The purpose of an Equality Impact Assessment (EqIA) is to improve the work of Orkney Islands Council by making sure it promotes equality and does not discriminate. This assessment records the likely impact of any changes to a function, policy or plan by anticipating the consequences, and making sure that any negative impacts are eliminated or minimised and positive impacts are maximised.

<b>1. Identification of Function, Policy or Plan</b>	
Name of function / policy / plan to be assessed.	The Council Plan 2023 – 2028.
Service / service area responsible.	Strategy, Performance and Business Solutions.
Name of person carrying out the assessment and contact details.	Emma Chattington <a href="mailto:Emma.chattington@orkney.gov.uk">Emma.chattington@orkney.gov.uk</a>
Date of assessment.	Draft EqIA – 11 November 2022
Is the function / policy / plan new or existing? (Please indicate also if the service is to be deleted, reduced or changed significantly).	New – this Council Plan replaces the previous Council Plan 2018-2023.

<b>2. Initial Screening</b>	
What are the intended outcomes of the function / policy / plan?	<p>The Council Plan sets out the Council's strategic priorities for the period 2023-2028.</p> <p>The priorities do not represent everything that the Council does and are over and above the day to day activity undertaken by services. The draft intended outcomes are:</p> <p><b>Growing our Economy:</b></p> <ul style="list-style-type: none"> <li>We will reduce poverty and disadvantage and minimise the impact of the cost of living crisis.</li> </ul>

	<ul style="list-style-type: none"> <li>• We will create favourable conditions for sustainable growth.</li> <li>• We will drive towards net zero.</li> </ul> <p><b>Strengthening our Communities:</b></p> <ul style="list-style-type: none"> <li>• We will support communities to develop local solutions and deliver what is important to them.</li> <li>• We will establish the highest standards of public support and protection.</li> <li>• We will widen access to opportunities for better learning, achievement and wellbeing.</li> </ul> <p><b>Developing our Infrastructure:</b></p> <ul style="list-style-type: none"> <li>• We will invest in homes, supporting choice, inclusion and economic growth.</li> <li>• We will remove barriers to the delivery of critical transport and digital connectivity.</li> <li>• We will invest in strategic projects that advance our economic ambitions.</li> </ul> <p><b>Transforming our Council:</b></p> <ul style="list-style-type: none"> <li>• We will develop ways of working that put people at the heart of what we do.</li> <li>• We will establish a culture that motivates staff to do the right things at the right time.</li> <li>• We will develop fit for purpose business approaches and facilitate direct access to services wherever possible.</li> </ul> <p>The overarching principles which will underpin all priorities within the Council Plan are:</p> <ul style="list-style-type: none"> <li>• Protecting our environment and combating climate change.</li> <li>• Equality, fairness and inclusion.</li> <li>• Sustainable and accessible services for all.</li> <li>• Community wellbeing and mental health.</li> <li>• Community wealth building for future generations.</li> </ul>
Is the function / policy / plan strategically important?	Yes.
State who is, or may be affected by this function / policy / plan, and how.	Whole communities, groups or individuals residing in Orkney. Visitors to Orkney, Employees of Orkney Islands Council.

<p>How have stakeholders been involved in the development of this function / policy / plan?</p>	<p>An extensive consultation exercise run by the Council, Voluntary Action Orkney and the LEADER Local action group took place between October 2021 and March 2022. This consultation, Orkney Matters, used a variety of methods to encourage and engage members of the community including those lesser-heard voices, residents of ferry-linked isles and young people. Evidence has also been drawn from the National Islands Plan Survey conducted in October 2020 in relation to issues including employment, transport, housing, fuel poverty, health and social care, climate change and education.</p> <p>Further Public Consultation will take place following the approval of the draft plan.</p>
<p>Is there any existing data and / or research relating to equalities issues in this policy area? Please summarise. E.g. consultations, national surveys, performance data, complaints, service user feedback, academic / consultants' reports, benchmarking (see equalities resources on OIC information portal).</p>	<p>There is a growing body of research on equalities issues on islands, much of which is concerned with socio-economic inequality, and unequal access to services, in addition to the protected characteristics in the Equality Act 2010.</p> <p>The Orkney Partnership has long considered peripherality to be an equality issue and this is reflected in the <a href="#">Scottish Index of Multiple Deprivation</a> (SIMD), last issued in 2020. Orkney's most deprived datazones overall are heavily skewed towards the ferry-linked isles and certain areas of Kirkwall. Looking at individual domains within the SIMD, 14 of Orkney's 29 datazones are among the most deprived 10% in Scotland for 'Access' (to services) with a score of 698 or less, with Hoy, Walls and Flotta scoring only 12.</p> <p>The ferry-linked isles were selected as the area covered by Orkney's first Locality Plan 2018-21 and a Place Standard consultation was conducted to inform this plan, the results of which can be found <a href="#">here</a>.</p> <p>The Scottish Government's Islands Team commissioned a survey in 2020 from the James Hutton Institute to inform the implementation of the National Islands Plan. This survey covered all six local authorities with islands in Scotland and, in response to requests from the island Local Authorities, divides respondents into "mainland" and "isles" so for Orkney, they are reported as Orkney Mainland (including the linked south isles) and Orkney Outer Isles. Fieldwork took place in October 2020 and it is planned to repeat the survey every two years, providing a resource for</p>

	<p>longitudinal analysis. The first <a href="#">National Islands Plan Survey report</a> was published in July 2021 and the base data can be interrogated in detail in a <a href="#">data explorer</a>.</p> <p>The most reliable source for data relating to the Equality Act's protected characteristics is Scotland's Census. Census equality data from 2011 is now out of date and has not been included in the new Council Plan for that reason. The new census data should be available for review from 2023 onwards.</p> <p>A key equality issue over the past two year has been the impact of Covid-19 and the Scottish Government research on this is available <a href="#">here</a>. Many inequalities have been deepened by the pandemic and these impacts remain ongoing.</p>
<p>Is there any existing evidence relating to socio-economic disadvantage and inequalities of outcome in this policy area? Please summarise.</p> <p>E.g. For people living in poverty or for people of low income. See <a href="#">The Fairer Scotland Duty Guidance for Public Bodies</a> for further information.</p>	<p>Our Strategic Planning Framework ensures that our priorities and activities align to achieve positive outcomes for our communities. The Council Plan is a high-level strategic plan and its strategic priorities aim to address persistent inequality of opportunity and socio-economic disadvantage. A wide range of evidence has been considered in helping to inform the plan with the main sources being:</p> <p><a href="#">Scottish Index of Multiple Deprivation</a>  <a href="#">National Islands Plan Survey report</a>  <a href="#">Scottish Government Child Poverty Dashboard</a>  <a href="#">Scottish Household Survey</a>  <a href="#">Scottish House Condition Survey</a> (includes data on fuel poverty and home energy efficiency)</p>
<p>Could the function / policy have a differential impact on any of the following equality areas?</p>	<p>(Please provide any evidence – positive impacts / benefits, negative impacts and reasons).</p> <p>Equality, fairness and inclusion are overarching principles for the delivery of the Council Plan and each project will have an individual Equality Impact Assessment as part of the usual governance process demonstrating due regard to the aims of the Equality Act (2010).</p>
<p>1. Race: this includes ethnic or national groups, colour and nationality.</p>	<p>No differential impact currently identified.</p>
<p>2. Sex: a man or a woman.</p>	<p>No differential impact currently identified.</p>

3. Sexual Orientation: whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.	No differential impact currently identified.
4. Gender Reassignment: the process of transitioning from one gender to another.	No differential impact currently identified.
5. Pregnancy and maternity.	No differential impact currently identified.
6. Age: people of different ages.	Likely positive impact for all age groups. A significant area of focus in the plan is increasing opportunities for young people, and families with children to remain in or move to Orkney to improve the demographic imbalance in Orkney. Outcomes also seek to improve experiences for older people in terms of increased choice over support and services.
7. Religion or beliefs or none (atheists).	No differential impact currently identified.
8. Caring responsibilities.	Likely positive impact. Outcomes seek to improve experiences for people in terms of increased choice over support and services.
9. Care experienced.	Likely positive impact. Outcomes relating to access to opportunities being fairer and more equitable and flexible pathways in employment support improved experiences for those who are care experienced.
10. Marriage and Civil Partnerships.	No differential impact currently identified.
11. Disability: people with disabilities (whether registered or not).	(Includes physical impairment, sensory impairment, cognitive impairment, mental health) Likely positive impact. The Council Plan seeks to focus on the most vulnerable in the community and accessibility is identified as an overarching principle for the delivery of the plan. Outcomes relating to living independently with increased choice, access to opportunities being fairer and more equitable and flexible pathways in employment support improved experiences for those with disabilities. Outcomes also seek to promote the wellbeing of our communities including improved mental health
12. Socio-economic disadvantage.	Likely positive impact. Many people have experienced hardship during the pandemic, which has exacerbated underlying long term disadvantage. Others have experienced socio-

	economic disadvantage for the first time. Outcomes address hardship with a key focus on the reduction of poverty and disadvantage.
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### 3. Impact Assessment

Does the analysis above identify any differential impacts which need to be addressed?	Yes.
How could you minimise or remove any potential negative impacts?	The Council Plan is intended to impact positively on the groups above.
Do you have enough information to make a judgement? If no, what information do you require?	Yes.

### 4. Conclusions and Planned Action

Is further work required?	Yes.
What action is to be taken?	Consultation on the draft Council Plan. Implementation of the Council Plan via the Delivery plan and other actions plans. Individual council services will develop relevant EqIAs for the related projects and plans to identify and mitigate any negative impacts and seek to improve equality outcomes.
Who will undertake it?	Consultation on the draft Council Plan will be undertaken by the drafting team from SPBS headed by the Improvement and Performance service. Implementation of the plan will be headed up by the Corporate Leadership Team.
When will it be done?	Consultation on the draft Council Plan will take place December into January 2023. Implementation will take place over the duration of the Council Plan.
How will it be monitored? (e.g. through service plans).	Council Plan Monitoring.

Signature:



Name: Alex J Rodwell

Date: 14 November 2022

(BLOCK CAPITALS).

Please sign and date this form, keep one copy and send a copy to HR and Performance. A Word version should also be emailed to HR and Performance at [hrsupport@orkney.gov.uk](mailto:hrsupport@orkney.gov.uk)

**DRAFT****Island Communities Impact Assessment for the Council Plan 2023 to 2028**

<b>Step one – Develop a Clear Understanding of your Objectives:</b>	
What are the objectives of the policy, strategy or service?	<p>The purpose of the Council Plan is to chart the direction of the Council through the next five years and beyond. The plan period is the remaining four years of the current five-year Council term, plus an additional year to cover the first year of the incoming Council in 2027 while they develop their own plan.</p> <p>The plan sets out the four strategic priorities which will drive future Council policy making. These are:</p> <ul style="list-style-type: none"> <li>• Growing our economy</li> <li>• Strengthening our communities</li> <li>• Developing our infrastructure</li> <li>• Transforming our Council</li> </ul>
Do you need to consult?	Yes.
How are islands identified for the purpose of the policy, strategy or service?	<p>Orkney Islands Council is an islands authority and is one of the statutory consultees listed in the Islands (Scotland) Act 2018 for other public authorities conducting their own ICIA. When considering the impact of national policy on the Council Plan, comparison may be made with the UK or Scottish mainland where national policy has a differential impact on islands in general, or Orkney in particular. When conducting our own ICIA, in accordance with statutory requirements special consideration is given to individual islands, and to the ferry-linked isles as a group, where their circumstances and/or the effects of the Council Plan may be different from those of Orkney as a whole.</p>
What are the intended impacts / outcomes and how do these potentially differ in the islands?	<p>The strategic priorities and aims in the Council Plan are:</p> <p><b>Growing our economy</b></p> <ul style="list-style-type: none"> <li>• We will reduce poverty and disadvantage and minimise the impact of the cost of living crisis.</li> <li>• We will create favourable conditions for sustainable economic growth.</li> <li>• We will drive toward net zero.</li> </ul> <p><b>Strengthening our communities</b></p> <ul style="list-style-type: none"> <li>• We will support communities to develop local solutions and deliver what is important to them.</li> <li>• We will establish the highest standards of public support and protection.</li> <li>• We will widen access to opportunities for better learning, achievement and wellbeing.</li> </ul>



	<p><b>Developing our infrastructure</b></p> <ul style="list-style-type: none"> <li>• We will invest in homes, supporting choice, inclusion and economic growth.</li> <li>• We will remove barriers to the delivery of critical transport and digital connectivity.</li> <li>• We will invest in strategic projects that advance our economic ambitions.</li> </ul> <p><b>Transforming our Council</b></p> <ul style="list-style-type: none"> <li>• We will develop ways of working that put people at the heart of what we do.</li> <li>• We will establish a culture that motivates staff to do the right things at the right time.</li> <li>• We will develop fit for purpose business approaches and facilitate direct access to services wherever possible.</li> </ul> <p><b>Differential effects on the ferry-linked isles.</b></p> <p>Access to services is significantly worse on most of the outer isles due in large part to sub-standard transport infrastructure and constraints on transport service provision, and sub-standard or non-existent broadband / mobile infrastructure. This inequality is contributing to the continuing depopulation of the ferry-linked isles.</p> <p>Many of the ferry-linked isles have a relatively older population than the Mainland, putting their sustainability at risk. The isles also proved particularly vulnerable to income and food insecurity early in the first lockdown. Incomes tend to be lower in the isles and prices in the isles shops are necessarily higher due to the added cost of freight.</p> <p>None of the measures in the draft Council Plan are expected to exacerbate the situation on the isles. Many of our proposals are intended to contribute directly or indirectly to improving outcomes in the isles and reducing the existing disparity.</p>
<p>Is the policy, strategy or service new?</p>	<p>This particular plan is new but the Council has maintained a strategic plan since 2002. This iteration will replace the previous Council Strategic Plan 2018-23.</p>
<p><b>Step two – Gather your Data and Identify your Stakeholders:</b></p>	
<p>What data is available about the current situation in the islands?</p>	<p>Most published data sources cover Orkney as a whole, which does not enable comparison between the Orkney Mainland / linked south isles and the ferry-linked isles. There are three main national sources of data which differentiate between the two: the <a href="#">Scottish Index of Multiple Deprivation (SIMD 2020)</a>, which is reported at datazone level, <a href="#">Scotland’s Census data</a>, some of which is available at individual island level, and the recently published <a href="#">National Islands Plan Survey report</a>.</p> <p>Census output is limited mostly to demographic data which is useful for equalities considerations but, since the last census in Scotland was done a year late in 2022 we will not have up to date figures at individual island level before 2023 at the earliest.</p>

	<p>At present the 2020 National Islands Plan survey is the most useful national data available at isles level. Survey responses are split between Orkney Mainland (630) and Orkney Outer Isles (160), and all of the survey data can be interrogated online via the <a href="#">data explorer</a>. Questions cover a wide range of topics including employment and business opportunities, transport, housing, fuel poverty, digital connectivity, health, social care, the environment, climate change, culture and education. Scottish Government has confirmed that the survey will next be repeated in 2023, a year later than originally planned, and thereafter every two years to provide an ongoing data bank for longitudinal analysis. During the lifetime of the Council Plan, we can therefore expect new data to be published in 2024, 2026 and 2028.</p> <p>Locally, the best source of survey data is the Orkney Matters consultation conducted by Orkney Islands Council between October 2021 and March 2022. This included information gathered via virtual meetings for representatives from small groups of islands so that their particular experiences could be captured.</p>
<p>Do you need to consult?</p>	<p>Yes. Consultation is being done in two stages. Pre-drafting consultation has already been done, with the main input coming from Orkney Matters. Elected Members have also contributed feedback from their conversations with constituents during campaigning for the local election of 5 May 2022.</p> <p>A further stage of public consultation will be carried out once the new Council Plan has been approved as a work in progress by the Policy and Resources Committee in November 2022. This will ascertain whether the Orkney public is content with the strategic priorities identified by Elected Members and with the main measures proposed to address them. This consultation will inform the final version of the plan to be submitted to Members for approval and adoption in February 2023.</p>
<p>How does any existing data differ between islands?</p>	<p>All data sources which differentiate between the isles and the Orkney mainland show differences between the two. SIMD 2020 shows a higher degree of socio-economic deprivation in datazones covering the ferry-linked isles, due to difficulty in accessing services and lower incomes. The table below shows the correlation between SIMD 2020v2 (Corrected release see <a href="#">Scottish index of multiple deprivation 2020</a>) data and household incomes at that time (The applicable copyright notices for CACI data can be found at <a href="#">Copyright and Third Party Notices</a>), supplied by CACI Paycheck data.</p>

**Scottish Index of Multiple Deprivation (SIMD 2020) rankings and corresponding household incomes for datazones in Orkney.**

Data Zone	Location	Overall SIMD 2020 rank	Overall decile 2020	Lower quartile household income	Mean household Income	Upper quartile household income
S01011821	Kirkwall - Pickaquoy	1,995	3	£13,202	£27,665	£36,627
S01011827	Hoy, Walls & Flotta	2,097	4	£10,915	£24,092	£31,307
S01011831	Stronsay, Sanday & North Ronaldsay	2,476	4	£12,354	£25,674	£33,566
S01011822	Kirkwall - Town Centre	2,679	4	£14,125	£29,352	£38,940
S01011830	Shapinsay, Rousay, Egilsay & Wyre	2,710	4	£15,161	£30,587	£40,254
S01011824	Kirkwall - The Meadows East	2,749	4	£13,943	£30,876	£41,800
S01011820	Kirkwall - Glaitness Road & Hornersquoy	3,074	5	£14,729	£34,474	£46,610
S01011832	Eday, Westray & Papay	3,153	5	£13,123	£27,604	£36,556
S01011804	Stromness - South	3,187	5	£15,239	£32,734	£43,753
S01011808	Firth	3,402	5	£18,273	£37,753	£50,105
S01011828	South Ronaldsay	3,421	5	£15,969	£34,307	£45,863
S01011819	Kirkwall - South	4,336	7	£14,788	£30,833	£41,204
S01011829	Burray	4,356	7	£20,895	£41,094	£54,104
S01011813	Holm	4,373	7	£21,412	£42,433	£56,600
S01011823	Kirkwall - KGS & Bignold Park	4,412	7	£17,039	£36,474	£48,449
S01011810	Harray	4,434	7	£18,945	£38,175	£50,365
S01011809	Orphir	4,446	7	£20,655	£39,834	£52,300
S01011825	Kirkwall - Papdale West	4,471	7	£17,314	£35,743	£47,441
S01011814	Holm East, Toab & Deerness	4,607	7	£21,139	£40,849	£53,943
S01011812	Evie, Rendall & Gairsay	4,790	7	£20,558	£41,212	£54,840
S01011817	St Ola - West	4,836	7	£20,719	£41,422	£54,711
S01011826	Kirkwall - Harbour and North	4,851	7	£19,226	£38,188	£49,974
S01011811	Birsay & Dounby	4,902	8	£20,168	£39,741	£52,667
S01011806	Stromness - Outer Town	4,911	8	£19,093	£38,916	£51,152
S01011815	Tankerness	4,977	8	£21,532	£43,412	£57,938
S01011818	Kirkwall - Holm Road	5,263	8	£18,129	£38,884	£52,062
S01011807	Sandwick and Stenness	5,424	8	£21,943	£43,139	£57,183
S01011805	Stromness - North	5,566	8	£16,724	£35,085	£46,288
S01011816	St Ola - East	5,616	9	£26,740	£50,836	£66,972

How does any existing data differ between islands? (continued).	National Islands Plan survey results show poorer results for many services on the ferry-linked isles. Some sample data are given below.	
<b>National Islands Plan Survey.</b> (selected questions).	Orkney Mainland (including linked south isles)	Orkney Outer Isles
It is easy for young people (under 40) who want to live and work here to do so (% agree or strongly agree).	53.4	21.3
Parents have access to childcare services that suit their working hours (% agree or strongly agree).	29.2	8.5

When I make journeys to or from my home, it is easy connecting between different forms of transport (% agree or strongly agree).	45.9	29.1
In the past year my home sometimes felt uncomfortably cold in the winter (% agree or strongly agree).	31.47	38.0
My internet connection at home is fast enough to do what I want online (% agree or strongly agree).	69.1	45.0
How does any existing data differ between islands? (continued).	Population data estimated locally at January 2021 showed that the long-term trend towards depopulation of the ferry-linked isles has continued since the last Census of 2011. While Orkney's population has risen steadily overall, there has been a drift away from the isles into Kirkwall and the age profile on the isles has risen.	
Are there any existing design features or mitigations in place?	<p>The Council has long recognised the need to improve the resilience of Orkney's most disadvantaged communities, notably the ferry-linked isles. Even prior to the introduction of ICIA, new policy was screened for its impact on isles communities and amended as necessary to mitigate against any unintended disadvantage or consequences. The Council is therefore well accustomed to viewing all policy through an "isles lens".</p> <p>Council officers routinely conduct ICIA on new and revised policy, plans and services. In addition to the ferry-linked isles as a group, officers consider the differential effect of policy on individual islands, as required by the ICIA process.</p> <p>In our capacity as a statutory consultation authority, the Council is routinely consulted on the effect of proposed national policy on islands in general and Orkney in particular. The Council Plan notes that the Council is happy to support national policy where it will be of benefit to Orkney, but is always ready to challenge new or existing national policy which will disadvantage Orkney. ICIA offers a new channel through which to do this.</p> <p>In the draft Council Plan, the priority theme "Strengthening our Communities" addresses the disparity of outcomes on the isles, mainly through the aim:</p> <ul style="list-style-type: none"> <li>• We will support communities to develop local solutions and deliver what is important to them.</li> </ul> <p>and associated target outcomes:</p> <ul style="list-style-type: none"> <li>• Engagement with communities is effective and clearly influences decisions and drives improvement.</li> <li>• Communities feel in control of their priorities and the decisions that affect them.</li> </ul>	

	<p>Most of the isles have their own community-led local development plans and it was made clear by local representatives consulted during Orkney Matters that they wish to remain in control of development on their islands and did not want additional plans created by third parties. Consequently, the Council Plan commits to support local plans rather than duplicate them, and to help each island to achieve the outcomes of most importance to their own community.</p> <p>Many of the remaining priorities and aims will also contribute to improved equality of outcomes on the isles. Examples include:</p> <ul style="list-style-type: none"> <li>• We will reduce poverty and disadvantage and minimise the impact of the cost of living crisis.</li> <li>• We will remove barriers to the delivery of critical transport and digital connectivity.</li> <li>• We will develop fit for purpose business approaches and facilitate direct access to services wherever possible.</li> </ul>
<b>Step three – Consultation:</b>	
Who do you need to consult with?	A public consultation on the draft Council Plan is scheduled for December 2022 into January 2023. This will target residents of all Orkney's island communities.
How will you carry out your consultation and in what timescales?	<p>The Council Plan consultation will be conducted in parallel with the public consultation on the new draft Community Plan (Local Outcomes Improvement Plan) 2023-30. The two consultations will be co-ordinated and most likely conducted as a single exercise both to avoid duplication and to emphasise the relationship and interaction between the two plans.</p> <p>The draft Council Plan will be considered by the Policy and Resources Committee at their meeting of 22 November 2022. The draft LOIP will be considered by the Orkney Partnership Board in December 2023. December 2022 into January 2023 is therefore the best time to consult on both.</p> <p>The consultation will offer a range of options for public response, with the primary channel being an online survey but with paper copies posted out and written responses accepted where this is the channel preferred by respondents.</p> <p>Respondents will be asked which island they live on, in order to differentiate between the answers received from those on the Orkney</p>

	<p>Mainland/south linked isles, or on the ferry-linked isles. To avoid breach of confidentiality for those on smaller islands, we will include an option to say simply which of those groups they are in.</p> <p>The joint consultation will be open for four weeks to allow time to build feedback on the draft plans into the final iterations. The final version of the Council Plan is scheduled for submission to Policy and Resources Committee on 21 February 2023, and the final version of the new LOIP is scheduled for submission to the Orkney Partnership Board in March 2023. Both plans will take effect on 1 April 2023.</p>
<p>What questions will you ask when considering how to address island realities?</p>	<p>The consultation will ask questions about:</p> <ul style="list-style-type: none"> <li>• Whether respondents are content with the priorities, aims and outcomes selected in both plans and the delivery plans proposed to address them.</li> <li>• What they would change (if anything) about those priorities or plans.</li> <li>• Whether anything in either plan might impact differently on their own island compared with any other island (positively or negatively) or with the Orkney Mainland/linked south isles.</li> <li>• Whether there are any negative impacts on their own island which they feel require mitigation.</li> <li>• How they would like that mitigation to be achieved.</li> </ul>
<p>What information has already been gathered through consultations and what concerns have been raised previously by island communities?</p>	<p>The results of the National Islands Plan survey and Orkney Matters are noted above.</p> <p>Concerns raised at Orkney Matters meetings by island representatives included:</p> <ul style="list-style-type: none"> <li>• Lifeline ferry services – sustainability, critical need for new fleet, timetabling to enable access to services and social events.</li> <li>• Limited capacity of inter-island air travel.</li> <li>• Community-led planning with a single plan for each island or community</li> <li>• The need for housing to attract new residents</li> <li>• Gaps in digital connectivity</li> <li>• The potential for community hubs for local/visiting workers</li> </ul>

	<ul style="list-style-type: none"> <li>• Mental health and access to healthy living/gym facilities</li> </ul> <p>The National Islands Plan survey revealed significant disadvantages in access to services, facilities and employment opportunities for isles residents compared with Orkney Mainland residents.</p>
Is your consultation robust and meaningful and sufficient to comply with the Section 7 duty?	We believe the two consultations taken together – Orkney Matters and the public consultation on the draft plan – comply fully with the duty.
<b>Step four – Assessment:</b>	
Does your assessment identify any unique impacts on island communities?	With regard to localities within Orkney, depopulation is unique to the ferry-linked isles. Other impacts, e.g. limited transport availability and substandard digital connectivity, are exacerbated on the isles but are not unique to them.
Does your assessment identify any potential barriers or wider impacts?	There are significant cost barriers to the improvement of connectivity infrastructure. These are contributing to the depopulation problem on the isles.
How will you address these?	Measure to address these issues are already included in the draft plan as noted above.
<p>You must now determine whether in your opinion your policy, strategy or service is likely to have an effect on an island community which is significantly different from its effect on other communities (including other island communities).</p> <p>If your answer is NO to the above question, a full ICIA will NOT be required and you can proceed to Step Six.</p> <p>If the answer is YES, an ICIA must be prepared and you should proceed to Step Five.</p> <p>To form your opinion, the following questions should be considered:</p>	
Does the evidence show different circumstances or different expectations or needs, or different experiences or outcomes (such as different levels of satisfaction, or different rates of participation)?	Yes.
Are these different effects likely?	Yes.
Are these effects significantly different?	Yes.
Could the effect amount to a disadvantage for an island community compared to the mainland or between island groups?	Yes.

**Step five – Preparing your ICIA:**

In Step Five, you should describe the likely significantly different effect of the policy, strategy or service.

Assess the extent to which you consider that the policy, strategy or service can be developed or delivered in such a manner as to improve or mitigate, for island communities, the outcomes resulting from it.

We believe that the draft Council Plan contains measures to address all of the key disparities in outcomes which isles residents currently experience, and that the plan itself does not contain anything which would further disadvantage these communities.

Further ICIA will be conducted on individual projects at the appropriate stage which will help to identify any further mitigation which should be put in place.

Consider alternative delivery mechanisms and whether further consultation is required.

Not so much an alternative but a supporting delivery mechanism is the Community Plan (which incorporates Orkney's statutory Local Outcomes Improvement Plan or LOIP). A new Community Plan for 2023-30 is in development in parallel with the Council Plan. The Community Plan addresses strategic priorities which require concerted partnership action, and in the new plan these are expected to be:

- Cost of Living
- Sustainable Development
- Local Equality

Local Equality will be assigned to a dedicated delivery group reporting directly to the Board. This group will take forward the work begun in the previous Locality Plan 2018-21 and address socio-economic inequality in Orkney's most disadvantaged areas, including the ferry-linked isles. It will add value to what the Council is able to do on its own in its particular areas of responsibility, as well as addressing issues which are the responsibility of other lead agencies.

Further consultation is required to ensure that in the development of the Council Plan we have not overlooked any unfair, unforeseen or unintended consequences which would be apparent to isles residents. We would also welcome their feedback on any additional mitigation measures required.

Describe how these alternative delivery mechanisms will improve or mitigate outcomes for island communities.

Partnership attention can make a significant difference. For example, a current Partnership short life working group is addressing the issue of inequality in First Responder provision, and the terms and conditions for First Responders on different islands, both within Orkney and in



	<p>comparison with other island authorities. The aim of this group is to achieve the levelling up of First Responder provision on every island to the best model currently in operation. While the statutory responsibility for emergency response sits with other agencies, the Council is leading the group in order to support those agencies to find a resolution.</p> <p>Ultimately, the long-term success of both plans with regard to the isles will be measured in a reversal of depopulation and a more sustainable demographic balance. There is no shortage of people wanting to live on the isles, our task is to put the infrastructure and services in place to support them.</p>
<p>Identify resources required to improve or mitigate outcomes for island communities.</p>	<p>The resources required to improve outcomes permanently for isles residents are substantial. Replacement of the existing inter-island ferry fleet will cost many millions. Extending superfast broadband provision to all island premises is both a financial and logistical challenge. These issues will take years to resolve but it is important to keep them on the agenda so that when an opportunity arises to make progress, we can move fast.</p> <p>Other issues may require less resource but more imagination and flexibility. For example, Covid-related lockdown led to many more services being provided remotely, which was of huge benefit to isles residents. Our priority of “Transforming our Council” will look at ways to mainstream remote provision where it will help to contribute to the sustainability of island communities.</p>
<p><b>Step six – Making adjustments to your work:</b></p>	
<p>Should delivery mechanisms / mitigations vary in different communities?</p>	<p>Yes.</p>
<p>Do you need to consult with island communities in respect of mechanisms or mitigations?</p>	<p>Yes. This will form part of the planned second phase consultation on the draft Council Plan.</p>
<p>Have island circumstances been factored into the evaluation process?</p>	<p>Yes.</p>

Have any island-specific indicators / targets been identified that require monitoring?	Yes.
How will outcomes be measured on the islands?	The Council Plan will include a selection of indicators to measure differential impacts on islands. The National Islands Plan repeat surveys will be especially welcome as they are conducted by Scottish Government and the results published nationally. Where necessary we will collect bespoke data although we generally avoid this where an alternative source is available due to the future resource implications.
How has the policy, strategy or service affected island communities?	<p>Previous iterations of the Council Plan have helped to support isles communities and thereby slowed depopulation but have not succeeded in resolving the longstanding inequalities in service provision with regard to digital connectivity, transport and access to services. Not all of these are within the control of the Council but we have lobbied vigorously on behalf of island communities and continue to do so in the expectation of achieving better outcomes during the lifetime of this plan.</p> <p>We will monitor, evaluate and publicly report outcomes periodically throughout the lifetime of this plan.</p>
How will lessons learned in this ICIA inform future policy making and service delivery?	We have always considered the impact of policy and plans on the ferry-linked isles, so that aspect of ICIA is not new. The requirement to produce and publish an ICIA encourages more detailed consideration of the circumstances of individual islands and gives those islands a stronger voice in influencing policy making and service delivery. The process leads to more transparency in decision making and should ultimately result in more equitable policy.
<b>Step seven – Publishing your ICIA:</b>	
Have you presented your ICIA in an Easy Read format?	Not specifically. We try to use plain language and avoid jargon at all times.
Does it need to be presented in Gaelic or any other language?	No, but like all Council documentation it can and will be made available in other languages or formats on request.

Where will you publish your ICIA and will relevant stakeholders be able to easily access it?	The ICIA will be published on the Council website and will be readily accessible. As with all our publications, hard copies and other languages / formats will be made available on request.
Who will sign-off your final ICIA and why?	<p>The draft ICIA will be appended to the draft Council Plan 2023-28 to be considered by the Council's Policy and Resources Committee at their meeting of 22 November 2022.</p> <p>Following the second phase of consultation, the final draft will return to Policy and Resources Committee in February 2023 and the Council will sign off the finalised ICIA alongside the finalised Council Plan in March 2023.</p>

**Contact officers.**

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