

Item: 7

Policy and Resources Committee: 21 February 2023.

The Council Plan 2023 to 2028 and supporting Delivery Plan.

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

1. Purpose of Report

To present the proposed Council Plan 2023 to 2028, and supporting Delivery Plan.

2. Recommendations

The Committee is invited to note:

2.1.

That, on 23 November 2022, when considering the draft Council Plan, the Policy and Resources Committee recommended:

- That the draft Council Plan 2023-2028 be approved for consultation.
- 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 would deliver the target outcome under each strategic priority theme within the Council Plan.

2.2.

That consultation was undertaken during the period between 22 December 2022 and 20 January 2023, with the main issues raised summarised in section 4 of this report.

2.3.

The final draft Council Plan 2023-2028, attached as Appendix 1 to this report, which has been amended to reflect the outcome of the public consultation.

2.4.

The Delivery Plan to support the Council Plan 2023-2028, attached as Appendix 2 to this report, which contains a number of priority projects and milestones listed to indicate the work which will be undertaken to achieve the target outcome.

It is recommended:

2.5.

That the revised Council Plan for the period 2023 to 2028 and supporting Delivery Plan, attached as Appendices 1 and 2 respectively to this report, be approved.

3. Background

3.1.

On 23 November 2022, when considering the draft Council Plan, the Policy and Resources Committee noted:

- That engagement with Orkney's residents during the preceding years, together with the Local Government Election campaign in April and May 2022, as well as further input from elected members, had informed development of the draft Council Plan.
- That the Council Plan reflected national priorities set by both the Scottish and UK Governments and the core services which the Council provided day to day, as well as taking account of new duties arising from recent legislation.
- The draft Council Plan 2023-2028, attached as Appendix 1 to the report by the Corporate Director for Strategy, Performance and Business Solutions, which proposed Strategic Priorities themed under three headings as follows:
 - Growing our Economy.
 - Strengthening our Communities.
 - Developing our Infrastructure.
- That an outcome driven performance monitoring approach was proposed through 'stretch targets', with regular reporting to show the progress or trend towards achieving them.
- The draft Delivery Plan to support the Council Plan 2023-2028, attached as Appendix 3 to the report by the Corporate Director for Strategy, Performance and Business Solutions, which contained a number of priority actions listed to indicate the work which would be undertaken to achieve the target outcome.

3.2.

The Committee recommended:

- That the draft Council Plan 2023-2028, referred to above, be approved for consultation.
- 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 would deliver the target outcome under each strategic priority theme within the Council Plan.

4. Consultation Feedback

4.1.

The draft Council Plan 2023-2028 was published for public consultation between 22 December 2022 and 20 January 2023, together with the Orkney Community Plan 2023-2030. 87 responses were received in total, but not all respondents answered every question.

4.2.

The main high-level themes from the consultation responses are as follows:

- The majority felt that the three priorities were the right ones and would make a difference to the community.
- Respondents were not so sure that the indicators proposed would show that the Council was making a difference.
- Some respondents were supportive of the ambition and some felt it was not the time for growth.
- Some called for the aspirations to be better defined.
- Support as a high priority for Digital Connectivity, Housing, Education, young people, planning, Barriers, Community Wind Turbines, Offshore wind and support to various key businesses / sectors.

4.3.

Some respondents provided valuable feedback on some of the narrative to further clarify or enhance the text.

4.4.

In addition, the draft document has been reviewed for Plain English by the Crystal Mark organisation. This review has amended the language used to make the plan easier to read and understand.

4.5.

The revised plan also includes amendments arising from further discussion at the Members' seminar held on 26 January 2023. These amendments, together with those from the public consultation feedback, are included in the revised Council Plan 2023-2028 attached as Appendix 1 to this report. Some feedback around seeking more detail on how the outcomes of the priorities will be achieved are addressed through the Council Delivery Plan, attached as Appendix 2 to this report.

4.6.

A summary of the consultation feedback will be published on the Council website to inform respondents how the feedback was used in finalising the Council Plan 2023-2028.

5. Council Plan Delivery Plan

5.1.

The Council Plan is supported by a Delivery Plan, which lists the key projects, actions, milestones and timeframes to deliver the strategic priorities at this stage. The Delivery Plan has been developed taking consideration the public consultation.

5.2.

The revised Delivery Plan includes amendments arising from further discussion at the Members' seminar held on 26 January 2023.

5.3.

Progress with the actions contained within the Delivery Plan will be reported every six months, in accordance with the Council's performance management framework.

5.4.

Given the changing political and financial landscapes, the Delivery Plan is a working document to track planned projects. As a working document it is more agile and flexible than the main strategic plan and will be reviewed, consulted on and updated in response to feedback on an ongoing basis. Individual projects will also be consulted on separately, and subject to Island Community Impact Assessment, Equality Impact Assessment and Strategic Environmental Assessment at the appropriate stage in their development.

5.4.

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.

6. Equalities Impact

An Equality Impact Assessment has been undertaken and is attached as Appendix 3 to this report.

7. Island Communities Impact Assessment

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

8. Environmental Implications

The Strategic Environmental Assessment screening report, attached as Appendix 5 to this report, was submitted to the SEA Gateway for consideration by the consultation authorities. The statutory consultees have responded and agreed with the view expressed in the screening report that the plan was unlikely to have significant environmental effects.

9. 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.

10. Financial Implications

10.1.

There are no financial implications arising directly from this report.

10.2.

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. Legal Aspects

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

12. Contact Officers

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13. Appendices

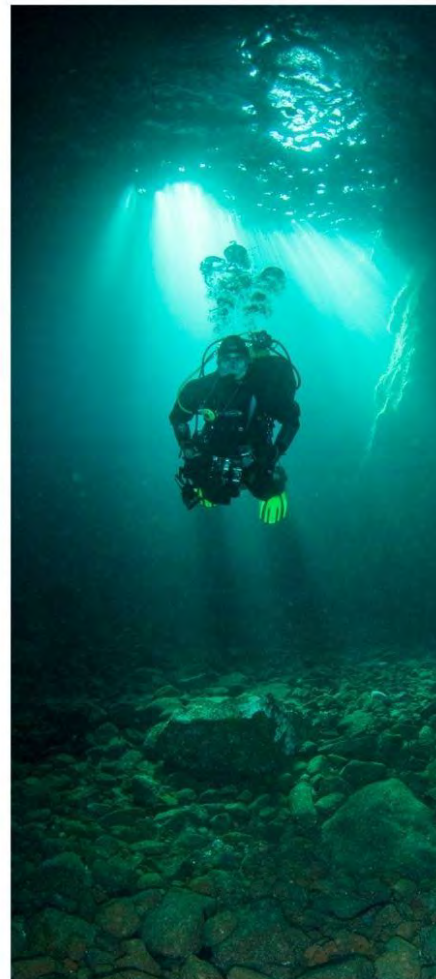
Appendix 1: Council Plan 2023 to 2028.

Appendix 2: Council Delivery Plan 2023-2028.

Appendix 3: Equality Impact Assessment.

Appendix 4: Island Communities Impact Assessment.

Appendix 5: Strategic Environmental Assessment.



Working together for Orkney
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Contents

Contents	3
Working together for Orkney.....	4
Orkney and our community.....	6
The strategic context of our council plan	7
Strategic context affordability.....	9
You said, we did: How Orkney’s communities formed this plan.....	10
Our strategic priorities.....	12
Growing our economy	14
Strengthening our communities	15
Developing our infrastructure	16
Transforming our council.....	18
What will success look like?	19
Impact assessments	24

Working together for Orkney

Welcome to our ~~draft~~ council plan for 2023-2028. This plan sets out how we will deliver our ambitions for Orkney's future and deliver the very best for our community and businesses.

Our plan doesn't cover the wide range of council services that are delivered daily, but it provides clear direction and focus on some important priorities that we will work towards and the positive effect we will have on our community. We are in uncertain times and recognise the effect the cost-of-living crisis is having. In the short term, we will continue to work with our Community Planning Partners and the cost-of-living taskforce group to identify further help and support for those who need it most. With the effects of the cost-of-living crisis likely to continue for some time, the first couple of years of this plan could be the most challenging and we will focus our efforts on supporting the community and local businesses.

It's important to emphasise that the essential services we provide are always our top priority. Throughout the life of this plan we will continue to maintain the ones that are high quality and improve the standards of others.

This plan aims to focus on our ambitions to help improve our local economy. We will assess strategic projects to identify those that could provide additional income to fund services or contribute to economic growth in our community. We know that much of Orkney's economic growth will come from our flourishing renewables sector, and many of tomorrow's jobs will be in the green economy (a sector that focuses on low carbon, energy efficient economic activity which benefits the environment and community~~land-based renewable energy projects~~) and the blue economy (a sector that focuses on the sustainable use of ocean resources for economic activity and development~~sea-based renewable energy projects~~). Our task as a council is to make sure that everyone in Orkney benefits from this change of focus, and nobody is left behind.

To support growth, our infrastructure – the basic physical and organisational structures and facilities (for example, ferries, buildings, roads, power supplies) we need – must be fit for purpose, and we will be considering the potential to deliver some major projects during the coming years. We will be making important decisions on progressing with, for example, the Community Wind Farms, the Islands Growth Deal and the Harbours Masterplan. In all our work we need to make sure that everything we do contributes towards us becoming 'net zero', where we achieve a balance between the amount of greenhouse gas we produce and the amount removed from the atmosphere.

It's fair to say that we have set out an ambitious plan for ourselves, but we recognise the need to regularly review the plan and remain flexible so we can adapt it to the changing circumstances over the next five years.

Many of our communities have their own plans and ambitions, and we will support them to pursue their aims. We will protect the most vulnerable in our community and make sure that everyone has a fair share in Orkney's future success.

We must also be fit for purpose. We experienced major change and challenges during the pandemic and have emerged more versatile, mobile and adaptable in how we do things. Like all employers, we must attract and retain the best staff. We will invest in our

employees, transform our working practices and streamline our offices and workplaces to improve the efficiency and effectiveness of everything we do.

A vital part of our job is to represent Orkney in national forums and push for action to meet our needs. Our campaign for better transport and digital connectivity, such as broadband, will not stop until our services are as good as the equivalent anywhere in the world. We are gearing up for further change and challenge in areas such 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



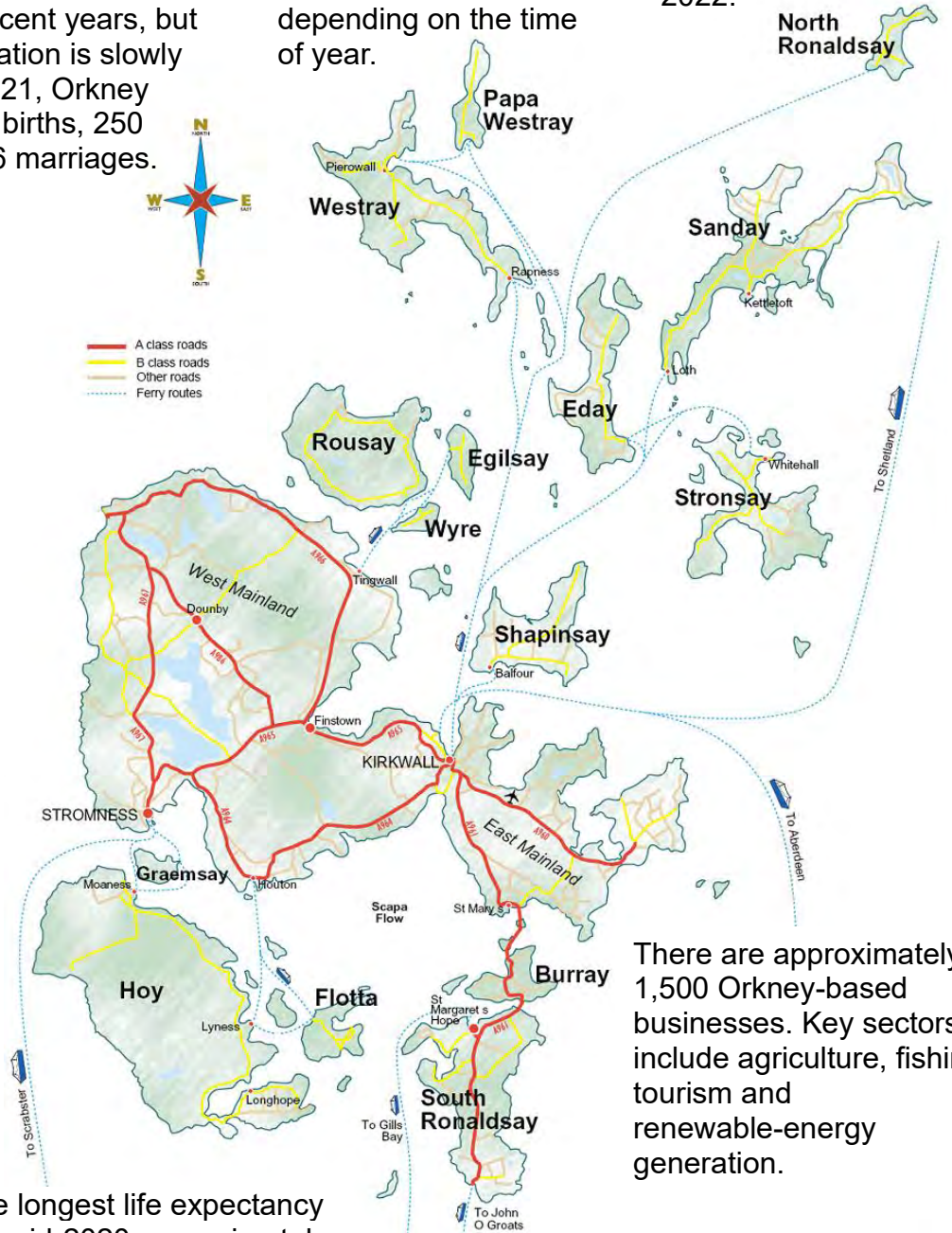
Oliver Reid
Chief Executive

Orkney and our community

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

Orkney is made up of more than 70 islands and skerries, with a total land area of 1,000km². Around 19 islands are lived on, 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.



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

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

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

The strategic context of our council plan

When developing our council plan, councillors must take many factors into account. As well as residents' priorities, which we learned through consultation and engagement activities, the plan reflects the core services we provide day-to-day. It must take account of new legal and regulatory duties, 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.

We work closely with other agencies (our Community Planning Partners) through the Orkney Partnership. Five agencies share in the facilitation of the Partnership, helping to lead and run it: us, NHS Orkney, Police Scotland, the Scottish Fire and Rescue Service and Highlands and Islands Enterprise. Many other partners are members of the Orkney Partnership Board, which helps to steer the planning and delivery of services. Orkney's Community Plan (also called the Local Outcomes Improvement Plan) addresses the strategic priorities which all agencies need to take joint action on, while each individual partner's plans – such as our council plan – set out the priorities and actions to be delivered by that particular agency.

All of our plans take into account and work within the strategic framework set by the UK and Scottish Governments. We must navigate the policy areas controlled by the UK Government (for example, defence and telecommunications) as well as those devolved to the Scottish Government for them to control (for example, health and education). We support UK and Scottish national policy where it furthers our ambitions for Orkney. Developments in renewable energy have generated significant investment and Orkney is a major contributor to achieving Scotland's net-zero target. The National Islands Plan has focused attention on many areas vitally important to Orkney, including demographic balance, transport and housing. However, we will always challenge national policy that disadvantages Orkney or has unforeseen consequences for island communities. The Islands (Scotland) Act 2018 has given us new powers to hold Scottish Ministers to account.

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

This plan does not sit in on its own. There is an accompanying Delivery Plan which describes some of the projects, services and policies which will help us deliver our priorities and achieve real positive outcomes for Orkney. There are linked strategies and plans which support this plan. Examples of these are listed below, but there are many more.

- Orkney Child Poverty Strategy 2022-2026
- Orkney's Children's Services Plan 2021-23
- The Orkney Play Area Strategy
- The Orkney Local Biodiversity Action Plan 2018-2022
- Orkney Islands Council Carbon Management Programme 2016-2026



Strategic context | affordability

We live in uncertain times. We must budget for the continuing effects of Brexit, social and economic recovery from COVID-19 restrictions, and political uncertainty and unpredictable international relations. Funding pressures are likely to be extreme during the life 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 and materials. The Scottish Government provide the majority of our funding, and they are unlikely to raise that funding to meet increasing pressures. Ultimately there will be real-term funding reductions. And with interest rates at levels not seen since 2008, resulting in increased costs of borrowing, we will need to make difficult decisions in order to deliver this plan.

So what can we do?

- We need to maximise the return from the investments of our financial reserves, which increasingly need to be used to fund front-line services.
- We have to find efficiencies – not necessarily cuts, but better ways of doing things.
- We need to make it easier for customers to access services and for staff to do their jobs, and increase contact with service users when necessary.
- We have to sell Orkney – promote it, develop industries, attract investment, create jobs, and generally develop and maintain an economically active population and develop Orkney as a sustainable visitor destination.

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

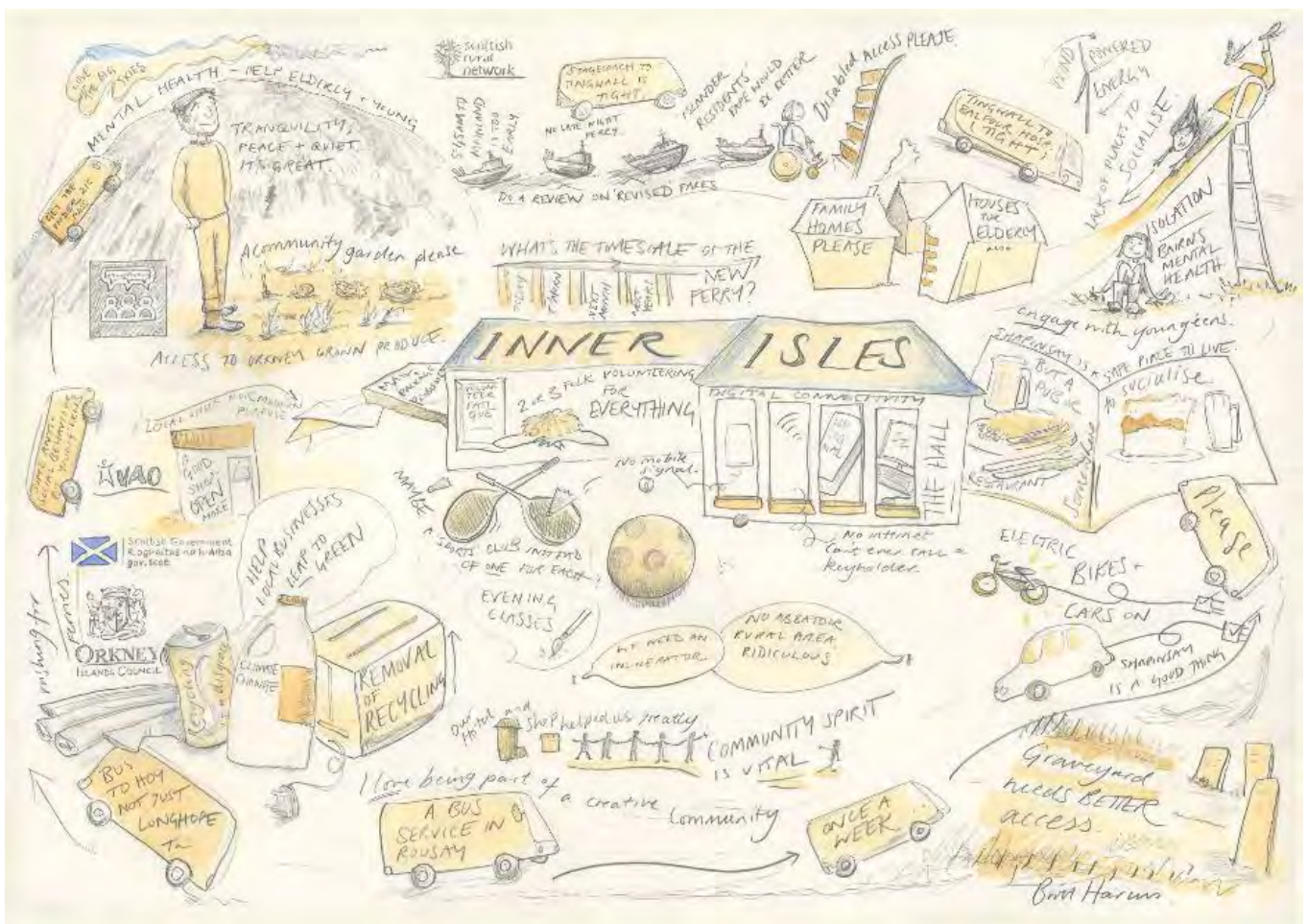


You said, we did: How Orkney's communities formed this plan

We keep in regular contact with communities in Orkney through channels such as social media, local radio announcements and interviews, and regular press releases. When developing new plans and policy we consult individuals and community groups on specific topics. And importantly, members of the public are always welcome to contact their local councillors, who are keen to discuss issues of interest or concern.

Consultation relating to this plan was carried out in two stages. The first stage took place between October 2021 and March 2022, when we, Voluntary Action Orkney and the LEADER Local Action Group jointly conducted an extensive consultation exercise under the banner 'Orkney Matters'. This exercise included 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, before the plan was finalised.

Between these two stages, council candidates listened to the views of their future constituents during their local election campaigns in May 2022. Those who were elected brought those conversations to the table during the development of this plan, making sure that residents' most pressing priorities were considered.



Orkney Matters recorded the views of all of Orkney’s communities, including residents of the ferry-linked isles, young people and people who are harder to reach or less likely to have their say. The survey identified the following main priorities.

Your priorities

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

Some of these issues require action to be taken by agencies working together, and the Orkney Partnership have chosen them to be ‘strategic priorities’.

The partnership’s plans to address these priorities are set out in the new Community Plan (also called the Local Outcomes Improvement Plan) for 2023-2030. Other issues are matters primarily for us to address, and these are included in our council plan.

National consultation also played a part in developing of this plan. In October 2020, 790 Orkney residents took part in the first National Islands Plan survey, answering questions on their experience of employment and business opportunities, transport, housing, fuel poverty, digital connectivity, health and social care, the environment, climate change, culture and education. The survey is due to be repeated in 2023 and then every two years for the life of the National Islands Plan. Results are published online, with responses from Orkney Mainland and Isles residents displayed separately, making this a useful resource for measuring progress. Our plan includes action to improve our consultation and engagement activities in response to Orkney Matters, taking advantage of new online channels if 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 we will work to improve the lives of the people of Orkney.

As well as the projects set out in this plan, we also provide a wide range of core services all year round. Some of these are very noticeable from day to day, such as schools, roads and waste collection, while others are there in case of need, such as social care services. These core services are those which we must provide by law, either direct or through outside providers.

It's important to emphasise that maintaining the core services we provide is always our top priority, and we will try to maintain or improve the standards of them throughout the life of this plan. A key element of this is to make our processes as efficient as possible to make sure as many resources as possible are put towards front-line services.

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

[We know that it may be better for some council services to be delivered by others – for example by the third sector. To make the most from our funding we work in partnership with other organisations to ensure that our services are delivered by those who can best provide them.](#)

Councillors are committed to spending any extra money on projects which will make the most difference to local communities. These projects are set out in the Delivery Plan that sits alongside our council plan, and the actions needed to maintain core services are set out in Directorate Action Plans.

Our council plan describes our pledges to you over the next five years.

Our pledges are as follows.

-  **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.

We will meet these pledges through a number of aims and outcomes grouped under three priority themes – growing our economy, strengthening our communities and developing our infrastructure.

The aims are what we want to achieve, and the outcomes are the positive changes we are working towards for the benefit of our communities.

These aims and outcomes will be supported by a number of priorities under an overall theme – transforming our council – to provide the foundations for staff to deliver outstanding customer service and performance.



The three priority themes are built upon core principles, which will guide future decision-making relating to all our aims.

Our core principles are as follows:

- Protecting our environment and combating climate change.
- Equality, fairness and inclusion: in particular for vulnerable and remote communities like the ferry linked isles.
- Sustainable and accessible services for all.
- Community wellbeing and mental health.
- Community wealth building for future generations.




Growing our economy

This plan was written at a time when economic pressures were one of the biggest concerns for our entire population. Whether due to political uncertainty, falling global markets and pension funds, the post-COVID ‘normal’ or the cost-of-living crisis, the economy is at the forefront of everyone’s mind. Some of our main industries, such as fishing, farming, food and drink and tourism, have been hit particularly hard by the pandemic and current economic crisis, and it’s vital that the right support is identified.

Despite challenging market conditions, this plan aims to deliver sustainable growth that creates jobs and tackles poverty by creating opportunities to get on.

We need to create a diverse and thriving economy which helps us to keep our young people, and attract new people who can contribute to our islands, so we can be more self-reliant. This will include balancing the need to protect Orkney’s unique environment with the need for realistic innovative developments which can generate a return for the communities which support businesses.

We need to maximise investment to reduce the impact of cuts in public funding and increase the skills of our workforce, while reducing any negative effect on the environment. We are committed to the principle of community wealth building (redirecting wealth back into the local economy, and placing control and benefits in the hands of local people) and to the development of a circular economy (reusing, repairing and reusing resources).

Aim	Outcome
<p>We will reduce poverty and disadvantage and minimise the effects of the cost-of-living crisis.</p>	<ul style="list-style-type: none"> • We target support at those most at risk from the cost-of-living crisis. • We have reduced persistent poverty and disadvantage relating to social or economic factors. • The benefits of economic growth are shared.  <p>Poverty</p>
<p>We will create favourable conditions for sustainable economic growth.</p>	<ul style="list-style-type: none"> • Local businesses in key sectors are thriving and creating better employment opportunities. • Investment into Orkney is increased across vital areas. • Our economy is growing in a sustainable way that balances social and environmental priorities. • We have a growing population that is contributing to the economy.  <p>Economic growth</p>
<p>We will work towards becoming net zero.</p>	<ul style="list-style-type: none"> • Orkney is on track to become net zero by 2030. • We have reduced the carbon used during the course of our direct and indirect activities. • We have grown our green and blue economies. • Everyone in Orkney has reduced their carbon footprint (the greenhouse gases generated by their actions).  <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 they 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 for the future. To make sure that inequalities do not increase, we will direct targeted support, resources and opportunities towards those most in need.

A key element of this priority theme is developing skills and knowledge, and improving the availability of further and higher education. This theme covers a wide range of topics that will meet the needs of our local community and businesses while preserving our culture and heritage for generations to come. Orkney is unique in having a locally controlled college, Orkney College (UHI), with the flexibility to meet emerging local needs through further education and higher education (in partnership with the University of the Highlands and Islands).

We recognise that this theme has links with all the other themes in our council plan, as well as the strategic priorities in Orkney's Community Plan. We will work together with partners

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




Developing our infrastructure

Infrastructure is the nuts and bolts that hold our communities together – the buildings, transport, roads, telecommunication networks that allow communities to thrive. Our infrastructure underpins everything we do. For example, an improved telecommunication network allows us to make better use of digital technologies to. ~~This is called digitalisation. Digitalisation is about:~~

- ~~sSupporting~~ businesses to offer flexible and remote working opportunities;
- ~~dDeveloping~~ our young people and employees with the skills to support businesses; and
- ~~mMaking~~ sure all households have the online access they need to meet their work and leisure needs; and.
- Digitalisation in the form of Use TeleCare may to make it possible for more older people and those with a disability to continue to live in their own homes.

In some areas, developing our infrastructure will affect existing core services such as housing and education. We will consider this when making decisions on major developments. The infrastructure challenges sit alongside an existing shortage of housing, which is a major concern in our communities. We are already working hard to identify solutions and increase the availability of housing to meet the needs of our current and future residents.

We will continue to identify and agree ~~consider~~ the development of long-term projects. The onshore wind projects at Quanterness, Faray and Hoy will provide essential income to offset the cuts in public funding. The Harbours Masterplan identifies several projects that bring significant opportunities for attracting investment into our Islands. Lastly, the Islands Growth Deal brings investment from both the UK and Scottish Governments to the three Islands Authorities (Orkney, Western Isles and Shetland) through an ambitious programme for development. One of our biggest challenges will securing a new green ferry fleet. ~~We fully support the introduction of the Islands (Scotland) Act 2018, the National Islands Plan and the Growth Deal for the Islands.~~

Aim	Outcome
<p>We will invest in homes, supporting choice, inclusion and economic growth.</p>	<ul style="list-style-type: none"> • More quality homes to rent or buy in various locations, provide more choice. • Social and private housing is more energy efficient. <div style="text-align: right;">  More homes </div>
<p>We will remove barriers to digital connectivity and vital transport.</p>	<ul style="list-style-type: none"> • We have the digital connectivity needed to support sustainability and equality across our communities and businesses. • Our transport infrastructure meets the needs of our communities and visitors. <div style="text-align: right;">  Improved connectivity </div>
<p>We will invest in projects that further our economic ambitions.</p>	<ul style="list-style-type: none"> • We have delivered the Orkney Community Windfarms Project. • Vital projects identified within the Harbours Masterplan have been delivered. • We have secured investment funding and delivered 50% of the Islands Deal Programme. <div style="text-align: right;">  Construction completed </div>

Transforming our council

To deliver the ambitions set out in our council plan, we need a workforce which is effective and engaged, and adds value to everything we do. That is why we have a priority theme that focuses on transforming our council. We are committed to improving the services we provide and how 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 shortages that are affecting us locally. This means that we are looking at different ways to attract people, offering a variety of routes for people to come to work for us, and are supporting our employees so they 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 a vital part of our communities and should reflect the diversity of those communities. We are transforming the way 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

Foundation to enable delivery

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

What will success look like?

We strive to be an outcomes-focused and performance-driven council, putting our community at the heart of everything we do.

In order to monitor and review progress we have developed performance measures and specified targets for each theme – the three priority themes and the overall theme of transforming the council. Some performance measures and targets are taken from the Orkney Partnership's Community Plan and some are taken from the Local Government Benchmarking Framework (LGBF). This allows us to compare our performance against the Scottish average and other similar councils.

Council services produce their own information to monitor performance and guide decision-making. Working with our services, we have chosen the key measures to assess progress against our priorities, and performance against these will be reported each year. Also, our progress on the key projects we aim to deliver, and the targets we have set ourselves, will be regularly scrutinised by councillors.

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

The measures for success for each theme are as follows.

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 (16 to 24 years)	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%
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.	2023 64%	90%
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.	1%	3%
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%
Your people remaining in a positive destination after 6 months.	96.5%	97%
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 four weeks.	86%	90%

Developing our Infrastructure

Measuring our success		Baseline 2020/21	Target 2027/28
Percentage of Council homes that met the Scottish Housing Quality Standard		2021/2022 82%	90%
Percentage of Council dwellings that are energy efficient LGBF HSN5.		88%	90%
Houses built in Orkney (all sectors). Target and geographical breakdown to be identified as part of the housing needs analysis.		2021 – 82 2022 – 53	2027 125
Percentage of Orkney residents whose internet connection at home is fast enough to do what they want online LOIP.	Orkney Mainland	2020 70%	2027 91%
	Ferry-linked Isles	2020 45%	2027 84%
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%
Percentage of Islands Deal Programme delivered		0%	50%
Orkney Community Windfarm and Harbours Master Plan projects		Indicator to be established if projects approved.	

Transforming our council

Measuring our success	Baseline 2020/2021	Target 2027/2028
Level of customer satisfaction experienced by the public with queries handled by customer service staff	2022/2023 87%	95%
Orkney Islands Council recognised as an Investors in People (IiP) Platinum Organisation	Does not apply	Achieved
Overall staff satisfaction with working at Orkney Islands Council	58%	More than 80%
Staff satisfaction with our leadership style and culture	58%	More than 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	2021/2022 5.14%	4%
Cost of agency workers as a percentage of our staff budget	2021/2022 3.7% tbc	2%
Sickness absence days per teacher LGBF CORP6a	2021/2022 8.2	6
Sickness absence days per employee (non-teacher) LGBF CORP6b	2021/2022 12.6	9

Impact assessments

Under UK and Scottish law, we must assess the impact new plans and policies would have in three specific areas: equality, the environment, and island communities. These assessments (known as impact assessments) must be developed alongside and at the same time as the relevant plan or policy is being developed. Impact assessments help to identify any unintended consequences a proposed plan or policy may have on particular stakeholder groups, and determine any measures which should be included in the plan or policy to overcome or reduce these effects. Impact assessments are particularly effective in revealing gaps in knowledge, which can then be filled by consulting the groups likely to be affected. The impact assessments we must carry out are explained below.

Equality Impact Assessments need to be carried out to consider the impact a proposed plan or policy would have on groups of people with 'protected characteristics', as defined by the Equality Act 2010. Protected characteristics include age, sex, race, disability and sexual orientation (sexuality or sexual preference). Scottish councils must also meet the Fairer Scotland Duty to consider the impact a proposed plan or policy would have on those who are experiencing socio-economic disadvantage (disadvantage due to social and economic factors). This 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 (that is, have been in the care system), those with disabilities and those who are socio-economically disadvantaged.

Strategic Environmental Assessments (SEAs) are designed to evaluate the environmental implications of proposed plans and programmes. In Scotland, a strategic plan which sets priorities for future development, such as our council plan, should be submitted to the SEA Gateway for a decision on whether a full SEA needs to be carried out. The SEA process is guided by three statutory authorities – NatureScot, Historic Environment Scotland and the Scottish Environment Protection Agency (SEPA). We have drafted and submitted an SEA Screening Report which indicates that our council plan would not benefit from a full SEA because it is an outline strategic plan. Any project which is progressed further as a result of this plan will need have an SEA in much greater detail than is possible at this stage. ~~The SEA Screening Report will be submitted to the SEA Gateway for consideration as soon as this draft plan is approved for consultation. The statutory consultees have responded and agreed with the view expressed in the screening report that the plan was unlikely to have significant environmental effects.~~

Island Communities Impact Assessments (ICIAs) are unique to Scotland and were introduced by the Islands (Scotland) Act 2018. Their purpose is to determine whether a proposed plan or policy has different effects on, or different unintended consequences for, any particular island community compared with other island or mainland communities. Island residents must be consulted to gather their views on any perceived disadvantages to their communities, and any measures they would like to be put in place. In Orkney, we routinely consider the impact a new policy would have on the ferry-linked isles, as 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 takes account of some of the measures already in this plan which are designed to improve equality of outcomes for isles communities. This 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 this plan.

Draft Delivery Plan 2023-2028



Contents

Contents.....	2
Introduction	4
Growing our Economy.....	5
Net-zero and de-carbonisation (E1).....	5
Support for local business (E2).....	7
Strengthening our Communities.....	8
Social care / community led support (C1).....	8
Living independently (C2).....	9
Development of learning provision and pathways (C3).....	10
Improve Education Standards (Scottish attainment challenge) (C4)	11
Childcare (C5)	14
Embed the vision and outcomes of the Promise (C6).....	16
Developing our Infrastructure.....	17
Improve Isles transport links (I1).....	17
Free ferry travel for island young people (I2).....	19
Work towards integrating our transport networks (I3)	20
Supporting Economic Growth through Harbours Infrastructure (I4).....	21
Digital connectivity (I5).....	23
Social housing (I6).....	24
Mid-market rental properties (I7).....	26
Orkney’s Community Wind Farm Project (I8)	27
.....	28
Islands Growth Deal projects (I9).....	29

Integrated waste facility (I10).....30

Capital Programme (I11)31

Transforming our Council32

 Staff recognition and retention (T1)32

 Reduce bureaucracy (T2)33

 Invest in staff development opportunities (T3)34

 Recruitment including trainee programme (T4)35

 Staff working locations, operational property and estates assets review and development (T5).....36

 Improving our processes through the development of our systems (T6)37

Introduction

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

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

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

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

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

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

Growing our Economy

Net-zero and de-carbonisation (E1)

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

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

Delivery milestones

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

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

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

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

This includes supporting circular economy and community wealth building principles.

Delivery milestones

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

Strengthening our Communities

Social care / community led support (C1)				
Working with communities and partners to collaboratively design services with a focus on prevention, early intervention and on enabling people to be as independent as possible. This will strengthen integrated health and social care provision, improve mental health and wellbeing support, bolster partnership working and drive further development of community-led support / care in a co-designed approach.				
Delivery milestones				
Year 1 (2023/24)	Year 2 (2024/25)	Year 3 (2025/26)	Year 4 (2026/27)	Year 5 (2027/28)
<ul style="list-style-type: none"> Community Led Support / Engagement Lead recruited to. Discovery and define stage completed. Secure the sustainability of the islands' wellbeing co-ordinators. Establish a Social prescribing programme for Orkney. New Partnership Agreement with Sportscotland securing the future of the ActiveSchools and Community Sports Hub programmes. Physical Activity and Wellbeing Strategy for Orkney developed. 	<ul style="list-style-type: none"> Details will follow on from outcome of discovery and define phases. Expand wellbeing co-ordinators to all ferry-linked isles. Review eligibility criteria for services with a view to easier and earlier access. Establish a partner focused approach to improving health and wellbeing support – NHS Orkney, Active Schools, Community Learning and Development, Arts, Culture and Libraries. 	<ul style="list-style-type: none"> Undertake an evaluation of the wellbeing co-ordinators and overall progress to date. 	<ul style="list-style-type: none"> Analyse impact of changes in eligibility criteria. 	

Living independently (C2)

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

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

Delivery milestones

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

Development of learning provision and pathways (C3)

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

Delivery milestones

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

Improve Education Standards (Scottish attainment challenge) (C4)

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

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

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

Delivery milestones

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

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

[PEF | Pupil Equity Fund](#)
[QIO | Quality Improvement Officer](#)
[SCQF | Scottish Credit and Qualifications Framework](#)
[SEF | Strategic Equity Funding](#)

Childcare (C5)

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

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

Delivery milestones

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

<ul style="list-style-type: none">• Tender for provider of (new 50-place 0-5 nursery in Kirkwall) published.	<p>complete and evaluated.</p> <ul style="list-style-type: none">• New 50-place 0-5 nursery in Kirkwall open.			
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Embed the vision and outcomes of the Promise (C6)

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

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

Delivery milestones

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

* [UNCRC | United Nations Convention on the Rights of the Child](#)

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

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

** [UNCRC | United Nations Convention on the Rights of the Child](#)

Developing our Infrastructure

Improve Isles transport links (I1)

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

- The barriers.
- Review level of service and options.
 - Consider options like 'fixed links' and 'Sustainable Aviation Test Environment' (SATE).
- Ferry replacement.
 - Lobbying for funding.
- Smaller piers and harbours improvements across Orkney as outlined and agreed in the Harbours Master Plan.
- Aircraft.

Delivery milestones

Year 1 (2023/24)	Year 2 (2024/25)	Year 3 (2025/26)	Year 4 (2026/27)	Year 5 (2027/28)
<ul style="list-style-type: none"> • Vessel operability analysis to be carried out to consider suitability / type for the Outer North Isles network. • Continuation of lobbying to Scottish Government to support Orkney's Inter Island Ferry Replacement Programme and associated land side 	<ul style="list-style-type: none"> • Completion of Outline Design Specification for Outer North Isles vessels and Rousay, Egilsay and Wyre vessel. • Fixed Link Feasibility Study between Rousay and Egilsay (to be completed by external consultants). 	<ul style="list-style-type: none"> • Progression of Outline Design Specification for remaining inter isles network. • Progression to design and build of Outer North Isles and Rousay, Egilsay and Wyre vessels, subject to Scottish Government Capital Funding. 	<ul style="list-style-type: none"> • Progression of Ferry Replacement Programme and associated land side infrastructure subject to Scottish Government Capital Funding. 	

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

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

Delivery milestones

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

Work towards integrating our transport networks (I3)

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

Delivery milestones

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

Harbours Supporting Economic Growth through Harbours Infrastructure Master Plan (phase 1) (I8a)(I4)

Ensuring major harbours infrastructure is designed and developed to support Delivery economic growth and community benefits across -with Orkney with a focus on projects as set out and agreed in the Harbours Master Plan. Supporting Taking a measured approach to allow Orkney to benefit through a strong partnership with business. Delivery subject to relevant approvals. Supporting wider economic growth—As outlined in Harbours Master Plan. And agreed

During the first phase, This -the includes the following proposed developments ~~have been proposed~~:

- ~~Scapa~~ Deep Water Quay within Scapa Flow: New multi-user deep water pier and quayside facility with laydown area.
- Hatston Pier: New pier and quayside infrastructure, ship lift, fuel facility and land for harbour operations.
- Kirkwall: New quayside infrastructure, marina expansion and waterfront development area.
- ~~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)
<ul style="list-style-type: none"> • <u>Exploration of project scope and funding options.</u> • <u>Develop options for Council consideration</u> • <u>Council approval of programme of projects and phased implementation timetable.</u> 	<ul style="list-style-type: none"> • Subject to <u>agreement</u>, consents and funding, start the construction of <u>Scapa Deep Water Quay initial phase of projects.</u> • Conduct five-year review of Harbours Master Plan <u>Phase One projects that support economic development</u> (approved in April 2020). 	<ul style="list-style-type: none"> • Subject to consents and funding, start construction <u>of of Hatston Reclamation and Pier Extension Phases Two and Three. next phase of projects.</u> 	<p>Subject to consents and funding, complete Phase One of Scapa Deep Water Quay.</p> <ul style="list-style-type: none"> • <u>Targeted completion of projects commenced in Year 2.</u> 	<ul style="list-style-type: none"> • Subjects to consents and funding, complete Hatston Reclamation and Pier Extension. • <u>Targeted completion of projects commenced In Year 3</u>

<ul style="list-style-type: none">• <u>Complete Undertaking Equality Impact Assessment</u> and planning applications for <u>Scapa Deep Water Quay and Hatston Reclamation and Pier Extension Projects</u> <u>projects in scope.</u>				
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Digital connectivity (I54)

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

- Implement relevant actions in the Orkney Islands Council Digital Strategy (2022-2026), and input into digital Strategy Delivery Plan as appropriate.
- Facilitate commercial telecoms infrastructure investment and stimulate market demand.
- Raise awareness of available schemes, including the provision of advice and support to individuals, community groups and telecom providers, to support the development of gigabit capable telecom networks for all of Orkney.

Milestones will need to adapt to complex funding landscape.

Delivery milestones

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

Social housing (I65)

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

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

Delivery milestones

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

Investment Plan assuming grant availability and affordability and in line with social housing standards.				
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Mid-market rental properties (176)

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

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

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

Delivery milestones

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

Orkney’s Community Wind Farm Project (I87)

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

Delivery milestones

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

Harbours Master Plan (phase 2) (18b)

Second phase of the Harbours Master Plan that will consider the development of smaller harbours and piers across Orkney. Delivery subject to relevant approvals. [harbours](#)

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"> Generate invitation to tender documents, complete tender exercise and award contract. 	<ul style="list-style-type: none"> Complete Orkney Harbours Masterplan Phase Two. 			

Islands Growth Deal projects (I9)

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

Delivery milestones

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

Integrated waste facility (I10)

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

Delivery milestones

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

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

Capital Programme (I11)

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

Delivery milestones

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

Transforming our Council

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

Reduce bureaucracy (T2)

Reduce bureaucracy within and between agencies wherever possible improving working between partners. Consideration of the Single Authority Model (SAM) is included as part of this work.

Delivery milestones

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

Invest in staff development opportunities (T3)

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

Delivery milestones

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

Recruitment including trainee ~~OIC Graduate fast-track / fast stream~~ programme (T4)

Consideration of recruitment approaches to attract potential candidates to Council posts. Development and delivery of specific pathways into OIC for trainees-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)
<ul style="list-style-type: none"> Redesign recruitment approaches to optimise impact and personalisation. Launch wider apprentice / trainee programme. 	<ul style="list-style-type: none"> Design career pathways. Design and deliver Young Employees Conference. Redesign key employee interactions / transactions based on Employee Experience framework. 	<ul style="list-style-type: none"> Young Employees Conference (2). Implement career and talent pathways aligned to organisational need. 	<ul style="list-style-type: none"> Further actions to be detailed in the revised people plan (please see T1). 	

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

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

Delivery milestones

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

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

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

Corporate systems such as:

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

Service systems such as:

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

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

Delivery milestones

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

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

1. Identification of Function, Policy or Plan	
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 Emma.chattington@orkney.gov.uk
Date of assessment.	Revised EqIA – January 2023
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.

2. Initial Screening	
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>Growing our economy:</p> <ul style="list-style-type: none"> • We will reduce poverty and disadvantage and minimise the effect of the cost-of-living crisis. • We will create favourable conditions for sustainable economic growth.

	<ul style="list-style-type: none"> • We will work towards becoming net zero. <p>Strengthening our communities:</p> <ul style="list-style-type: none"> • 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. <p>Developing our infrastructure:</p> <ul style="list-style-type: none"> • We will invest in homes, supporting choice, inclusion and economic growth. • We will remove barriers to digital connectivity and vital transport. • We will invest in projects that further our economic ambitions. <p>Transforming our council:</p> <ul style="list-style-type: none"> • 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 things at the right time. • We will develop business approaches that are fit for purpose and give people direct access to services wherever possible. <p>The overarching principles which will underpin all priorities within the Council Plan are:</p> <ul style="list-style-type: none"> • Protecting our environment and combating climate change. • Equality, fairness and inclusion: in particular for vulnerable and remote communities like the ferry linked isles. • Sustainable and accessible services for all. • Community wellbeing and mental health. • Community wealth building for future generations.
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.
How have stakeholders been involved in the development of	An extensive consultation exercise run by the Council, Voluntary Action Orkney and the

<p>this function / policy / plan?</p>	<p>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>Public consultation on the draft plan further evidences the need to address the increasing cost of living and impact of socio-economic disadvantage. In addition, feedback highlights need to prioritise wellbeing and accessible transport, and these are identified as underpinning core principles of the Council Plan which will guide future decision making across all the aims.</p> <p>The Council Plan focusses on key strategic priorities rather than the full range of services delivered by the Council. Feedback from the public consultation will also be used to help inform plans and projects developed to deliver the identified outcomes through specific Equality Impact Assessments of their own.</p> <p>The impact on islands communities is addressed in a specific Islands Communities Impact Assessment.</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 Scottish Index of Multiple Deprivation, 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 here.</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 LAs, 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 longitudinal analysis. The first National Islands Plan Survey report was published in July 2021 and the base data can be interrogated in detail in a data explorer.</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 here. 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 The Fairer Scotland Duty Guidance for Public Bodies 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>Scottish Index of Multiple Deprivation National Islands Plan Survey report Scottish Government Child Poverty Dashboard Scottish Household Survey Scottish House Condition Survey (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</p>

	governance process demonstrating due regard to the aims of the Equality Act (2010).
1. Race: this includes ethnic or national groups, colour and nationality.	No differential impact currently identified.
2. Sex: a man or a woman.	No differential impact currently identified.
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.

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?	<p>Consultation on the draft Council Plan has been taken into account in the further development of this EqIA.</p> <p>Implementation of the Council Plan via the Delivery plan and other actions plans.</p> <p>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.</p>
Who will undertake it?	<p>Consultation on the draft Council Plan has been undertaken by the drafting team from SPBS headed by the Improvement and Performance service.</p> <p>Implementation of the plan will be headed up by the Corporate Leadership Team.</p>
When will it be done?	<p>Consultation on the draft Council Plan took place in January 2023.</p> <p>Implementation will take place over the duration of the Council Plan.</p>

How will it be monitored? (e.g. through service plans).

Council Plan Monitoring.

Signature:



Date: 09 February 2023

Name: Alex J Rodwell

(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

Island Communities Impact Assessment

Orkney Islands Council Plan 2023-2028

PRELIMINARY CONSIDERATIONS	Responses
Please provide a brief description or summary of the policy, strategy or service under review for the purposes of this assessment.	The Council Plan 2023-2028 is the Council's primary strategic plan. It sets out the strategic priorities which will drive Council policy during the plan period and the main outcomes which the Council is aiming to achieve.
STEP 1 - Develop a clear understanding of your objectives	Responses
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"> • Growing our economy • Strengthening our communities • Developing our infrastructure • Transforming our Council
Do you need to consult?	Consultation has been conducted as described below, and no further consultation is required at this stage.
How are islands identified for the purpose of the policy, strategy or service?	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.
What are the intended impacts/outcomes and how do these potentially differ in the islands?	The strategic priorities and aims in the Council Plan are:

Island Communities Impact Assessment

Orkney Islands Council Plan 2023-2028

Growing our economy:

- We will reduce poverty and disadvantage and minimise the effect of the cost-of-living crisis.
- We will create favourable conditions for sustainable economic growth.
- We will work towards becoming 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 digital connectivity and vital transport.
- We will invest in projects that further our economic ambitions.

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 things at the right time.
- We will develop business approaches that are fit for purpose and give people direct access to services wherever possible.

Differential effects on the ferry-linked isles.

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.

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.

None of the measures in the draft Council Plan are expected to exacerbate the situation on

Island Communities Impact Assessment

Orkney Islands Council Plan 2023-2028

	the isles. Many of our proposals are intended to contribute directly or indirectly to improving outcomes in the isles and reducing the existing disparity.
Is the policy, strategy or service new?	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.
STEP 2 - Gather your data and identify your stakeholders	Responses
What data is available about the current situation in the islands?	<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 Scottish Index of Multiple Deprivation (SIMD 2020), which is reported at datazone level, Scotland's Census data, some of which is available at individual island level, and the recently published National Islands Plan Survey report.</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 data explorer. 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>
Do you need to consult?	Consultation has been done in two stages. Pre-drafting, the main input was from Orkney Matters. Elected Members have also contributed feedback from their conversations with constituents during campaigning for the local election of 5 May 2022.

Island Communities Impact Assessment

Orkney Islands Council Plan 2023-2028

	<p>A further stage of public consultation was carried out once the new Council Plan had been approved as a work in progress by the Policy and Resources Committee in November 2022. This was intended to ascertain whether the Orkney public was content with the strategic priorities identified by Elected Members and with the main measures proposed to address them. This consultation informed 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. National Islands Plan survey results show poorer results for many services on the ferry-linked isles. Some sample data are given below.</p>		
	<p>National Islands Plan Survey. (selected questions).</p>	<p>Orkney Mainland (including linked south isles)</p>	<p>Orkney Outer Isles</p>
	<p>It is easy for young people (under 40) who want to live and work here to do so (% agree or strongly agree).</p>	<p style="text-align: center;">53.4%</p>	<p style="text-align: center;">21.3%</p>
	<p>Parents have access to childcare services that suit their working hours (% agree or strongly agree).</p>	<p style="text-align: center;">29.2%</p>	<p style="text-align: center;">8.5%</p>
	<p>When I make journeys to or from my home, it is easy connecting between different forms of transport (% agree or strongly agree).</p>	<p style="text-align: center;">45.9%</p>	<p style="text-align: center;">29.1%</p>
	<p>In the past year my home sometimes felt uncomfortably cold in the winter (% agree or strongly agree).</p>	<p style="text-align: center;">31.5%</p>	<p style="text-align: center;">38.0%</p>
	<p>My internet connection at home is fast enough to do what I want online (% agree or strongly agree).</p>	<p style="text-align: center;">69.1%</p>	<p style="text-align: center;">45.0%</p>

Island Communities Impact Assessment

Orkney Islands Council Plan 2023-2028

	<p>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.</p>
<p>Are there any existing design features or mitigations in place?</p>	<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-lined 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">• We will support communities to develop local solutions and deliver what is important to them. <p>and associated target outcomes:</p> <ul style="list-style-type: none">• Engagement with communities is effective and clearly influences decisions and drives improvement.• Communities feel in control of their priorities and the decisions that affect them. <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>

Island Communities Impact Assessment

Orkney Islands Council Plan 2023-2028

	<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"> • We will reduce poverty and disadvantage and minimise the effect of the cost-of-living crisis. • We will remove barriers to digital connectivity and vital transport. • We will develop business approaches that are fit for purpose and give people direct access to services wherever possible.
STEP 3 - Consultation	Responses
Who do you need to consult with?	Residents of all Orkney’s island communities, community planning partner agencies and any other interested stakeholders.
How will you carry out your consultation and in what timescales?	<p>A public consultation on the draft Council Plan was conducted between 23 December 2022 - 20 January 2023. The draft Council Plan was previously considered and approved for consultation by the Policy and Resources Committee at their meeting of 22 November 2022.</p> <p>The Council Plan consultation was conducted in parallel with the public consultation on the new draft Community Plan (Local Outcomes Improvement Plan) 2023-30. The two consultations were co-ordinated and conducted as a single exercise both to avoid duplication and to emphasise the relationship and interaction between the two plans.</p> <p>The consultation offered 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 was 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 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>A range of options was offered for public response, with the primary channel being an online survey but with paper copies posted out and written responses accepted where that was the channel preferred by respondents. 84 responses were received via Smart Survey online and a further 5 were submitted on paper, most of which were in the form of free commentary rather than responding to the survey questions. The consultation analysis took</p>

Island Communities Impact Assessment

Orkney Islands Council Plan 2023-2028

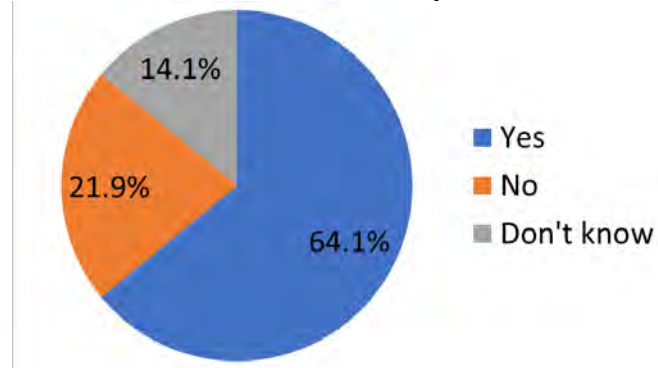
	<p>all responses into account.</p> <p>One question asked respondents where they lived with three options, viz:-</p> <ul style="list-style-type: none"> • Orkney mainland and south linked isles • Orkney ferry-linked isles • Somewhere other than Orkney <p>This enabled answers to be mapped to location and also to correlate with answers to the National Islands Plan survey. 9 respondents said they were on the ferry linked isles, which is proportionate to the total survey respondents. Respondents were not asked which island they were on to avoid identifying individuals who preferred to remain anonymous.</p> <p>Given the changing political and financial landscapes, the Delivery Plan is a working document to track planned projects. As a working document it is more agile and flexible than the main strategic plan and will be reviewed, consulted on and updated in response to feedback on an ongoing basis. Individual projects will also be consulted on separately, and subject to Island Community Impact Assessment, Equality Impact Assessment and Strategic Environmental Assessment at the appropriate stage in their development.</p>
<p>What questions will you ask when considering how to address island realities?</p>	<p>The consultation asked questions about:</p> <ul style="list-style-type: none"> • Whether respondents were in agreement with the priorities, aims and outcomes selected in the Council Plan 2023-2028. • What they would change (if anything) about those priorities or outcomes. • 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. • Whether there are any unfair or unintended impacts on their own island which they felt required mitigation. • How that mitigation might be achieved.
<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>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> <p>Concerns raised at Orkney Matters meetings by island representatives included:</p>

Island Communities Impact Assessment

Orkney Islands Council Plan 2023-2028

- Lifeline ferry services – sustainability, critical need for new fleet, timetabling to enable access to services and social events.
- Limited capacity of inter-island air travel.
- Community-led planning with a single plan for each island or community
- The need for housing to attract new residents
- Gaps in digital connectivity
- The potential for community hubs for local/visiting workers
- Mental health and access to healthy living/gym facilities

Initial analysis of the January 2023 consultation output showed that 64% of respondents answered yes to the question “Do you think these are the right priorities for the Council to be working on?”. This fell to 55% of those on the ferry-linked isles.



There was less consensus on the proposed aims and outcomes, with 45% feeling they were about right (33% on the ferry-linked isles), 22% saying no (11% on the ferry-linked isles) and 33% unsure (33% on the ferry linked isles).

Re. the ICIA question, 19% felt the plan could have unfair or unintended consequences for where they lived, 30% disagreed and 51% didn't know. Figures for those on the ferry-linked isles were very similar.

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 – to be compliant with the Section 7 duty with regard to the Council Plan 2023-2028.

STEP 4 - Assessment

Responses

Island Communities Impact Assessment

Orkney Islands Council Plan 2023-2028

Does your assessment identify any unique impacts on island communities?	<p>With regard to island communities within Orkney, depopulation is unique to the ferry-linked isles. Demographic balance is a concern everywhere, hence its prioritisation in the National Islands Plan, and is exacerbated on the ferry-linked isles. Other impacts, e.g. limited transport availability and substandard digital connectivity, are also exacerbated on the isles but are not unique to any particular island and affect some parts of the Orkney Mainland too.</p> <p>The assessment did not identify any unique impacts of the Council Plan itself on individual island communities, other than those which are designed purposely to improve services, including transport and digital connectivity.</p>
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.

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).

If your answer is **NO** to the above question, a full ICIA will NOT be required and **you can proceed to Step**

SIX. If the answer is **YES**, an ICIA must be prepared and **you should proceed to Step FIVE**.

To form your opinion, the following questions should be considered:

- 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)?
- Are these different effects likely?
- Are these effects significantly different?
- Could the effect amount to a disadvantage for an island community compared to the Scottish mainland or between island groups?

Yes. Orkney's different island communities all have different circumstances, expectations and needs. These are longstanding and predate the current plan. The plan is intended to have a differential effect on different communities where this will improve the circumstances of those in

Island Communities Impact Assessment

Orkney Islands Council Plan 2023-2028

most need. it is not anticipated that this effect will amount to a disadvantage for any particular island community.

Island Communities Impact Assessment

Orkney Islands Council Plan 2023-2028

STEP 5 – Preparing your ICIA	Responses
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.	<p>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.</p> <p>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.</p>
Consider alternative delivery mechanisms and whether further consultation is required.	<p>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:</p> <ul style="list-style-type: none"> • Cost of Living • Sustainable Development • Local Equality <p>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.</p> <p>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</p>

Island Communities Impact Assessment

Orkney Islands Council Plan 2023-2028

	welcome their feedback on any additional mitigation measures required.
Describe how these alternative delivery mechanisms will improve or mitigate outcomes for island communities.	<p>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 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 will be measured in a reversal of the depopulation trend on the ferry-linked isles and a more sustainable demographic balance across all of Orkney’s communities. There is no shortage of people wanting to live in Orkney, our task is to put the infrastructure and services in place to support them.</p>
Identify resources required to improve or mitigate outcomes for island communities.	<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. The recent decision of the Scottish Government to create a task force to resolve the ferry funding issue attests to that.</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>
STEP 6 - Making adjustments to your work	Responses

Island Communities Impact Assessment

Orkney Islands Council Plan 2023-2028

Should delivery mechanisms/mitigations vary in different communities?	Yes, where necessary to achieve equality of outcomes.
Do you need to consult with island communities in respect of mechanisms or mitigations?	No further consultation is required on the Council Plan 2023-2028 prior to publication. Further consultation will take place as and when required with regard to the Delivery Plan and specific projects.
Have island circumstances been factored into the evaluation process?	Yes.
Have any island-specific indicators/targets been identified that require monitoring?	Yes.
How will outcomes be measured on the islands?	<p>The Council Plan includes a selection of indicators to measure differential impacts on islands. Baselines are the most recent published data, and targets are for 2027-28, the final year of the plan. For preference we have picked indicators which are collected and published nationally. This enables comparison to be made with other councils as well as longitudinal comparisons over time. Where necessary we collect bespoke data although we avoid this where an alternative source is available, due to the resource implications. The National Islands Plan repeat surveys are particularly useful as they are conducted by Scottish Government and split out the ferry-linked isles.</p>
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?	The Council has always taken into consideration 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



Island Communities Impact Assessment

Orkney Islands Council Plan 2023-2028

	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.
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Island Communities Impact Assessment

Orkney Islands Council Plan 2023-2028

STEP 7 - Publishing your ICIA		Responses
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. Gaelic is not indigenous to Orkney. 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?	The final draft plan and ICIA will return to Policy and Resources Committee on 21 February 2023 and the Council will sign off the finalised ICIA alongside the finalised Council Plan in March 2023.	
ICIA completed by:	Anna Whelan	
Position:	Service Manager, Strategy and Partnership	
Signature:		
Date complete:	6 February 2023	
ICIA approved by:	Alex J Rodwell	
Position:	Head of Improvement and Performance	
Signature:		
Date approved:	09 February 2023	

SCREENING REPORT

STEP 1 – DETAILS OF THE PLAN

Responsible Authority:

Orkney Islands Council

Title of the plan:

Council Plan 2023-2028

What prompted the plan:

(e.g. a legislative, regulatory or administrative provision)

The Council is required to comply with the CIPFA Delivering Good Governance in Local Government Framework. Two of the Principles of the Framework are:

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

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

The Council Plan is a key part of the governance arrangements which the Council has in place to meet these requirements.

Plan subject:

(e.g. transport)

Local government services.

Screening is required by the Environmental Assessment (Scotland) Act 2005.

Based on Boxes 3 and 4, our view is that:

An SEA is required, as the environmental effects are likely to be significant: Please indicate below what Section of the 2005 Act this plan falls within

Section 5(3)

Section 5(4)

An SEA is not required, as the environmental effects are unlikely to be significant: Please indicate below what Section of the 2005 Act this plan falls within

Section 5(3)

Section 5(4)

Contact details:

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anna.whelan@orkney.gov.uk
01856 873535 x 2160

Date:

5 December 2022

STEP 2 – CONTEXT AND DESCRIPTION OF THE PLAN

Context of the Plan:

In terms of the Environmental Assessment (Scotland) Act 2005 the Council Plan falls under section 5(3)(c) [a plan] “which...sets the framework for future development consent of projects”.

The Council Plan 2023-2028 sets out the strategic priorities and aims of the incoming Councillors elected in 2022, and the accompanying Delivery Plan describes some of the projects, services and policies which will progress those priorities and achieve tangible outcomes for Orkney.

Description of the Plan:

The focus and direction of the plan

Through the plan, 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.

The plan has four priority themes which drive its aims and outcomes:

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

The four priority themes are underpinned by core principles which will guide future decision making across all of the Council’s 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.

Its spatial scope

The plan covers the whole of the Orkney Islands.

Its temporal scope

The Council Plan 2023-2028 has a five year planning horizon from 1 April 2023, covering the remaining four years of the current Council term plus one further year to allow the incoming council in 2027 to develop its own new plan.

The individual components of the plan – Including policy areas and plan components that it will cover

1. Working together for Orkney (an introduction)
2. Orkney and our community (key facts about Orkney)
3. The strategic context of the Council Plan (how it fits into the national context of legislative, policy and performance requirements and how it co-ordinates with local community and partner agency plans)
4. Strategic context | affordability (how we will resource the plan)
5. You said, we did: How Orkney's communities formed this plan (a summary of our pre-draft Orkney Matters consultation and plans to consult further on the draft plan)
6. Our strategic priorities (themes, aims and outcomes)
 - Growing our Economy
 - Strengthening our Communities
 - Developing our Infrastructure
 - Transforming our Council
7. What will success look like? (performance monitoring and reporting)
8. Impact assessment (an explanation of, and links to, our draft EqIA, draft ICIA and SEA screening report)
9. Delivery plan (planned actions, targets and indicators)

Any new powers the plan may be given or may give to other activities

None. The purpose of the plan is to establish a strategic framework for future council activity. Individual projects would need to seek all the usual permissions etc and comply with SEA individually.

The vision, objectives and aims of the plan where these are clear

The Council's mission is: Working together for Orkney.

As currently drafted, the aims for each priority theme will be:

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 economic growth.
- We will optimise the opportunities arising from the 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.

	<ul style="list-style-type: none"> • We will widen access to opportunities for better learning, achievement and wellbeing. <p><u>Developing our infrastructure</u></p> <ul style="list-style-type: none"> • 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. <p><u>Transforming our Council</u></p> <ul style="list-style-type: none"> • 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 things at the right time. • We will develop fit for purpose business approaches and facilitate direct access to services wherever possible.
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What are the key components of the plan?

The components of the plan are described in box 6 above. In brief:

- Introduction
- Key facts about Orkney
- Strategic context
- Resourcing
- Consultation
- Strategic priorities
- Performance monitoring and reporting
- Impact assessment
- Delivery plan

Have any of the components of the plan been considered in previous SEA work?

No. This is a new plan.

In terms of your response to Boxes 7 and 8 above, set out those components of the plan that are likely

The main components in need of screening will be the sections setting out the strategic priority themes, aims and outcomes, plus the accompanying delivery plan. The four themes are the components considered under Step 3 below.

**to require
screening:**

The plan is intentionally very concise, and contains very little detail, in order to make it accessible and easy to read.

**STEP 3 – IDENTIFYING INTERACTIONS OF THE PLAN WITH THE ENVIRONMENT AND
CONSIDERING THE LIKELY SIGNIFICANCE OF ANY INTERACTIONS (Error! Reference source not found.)**

Plan Components	Environmental Topic Areas										Explanation of Potential Environmental Effects	Explanation of Significance
	Biodiversity, flora and fauna	Population and human health	Soil	Water	Air	Climatic factors	Material assets	Cultural heritage	Landscape	Inter-relationship issues		
Growing our Economy	✗	✓	✗	✗	✗	✓	✓	✗	✗	✓	Potential positive impacts on climatic factors including transition to net zero and adaptation. Potential positive impacts on population/health due to improved employment opportunities. Potential improvements in the community’s material assets via Community Wealth Building. We anticipate synergy between the economic and net zero agendas.	The cost of living crisis is impacting heavily on socio-economic wellbeing. We aim to address this long term by creating favourable conditions for sustainable economic growth and sharing the benefits to generate a growing economically active population. Future growth in the green and blue economies will offer unique opportunities to Orkney to achieve this.
Strengthening our Communities	✗	✓	✗	✗	✗	✗	✗	✓	✗	✗	Potential positive impacts on population and human health through supporting local priorities, increasing independent living and investing in proactive measures to prevent harm and improve life chances. Potential positive impacts on cultural heritage through encouraging access to learning, achievement and wellbeing.	We have a strong sense of community across Orkney and want to build on this by giving people a real say in the decisions that matter most to them. We want communities to grow at the pace they choose and will help them attract the skills, assets and people they need to ensure their future sustainability. To reduce inequalities, we will direct opportunities towards those who are most disadvantaged.

Plan Components	Environmental Topic Areas										Explanation of Potential Environmental Effects	Explanation of Significance
	Biodiversity, flora and fauna	Population and human health	Soil	Water	Air	Climatic factors	Material assets	Cultural heritage	Landscape	Inter-relationship issues		
Developing our Infrastructure	x	✓	x	x	x	x	✓	✓	x	x	Potential impacts on the landscape from renewable energy developments and house building. Potential positive impacts on population in our smaller isles due to improvements in connectivity with consequent improvements in health due to an improved demographic balance and more sustainable workforce. Potential improvements in material assets due to investment in infrastructure.	Infrastructure holds our communities together: the buildings, transport, road and fibre networks that allow communities to thrive. Housing shortages across different tenures have been identified as a major concern in our communities, as have transport and digital connectivity. We will continue to develop long-term projects with strategic outcomes which advance our economic ambitions for Orkney.
Transforming our Council	x	✓	x	x	x	x	x	x	x	x	Potential positive impacts on population and human health through attracting younger people and those who can fill our skills gaps.	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 attract, grow and retain the right people and are looking at different ways to attract people, offering a variety of routes for people to come and work for us, while supporting our employees to feel valued.

STEP 4 – STATEMENT OF THE FINDINGS OF THE SCREENING

Summary of interactions with the environment and statement of the findings of the Screening:

(Including an outline of the likely significance of any interactions, positive or negative, and explanation of conclusion of the screening exercise.)

We anticipate that the short-term impacts of the Council Plan 2023-28 will impact most significantly on population and human health, as we focus our collective efforts on mitigating the effects of the cost of living crisis and attracting new people to the workforce. In the longer term, we expect to see positive impacts on climatic factors, generated by the development of the green and blue economies.

The next stage of the Council Plan development will be a public consultation on the draft plan, scheduled for January 2023, after which a final draft will be considered by the council in February 2023.

Once the plan is in implementation, all planned economic and infrastructure projects will be subject to individual SEA assessment in the usual way. We do not consider there would be any additional benefit to be gained from submitting the current draft strategic plan for full SEA.

When completed send to: SEA.gateway@scotland.gsi.gov.uk or to the SEA Gateway, Scottish Government, Area 2H (South), Victoria Quay, Edinburgh, EH6 6QQ.

