

# Minute

## Policy and Resources Committee

Tuesday, 28 November 2023, 09:30.

Council Chamber, Council Offices, School Place, Kirkwall.



## Present

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

## Clerk

- Hazel Flett, Service Manager (Governance).

## In Attendance

- Oliver D Reid, Chief Executive.
- Stephen Brown, Chief Officer, Orkney Health and Social Care Partnership.
- Karen Greaves, Corporate Director for Strategy, Performance and Business Solutions.
- Hayley Green, Corporate Director for Neighbourhood Services and Infrastructure.
- Gareth Waterson, Corporate Director for Enterprise and Sustainable Regeneration.
- James Wylie, Corporate Director for Education, Leisure and Housing.
- Gavin Mitchell, Head of Legal and Governance.
- Lynda Bradford, Head of Health and Community Care (for Items 1 to 5).
- Andrew Groundwater, Head of Human Resources and Organisational Development.
- Erik Knight, Head of Finance.
- Roddy Mackay, Head of Planning and Community Protection (for Items 8 to 10).
- Kenny MacPherson, Head of Property, Asset Management and Facilities (for Items 1 to 8).
- Alex Rodwell, Head of Improvement and Performance.
- Peter Thomas, Chief Finance Officer, Orkney Health and Social Care Partnership (for Items 1 to 3).
- Rosemary Colsell, Service Manager (Procurement) (for Items 6 to 13).
- Donna-Claire Hunter, Service Manager (Safety and Resilience) (for Items 4 to 8).
- Shonagh Merriman, Service Manager (Corporate Finance) (for Items 1 to 3).
- Susan Shearer, Service Manager (Development and Marine Planning) (for Items 8 to 10).
- Glen Thomson, Interim Service Manager (Property and Capital Projects) (for Items 1 and 2).

## **In Attendance via Remote Link (Microsoft Teams)**

- Nick Blyth, Climate Change Strategy Officer (for Items 4 to 10).

## **Observing**

- Obinna Ume, Performance and Best Value Officer (for Items 1 to 4).

## **Declarations of Interest**

- Councillor Graham A Bevan – Item 7.
- Councillor Steven B Heddle – Item 7.
- Councillor Rachael A King – Item 7.

## **Chair**

- Councillor Heather N Woodbridge, Depute Leader.

## **1. Revenue Expenditure Monitoring**

### **1.1. Policy and Resources**

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

Noted:

**1.1.1.** The revenue financial summary statement, in respect of service areas for which the Policy and Resources Committee was responsible, for the period 1 April to 30 September 2023, attached as Annex 1 to the report by the Head of Finance, indicating a budget underspend position of £742,500.

**1.1.2.** The revenue financial detail by service area statement, in respect of service areas for which the Policy and Resources Committee was responsible, for the period 1 April to 30 September 2023, attached as Annex 2 to the report by the Head of Finance.

The Committee scrutinised:

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

### **1.2. Orkney Health and Care**

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

Noted:

**1.2.1.** The revenue financial summary statement in respect of service areas within the Orkney Health and Social Care Partnership, for which the Council was responsible, for the period 1 April to 30 September 2023, attached as Annex 1 to the report by the Head of Finance, indicating a budget overspend position of £2,429,100.

**1.2.2.** The revenue financial detail by service area statement in respect of service areas within the Orkney Health and Social Care Partnership, for which the Council was responsible, for the period 1 April to 30 September 2023, attached as Annex 2 to the report by the Head of Finance.

The Committee scrutinised:

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

### **1.3. Summary**

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

Noted:

**1.3.1.** The summary revenue expenditure statement for the period 1 April to 30 September 2023, attached as Annex 1 to the report by the Head of Finance, indicating the following:

- A total General Fund underspend of £525,400.
- A surplus in Sources of Funding of £127,700.
- A net Non-General Fund deficit of £4,241,800.

**1.3.2.** The financial detail across individual Sources of Funding for the period 1 April to 30 September 2023, including significant variances identified as Priority Actions, together with changes in the original overall budget position, attached as Annex 2 to the report by the Head of Finance.

The Committee scrutinised:

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

## **2. Capital Expenditure Monitoring**

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

Noted:

**2.1.** The summary financial position, as at 30 September 2023, in respect of the approved General Fund and Non-General Fund capital programmes, as detailed in section 3.1 of the report by the Head of Finance, indicating the following:

- Actual expenditure incurred as at 30 September 2023 of £5,419,000.
- Annual budget of £45,160,000 which reflected slippage and current timescales for completion of individual projects, as recommended by the Policy and Resources Committee on 19 September 2023.
- Probable outturn as at 31 March 2024 of £17,489,000.

The Committee scrutinised:

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

### **3. Treasury Management – Mid Year Update**

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

Scrutinised the mid-year update, attached as Appendix 1 to the report by the Head of Finance, prepared by Link Treasury Services, the Council's Treasury Adviser, which covered the following elements of treasury management, and obtained assurance that the Treasury Management Practices were operating effectively:

- An economic update for the first half of financial year 2023/24.
- A review of the Treasury Management Strategy Statement and Annual Investment Strategy.
- The Council's capital expenditure, as set out in the Capital Strategy and prudential indicators.
- A review of the Council's investment portfolio for 2023/24.
- A review of the Council's borrowing strategy for 2023/24.
- A review of compliance with Treasury and Prudential Limits for 2023/24.

Councillor Stephen G Clackson joined the meeting at this point.

### **4. Performance Monitoring**

#### **4.1. Strategy, Performance and Business Solutions**

After consideration of a report by the Corporate Director for Strategy, Performance and Business Solutions, copies of which had been circulated, the Committee:

Scrutinised the performance of the Strategy, Performance and Business Solutions service for the period 1 April to 30 September 2023, as set out in sections 3 and 4 and Annex 1 of the report by the Corporate Director for Strategy, Performance and Business Solutions.

#### **4.2. Orkney Health and Care**

After consideration of a report by the Chief Officer, Orkney Health and Social Care Partnership, copies of which had been circulated, the Committee:

Scrutinised the performance of Orkney Health and Care Council delegated services for the period 1 April to 30 September 2023, as set out in sections 3 and 4 and Appendices 1 to 3 of the report by the Chief Officer, Orkney Health and Social Care Partnership.

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

#### **4.3. Council Delivery Plan 2023-28**

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

Scrutinised progress made in respect of the targets within the Council Delivery Plan 2023 to 2028, for the period 1 April to 30 September 2023, as set out in Annex 1 to the report by the Corporate Director for Strategy, Performance and Business Solutions, and obtained assurance.

Councillor Alexander G Cowie left the meeting at this point.

### **5. Registered Services within Orkney Health and Care**

#### **Inspection Assurance**

After consideration of a report by the Chief Officer, Orkney Health and Social Care Partnership, copies of which had been circulated, the Committee:

Scrutinised the inspection activity for registered services within Orkney Health and Care, for the period 1 May to 31 October 2023, as detailed in section 4 of the report by the Chief Officer, Orkney Health and Social Care Partnership, and obtained assurance that action plans had been submitted to the Care Inspectorate and were being progressed where appropriate.

Councillor Alexander G Cowie rejoined the meeting during discussion of this item.

### **6. People Plan**

After consideration of a report by the Corporate Director for Strategy, Performance and Business Solutions, copies of which had been circulated, and after hearing a report from the Head of Human Resources and Organisational Development, the Committee:

Scrutinised progress to date against the priorities set out in the People Plan 2022-26 and associated Delivery Plan, as detailed in Appendices 1 and 2 to the report by the Corporate Director for Strategy, Performance and Business Solutions, and obtained assurance.

Councillor P Lindsay Hall left the meeting during discussion of this item.

## 7. Corporate Risk Register

Councillors Graham A Bevan, Steven B Heddle and Rachael A King declared interests in this item, their connection being that close family members were employed at UHI Orkney. As the declared interests related to a specific risk, namely Risk 17 – UHI Orkney Budget Shortfall – which was not discussed, they did not leave the meeting.

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

Resolved to **recommend to the Council** that the updated Corporate Risk Register, as at November 2023, attached as Appendix 1 to this Minute, be approved.

Councillor P Lindsay Hall rejoined the meeting during discussion of this item and Councillors John A R Scott and Owen Tierney left the meeting at this point.

## 8. Evaluation of Service Health and Safety Performance

After consideration of a report by the Corporate Director for Neighbourhood Services and Infrastructure, copies of which had been circulated, and after hearing a report from the Service Manager (Safety and Resilience), the Committee:

Scrutinised the Evaluation of Service Health and Safety Performance for 2022/23, attached as Appendix 1 to the report by the Corporate Director for Neighbourhood Services and Infrastructure, and obtained assurance.

Councillors John A R Scott and Owen Tierney rejoined the meeting during discussion of this item.

## 9. Biodiversity Duty

After consideration of a report by the Corporate Director for Neighbourhood Services and Infrastructure, copies of which had been circulated, and after hearing a report from the Service Manager (Development and Marine Planning), the Committee:

Noted:

**9.1.** That, in terms of the Wildlife and Natural Environment (Scotland) Act 2011, the Council was required to submit a report every three years to the Scottish Government, setting out actions the Council had taken to further the conservation of biodiversity when carrying out their duties.

**9.2.** That the obligation to further the conservation of biodiversity was a requirement of the Nature Conservation (Scotland) Act 2004.

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

**9.3.** That the Biodiversity Duty Report 2020 – 2023, attached as Appendix 2 to this Minute, be approved and submitted to Scottish Government and published on the Council's website.

Councillor P Lindsay Hall left the meeting during discussion of this item.

## 10. Climate Change Reporting Duties

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

Noted:

**10.1.** The Climate Change Duties Report, attached as Appendix 1 to the report by the Corporate Director for Neighbourhood Services and Infrastructure, which summarised the actions undertaken by the Council during the period 1 April 2022 to 31 March 2023 in order to fulfil its climate change duties.

**10.2.** That the Climate Change Duties Report was due for submission to the Scottish Government by 30 November 2023.

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

**10.3.** That the Climate Change Duties Report, attached as Appendix 3 to this Minute, be approved for submission to the Scottish Government.

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

## 11. Procurement Annual Report

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

Noted:

**11.1.** That, in terms of Section 18 of the Procurement Reform (Scotland) Act 2014, the Council must prepare an annual procurement report on its regulated procurement activities as soon as reasonably practicable after the end of the financial year to which the report related.

**11.2.** That the Council was required to notify the Scottish Ministers when the Procurement Annual Report had been published.

**11.3.** That the Scottish Government had issued guidance and a template which public authorities could use to report on procurement performance.

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

**11.4.** That the Procurement Annual Report for 1 April 2022 to 31 March 2023, attached as Appendix 4 to this Minute, be approved for publication.

Councillors Graham A Bevan and James R Moar left the meeting at this point.

## 12. Police and Fire Sub-committee

After consideration of the draft Minute of the Meeting of the Police and Fire Sub-committee held on 12 September 2023, copies of which had been circulated, the Committee:

Resolved:

**12.1.** On the motion of Councillor David Dawson, seconded by Councillor Duncan A Tullock, to approve the Minute of the Meeting of the Police and Fire Sub-committee held on 12 September 2023 as a true record.

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

**12.2.** That the recommendation at paragraph 3.4 of the Minute of the Meeting of the Police and Fire Sub-committee held on 12 September 2023, attached as Appendix 5 to this Minute, be approved.

### **13. Investments Sub-committee**

After consideration of the draft Minute of the Meeting of the Investments Sub-committee held on 14 September 2023, copies of which had been circulated, the Committee:

Resolved, on the motion of Councillor James W Stockan, seconded by Councillor Rachael A King, to approve the Minute of the Meeting of the Investments Sub-committee held on 14 September 2023, attached as Appendix 6 to this Minute, as a true record.

### **14. Pension Fund Sub-committee, together with Pension Board**

After consideration of the draft Minute of the Meeting of the Pension Fund Sub-committee, together with the Pension Board, held on 20 September 2023, copies of which had been circulated, the Committee:

Resolved, on the motion of Councillor Heather N Woodbridge, seconded by Councillor Rachael A King, to approve the Minute of the Meeting of the Pension Fund Sub-committee, together with the Pension Board, held on 20 September 2023, attached as Appendix 7 to this Minute, as a true record.

### **15. Asset Management Sub-committee**

After consideration of the draft Minute of the Meeting of the Asset Management Sub-committee held on 7 November 2023, copies of which had been circulated, the Committee:

Resolved, on the motion of Councillor Heather N Woodbridge, seconded by Councillor James W Stockan, to approve the Minute of the Meeting of the Asset Management Sub-committee held on 7 November 2023, attached as Appendix 8 to this Minute, as a true record.

Councillor James R Moar rejoined the meeting at this point.

### **16. Human Resources Sub-committee**

After consideration of the draft Minute of the Meeting of the Human Resources Sub-committee held on 7 November 2023, copies of which had been circulated, the Committee:



Resolved:

**16.1.** On the motion of Councillor Heather N Woodbridge, seconded by Councillor John A R Scott, to approve the Minute of the Meeting of the Human Resources Sub-committee held on 7 November 2023 as a true record.

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

**16.2.** That the recommendation at paragraph 3.3 of the Minute of the Meeting of the Human Resources Sub-committee held on 7 November 2023, attached as Appendix 9 to this Minute, be approved.

## **17. Staff Appeals Sub-committee**

After consideration of the draft Minute of the Meeting of the Staff Appeals Sub-committee held on 30 October 2023, copies of which had been circulated, the Committee:

Resolved, on the motion of Councillor Duncan A Tullock, seconded by Councillor John A R Scott, to approve the Minute of the Meeting of the Staff Appeals Sub-committee held on 30 October 2023, attached as Appendix 10 to this Minute, as a true record.

## **18. Conclusion of Meeting**

At 15:10 the Chair declared the meeting concluded.

Signed: (Depute Leader's signature).

# Corporate Risk Register – November 2023

## Strategic Risks

Cluster.	Risk No.	Risk.	Owner.
Physical.	1.	Transport.	Corporate Director for Enterprise and Sustainable Regeneration.
Financial.	2.	Economic Sustainability.	Chief Executive and Corporate Director for Enterprise and Sustainable Regeneration.
Reputational.	3.	Adverse Communications.	Corporate Director for Strategy, Performance and Business Solutions.
Physical.	4.	Workforce.	Corporate Director for Strategy, Performance and Business Solutions.
Physical.	5.	Asset Management.	Corporate Director for Neighbourhood Services and Infrastructure.
Economic.	6.	Economic.	Corporate Director for Enterprise and Sustainable Regeneration.
Technological.	7.	Cyber Security.	Corporate Director for Neighbourhood Services and Infrastructure.
Technological.	8.	Connectivity.	Corporate Director for Enterprise and Sustainable Regeneration.
Partnership.	9.	Partnerships.	Corporate Director for Strategy, Performance and Business Solutions.
Legislative.	10.	Procurement.	Corporate Director for Strategy, Performance and Business Solutions.
Legislative.	11.	Health and Safety.	Corporate Director for Neighbourhood Services and Infrastructure.
Physical.	12.	Climate Change	Corporate Director for Neighbourhood Services and Infrastructure.
Financial.	13.	Housing.	Corporate Director for Education, Leisure and Housing.
Professional.	14.	Childcare Services.	Corporate Director for Education, Leisure and Housing.
Physical.	15.	Pandemic.	Corporate Director for Neighbourhood Services and Infrastructure.
Legislative.	16.	Children and Young People.	Chief Officer, Orkney Health and Social Care Partnership.
Economic.	17.	Budget Shortfall (UHI).	Corporate Director for Education, Leisure and Housing.
Reputational.	18.	Additional Support Needs	Corporate Director for Education, Leisure and Housing.

1071

Appendix 1

## Risks by cluster

Cluster.	Risk No.	Risk.	Owner.
Economic.	6.	Economic.	Corporate Director for Enterprise and Sustainable Regeneration.
Economic.	17.	Budget Shortfall (UHI).	Corporate Director for Education, Leisure and Housing.
Financial.	2.	Economic Sustainability.	Chief Executive and Corporate Director for Enterprise and Sustainable Regeneration.
Financial.	13.	Housing.	Corporate Director for Education, Leisure and Housing.
Legislative.	16.	Children and Young People.	Chief Officer, Orkney Health and Social Care Partnership.
Legislative.	11.	Health and Safety.	Corporate Director for Neighbourhood Services and Infrastructure.
Legislative.	10.	Procurement.	Corporate Director for Strategy, Performance and Business Solutions.
Partnership.	9.	Partnerships.	Corporate Director for Strategy, Performance and Business Solutions.
Physical.	5.	Asset Management.	Corporate Director for Neighbourhood Services and Infrastructure.
Physical.	1.	Transport.	Corporate Director for Enterprise and Sustainable Regeneration.
Physical.	15.	Pandemic.	Corporate Director for Neighbourhood Services and Infrastructure.
Physical.	4.	Workforce.	Corporate Director for Strategy, Performance and Business Solutions.
Physical.	12.	Climate Change.	Corporate Director for Neighbourhood Services and Infrastructure.
Professional.	14.	Childcare Services.	Corporate Director for Education, Leisure and Housing.
Reputational.	3.	Adverse Communications.	Corporate Director for Strategy, Performance and Business Solutions.
Reputational.	18.	Additional Support Needs	Corporate Director for Education, Leisure and Housing.
Technological	7.	Cyber Security.	Corporate Director for Neighbourhood Services and Infrastructure.
Technological.	8.	Connectivity.	Corporate Director for Enterprise and Sustainable Regeneration.

1072

## Risks by owner

Owner.	Cluster.	Risk Number.	Risk.
Corporate Director for Education, Leisure and Housing.	Economic.	17.	Budget Shortfall (UHI).
Corporate Director for Education, Leisure and Housing.	Reputational.	18.	Additional Support Needs.
Corporate Director for Education, Leisure and Housing.	Financial.	13.	Housing.
Corporate Director for Education, Leisure and Housing.	Professional.	14.	Childcare Services.
Corporate Director for Enterprise and Sustainable Regeneration.	Physical.	1.	Transport.
Corporate Director for Enterprise and Sustainable Regeneration.	Economic.	6.	Economic.
Corporate Director for Enterprise and Sustainable Regeneration.	Technological.	8.	Connectivity.
Chief Executive and Corporate Director for Enterprise and Sustainable Regeneration.	Financial.	2.	Economic Sustainability.
Corporate Director for Neighbourhood Services and Infrastructure.	Physical.	12.	Climate Change.
Corporate Director for Neighbourhood Services and Infrastructure.	Physical.	5.	Asset Management.
Corporate Director for Neighbourhood Services and Infrastructure.	Technological.	7.	Cyber Security.
Corporate Director for Neighbourhood Services and Infrastructure.	Legislative.	11.	Health and Safety.
Corporate Director for Neighbourhood Services and Infrastructure.	Physical.	15.	Pandemic.
Corporate Director for Strategy, Performance and Business Solutions.	Reputational.	3.	Adverse Communications.
Corporate Director for Strategy, Performance and Business Solutions.	Physical.	4.	Workforce.
Corporate Director for Strategy, Performance and Business Solutions.	Partnership.	9.	Partnerships.
Corporate Director for Strategy, Performance and Business Solutions.	Legislative.	10.	Procurement.
Chief Officer, Orkney Health and Social Care Partnership.	Legislative.	16.	Children and Young People.

## Risks by rating

Owner.	Cluster.	Risk Number.	Risk.	Risk Rating.
Corporate Director for Enterprise and Sustainable Regeneration.	Physical.	1.	Transport.	25.
Chief Executive and Corporate Director for Enterprise and Sustainable Regeneration.	Financial.	2.	Economic Sustainability.	25.
Corporate Director for Enterprise and Sustainable Regeneration.	Economic.	6.	Economic.	25.
Corporate Director for Neighbourhood Services and Infrastructure.	Physical.	12.	Climate Change	20
Corporate Director for Education, Leisure and Housing.	Reputational.	18.	Additional Support Needs	20
Corporate Director for Strategy, Performance and Business Solutions.	Physical.	4.	Workforce.	16.
Corporate Director for Enterprise and Sustainable Regeneration.	Technological.	8.	Connectivity.	16.
Corporate Director for Education, Leisure and Housing.	Economic.	17.	Budget Shortfall UHI	16.
Chief Officer, Orkney Health and Social Care Partnership.	Legislative.	16.	Children and Young People.	15.
Corporate Director for Neighbourhood Services and Infrastructure.	Physical.	15.	Pandemic.	15.
Corporate Director for Neighbourhood Services and Infrastructure.	Technological.	7.	Cyber Security.	12.
Corporate Director for Strategy, Performance and Business Solutions.	Reputational.	3.	Adverse Communications.	12.
Corporate Director for Neighbourhood Services and Infrastructure.	Physical.	5.	Asset Management.	12.
Corporate Director for Education, Leisure and Housing.	Financial.	13.	Housing.	12.

1074

<b>Owner.</b>	<b>Cluster.</b>	<b>Risk Number.</b>	<b>Risk.</b>	<b>Risk Rating.</b>
Corporate Director for Education, Leisure and Housing.	Professional.	14.	Childcare Services.	12.
Corporate Director for Strategy, Performance and Business Solutions.	Partnership.	9.	Partnerships.	9.
Corporate Director for Strategy, Performance and Business Solutions.	Legislative.	10.	Procurement.	9.
Corporate Director for Neighbourhood Services and Infrastructure.	Legislative.	11.	Health and Safety.	9.

# Risk matrix

			IMPACT				
			1.	2.	3.	4.	5.
			Insignificant	Minor	Moderate	Major	Severe
LIKELIHOOD	5.	Almost Certain.	Medium	Medium	High	High	Extreme
	4.	Likely.	Medium	Medium	Medium	High	Extreme
	3.	Possible.	Low	Medium	Medium	High	High
	2.	Unlikely.	Low	Low	Medium	Medium	High
	1.	Rare.	Low	Low	Low	Medium	High

<b>Risk Number.</b>	<b>Risk Title.</b>				<b>Cluster.</b>	<b>Owner.</b>			
1.	Transport				Physical.	Chief Executive, Corporate Director for Enterprise and Sustainable Regeneration, and Corporate Director for Neighbourhood Services and Infrastructure			
<b>Likelihood:</b>	5.	<b>Impact:</b>	5.	<b>RAG:</b>	Red.	<b>Current Risk Score:</b>	25.	<b>Target Risk Score:</b>	25.

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<p><b>1a. Internal Ferries.</b></p> <p>Failure to secure agreement with Scottish Government on appropriate funding arrangements to deliver the Scottish Ferries Plan in relation to ferry and terminal replacement for Orkney.</p> <p>Ferry and Terminal replacement programme currently unfunded with ageing infrastructure.</p>	<p><b>Internal Ferries.</b></p> <p>Ferries reach end of service life with no solution in place.</p> <p>High repair costs indicate that buying new would be more cost effective.</p> <p>Deterioration of piers infrastructure.</p> <p>Reductions in lifeline provisions for the community are below Scottish Ferries Plan standards.</p> <p>Services become unaffordable.</p>	<p><b>Internal Ferries.</b></p> <p>Ferries reach end of life with no replacement – rapid service deterioration. Excessive support costs as aged ferries kept running.</p> <p>Reduced capacity and flexibility to maintain scheduled services.</p> <p>Excessive running costs of old ferries. No opportunities to achieve expected service levels.</p> <p>Risk of delay in procurement leading to reduced capability to purchase fit for purpose new tonnage. Buying piecemeal also reduces economy of scale; community unrest due to people depopulating the isles due to lack of</p>	<p><b>Internal Ferries.</b></p> <p>Treat</p>	<p><b>Internal Ferries.</b></p> <p>Ongoing dialogue with the Scottish Government emphasising the difficulties of a small authority providing the range of public services within reduced budgets across a wide and diverse geographical area.</p> <p>Continue to seek additional specific funding sources to protect lifeline services in Orkney and its outlying communities to ensure they are not significantly disaffected, e.g., Transport Grant for replacement ferries.</p>

1077



Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p><b>1b. External Ferries.</b></p> <p>Loss of service to the lifeline ferry route.</p>	<p><b>External Ferries.</b></p> <p>Scottish Government announcement of reduction in ferry timetable, ferry replacement, RET or rescheduling of service.</p>	<p>lifeline transport connectivity.</p> <p><b>External Ferries.</b></p> <p>Reduction in available spaces.</p> <p>Transport disruption.</p> <p>Re-routing of supply import/ export lines.</p> <p>Pressure on non-lifeline ferry.</p>	<p><b>External Ferries.</b></p> <p>Treat.</p>	<p><b>External Ferries.</b></p> <p>Relationship with contract provider.</p> <p>Lobby Scottish Government.</p>
<p><b>1c. Air.</b></p> <p>Loss of internal/ external air service currently operated by Loganair.</p> <p>Reduction in services.</p>	<p><b>Air.</b></p> <p>Collapse of business.</p> <p>Tender application for internal air service.</p>	<p><b>Air.</b></p> <p>Increased demand on internal ferries.</p> <p>Lack of transport provision for itinerant service provision.</p> <p>Increased demand for temporary accommodation.</p>	<p><b>Air.</b></p> <p>Tolerate.</p>	<p><b>Air.</b></p> <p>Relationship with contract provider.</p> <p>Lobby Scottish Government.</p>
<p><b>1d. Causeways.</b></p> <p>Failure of the Churchill barriers, given their age (now 70+ years old) combined with increasing use of heavier vehicles, especially but not only associated with the freight</p>	<p><b>1d. Causeways.</b></p> <p>Failure in substrate leading to road closure.</p>	<p><b>1d. Causeways.</b></p> <p>No alternative route.</p> <p>Disruption for linked south isles residents.</p> <p>Disruption for businesses due to ferry access, displacement of</p>	<p><b>1d. Causeways.</b></p> <p>Treat.</p>	<p><b>1d. Causeways.</b></p> <p>Engineering studies on barrier road surface and substrate.</p> <p>Previous studies on Barrier 2 overtopping with suggested engineering control measures widely known.</p>

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<p>vehicles using the external ferry service from St Margaret's Hope.</p> <p>Barrier 1 is known to have a degraded surface and the presence of some voids within the structure.</p> <p>Barrier 2 continues to be problematic to cross in adverse weather conditions, specifically where tidal and wind conditions produce overtopping.</p> <p>Closure of the barriers are required to maintain public safety, usually for 2 hours either side of a high tide when certain weather/ tidal conditions prevail.</p>		<p>employees, lack of supply routes.</p> <p>Increased freight costs.</p> <p>Ferry availability during peak periods.</p>		<p>Traffic management.</p> <p>Ongoing patching and maintenance of the road surfaces.</p>

1079

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

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>Reduced funding across Council Services.</p> <p>Reduced income as a result of economic pressures.</p> <p>Increased costs to capital projects.</p> <p>Increased costs to revenue budgets.</p> <p>Increased energy costs.</p> <p>Increased demands to existing services.</p> <p>Lack of capacity to deliver core services.</p> <p>Impacts to supply chain.</p> <p>Increased costs to capital replacement programme.</p> <p>Impacts to Council investments.</p>	<p>Increase to energy costs.</p> <p>Increase to CPI/RPI costs.</p> <p>Increase in transportation and delivery costs.</p> <p>Increase to running costs for Council fleet and internal ferries.</p> <p>Increase of salaries due to pay awards.</p> <p>Increase to cost of living.</p> <p>Increase in expectations from community.</p> <p>Increase in rent and Council Tax default.</p> <p>Increase in requests for statutory services.</p> <p>Reduction in grant from Scottish Government.</p> <p>Reduction in requests for Council paid services.</p> <p>Reduction in capacity to deliver services.</p> <p>Reduction in investments.</p> <p>Expectations outstrip capacity to deliver.</p>	<p>Community unrest.</p> <p>Unhappy service users.</p> <p>Elected members unable to meet need.</p> <p>Loss of credibility of Council.</p> <p>Inability to deliver the range of services expected and legal challenge.</p> <p>Capital projects are delivered late or not at all leading to increased costs and difficulties in delivering services.</p> <p>Local economy adversely impacted by labour shortages and high price of materials.</p> <p>Non-payment of rent and Council Tax.</p> <p>Inability to pay for Council services.</p> <p>Increased demand on Food Banks, free school meals, school clothing</p>	<p>Treat.</p>	<p>Ownership of the Budget Setting Process by the Corporate Leadership Team / Extended Corporate Leadership Team with openness and transparency around the identification of potential areas for re-provisioning of services.</p> <p>Development of a range of actions (savings and other budget improvement measures) to address whatever financial environment the Council faces to inform future business and budget planning.</p> <p>A strategy on the use of Reserves.</p> <p>Delivery of budget savings will be monitored within Services and reported to the Policy and Resources Committee.</p> <p>There must be an acknowledgement of reality with the focus on continuation of the delivery of minimum Statutory Provision versus Statutory with Discretion, Non-Statutory but Essential or Discretionary Expenditure whilst having regard to the Council Priorities.</p> <p>Improved project planning with much longer lead in times.</p> <p>Additional staff capacity in Neighbourhood Services and Infrastructure to manage the capital programme.</p>

1080

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<p>Inflationary rises.</p> <p>Council tax levy during period.</p> <p>Impact on staffing recruitment and retention.</p> <p>Availability of key products.</p>	<p>The Scottish Government fails to provide sufficient funding for essential services.</p> <p>UK Government fails to provide funding equivalent to shortfall consequent from loss of EU Funding following UK exit from European Union.</p> <p>Government movement to energy cost caps.</p>	<p>grants, crisis grants, Scottish Welfare Fund.</p> <p>Financial pressures impacting adversely on mental wellbeing, and relationships leading to increased demand on Council wellbeing services.</p> <p>Strike action on pay leading to disruption in the delivery of Council services.</p> <p>Inability to recruit or retain staff.</p> <p>Community expectations are not reduced due to a failure to communicate and engage effectively with communities.</p> <p>Failure to demonstrate the value of the Council's ongoing services to the public.</p> <p>Living costs outstrip available income as a result of pay awards, benefits and other income receipts not keeping up with inflation leading to inability to meet household outgoings.</p>		<p>The Child Poverty Action Plan.</p> <p>Signposting to financial advice.</p> <p>Local Authority Covid-19 Economic Recovery (LACER) funding.</p> <p>Increased applications for use of the Welfare Fund.</p> <p>Review of pay and grading model.</p> <p>Exploration of market supplements.</p> <p>Promotion in the reduction of energy usage.</p> <p>Hybrid working policy.</p> <p>Reduction in heating costs for offices.</p>

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

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

1082

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<p>valued as active contributors to corporate change, service realignments or developments.</p> <p>There is potential that the Council fails to manage how we respond to social media - both to take advantage of the potential benefits of social media and additionally to mitigate the misuse of social media including online abuse and the unchecked propagation of disinformation that can circulate online creating negative discourse.</p>	<p>The opportunity for reasonable debate, scrutiny and discourse of Council work is replaced by aggressive and abusive comment on issues and activities, reducing the quality and effectiveness of information to drive decision making, community fragmentation and disenfranchisement.</p>			

1083

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

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

1084

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
				<p>Social Work Traineeship introduced to 'grow our own workforce' and reduce the need for agency staff.</p> <p>Care at Home posts regraded to recognise the increased complexity of the role and make the salary more attractive to those considering a career in care.</p> <p>Joint initiative with UHI Orkney to create a 6-week 'Introduction to Care' taster course. Guaranteed interviews for participants who complete the course.</p> <p>Increased commitment to proactive communications particularly related to staff and trade unions.</p> <p>Regular monthly Trade Union meeting at Corporate level.</p> <p>Formal Consultation protocol as agreed with the Trade Unions and approved by Council in 2023.</p> <p>Regular staff / Trade Union meetings at Service level, when required.</p> <p>Change in emphasis of staff engagement to include the process of change.</p>

1085



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

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

1086

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
				<p>including extreme supply chain delays being experienced by our contractors.</p> <p>Service Asset Management Plans have commenced on Open Spaces and thereafter Heritage. They have been completed for Roads in terms of the Roads Asset Replacement Programme 2022-2025 and the Roads Maintenance Programme 2022-2023.</p> <p>A Strategic Asset Review is being undertaken by the Estates Service which will drive forward objectives of the Neighbourhood Services and Infrastructure Directorate Delivery Plan concerning our assets.</p> <p>All asset replacement programmes (budgets) for roads, waste, fleet and property (revenue repairs and capital improvements), are monitored in detail to ensure planned, cyclical, reactive and emergency works are completed in context of significant budget pressures (efficiencies).</p> <p>The Council agreed to draw £2.1 million from reserves to address a backlog of roads maintenance when it set the budget for 2021 / 22. This additional funding is being fed into maintenance budgets over two financial years.</p> <p>The Council agreed in December 2021 to a number of areas where additional one-off Covid recovery funding of £3.9 million on maintenance repair and replacement should be expended.</p>

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
				Capital Planning and Asset Management Working Group holds regular meetings to consider prioritisation of future works.

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

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

1089

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

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

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<p>The Council fails to maintain an adequate audit trail of all information created.</p> <p>The Council does not handle, share and release all its data adequately.</p> <p>The Data Protection Act 2018 has introduced new duties for the Council.</p> <p>Failure to implement and maintain suitable cyber controls to protect assets.</p>	<p>Inappropriate disclosure, sharing, retention or loss of data.</p> <p>Failure to comply with information governance legislation including the Data Protection Act 2018.</p>	<p>Customer distress and harm.</p> <p>Financial and legal implications.</p> <p>Reputational risk.</p> <p>Inability to access information when required.</p> <p>Failure to deliver services.</p> <p>Failure to share information leading to duplication of effort.</p> <p>Not responding to information requests on time.</p> <p>Complaints against the Council.</p>	Treat.	<p>The Records Management Improvement Plan sets out further actions required to ensure that the Council maintains compliance with its legal responsibilities, including the Data Protection Act 2018.</p> <p>In order to increase compliance with data retention and disposal periods, the Council's existing retention schedule has been revised in order to make it more accessible to staff.</p> <p>Senior Management leadership in place regarding delivery of the Records Management Improvement Plan. In order to support key elements of the Plan, the Council is undertaking implementation of an Electronic Document and Records Management System (EDRMS) through the use of the Microsoft 365 platform, with a target date for full implementation across the Council of June 2025.</p> <p>The Council met the Cyber Essential (Basic) accreditation as required by the Scottish Government in February 2018; the target for this was June 2018.</p>

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
				<p>Cyber Essential + accreditation achieved, April 2019. Noted that the Information Services Programme Board decided, in June 2019, not to seek re-accreditation of CE+ for 2020 on the basis that all the same criteria, and more, was tested as part of the Public Services Network (PSN) compliance activity.</p> <p>PSN reaccreditation was validated from 4 January 2023 to 4 January 2024 and work is underway to renew accreditation.</p> <p>IT Security is managed proactively and there is an ongoing programme of patching / updating the hardware and software in operation across the Council.</p> <p>As part of the Council's resilience planning, it has completed an exercise in a box, designed by the National Cyber Security Centre and adapted by officers, focused on a Cybersecurity Ransomware attack with attendance from all Council services and reported to Corporate Leadership Team. Ongoing work on business continuity actions, aligned to Cyber Scotland incident response planning, following this is now in progress.</p> <p>The Council has invested in a new dual site hyperconverged infrastructure to host its on-premises production services and data with work now progressing to deploy the secondary unit to a disaster recovery location.</p> <p>There has been an extensive programme of replacement to upgrade the Council desktop PCs to Windows 10 which has</p>

1092

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
				been completed. Any devices which are not compliant are restricted from network access.



Risk Number.		Risk Title.				Cluster.		Owner.	
8.		Inadequate availability and reliability of ultrafast and mobile connectivity across Orkney.				Technological.		Corporate Director for Enterprise and Sustainable Regeneration.	
Likelihood:	4.	Impact:	4.	RAG:	Amber.	Current Risk Score:	16.	Target Risk Score:	8.

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>Failure to lobby Governments to address the current digital divide and put in place infrastructure to ensure a step change in speeds.</p> <p>Lack of mobile coverage.</p> <p>Failure to press the Government to deliver a longer-term plan to ensure that there are the right mechanisms, partnerships and commercial models in place.</p> <p>Limited subsea backhaul constrains network speeds while failures leave homes and business at risk of disruption.</p>	<p>Orkney fails to secure maximum and equitable geographic coverage of availability and reliability of ultrafast broadband and mobile connectivity across Orkney, and the required improvements to Broadband services and mobile network across the islands are not delivered.</p> <p>Orkney is unable to attract inward investment and sustain fragile communities.</p> <p>Educational infrastructure disadvantaged by lack of service.</p> <p>Critical links to the Scottish Mainland fail leaving Orkney with poor or no digital connectivity.</p>	<p>Failure to attract inward investment.</p> <p>Failure to attract skilled employees.</p> <p>Digital isolation across age groups.</p> <p>Failure to realise opportunities in respect of Telehealth, Telecare, mobile working and tele-learning.</p> <p>Poor online public service access including welfare benefits, etc.</p> <p>Disruption to homes and business operations.</p>	<p>Treat.</p>	<p>Continue to support political lobbying and seek opportunities to progress policy.</p> <p>Support the Scottish Government in the roll out of R100 infrastructure in Orkney, including improvements to subsea backhaul.</p> <p>Support development and introduction of alternative commercial models, including 5G infrastructure.</p> <p>The Council has commissioned development of a digital strategy for Orkney which presents options for enhancing digital connectivity provision.</p>

1094

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

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

1095

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<p>The Scottish Government's intention to create a National Care Service and to amend the functions of Integration Joint Boards could see social care in Orkney delivered in a different way.</p> <p>Potential for a Scottish Independence referendum may cause further instability and delays in decision making.</p>				

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

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<p>Financial and non-financial savings have not yet been fully explored.</p> <p>Ongoing engagement to be maintained to support local businesses to help them participate in procurement opportunities, building on the Meet the Buyer event which was first held in August 2016, and subsequent contract-specific events to highlight tendering opportunities.</p>	<p>Legal challenge is a possibility unless the Procurement Regulations are complied with and processes followed.</p> <p>Officers fail to understand the limitations that the Procurement Regulations place on the Council.</p> <p>Officers do not follow due process and tendering must be repeated.</p> <p>Anticipated savings may not be fully realised through collaborative contracts.</p> <p>The local economy may not be as well supported as it could be.</p> <p>Member / officer disharmony due to lack of understanding of responsibilities.</p>	<p>Financial loss due to legal challenge.</p> <p>Reputational harm.</p> <p>Delays in services being procured due to re-tendering or court action.</p> <p>Loss to the local economy.</p> <p>Loss of effectiveness and efficiency.</p> <p>Lost opportunity in terms of savings.</p>	Treat.	<p>Procurement Consultative Group comprising Elected Members and Officers is in place and meets when required.</p> <p>Procurement Working Group (Officers with delegated procurement authority) set up to provide training, support and a corporate approach to procurement exercises and priorities.</p> <p>Frequent communication with this group is in place, with information provided by email, and training on the use of the new Procurement Plan and the Sustainable Procurement Impact Assessment was completed in Spring/Summer 2021.</p> <p>Procurement Improvement Plan developed and kept under review. A new Procurement Strategy has been drafted to align with the Council Plan 2023-2028.</p> <p>The Strategy was consulted upon over Summer 2023 and will be presented to the Policy and Resources Committee in November 2023, with final adoption by the Council anticipated in December 2023.</p> <p>Sustainable Procurement Strategy approved by Members in March 2022, and due to be reviewed in 2024 to align with the Council's Climate Change Strategy and Action Plan.</p>

1097

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
				<p>Following external consultation in Summer 2021 a new version, including a Sustainable Procurement Impact Assessment, was agreed by Council in March 2022.</p> <p>Procurement Manual was updated in April 2019. Review is in progress and is due to be completed in Summer 2024.</p> <p>Procurement and Commercial Improvement Programme (PCIP) assessment by Scotland Excel last completed in September 2019. OIC score showed a good improvement from 49% to 58%. Action plan to meet recommendations is being implemented.</p> <p>Meet the Buyer event for October 2019 was held successfully. Events for 2020 put on hold due to the pandemic and targeted event held in 2021. Smaller contract-specific Meet the Buyer Events have been held, such as the Isles Kerbside Collection Services in 2021 and Food Supply Catering Contracts in August 2022.</p> <p>Contracts Register is now updated continuously with reference to the Procurement Plan, and the importance of the Contracts Register is stressed to all staff who are making purchasing decisions.</p> <p>Proactive work with the Corporate Admin Group to look at the creation and use of local Framework Agreements, for example, a local framework for stationery.</p> <p>Contract Standing Orders under regular review, with the last formal review carried</p>

1098

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
				out in Spring 2022. The next review is due in early 2024.

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

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

1100

Risk Number.		Risk Title.				Cluster.	Owner.		
12.		Climate Change				Physical.	Corporate Director for Neighbourhood Services and Infrastructure		
<b>Likelihood:</b>	4	<b>Impact:</b>	5	<b>RAG:</b>	Red	<b>Current Risk Score:</b>	20	<b>Target Risk Score:</b>	12

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>Council infrastructure impacted by extreme and unpredictable weather, resulting in increased costs of maintenance and weakened or disrupted delivery of services including travel disruption. Communities facing increased frequency of coastal flooding and increased volumes of surface water.</p> <p>Local economic production affected by climate impacts.</p> <p>Transition to support climate response initiatives require significant capital investment.</p>	<p>Extreme and unpredictable sustained weather (lightning, winds, tides) causes increased damage or wear and tear to Council infrastructure.</p> <p>Increased severity of coastal flooding leads to damage of property in coastal communities, while surface water levels impact transport routes and agricultural activities in the community.</p> <p>Surface water and other climate impacts affect normal activity cycles impacting food production including agriculture.</p> <p>Move to Net Zero requires capital funding and resourcing beyond Council capacity.</p>	<p>Weakened or disrupted delivery of Council services including transport, roads maintenance, property access and digital services.</p> <p>Increased costs of service delivery reduce capacity due to constraints in budgets.</p> <p>Reduced economic output in Orkney requires increased Council interventions.</p> <p>Failure to meet targets or reductions in funding of other Council Priorities to support initiatives.</p>	Treat.	<p>Declaration of Climate Emergency.</p> <p>New Council Plan has specific climate related goals including Net Zero.</p> <p>Local Heat and Energy Efficiency Strategy</p> <p>Flood Risk Management Plan 2022 – 2028</p> <p>Resilience review and response to SEPA Flood Warnings as an Incident Management process.</p>



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

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>A range of factors are affecting the Council's ability to spend the Affordable Housing Supply Programme's funding, in partnership with Orkney Housing Association Ltd. These factors include:</p> <p>Contractors are currently under significant pressure with substantial amounts of work and limited resources.</p> <p>The Housing Revenue Account holds a relatively high level of debt, and debt repayments are substantial.</p> <p>The cost of meeting the Energy Efficiency Standard for Social Housing 2 by 2032 is serving to exacerbate Housing Revenue Account challenges.</p> <p>Price rises impacting on materials and labour,</p>	<p>Inability to commit to fully utilising the funding that the Scottish Government allocate to Orkney each financial year.</p>	<p>Loss of funding that is essential to Orkney meeting need for social / affordable housing.</p> <p>Rising pressure as more applicants further increase pressure on the Council's growing housing waiting list.</p> <p>Difficulties in the Council meeting its statutory homelessness requirements through placing households into permanent accommodation.</p> <p>Barriers to implementing the Rapid Rehousing Transition Plan.</p> <p>Inflationary impact on other housing sectors, particularly the private rented sector.</p> <p>Negative impact on local economy if economically active households or those requiring to live and</p>	<p>Treat.</p>	<p>Hub North/Indigo House have been contracted to undertake key strategic work including the Housing Needs and Demand Assessment (including analysis of need amongst essential workers), Local Housing Strategy and Strategic Housing Investment Plan.</p> <p>Housing Market Partnership established with a range of key partners. All parties involved in seeking to deliver house build in partnership. These include Housing, Neighbourhood Services and Infrastructure (Environmental, Property Development and Planning), NHS Orkney, Orkney Housing Association Ltd, Scottish Government, Scottish Water etc.</p> <p>Also looking at processes around house build so we can move this forward. This includes looking at potentially bringing in an alternative provider.</p> <p>Multiple actions are being progressed. These include:</p> <p>Four properties are in development at Moar Drive, Kirkwall.</p> <p>The second stage of the build project at Carness, Kirkwall is planned with 14 further properties being developed.</p>

1102

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>coupled with supply issues, will impact on the affordability of the house build programme and more generally on the Housing Revenue Account.</p> <p>The impact of the above on the level of affordability of rents for tenants, given that a small Housing Revenue Account suffers from limited economies of scale. Orkney generally has rents which are within the highest six in Scotland.</p> <p>Given the cost-of-living crisis, there will be an ongoing pressure to limit rent rises after financial year 2022/23.</p> <p>There is a lack of resource across all partner agencies (and the construction sector) which places limitations on responsiveness to additional demands.</p> <p>Orkney Housing Association Limited is also limited in the number of properties that it can develop due to financial constraints of their own. This increases the pressure on the Council to</p>		<p>work in Orkney cannot secure affordable housing in the area.</p> <p>Young Orkney families are increasingly being priced out of the private rented sector, cannot secure a suitable mortgage and / or are not high enough up the priority list to secure social rented housing. The frustration this causes can increase the likelihood that some of these households leave Orkney, resulting in further inhibition to the social fabric and economy of Orkney.</p>		<p>45 design and build properties are being sought to include 8 mid-market rent properties. To date, tenders have proven too expensive to progress.</p> <p>A project to develop the infrastructure at Soulisquoy, Kirkwall will be undertaken which will ultimately support 130 properties.</p> <p>Orkney Housing Association Ltd has a small development project which compliments the Council's.</p> <p>Working in partnership with Scottish Government to deliver projects.</p> <p>Off the shelf purchases are being investigated and considered (while considering the ability for the properties concerned to be brought up to the energy efficiency standards required by the Council where relevant). Currently house prices are such that the number of off the shelf purchases is likely to be low.</p>

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
build to utilise the available funding.				

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

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
Leadership capacity.	Failure to recruit high quality candidates.	Lack of leadership in settings.	Treat.	Refocus the Leadership pathway to develop leadership capacity within the workforce.
Insufficient number of high quality and / or qualified practitioners.	Failure to recruit high quality candidates.	Vacant posts and repeated recruitment. Impact on quality and outcomes for children. Failure to meet National Standard.		Support practitioners to gain BA in Childhood Practice and establish requirement within job description. Implementation of head teacher training to support development of pedagogical leadership capacity. Work with the UHI Orkney and the Scottish Government ELC Improvement team to plan alternative pathways. Work with UHI Orkney to review the availability and quality of courses on offer.
Insufficient budget to meet emerging demands of Scottish Government.	New legislation/policy insufficiently funded for the local context (e.g. discretionary deferrals, nursery milk and snack).	Budget overspend.		Lobby Scottish Government so that they take account of the unique island challenges relating to new policies. Ensure Orkney attendance at national meetings / forums to ensure the remote and rural voice is heard. Ensure Elected Members and the Corporate Leadership Team are well briefed prior to national meetings.
Financial model for 0-3 service becomes unviable.	Inability to appoint adequate numbers of practitioners to ensure maximum ratio and maximum income.	Greater than acceptable losses.		Review and revise parental service contract with consideration for advance payments.

1105

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
		Service failure in workplaces due to lack of childcare available.		Carefully monitor occupancy, staff ratios and fee payment to ensure the setting is running as efficiently as possible.

<b>Risk Number.</b>	<b>Risk Title.</b>				<b>Cluster.</b>	<b>Owner.</b>			
15.	Pandemic.				Pandemic.	Corporate Director for Neighbourhood Services and Infrastructure.			
<b>Likelihood:</b>	3.	<b>Impact:</b>	5.	<b>RAG:</b>	Amber.	<b>Current Risk Score:</b>	15.	<b>Target Risk Score:</b>	10.

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
The spread of a pandemic virus is likely to significantly hamper the ability of the Council to perform its statutory functions.	World Health Organisation declaration of a global pandemic. The declaration of a Major Emergency would lead to the appointment of an Emergency Controller and the introduction of Emergency Governance Arrangements, and on approval by Council would include temporary amendments to the Council's Standing Orders.	Service Delivery: Failure to carry out statutory duties - demand outstrips capacity. Cessation of non-urgent and elective work. Unable to provide certain services. Delays to capital programmes. Ability to successfully resolve emergency incidents. Ability to respond to concurrent events including Brexit or those contained within the Community Risk Register. Deterioration in staff experience adversely affecting team performance. Financial management and budgetary impact: Incurring additional unbudgeted spend.	Treat.	Business Continuity Planning. Redeployment to move staff from non-critical areas to more front-line roles. Amend operational procedures where required e.g. to reflect physical distancing, enhanced hygiene requirements to control/minimise spread within ongoing operational activities. Consideration of issues within Strategic, Tactical and Operational environments. Creation of RENEW framework. Enhanced risk assessments in relation to Pandemic. Regular staff updates online and directly from Chief Executive. Positive staff leadership. Provision of online support packages through HR. Continuation of Duty Tactical Lead arrangements through any declaration of an emergency. Specific Finance code organised to record all spending relating to pandemics. Central tracker evolving to capture pandemic costs, develop forecasts (revenue, capital, cash flow, procurement),

1107

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
		<p>Increased costs, reduced income, impact on projects etc.</p> <p>Appropriate governance.</p> <p>Ability to pay staff.</p> <p>Legacy financial impact.</p> <p>Impact on Strategic Reserve Fund.</p> <p>Health and Safety:</p> <p>Failure to provide appropriate PPE.</p> <p>Ability to carry out statutory duties and support frontline response.</p> <p>Exposure to virus, potential spreading and related absences.</p> <p>Potential harm to critical service users and providers.</p> <p>Demand outstrips supply for business-as-usual supplies.</p> <p>Demand outstrips supply for PPE.</p> <p>If the organisation does not seek to maintain and improve officer and staff wellbeing during the response to Pandemic, there is a risk of increased absences, loss of discretionary effort and</p>		<p>management of stock, policy changes and Scottish Government reporting.</p> <p>Finance embedded in Strategic Incident Management Team.</p> <p>Communication with Scottish Government ongoing regarding forecast additional costs and corresponding additional funding required to deliver services to the standard required.</p> <p>Home working solutions in place for staff where required.</p> <p>Dialogue with Banks regarding processes.</p> <p>Some internal audit capacity maintained.</p> <p>Co-ordination of ordering of Personal Protective Equipment (PPE) through Selbro.</p> <p>Collaboration with NHS Orkney regarding PPE availability.</p> <p>Ordering PPE via use of Scotland Excel.</p> <p>Pre planner and continual procurement of relevant supplies to support frontline response.</p> <p>Use of NHS National Services Scotland (NSS) and own routes to market.</p> <p>Critical identification of PPE need.</p> <p>Engagement with Highland and Islands Local Resilience Partnership to identify shortages and need.</p> <p>Procurement reviewing suppliers to allow fast track enabling of different routes to market.</p> <p>Guidance in respect of available support published on Council website.</p>

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
		<p>overall decrease in operational capacity.</p> <p>Lack of scrutiny surrounding Council functions.</p> <p>Disruption to delivery of mandatory duties of the Council – schooling, social services.</p> <p>Disruption to delivery of permissive duties of the Council – education and economic development.</p> <p>Disruption to exercise of regulatory powers – trading standards, environmental health and licensing.</p> <p>Impacts on joint working arrangements.</p>		<p>Advice provided regarding managerial and physical distancing - reduction in face-to-face meetings.</p> <p>Alternative solutions for meetings and working for home were implemented around Microsoft Teams, Microsoft OneDrive and Microsoft SharePoint with additional remote access secure VPN services used when necessary.</p> <p>Council meetings can be held online through Microsoft Teams and audiocast to the public. Recordings of these are published on the Council website together with the associated minutes.</p> <p>Confidential meetings held with Corporate Leadership Team and Elected members when required to discuss declared Pandemic matters.</p> <p>The Strategic Incident Management Team can meet regularly to enable swift determination of strategic matters.</p> <p>The Incident Management Team can meet regularly to manage operational and tactical issues.</p> <p>Corporate Leadership Team and Extended Corporate Leadership Teams would continue to meet to address ongoing Council business.</p> <p>The response and recovery arrangements are regularly reviewed to ensure the declaration of a major emergency remains relevant.</p>



Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
				<p>Emergency response working strategy and structural arrangements are regularly reviewed.</p> <p>Debriefs arranged to capture initial identified points from initial response to the pandemic. Actions arising from the debriefs are being progressed.</p>

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

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

1111

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
				further Position Statement to be submitted in spring 2023.

Risk Number.		Risk Title.				Cluster.	Owner.			
17.		UHI Orkney (previously known as Orkney College UHI) Budget Shortfall				Economic	Corporate Director for Education, Leisure and Housing.			
<b>Likelihood:</b>	4.	<b>Impact:</b>	4	<b>RAG:</b>	Amber	<b>Current Risk Score:</b>	16.	<b>Target Risk Score:</b>	9	

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>UHI Orkney fails to achieve zero budget.</p> <p>UHI Orkney requires financial support from the Council to continue to operate in a sustainable manner.</p> <p>Curriculum and/or staffing cuts are required to balance budget.</p>	<p>Flat/capped funding from Scottish Funding Council in Further Education (FE) sector.</p> <p>Challenges in recruiting sufficient Higher Education (HE) students and subsequent shortfall in activity-based funding.</p> <p>Demand for student support services significantly above budgeted provision and rising.</p> <p>Signing up to the National Recognition and Procedure Agreement for Scotland's Colleges.</p> <p>Staff costs at 70% of budget; Distant Islands Allowance not funded by Scottish Funding Council; insufficient funds budgeted for pending pay increases.</p> <p>Rising costs (see Risk 2 which is particularly significant).</p> <p>Expenditure beyond budget on staff costs with limited</p>	<p>UHI Orkney cannot manage within its resources.</p> <p>Falling student satisfaction.</p> <p>Student Support expenditure above budget and/or needs go unmet meaning vulnerable students are placed at risk, increased risk in course delivery and practice, additional pressure and strain on teaching staff or refusal/inability to accommodate some students.</p> <p>Reputational damage, increased complaints against the College and legal challenge.</p> <p>Staff exposed to unnecessary risk or harm.</p> <p>Increase in staff absence or sickness.</p> <p>Reduction in staff morale.</p> <p>Lack of skills, experience and capacity (see Risk 4</p>	Treat.	<p>Improve and reinforce budget monitoring.</p> <p>Work with budget holders collaboratively to understand the budget as a whole and take collective responsibility for balancing income and expenditure across the College.</p> <p>Ensure appropriate budget profiling and timely invoicing to support budget monitoring.</p> <p>Participation of budget holders in budget setting.</p> <p>Ensure all grant and teaching income is claimed.</p> <p>Implement common course viability assessments ensuring all teaching staff resource is directed to income-generating activity, or less viable but locally significant delivery is offset by income elsewhere.</p> <p>Business planning undertaken with commercial/research areas of College.</p> <p>Restructure admissions staff team to ensure timely processing of applications to support student numbers.</p> <p>Appoint new Inclusion and Wellbeing Manager to focus on providing student support within budget.</p>

1113

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
	<p>scope to offset from other budget lines.</p> <p>Commercial income below budget, particularly in Orkney Research Centre for Archaeology (ORCA).</p> <p>Historical rolling forward of budgets without reference to actual costs/likely income.</p> <p>Insufficient funding to sustain aging property assets, which are self-financed by UHI Orkney.</p>	<p>which is particularly significant).</p> <p>Growth potential lost.</p> <p>Reduced curriculum leads to skill shortages in the local economy and restricts economic growth for Orkney.</p>		<p>Increase corporate training via UHI Orkney for OIC staff training.</p> <p>Explore provision of student support via schools for Senior Phase.</p> <p>Work with College Employers Scotland to support new funding model for college partnerships with Senior Phase.</p> <p>Appoint Director of Agronomy Institute with a remit to expand research and commercial income.</p> <p>Work with Island Colleagues to request unions to push for Distant Islands Allowance to be incorporated into national pay bargaining for academic staff.</p> <p>Appoint a new Principal with a clear remit to establish financial sustainability.</p> <p>Capitalise on the rebranding of the College and strongly promote the strengths of UHI Orkney.</p>

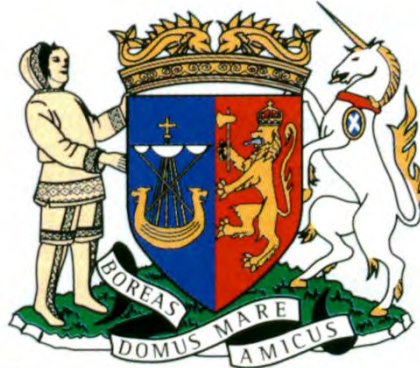
1114

Risk Number.		Risk Title.				Cluster.	Owner.		
18		Support for Learning and Inclusion – Catering for additional support needs in schools and nurseries				Reputational	Corporate Director for Education, Leisure and Housing.		
<b>Likelihood:</b>	4	<b>Impact:</b>	5	<b>RAG:</b>	RED	<b>Current Risk Score:</b>	20	<b>Target Risk Score:</b>	12

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>Data from the last 6 years indicates significant growth in the number of children and young people in Orkney with additional support needs. In 2017 31% of our children and young people were considered to have additional support needs. In 2022 the number was 41%. This includes 50.5% of our young people in secondary school.</p> <p>At the same time the number of support staff in schools has not increased. There was a cut in support staff in 2018. In June 2022 an increase in support hours of 21% was secured.</p> <p>Due to rising costs in other areas and changes in funding in others, the baseline funding for support staff in school is no longer sufficient to maintain the current level of staffing.</p>	<p>Growing needs in schools and insufficient funding.</p>	<p>Due to the increasing level of unmet need, the Education service risks failing to meet their statutory duty in meeting the needs of all children and young people. If challenged on a specific case, we could be taken to tribunal.</p> <p>The growing need and lack of support staff puts increasing pressure on existing staff structures which makes recruitment and retention difficult and adds to our high rates of sickness absence.</p> <p>A lack of capacity for early intervention means problems become more complex before they are addressed. This requires more resource and a greater cost as a result. Without support at an early stage, long term outcomes for young</p>	<p>Treat.</p>	<p>Increases in support resource to keep pace with the growth in additional support needs.</p> <p>Investing in the current workforce through training and professional learning to increase existing capacity.</p> <p>Centralising the resource to enable dynamic and targeted staffing and reducing the number of temporary short-term contracts.</p> <p>Creating early intervention pathways to ensure support is in place for children, young people and their families at the earliest possible stage.</p>

1115

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<p>Due to the above circumstances, we have a growing level of unmet need across our schools and nurseries which poses significant risk to the local authority.</p>		<p>people in our community become poorer.</p> <p>Unmet needs in the classroom place more pressure on teaching staff and the ability to make improvements in overall attainment and progress for all children and young people suffers as a result.</p> <p>Social, emotional and behavioural needs are increasing rapidly and we are seeing a rise in serious incidents, including incidents of violent behaviour in schools.</p>		



**ORKNEY**  
**ISLANDS COUNCIL**

**BIODIVERSITY DUTY REPORT**  
**1 JANUARY 2020 TO 31 DECEMBER 2023**



**Contents**

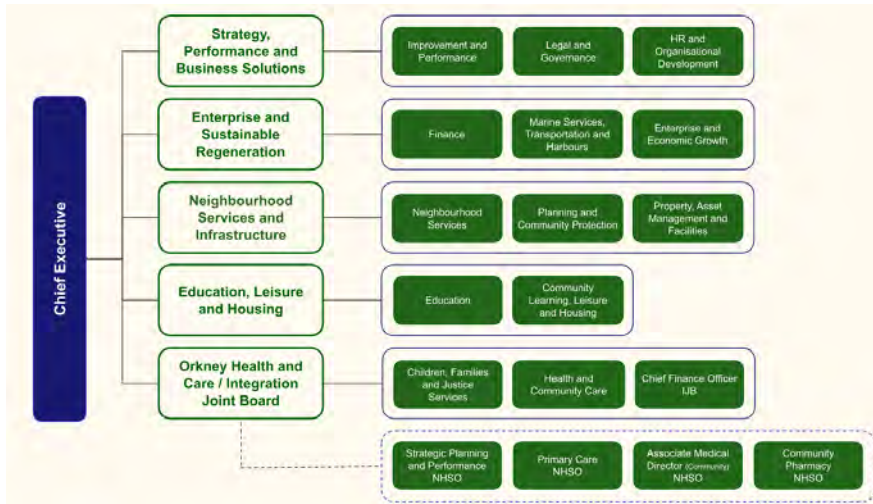
Section 1: Orkney Islands Council .....	1
Section 2: Actions to protect biodiversity and connect people with nature.....	4
Section 3: Mainstreaming biodiversity .....	4
Section 4: Nature-based solutions, climate change and biodiversity .....	5
Section 5: Public engagement and workforce development .....	5
Section 6: Research and monitoring .....	6
Section 7: Biodiversity highlights and challenges .....	7

This report follows the Scottish Government biodiversity duty reporting template for level one organisations, available from <https://www.gov.scot/publications/biodiversity-duty-reporting-templates/>.

## Section 1: Orkney Islands Council

Orkney Islands Council is made up of 21 elected Councillors representing six multi-member wards over the Council area.

The Council operates through a system of committees and sub-committees with officers reporting to these on relevant matters. The service structure is illustrated in the organisation chart diagram below (<https://www.orkney.gov.uk/Council/C/council-services.htm>).



Under the Environmental Assessment (Scotland) Act 2005, the Council must undertake Strategic Environmental Assessment (SEA) of their plans, programmes and strategies. Part of this requires consideration of the effects of them on biodiversity.

Under the Conservation (Natural Habitats, &c.) Regulations 1994, more commonly known as the Habitats Regulations, the Council is also a competent authority responsible for Habitats Regulations Appraisals (HRA) of its plans, programmes and strategies, as well as any planning applications that the Council determine. Undertaking HRA also helps ensure that specific biodiversity interests are considered during plan/programme/strategy making, and the planning application process.

The Council provides a wide range of public services that have relevance to, or potential to have for effects on, biodiversity <https://www.orkney.gov.uk/Service-Directory/S/service-directory.htm>.

The services with the potential to affect biodiversity are summarised in the tables below.

Service	Aspects that could affect biodiversity	Main potential for environmental effects
<b>Business and trade (including tourism)</b>	<ul style="list-style-type: none"> <li>Providing public information, community learning and education around natural environment (e.g. through orkney.com)</li> </ul>	<ul style="list-style-type: none"> <li>Promotion of awareness raising and understanding of the environment amongst residents and visitors.</li> <li>Potential for adverse effects through pollution and effects of human activity on sensitive biodiversity interests.</li> </ul>
<b>Community learning and development</b>	<ul style="list-style-type: none"> <li>Council land and estate management (e.g. during buildings and estate management and outdoor education)</li> <li>Providing public information, community learning and education around natural environment (e.g. through outdoor education)</li> </ul>	<ul style="list-style-type: none"> <li>Promotion of awareness raising and understanding of the environment amongst residents and visitors.</li> <li>Potential for adverse effects through pollution and effects of human activity on sensitive biodiversity interests.</li> </ul>

<b>Service</b>	<b>Aspects that could affect biodiversity</b>	<b>Main potential for environmental effects</b>
<b>Cursiter quarry</b>	<ul style="list-style-type: none"> <li>– Council land and estate management (e.g. during buildings and estate management)</li> </ul>	<ul style="list-style-type: none"> <li>– Habitat loss will occur during expansion of the working area.</li> <li>– Operation of the quarry is subject to planning and environmental regulation to minimise pollution and adverse environmental effects.</li> </ul>
<b>Education and learning</b>	<ul style="list-style-type: none"> <li>– Council land and estate management (e.g. during buildings and estate management)</li> <li>– Providing public information, community learning and education around natural environment (e.g. through delivery of school curriculum and external providers)</li> </ul>	<ul style="list-style-type: none"> <li>– Promotion of awareness raising and understanding of the environment amongst learners.</li> </ul>
<b>Environmental health and trading standards</b>	<ul style="list-style-type: none"> <li>– Regulation of land use and development (through regulation, monitoring, enforcement)</li> </ul>	<ul style="list-style-type: none"> <li>– Service seeks to minimise and manage environmental effects within their remit.</li> </ul>
<b>Free period products</b>	<ul style="list-style-type: none"> <li>– Largely administrative function, no direct potential effects</li> </ul>	n/a
<b>Grants and funds</b>	<ul style="list-style-type: none"> <li>– Largely administrative function, no direct potential effects</li> </ul>	n/a
<b>Housing</b>	<ul style="list-style-type: none"> <li>– Council land and estate management (e.g. during buildings and estate management)</li> </ul>	<ul style="list-style-type: none"> <li>– Operational effects are managed through the functions of other services (e.g. planning and building standards, waste management).</li> <li>– Grounds management has potential for negative or positive effects on biodiversity.</li> </ul>
<b>Law and licensing</b>	<ul style="list-style-type: none"> <li>– Regulation of land use and development (through regulation, monitoring, enforcement)</li> </ul>	<ul style="list-style-type: none"> <li>– Service seeks to minimise and manage environmental effects within their remit.</li> </ul>
<b>Leisure and culture (including museums)</b>	<ul style="list-style-type: none"> <li>– Council land and estate management (e.g. during buildings and estate management)</li> <li>– Providing public information, community learning and education around natural environment (e.g. via interpretation at museums)</li> </ul>	<ul style="list-style-type: none"> <li>– Promotion of awareness raising and understanding of the environment (past and present) amongst residents and visitors.</li> </ul>
<b>Marine services (as harbour authority)</b>	<ul style="list-style-type: none"> <li>– Council land and estate management (e.g. during buildings and estate management)</li> <li>– Regulation of land use and development (through regulation, monitoring, enforcement)</li> <li>– Providing public information, community learning and education around natural environment (e.g. through invasive non-native species monitoring and awareness raising)</li> </ul>	<ul style="list-style-type: none"> <li>– Promotion of awareness raising and understanding of the environment amongst harbour users.</li> <li>– Monitoring of invasive non-native species (INNS) enabling early action to be taken to remove INNS.</li> </ul>

Service	Aspects that could affect biodiversity	Main potential for environmental effects
<b>Orkney Health and Social Care Partnership</b>	<ul style="list-style-type: none"> <li>– Council land and estate management (e.g. during buildings and estate management)</li> <li>– Providing public information, community learning and education around natural environment (e.g. through parkrun practice)</li> </ul>	<ul style="list-style-type: none"> <li>– Promotion of awareness raising of the health benefits of the natural environment amongst residents.</li> </ul>
<b>Planning and building standards</b>	<ul style="list-style-type: none"> <li>– Regulation of land use and development (through regulation, monitoring, enforcement)</li> <li>– Providing public information, community learning and education around natural environment (e.g. through awareness raising via natural heritage supplementary guidance)</li> </ul>	<ul style="list-style-type: none"> <li>– The Local Development Plan (LDP), draft Regional Marine Plan and associated guidance is subject to SEA (and HRA where relevant).</li> <li>– Development Management planning proposals are subject to environmental appraisal against LDP policies and in line with relevant legislative requirements.</li> <li>– Building Standards seeks to ensure building works meet the requirements of Building Regulations in relation to sustainability.</li> </ul>
<b>Public toilets</b>	<ul style="list-style-type: none"> <li>– Council land and estate management (e.g. during buildings and estate management)</li> </ul>	<ul style="list-style-type: none"> <li>– Appropriate management of waste that would otherwise cause environmental harm.</li> </ul>
<b>Roads, lighting and parking</b>	<ul style="list-style-type: none"> <li>– Council land and estate management (e.g. during buildings and estate management)</li> <li>– Regulation of land use and development (through regulation, monitoring, enforcement)</li> <li>– Providing public information, community learning and education around natural environment (e.g. through conservation verges)</li> </ul>	<ul style="list-style-type: none"> <li>– Identification of conservation verges to allow plants to flower, providing food for insects.</li> <li>– Facilitating wildlife reflectors to reduce otter mortality.</li> <li>– Potential for adverse effects through pollution, loss of habitat and effects of human activity on sensitive biodiversity interests.</li> </ul>
<b>Scottish Welfare Fund</b>	<ul style="list-style-type: none"> <li>– Largely administrative function, no direct potential effects</li> </ul>	n/a
<b>Transport</b>	<ul style="list-style-type: none"> <li>– Providing public information, community learning and education around natural environment (e.g. through public transport, climate change emissions)</li> </ul>	<ul style="list-style-type: none"> <li>– Encouraging use of public transport over the private car, reducing emissions that contribute to climate change and pollution.</li> </ul>
<b>Waste and recycling</b>	<ul style="list-style-type: none"> <li>– Council land and estate management (e.g. during buildings and estate management)</li> <li>– Regulation of land use and development (through regulation, monitoring, enforcement)</li> <li>– Providing public information, community learning and education around natural environment (e.g. through recycling, waste disposal awareness raising, supporting beach cleans)</li> </ul>	<ul style="list-style-type: none"> <li>– Appropriate management of waste that would otherwise cause environmental harm.</li> <li>– Facilitating beach cleans to promote awareness raising and understanding of the environment amongst residents.</li> </ul>
<b>Welfare reform</b>	<ul style="list-style-type: none"> <li>– Largely administrative function, no direct potential effects</li> </ul>	n/a

## Section 2: Actions to protect biodiversity and connect people with nature

The following are examples of the actions the Council has carried out, or been involved in, during the reporting period that directly benefit biodiversity::

- Lead partner on a number of actions to benefit biodiversity in the Local Biodiversity Action Plan (LBAP) <https://www.orkney.gov.uk/Service-Directory/L/Local-Biodiversity-Plan.htm>.
- Landscaping of Papdale park in Kirkwall, to address water management issues and benefit biodiversity and people through reprofiling, path creation, de-culverting of a watercourse and planting <https://www.orkney.gov.uk/News?postid=7419>
- Increased the number of conservation road verges, which are cut less frequently or not at all, allowing wildflowers to flower and set seed, providing a food source for wildlife <https://www.orkney.gov.uk/Council/P/verge-maintenance.htm>.
- Undertook woodland management works of trees at Happy Valley, a Council owned Local Nature Reserve to improve public access, tree health and wider biodiversity <https://www.orkney.gov.uk/Service-Directory/N/happy-valley-nature-reserve.htm>.
- Funded wildlife reflectors for installation by Orkney Field Club members to try and reduce otter mortality at key points where otter cross roads.
- Continued to facilitate beach cleans organised by Greener Orkney (<https://greenerorkney.org.uk/beach-cleans/>), through removal and disposal of waste collected.
- Managed distribution of Nature Restoration Fund money allocated to the Council, for actions to benefit biodiversity and people.
- Stromness school grounds tree planting using Woodland Trust free trees for schools and communities <https://www.woodlandtrust.org.uk/plant-trees/schools-and-communities/>.

## Section 3: Mainstreaming biodiversity

The following are examples of how biodiversity has been incorporated into wider plans, policies and strategies:

- All Council plans, programmes and strategies are subject to Strategic Environmental Assessment (SEA) and, where relevant, Habitats Regulations Appraisal (HRA), which ensures consideration of effects on biodiversity are taken into account.
- The Local Development Plan (LDP) 2017 contains environmental policies that all planning applications determined by the Council have to be considered against. In February 2023 the LDP was superseded with National Planning Framework 4 (NPF4), which contains similar environmental policies. A key difference between the LDP and NPF4 was a requirement under policy 3.c for all local scale development to include measures to conserve, restore and enhance biodiversity. To help agents/consultants/developers better understand NPF4 policy 3.c requirements, we have produced Orkney specific guidance on considering and including biodiversity for local scale developments was. Six workshops were delivered to introduce the guidance and help agents/consultants/developers better understand how to incorporate biodiversity into their developments in a way that is suited to the Orkney environment and weather.

#### **Section 4: Nature-based solutions, climate change and biodiversity**

The Council has integrated biodiversity into nature based solutions to the climate emergency and other socio-economic outcomes by starting the process of creation of a new LDP that implements the biodiversity and climate change requirements of National Planning Framework 4 (NPF4).

The following practical steps have been taken to incorporate biodiversity outcomes into partnership initiatives, wider strategies or initiatives of relevance to climate change:

- Member of the LBAP steering group and lead partner on a number of actions of relevance to climate change <https://www.orkney.gov.uk/Service-Directory/L/Local-Biodiversity-Plan.htm>.
- Partner organisation funding the North Isles Landscape Partnership Scheme, which has delivered a number of biodiversity related projects during the reporting period (see <https://www.nilps.co.uk/about/nilps>).

The Council has identified the following as the main climate change related challenges for biodiversity over the next three years:

- Continued management of the population of resident (breeding) greylag geese to reduce adverse effects on farmland and competition with other wild bird species. The breeding population has exponentially increased over the past two decades as a result of changing weather patterns, as well as farming practices in Orkney and shooting elsewhere in Scotland.
- Effects of climate change on habitats and species, both negative and positive, through changes in weather patterns e.g. drought and wet periods, frequency and intensity of storms.
- Spread of pests and diseases – as shown by ash die back and avian flu.

#### **Section 5: Public engagement and workforce development**

##### **Public engagement**

- Partner organisation funding the North Isles Landscape Partnership Scheme, which has delivered a number of biodiversity related projects that raise awareness and engage the public (see <https://www.nilps.co.uk/about/nilps>).
- Provided outdoor education via a programme of activities that also help connect young people with nature [https://www.facebook.com/learningthroughadventure/?locale=en\\_GB](https://www.facebook.com/learningthroughadventure/?locale=en_GB).
- North Ronaldsay primary school cetaceans film [https://www.youtube.com/watch?v=1\\_ZOh4dtDUQ](https://www.youtube.com/watch?v=1_ZOh4dtDUQ)
- During 2021 – 2022, the Community Learn and Development (CLD) team facilitated Community Learning outdoor classes that were oversubscribed, recruited 11 COP26 Ambassadors, secured £3000 for 4 youth groups to work on environmental projects and developed an Environmental theme for the winter Youth Club programme. CLD Employability also ran outdoor volunteering projects with Arcadia Park and Loch of Ayre Walk <https://www.orkney.gov.uk/Files/Community-Learning-and-Development/Community%20Learning%20Development%20and%20Employability%20Team%20Annual%20Report%202021-22.pdf>.

##### **Workforce skills and training**

- Two Development and Marine Planning staff attended Peatland Action training to gain a better understanding of the issues and practicalities of peatland restoration.
- Development and Marine Planning, burial grounds maintenance and roads staff joined an online webinar about managing amenity grasslands for biodiversity.

- Standard environmental planning conditions and pre-application advice was reviewed and revised, including discussion and correspondence with Development Management colleagues to ensure the revised advice and conditions were understood.
- Review of 2017 LDP environmental policies against NPF4 policies, to compare and identify areas of difference, to inform discussion of the implications with relevant colleagues.
- There were no opportunities available to Council staff to take part in practical actions, unless otherwise already included in their role.

### **Section 6: Research and monitoring**

The Council has carried out the following research activities to help develop understanding and awareness of biodiversity:

- The Harbour Authority's Ballast Water Management Policy for Scapa Flow includes a monitoring and recording programme for non-native species and a ballast water monitoring programme. During the reporting period annual monitoring surveys for non-native species were conducted and ballast water samples were collected and tested from all vessels wishing to discharge ballast water in Scapa Flow. Both programmes aim for early identification of the presence of marine non-native species so that appropriate action can be taken.
- The long-term monitoring of sandy shores was continued during the reporting period. Soft sediment benthic macroinvertebrate and particle size samples were collected annually from selected sites to enable the detection of changes in the benthic communities.
- In 2021, 11 rocky shore sites were visited, and samples of periwinkles and kelp were collected for radiological particle monitoring. This monitoring is part of long-term monitoring of radioactive particles in Orkney.
- Weekly seawater samples were collected from Scapa Pier and sent to Marine Scotland (Science) laboratory in Aberdeen. The programme was set up to assist in the understanding of toxic phytoplankton distribution and bloom occurrence and to provide samples for nutrient analysis as part of Marine Scotland (Science) Phytoplankton Long Term Monitoring Programme in Scotland.

The Council has carried out the following follow-up actions or monitoring to assess the impacts of the actions the Council has taken. A new SEA baseline dataset has been created that will be updated annually. The updating of data should help identify emerging trends.

- The LBAP partnership provides a forum for members to discuss emerging issues in their sector. The review of LBAP actions also aids the identification of emerging trends and issues.

### **Does the monitoring show any significant trends or highlight any areas of concern?**

- None that are new/are capable of addressing at a local scale. For example greylag geese numbers continue to increase, stoats are still present, avian flu continues to adversely affect some wild bird species and ash die back arrived in Orkney as expected.

### **Has any data collected to the National Biodiversity Network or your Local Records Centre?**

- There has been a pause during the reporting period due to the member of Council staff who previously ran the records centre retiring, and also the Covid pandemic effects on resources. No budget is available within the Council to run or host the records centre. However the Council is supportive of the emerging volunteer Orkney Wildlife Recording Group who intend to take this forward independent of the Council.

## **Section 7: Biodiversity highlights and challenges**

Below are two examples that highlight the Council's achievements for biodiversity over the reporting period and what the Council is most proud of:

The significant amount of detailed work that has gone into the preparation of the draft Regional Marine Plan, including extensive partnership and public engagement work, as well as analysis of environmental data and information to inform policies to safeguard biodiversity. The draft Regional Marine Plan is currently with Scottish Government for their consideration.

- Rapid production of Orkney specific guidance to support the requirements of NPF4 policy 3.c, biodiversity for local scale developments, including delivery of six workshops to help agents/consultants/developers better understand the policy requirements and how to incorporate biodiversity into their developments in a way that is suited to the Orkney environment and weather. The workshops and guidance were well received by users, with their feedback being used to refine the guidance and make it even more user friendly.

Looking ahead, we see the following as main challenges over the next three years:

- With the recruitment of a Climate Change Strategy Officer and an Environmental Planner to fill vacant posts, a review has been started to identify opportunities to tackle the effects of climate change and incorporate nature based solutions. However budget and resource constraints will put additional pressure on staff and partners, potentially affecting the ability to deliver on this and other biodiversity related actions.
- The amount of work involved in pulling together additional or new information for the next LDP in line with NPF4 requirements of relevance to biodiversity and climate change is a significant resource and time challenge. There is also a need to ensure that there is sufficient resource and understanding to implement the LDP policies, both within the Council and externally by those involved in development proposals.
- The lack of national guidance on NPF4 policy 3 in relation to major, national and EIA development making it hard to advise applicants for several significant developments that have been submitted in 2023 or are expected to be submitted as planning applications later in 2023 and early 2024.



## Orkney Islands Council – Public Bodies Climate Change Duties Report – 2022-23

The following pages set out the draft submission for OIC, for 2022-2023. Reports for earlier years are published on the Sustainable Scotland Network (SSN) website <https://sustainablesotlandnetwork.org/reports>. The sections are as follows (for full descriptions and notes see link provided).

- Part 1 – Profile of the reporting body.
- Part 2 – Governance Management and Strategy.
- Part 3 – Emissions.
- Part 4 – Adaptation.
- Part 5 – Procurement.
- Part 6 – Validation.
- Part 7 – Recommended Reporting – Reporting on wider influence.

**Public Sector Report on Compliance with Climate Change Duties 2023 Template**

**PART 1 Profile of Reporting Body**

**1a Name of reporting body**  
Provide the name of the listed body (the "body") which prepared this report.

**1b Type of body**  
Select from the options below

**1c Highest number of full-time equivalent staff in the body during the report year**

**THIS MUST BE COMPLETED**

**1d Metrics used by the body**

Specify the metrics that the body uses to assess its performance in relation to climate change and sustainability.

Metric	Units	Value	Comments
Please select from drop down box			
Please select from drop down box			
Please select from drop down box			
Please select from drop down box			
Please select from drop down box			
Please select from drop down box			
Please select from drop down box			
Please select from drop down box			
Other (please specify in comments)	Total Emissions		TCO2e as per Carbon management Programme baseline
Other (please specify in comments)			
Other (please specify in comments)			
Other (please specify in comments)			
Other (please specify in comments)			
Other (please specify in comments)			
Other (please specify in comments)			

**1e Overall budget of the body**

Specify approximate £/annum for the report year.

Budget	Budget Comments
£100,777,600	General Fund Services

**1f Report type**

Specify the report year type

Report type	Report year comments
Financial	<b>THIS MUST BE COMPLETED</b>

**1g Context**

Provide a summary of the body's nature and functions that are relevant to climate change reporting.

Orkney Islands Council provides the public with a range of services that are statutorily required of Scotland's local authorities. Additionally, the Council provides a range of inter-island ferries and air flights to link the North and South Islands of Orkney with the Orkney Mainland. Municipal waste is either recycled or shipped to Shetland for incineration which powers a district heating scheme in the main town of Lerwick. The authority provides pilotage and towage services for oil and gas at Flotta oil terminal and provides a base within Scapa Flow for ship to ship transfers of oil. It also provides a berth for visiting cruise liners (2020 = 0, 2021 = 25, 2022 = 154). The Council operates the Orkney Wildlife Information and Records Centre and supports the development of a number of renewable energy projects including, on and offshore wind, solar, heat, green hydrogen and tidal innovations locally. The Council is engaged and supporting developing initiatives for net zero transition, such as the Islands Centre for Net Zero ( a significant and emergent collaboration) and other Islands Deal initiatives.

## PART 2 Governance, Management and Strategy

### Governance and management

#### 2a How is climate change governed in the body?

Climate Change objectives are established at the Council's Policy and Resources Committee and agreed at full Council. A new Orkney Islands Council Plan 2023-28 was agreed by the Committee on 21 February 2023 along with a delivery plan, including the following reference on Climate Change and the Climate Emergency;

"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 new Orkney Community Plan (LOIP) 2023-30 was agreed at the Orkney Partnership Board meeting of 14 March 2023. The planning horizon includes a commitment to net zero and there is more detail as to how we plan to achieve it under the section on Sustainable Development. The Orkney Partnership working groups and governance can be seen on these pages - <https://www.orkneycommunities.co.uk/communityplanning/index.asp>

#### 2b How is climate change action managed and embedded in the body?

Action on Climate change has been managed through the carbon management programme and the strategic environmental impact assessment (SEA) process. Other policies and projects have been developed and delivered on an ad hoc basis per policy or project. There are a number of member/officer working groups that liaise around climate change projects, plans and strategies. The Council is also a facilitating member of the Orkney Community Planning Partnership which establishes and maintains Orkney's Community Plan.

The Council Plan sets out the key priorities for the Council over the next five years. Priorities were developed following feedback from the public, as well as reflecting national priorities set by both the Scottish and UK Governments, the core services which the Council provides day to day and new duties arising from recent legislation. <https://www.orkney.gov.uk/Service-Directory/Performance/council-plan.htm>

Climate change strategy within Orkney Islands Council is led by its Development and Marine Planning team which, in turn, forms part of the Neighbourhood Services and Infrastructure Directorate.

Both the Council's Corporate Asset Management Plan 2019-2023 and its Fleet and Plant Asset Management Plan 2013-2018 highlight energy performance as one of the key drivers which, when correctly interpreted, offer the 'building blocks' for sound decision making. The Corporate Asset Management Plan establishes an asset management framework to drive the development of service plans and promotes the principles of corporate reporting and investment prioritisation.

A Capital Planning and Asset Management Strategy Group provides co-ordination, direction and operational asset management planning; and the Corporate Leadership Team, acting as an Officers' Capital Working Group, provides an oversight of the management of corporate assets within the Council, as well as a decision-making gateway to ensure that management decisions are undertaken in a corporate manner. Significant work is already underway in several of ten sectoral asset categories, where implementation of the energy database system monitoring and recording energy and water usage as part of the carbon emissions reduction programme are included under the Property category.

The Fleet and Plant Asset Management Plan reports on asset management performance, providing energy performance and environmental impact data for the Council's fleet vehicles and plant equipment.

The Council's Economic Development Section promotes innovation in renewable energy generation and usage to support climate change mitigation throughout Orkney. It also, on behalf of the wider Orkney Community, facilitated the consultation and drafting of the Orkney Sustainable Energy Strategy which was launched in September 2017, and which aspires to lead a transition to a low carbon economy.

The Council's Sustainable Procurement Strategy is separately updated in section 5.

## Strategy

### 2c Does the body have specific climate change mitigation and adaptation objectives in its corporate plan or similar document?

Provide a brief summary of objectives if they exist.

Wording of objective	Name of document	Document Link
We will work towards becoming net zero	The Council Plan 2023-2028	<a href="https://www.orkney.gov.uk/Service-Directory/Performance/council-plan.htm">https://www.orkney.gov.uk/Service-Directory/Performance/council-plan.htm</a>
Orkney is on track to become net zero by 2030	The Council Plan 2023-2028	<a href="https://www.orkney.gov.uk/Service-Directory/Performance/council-plan.htm">https://www.orkney.gov.uk/Service-Directory/Performance/council-plan.htm</a>
We have reduced the carbon used during the course of our direct and indirect activities	The Council Plan 2023-2028	<a href="https://www.orkney.gov.uk/Service-Directory/Performance/council-plan.htm">https://www.orkney.gov.uk/Service-Directory/Performance/council-plan.htm</a>
We have grown our green and blue economies	The Council Plan 2023-2028	<a href="https://www.orkney.gov.uk/Service-Directory/Performance/council-plan.htm">https://www.orkney.gov.uk/Service-Directory/Performance/council-plan.htm</a>
Everyone in Orkney has reduced their carbon footprint (the greenhouse gases generated by their actions)	The Council Plan 2023-2028	<a href="https://www.orkney.gov.uk/Service-Directory/Performance/council-plan.htm">https://www.orkney.gov.uk/Service-Directory/Performance/council-plan.htm</a>

### 2d Does the body have a climate change plan or strategy?

If yes, provide the name of any such document and details of where a copy of the document may be obtained or accessed.

The Council will be developing a Climate Change Strategy and Action Plan as stated in the Council Delivery Plan adopted in February 2023

### 2e Does the body have any plans or strategies covering the following areas that include climate change?

Provide the name of any such document and the timeframe covered.

Topic area	Name of document	Link	Time period covered	Comments
Adaptation	N/A			
Business travel	Carbon Management Programme	<a href="https://www.orkney.gov.uk/Council/C/Carbon-Management-Programme.htm">https://www.orkney.gov.uk/Council/C/Carbon-Management-Programme.htm</a>	2016-2026	
Staff Travel	Carbon Management Programme	<a href="https://www.orkney.gov.uk/Council/C/Carbon-Management-Programme.htm">https://www.orkney.gov.uk/Council/C/Carbon-Management-Programme.htm</a>	2016-2026	
Energy efficiency	Carbon Management Programme	<a href="https://www.orkney.gov.uk/Council/C/Carbon-Management-Programme.htm">https://www.orkney.gov.uk/Council/C/Carbon-Management-Programme.htm</a>	2016-2026	
Fleet transport	Carbon Management Programme	<a href="https://www.orkney.gov.uk/Council/C/Carbon-Management-Programme.htm">https://www.orkney.gov.uk/Council/C/Carbon-Management-Programme.htm</a>	2016-2026	
ICT	N/A			
Renewable energy	Carbon Management Programme	<a href="https://www.orkney.gov.uk/Council/C/Carbon-Management-Programme.htm">https://www.orkney.gov.uk/Council/C/Carbon-Management-Programme.htm</a>		
Sustainable/renewable heat	Carbon Management Programme	<a href="https://www.orkney.gov.uk/Council/C/Carbon-Management-Programme.htm">https://www.orkney.gov.uk/Council/C/Carbon-Management-Programme.htm</a>		
Waste management	Orkney and Shetland Waste Plan	<a href="https://www.orkney.gov.uk/Service-Directory/R/policies-and-plans-waste-and-recycling.htm">https://www.orkney.gov.uk/Service-Directory/R/policies-and-plans-waste-and-recycling.htm</a>		
Water and sewerage	Kirkwall Surface Water Management Plan	<a href="https://www2.sepa.org.uk/frmstrategies/pdf/pva/PVA_03_05_Full.pdf">https://www2.sepa.org.uk/frmstrategies/pdf/pva/PVA_03_05_Full.pdf</a>		
Land Use	N/A			
Other (please specify in comments)	Carbon Management Programme	<a href="https://www.orkney.gov.uk/Council/C/Carbon-Management-Programme.htm">https://www.orkney.gov.uk/Council/C/Carbon-Management-Programme.htm</a>		Efficient street lighting and emissions reduction
Other (please specify in comments)	The Council Plan	<a href="https://www.orkney.gov.uk/Files/Council/Council-Plans/Council_Plan.pdf">https://www.orkney.gov.uk/Files/Council/Council-Plans/Council_Plan.pdf</a>		Strategic Plan for the Council
Please select from drop down box	The Council Delivery Plan	<a href="https://www.orkney.gov.uk/Files/Council/Council-Plans/Council_Plan_Delivery_Plan.pdf">https://www.orkney.gov.uk/Files/Council/Council-Plans/Council_Plan_Delivery_Plan.pdf</a>		Complements the Council Plan and includes delivery milestones for Climate Change and other strategic aims
Other (please specify in comments)	Draft Procurement Strategy	<a href="https://www.orkney.gov.uk/Files/Business-and-Trade/Procurement/Updated%20Procurement%20Strategy%202023-2028%20-%20Draft.pdf">https://www.orkney.gov.uk/Files/Business-and-Trade/Procurement/Updated%20Procurement%20Strategy%202023-2028%20-%20Draft.pdf</a>		See also section 5 of this submission
Please select from drop down box	Orkney Flood Risk Management Plan	<a href="https://www.orkney.gov.uk/Files/Planning/Flooding/Orkney%20Local%20Flood%20Risk%20Management%20Plan%202022-2028.pdf">https://www.orkney.gov.uk/Files/Planning/Flooding/Orkney%20Local%20Flood%20Risk%20Management%20Plan%202022-2028.pdf</a>		
Please select from drop down box	Orkney Harbours Master Plan	<a href="https://www.orkneyharbours.com/masterplan">https://www.orkneyharbours.com/masterplan</a>		Ambitious blueprint that provides a framework for the long-term future of the islands, in particular looking at facilities that ensure the decarbonisation of the industry.
Please select from drop down box	Verge Maintenance Plan	<a href="https://www.orkney.gov.uk/Council/P/verge-maintenance.htm">https://www.orkney.gov.uk/Council/P/verge-maintenance.htm</a>		Inhibit the growth of dangerous weeds (weeds Act 1959), to manage the roadside verges in a manner that promotes biodiversity by conserving, wherever possible, special wildlife habitats and wild flowers.
Please select from drop down box				
Please select from drop down box				

**2f What are the body's top 5 priorities for climate change governance, management and strategy for the year ahead?**

1) Commence development of the Council's Climate Change Strategy and Action Plan and establish internal officer group 2) Commence the review of scope and evaluation of baseline data relating to Council carbon emissions 3) Commence work on the Coastal Change Adaptation Plan 4) Continue to support the County's energy transition, for example by the development of community wind projects 5) Support the growth of Climate Change and Net Zero elements of the Islands Growth Deal.

**2g Has the body used the Climate Change Assessment Tool (a) or equivalent tool to self-assess its capability / performance?**

If yes, please provide details of the key findings and resultant action taken.

(a) This refers to the tool developed by Resource Efficient Scotland for self-assessing an organisation's capability / performance in relation to climate change.

N/A

**Further information**

**2h Supporting information and best practice**

Provide any other relevant supporting information and any examples of best practice by the body in relation to governance, management and strategy.

Governance and Strategy developments of particular note in the year, are the adoption of the Council Plan 2023-2028 and the associated delivery plan. These include strategic aims, milestones and indicators relevant to Climate Change management

**PART 3 Corporate Emissions, Targets and Project Data**

**Emissions**

**3a Emissions from the start of the year which the body uses as a baseline (for its carbon footprint) to the end of the report year**

Reference year	Year	Year type	Scope 1	Scope 2	Scope 3	Total	Units	Comments
Baseline Year	2006/07	Financial	16,202	5,773	549	22,524	tCO <sub>2</sub> e	
Year 1 carbon footprint	2007/08	Financial	15,695	5,992	563	22,250	tCO <sub>2</sub> e	
Year 2 carbon footprint	2008/09	Financial	15,617	5,606	495	21,717	tCO <sub>2</sub> e	
Year 3 carbon footprint	2009/10	Financial	16,251	5,955	550	22,757	tCO <sub>2</sub> e	
Year 4 carbon footprint	2010/11	Financial	15,997	5,443	550	21,991	tCO <sub>2</sub> e	
Year 5 carbon footprint	2011/12	Financial	15,033	5,507	470	21,011	tCO <sub>2</sub> e	
Year 6 carbon footprint	2012/13	Financial	15,853	5,780	428	22,062	tCO <sub>2</sub> e	
Year 7 carbon footprint	2013/14	Financial	14,674	6,543	457	21,675	tCO <sub>2</sub> e	
Year 8 carbon footprint	2014/15	Financial	16,531	7,030	649	24,210	tCO <sub>2</sub> e	
Year 9 carbon footprint	2015/16	Financial	16,293	6,998	692	23,983	tCO <sub>2</sub> e	
Year 10 carbon footprint	2016/17	Financial	16,278	5,320	1,049	22,647	tCO <sub>2</sub> e	
Year 11 carbon footprint	2017/18	Financial	16,370	4,535	1,128	22,033	tCO <sub>2</sub> e	
Year 12 carbon footprint	2018/19	Financial	16,345	3,381	1,023	20,748	tCO <sub>2</sub> e	
Year 13 carbon footprint	2019/20	Financial	16,059	2,869	978	19,906	tCO <sub>2</sub> e	
Year 14 carbon footprint	2020/21	Financial	14,287	2,743	646	17,676	tCO <sub>2</sub> e	
Year 15 carbon footprint	2021/22	Financial	16,267	2,744	723	19,734	tCO <sub>2</sub> e	From this year, additional estimate added for home working
Year 16 carbon footprint	2022/23	Financial	15,417.93	2,584.37	1,192.17	19,194.47	tCO <sub>2</sub> e	Waste and T+D emissions now counted as scope 3

**18**

1132

3b

## Breakdown of emissions sources

Emission Type	Emission source	Scope	Consumption data	Units	Emission factor	Units	Emissions (tCO <sub>2</sub> e)	Comments
Electricity	Electricity: UK	Scope 2	13364210	kWh	0.19338	kg CO <sub>2</sub> e/kWh	2584.37093	Electricity - Metered
All	Transmission and distribution - Electricity: UK	Scope 3	13,364,210	kWh	0.01769	kg CO <sub>2</sub> e/kWh	236.41287	In previous years this was reported in scope 2
Fuels	Gas oil	Scope 1	898,088	litres	2.75857	kg CO <sub>2</sub> e/litres	2477.43861	
Fuels	LPG	Scope 1	152,157	litres	1.55709	kg CO <sub>2</sub> e/litres	236.92214	
Transport - car	Average car - Unknown	Scope 3	1,185,103	km	0.17067	kg CO <sub>2</sub> e/km	202.26153	
Transport - public	Flights - Domestic, to/from UK - Average passenger	Scope 3	945,750	passenger.km	0.24587	kg CO <sub>2</sub> e/passenger.km	232.53155	
Transport - public	Flights - Long-haul, to/from UK - Average passenger	Scope 3	159,562	passenger.km	0.19309	kg CO <sub>2</sub> e/passenger.km	30.80983	
Transport - public	Ferry - Average (all passenger)	Scope 3	22,385	passenger.km	0.11286	kg CO <sub>2</sub> e/passenger.km	2.52642	
Fuels	Marine gas oil	Scope 1	2,963,059	litres	2.77539	kg CO <sub>2</sub> e/litres	8223.64432	Ferry Fleet
Fuels	Marine gas oil	Scope 1	701,114	litres	2.77539	kg CO <sub>2</sub> e/litres	1945.86478	Tugs
Fuels	Marine gas oil	Scope 1	192,047	litres	2.77539	kg CO <sub>2</sub> e/litres	533.00532	Harbour Craft
Fuels	Aviation spirit	Scope 1	140,000	litres	2.33048	kg CO <sub>2</sub> e/litres	326.26720	
Fuels	Diesel (average biofuel blend)	Scope 1	120,000	litres	2.55784	kg CO <sub>2</sub> e/litres	306.94080	
Fuels	Diesel (average biofuel blend)	Scope 1	534,768	litres	2.55784	kg CO <sub>2</sub> e/litres	1367.85098	
Waste	Household/Municipal/Domestic waste - Landfill	Scope 3	498	tonnes	446.20411	kg CO <sub>2</sub> e/tonnes	221.98654	
Waste	Paper and board: board - Recycled	Scope 3	449	tonnes	21.28019	kg CO <sub>2</sub> e/tonnes	9.55481	using paper and card recycled - as proxy for mixed recycle
Waste	Household/Municipal/Domestic waste - Combustion	Scope 3	1,143	tonnes	21.28019	kg CO <sub>2</sub> e/tonnes	24.32326	
Homeworking	Homeworking (office equipment + heating)	Scope 3	573,408	FTE Working Hr	0.34075	kg CO <sub>2</sub> e/FTE Working Hr	195.39068	Following SSN guidance (page 12) to calculate and using proxy estimate. Post the pandemic, the percentage estimate working at home has changed and is in 2022/23 estimated as 15%.
Other	Other (please specify in comments)	Scope 3	36,370		1.0000000		36.370	Additional sum to incorporate in scope 3 for transport of waste (by sea) from Orkney to Shetland. This reads as considerably lower than shipping emissions last year which used older emission factors and also will have double counted some road haulage emissions (which are factored in latest emission factors)

1133

3c

**Generation, consumption and export of renewable energy**

Provide a summary of the body's annual renewable generation (if any), and whether it is used or exported by the body.

Technology	Renewable Electricity		Renewable Heat		Comments
	Total consumed by the body (kWh)	Total exported (kWh)	Total consumed by the body (kWh)	Total exported (kWh)	
Ground Source Heat Pump			2,496,800	0	from 8 x GSHP and 1 x Sea SHP
Wind	113,210				
Solar PV	149,105				

**Targets**

3d

**Organisational targets**

Name of target	Type of target	Target	Units	Boundary/scope of target	Year used as baseline	Baseline figure	Units of baseline	Target completion year	Progress against target	Comments
Carbon Management Programme	Percentage	42	annual % reduction	Other (please specify in	2005/06	26,136	tonnes	2025/26	2.7% this year	The progress is reported as annual reduction (over last 12 Months). Following adoption this year of the Council Plan with net zero objectives and targets, a new baseline will be
OIC Council Plan Net Zero	Other (please spec	On Course for Net Zero by 2030	Other (please specify	Other (please specify in	Please select from drop down box		Please select from	2030/31		The newly adopted 5 year plan has set a target to be on course for net zero by 2030 - this will require new baseline.
Percentage of Council dwellings that are energy efficient	Percentage	90% by 2027/2028	Other (please specify	Energy use in buildings	2020/21		Please select from	2027/28		Newly adopted 5 year plan has set a target to improve energy efficiency from 88% to 90% in Council dwellings over the period.
CO2 emissions area wide per capita	Other (please spec	9 tonnes	Other (please specify	All emissions	2020/21	11	tonnes	2027/28		New 5 year plan has set this target based on per capita area wide emissions
CO2 emissions area wide emissions within scope of Local Authority per capita (in tonnes)	Please select from	5 tonnes	Please select from dr	Please select from dro	2020/21	4	tonnes	2027/28		New 5 year plan sets this target - CO2 area wide emissions within scope of Local Authority per capita (in tonnes)
Percentage of dwellings in Orkney in fuel poverty	Percentage	19	total % reduction	Other (please specify in	2020/21	31	Other (please spec	2027/28		New 5 year plan sets this fuel poverty target

1134



**3da How will the body align its spending plans and use of resources to contribute to reducing emissions and delivering its emission reduction targets?**

Spending on climate related projects is undertaken by service areas within the local authority. Significant spend on climate related projects relates to the Local Authority's development of the 'strategic projects' – onshore wind projects at Hoy, Quanterness and Faray. In addition a further spend relates to a replacement energy efficient 40 bed Care home and a new nursery building.

Otherwise, the budgets are set and each service has discretion on how they spend their budgets and achieve reductions in emissions. This can be seen, for example, through the purchase of electric vehicles, or the installation of insulation and photovoltaic panels at Council houses.

The Repairs and Maintenance outturn budget monitoring reports will give evidence of repairs and remedial works undertaken. The Capital Expenditure outturn details the Council's capital projects and progress. Progress and spending in relation to Energy Efficiency Standards for Social Housing is reported via the Council chamber on an annual basis

**3db How will the body publish, or otherwise make available, it's progress towards achieving its emissions reduction targets?**

Publication of annual carbon emissions through Scottish Government reporting and also report to elected representatives Policy and Resources Committee (currently every November) - <https://www.orkney.gov.uk/Council/C/policy-and-resources.htm> -- Also, use of branding and Council webspace to communicate Climate Change

**Projects and changes**

**3e Estimated total annual carbon savings from all projects implemented by the body in the report year**

Emissions source	Total estimated annual carbon savings (tCO <sub>2</sub> e)	Comments
Electricity		
Natural gas		
Other heating fuels		
Waste		
Water and sewerage		
Travel		
Fleet transport		Continue to expand electric vehicle fleet as part of vehicle replacement programme. 8 new council chargers at Hatston and these are now providing consumption data.
Other (please specify in comments)	620	As part of Low Carbon Transport and Travel funding- in Stromness plugging in the Hamnavoe Northlink Ferry to shore power overnight; estimated 600tonnes+ CO2 saving per year (although note that this emissions saving is not to OIC but to ferry operator).

3f Detail the top 10 carbon reduction projects to be carried out by the body in the report year

Project name	Funding source	First full year of CO <sub>2</sub> e savings	Are these savings figures estimated or actual?	Capital cost (£)	Operational cost (£/annum)	Project lifetime (years)	Primary fuel/emission source saved	Estimated carbon savings per year (tCO <sub>2</sub> e/annum)	Estimated costs savings (£/annum)	Comments
St Andrews School	Capital Projects	2023/24	Estimated	3,625,780			Please select from	10		St Andrews School increased floor area 50% replaced oil heat with GSHP
MV Hamnavoe Shore Power and related work	Scottish Government funding	2022/23	Estimated	913,270			Please select from	620		See answer in 3e above. As well as Coldironing, costs include related travel centre and bike sheltr hub

3g Estimated decrease or increase in the body's emissions attributed to factors (not reported elsewhere in this form) in the report year

Emissions source	Total estimated annual emissions (tCO <sub>2</sub> e)	Increase or decrease in emissions	Comments
Estate changes		Please select from drop down box	
Service provision		Please select from drop down box	
Staff numbers		Please select from drop down box	
Other (please specify in comments)	200	Please select from drop down box	increased electricity emissions for Hamnavoe project

3h Anticipated annual carbon savings from all projects implemented by the body in the year ahead

Emissions source	Total estimated annual carbon savings (tCO <sub>2</sub> e)	Comments
Electricity		
Natural gas		
Other heating fuels		Kirkwall Care Home GSHP and Kirkwall Nursery ASHPs - DATA NOT YET AVAILABLE

Further information

emissions associated with water are not included in baseline or in annual reports (in section 3a / 3b). This will be reviewed when OIC baseline emissions are reviewed - a new action commitment in the OIC Council Plan adopted in 2023.

**PART 4**

**Adaptation - please do not include information in this part on measures that solely reduce emissions with no implications for climate adaptation. These are climate mitigation measures which should be reported in the Emissions tab.**

**Assessing and managing risk**

**4a Has the body assessed current and future climate-related risks?**

Orkney Islands Marine Region: State of the Environment Assessment 2020 (<https://www.orkney.gov.uk/Service-Directory/Orkney-islands-marine-region-state-of-the-environment-assessment.htm>) provides a snap-shot of the physical, environmental, social and economic condition of the Orkney Islands marine region, including a summary of significant pressures and impacts from climate change.

The Council worked with SEPA and Scottish Water to develop flood risk management actions to be delivered in Orkney between 2022 and 2028. These were published by SEPA in the 2nd Cycle Flood Risk Management Plan for the Orkney Local Plan District in January 2022. The Orkney Local Flood Risk Management Plan <https://www.orkney.gov.uk/Files/Planning/Flooding/Orkney%20Local%20Flood%20Risk%20Management%20Plan%202022-2028.pdf>, published by Orkney Islands Council in December 2022, identifies what actions are to be undertaken locally and how they are to be funded.

In April 2022, Scottish Flood Forum (SFF) inspected and later provided Property Flood Reports for a number of houses on the Orkney mainland and linked isles. Following the April visit, the South Ronaldsay and Burray Flood Group (SRBFG) was initiated by this community, assisted by SFF. From the summer of 2022, the SRBFG has worked, with regular meetings, toward the development of a community flood plan.

The Council continues to work with SEPA and Scottish Water to gather data to ensure that the best information on climate and drainage is available as flood risk management actions are undertaken. The Council will continue to raise awareness of flood risk at every opportunity, including school visits and at public events in conjunction with partners such as SEPA, SFF and Sustrans. The Council will continue to raise awareness of flood risk at every opportunity, including school visits and at public events in conjunction with partners such as SEPA, SFF and Sustrans. The Council will continue to promote the SEPA Floodline in all flood related-press releases.

Marine Spatial Planning Addressing Climate Effects (MSPACE) is a UKRI funded project that aims to drive forward the capability of the four UK nations in designing and implementing economically viable and socially acceptable climate-smart marine spatial plans (MSP). The project is designed to support ambitions of government policy, the industrial sector, and communities to ensure sustainable management of marine resources and improve the marine environment for the next generation. The Orkney Islands Regional Marine Plan is a case study within the project. The MSPACE team is working with OIC to provide data and modelling to inform future marine policy and how economic sectors will need to adapt under future climate scenarios. OIC Marine Planning team has participated significantly in the development of the project outputs.

**4b What arrangements does the body have in place to manage climate-related risks?**

The Council has prepared the Orkney Islands Regional Marine Plan - Consultation Draft. The Plan has been prepared in accordance with the Delegation of Functions (Regional Marine Plan for the Scottish Marine Region for the Orkney Islands) Direction 2020. Regional marine plans have a statutory purpose to set economic, social and marine ecosystem objectives, and objectives relating to the mitigation of, and adaptation to, climate change. The Consultation Draft is due to be deposited for public consultation in Summer 2023, subject to approval by Scottish Ministers. The Orkney Islands Regional Marine Plan - Consultation Draft was endorsed by the Council in December 2022 and submitted to the Scottish Government for Ministerial approval for public consultation. The public consultation on the plan was scheduled to take place May to July 2023. At this time, September 2023, the Council are waiting for Scottish Minister to approve the plan. Public authorities are required to take any authorisation or enforcement decision in accordance with the appropriate regional marine plan, unless relevant considerations indicate otherwise. Public authorities are also required to have regard to the appropriate regional marine plan in making any decision which relates to the exercise by them of any function capable of affecting the Scottish marine area.

The Council worked with the Scottish Environment Protection Agency (SEPA) on the development of the revised coastal flood warning system for Orkney. This SEPA system has been live since September 2018. The coastal flood warning system drives public alerts and warnings and operational discussions between the Council and SEPA at times of heightened flood risk.

The Kirkwall Harbour Flood Protection Scheme and associated works were completed in 2018. Operation of the scheme is triggered when Kirkwall threshold values are reached in the SEPA coastal Flood Early Warning System. Forecasts of significant flooding can lead to OLECG, the Orkney Local Emergency Co-ordinating Group, being convened. If appropriate then a multi-agency response across multiple locations, using assets from HMCG, Scottish Fire and Rescue Service, Police Scotland and the Council can be initiated. Each event is reviewed with any lessons learnt incorporated in the respective plan.

The Kirkwall Flood Prevention Scheme is operational. These events resulted in the Orkney Local Emergency Co-ordinating Group activating a multi-agency response across multiple locations, using assets from HMCD, Scottish Fire and Rescue Service, Police Scotland and the Council. Each event was reviewed, and any lessons learnt incorporated in the respective plan.

The Council is to develop water and flooding guidance to developers in Orkney in order to ensure that flood risk management requirements are met, and make sure that opportunities for environmental enhancement, promotion of biodiversity and mitigation of the effects of future climate change are not missed.

1137

## Taking action

### 4c What action has the body taken to adapt to climate change?

Council officers have participated in a national steering group led by the Scottish Environment Protection Agency (SEPA) to prepare guidance for local authorities to prepare Coastal Change Adaptation Plans. This Coastal Change Adaptation Guidance was published in February 2023. OIC will be taking forward the preparation of a Coastal Change Adaptation Plan (CCAP) from Winter 2023-4 to Winter 2025-26. The implementation and monitoring of the plan will be an ongoing process. The CCAP will provide a strategic level assessment identifying coastal management policies for Orkney's coastal zone, taking account of natural processes and the risks to people, property, transport and service infrastructure and how these factors will change over time due to climate change. This will be taken forward in accordance with the new Scottish Coastal Change Adaptation Plan Guidance implementing a Dynamic Adaptive Pathways approach that is both flexible and responsive to changes on the ground. Taking forward a CCAP has been approved by Council as part of the agreed actions under the OLFRRMP (Flood Risk Management Plan). The Council has received funding support from the Scottish Government Coastal Change Adaptation component of the General Capital Grant; in Year 1 (2022-23) the Council allocated £160k of this funding towards a coastal LiDAR survey to inform coastal adaptation planning in Orkney. In 2023, £66k was secured to deliver a Communications and Engagement Plan and activities case study as part of the coastal change adaptation planning process and in 2023-24 a further £111k was allocated to prepare the Orkney Coastal Change Adaptation Plan. A Communications and Engagement Plan is required to enable public agencies, communities, businesses, landowners and wider stakeholder to effectively communicate and collaborate to address the impacts of sea level rise driven erosion and flooding in Orkney's coastal areas. Clear communication on how sea level rise is anticipated to impact on coastal property, infrastructure, land and habitats is required, as is communicating the uncertainty in the timescale of change. The Plan will help to build understanding and sustain collaborative relationships between the key stakeholders. Further to this, communities and other stakeholders have valuable information to contribute on how the coast behaves, how assets will be affected and how the coast can be adapted to accommodate change.

A major action from the 2nd cycle OIC Local Flood Risk Management Plan, published in December 2022, for the Orkney Local Plan District is a Coastal Change Adaptive Plan (CCAP) for Orkney. The CCAP is to be developed from Autumn 2023, using the CCAP interim guidance published in Feb 2023, and will help improve our understanding of the risks associated with coastal erosion and flooding in Orkney, both today and into the future. Decisions on future development and land use in coastal areas will be informed by the CCAP.

The Kirkwall Surface Water Management Plan is to be updated and developed by the Council in consultation with flood risk partners. Further to the completion of the Kirkwall Surface Water Management Plan, detailed studies of key individual sub-catchments within Kirkwall are to be taken forward to inform land use planning.

### 4d Where applicable, what contribution has the body made to helping deliver the Programme?

See entries in 4C

## Review, monitoring and evaluation

### 4e What arrangements does the body have in place to review current and future climate risks?

Flood risk management actions take place on a 6 year repeating cycle as required by the 2009 Flood Risk Management (Scotland) Act. The national-level Flood Risk Management Plan for the Orkney Local Plan District, produced by the Scottish Environment Protection Agency, is followed within 12 months by the Orkney Local Flood Risk Management Plan, produced by Orkney Islands Council.

A Local Flood Risk Management Plan Interim Report is to be published by the Council 3 years into each Local Flood Risk Management Plan 6 year cycle and at the end of each cycle, a Local Flood Risk Management Plan Final Report is to be published.

Planning and preparatory work for the next Flood Risk Management cycle, informed by new data and outputs from earlier and current cycles, takes place concurrent with the current cycle.

### 4f What arrangements does the body have in place to monitor and evaluate the impact of the adaptation actions?

In addition to the 6 year do/review cycle under the Flood Risk Management (Scotland) Act, adaptive actions to come from the Orkney Coastal Change Adaptation Adaptive Plan will be based on adaptive pathways and have identified trigger points for following actions. As such, monitoring and review will be central to these adaptive actions.

## Future priorities for adaptation

### 4g What are the body's top 5 climate change adaptation priorities for the year ahead?

- 1) Publish the Orkney Islands Regional Marine Plan - Consultation Draft for formal public consultation and progress a monitoring and evaluation framework to keep the plan under review
- 2) Commence Coastal Change Adaptation Plan for all of Orkney, including engagement programme - Make appointments and commence work
- 3) Complete Kirkwall Surface Water Management Plan
- 4) Develop appropriate flood risk guidance for developers.
- 5) Continue to engage with key organisations that could support the development of climate change adaptation for the Orkney Islands, supporting the ambition for adaptation established in the Orkney Partnership

## Further information

### 4h Supporting information and best practice

Provide any other relevant supporting information and any examples of best practice by the body in relation to adaptation.

The Communications and Engagement Plan and associated activities will pilot a best practice approach to communication and engagement in the preparation of a Coastal Change Adaptation Plan. This will provide valuable lessons for other coastal local authorities to take forward CCAPs in accordance with the new Scottish CCAP guidance. The lessons learned will be of value for any future update to the CCAP guidance to enable the delivery of best practice.

## PART 5 Procurement

### 5a How have procurement policies contributed to compliance with climate change duties?

The Sustainable Procurement Strategy (February) 2022 is now in place following a period of public consultation incorporating updates to climate change and sustainability legislative changes. These included: The Equality Act 2010, the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, The Fairer Scotland Duty, Equality Act (Part 1 of the Equality Act 2010) – commenced 2018, The Climate Change (Emissions Reduction Targets) (Scotland) Order 2015, Climate Change (Emissions Reduction Targets) (Scotland) Act 2019, Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Amendment Order 2020. The updated Sustainable Procurement Policy has incorporated the Scottish Procurement Policy Note issued by the Scottish Government, taking account of Climate and Circular Economy Considerations (SPPN) 01/2021 and the Implementation of Fair Work First in Scottish Procurement (SPPN) 03/2021.

The Sustainable Procurement Strategy 2022 includes the introduction of the Orkney Islands Council Sustainable Procurement Impact Assessment (SPIA) screens climate related action in section 2, as follows:

**2.Climate Change: Will the procurement minimise contribution to climate change and support goods, services and works that are well-adapted to the consequences of a changing climate. YES/NO.**

A public consultation has now taken place for the Procurement Strategy 2023 -2028 and is being prepared for consideration by the Policy and Resources Committee in November 2023 and then the General Council in December 2023. The new Procurement Strategy 2023 – 2028 is aligned with the new Council Plan 2023-2028 and makes reference to the Council’s Commitment to Net Zero and also the inclusion of the latest SPPN Public Procurement – taking account of climate and circular economy considerations: SPPN 3/2022 and also referring for the new requirement for bidders to provide details of their climate change action plan in accordance with the new guidance on “relevant” and “priority” contract assessment to consider scope 1, 2 and 3 emissions,

It is anticipated that a further review of the Council’s Sustainable Procurement Strategy will take place in 2024 to align with the more recent work of the Council’s Climate Change Team and the cross Council Climate Change Working Group action plan and the new SG guidance as referred to in the para above.

21.1. Sustainability, Climate Change and Net Zero Targets.

The Council is conscious that its procurement decisions must take account of the social, economic and environmental impact it has on the people and communities of Orkney and elsewhere.

Within the latest Council 5-year plan, net zero objectives have been added along with the following aspirational statements -

-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).

Council commitment:

·To embed sustainability into the procurement process where it is relevant to the subject matter of the contract and to comply with the Council’s Sustainability Duty where this is appropriate.

·Implementation of the Scottish Government 10 steps to Sustainable Procurement to assist sustainability and other responsible procurement themes using the Scottish Government Toolkit at Sustainable Procurement ([sustainableprocurementtools.scot](https://sustainableprocurementtools.scot))

·To engage with the local supplier base to develop Community Benefit Clauses to maximise the potential of the local economy to compete for Council business for the economic benefit and sustainability of Orkney.

·To implement the use of Community Benefit / Sustainable Procurement Award Criteria in contracts as appropriate.

·Draw on best sustainable procurement practice in Scotland and engage with suppliers to develop and implement carbon management criteria in support of the reduction of direct and indirect emissions (integrating alongside the Council’s developing Climate Change strategy).

·To implement any recommendation relevant to procurement from the Council’s Climate Change Action Plan when this is developed accompanied by relevant commitments and targets.

·To improve streamlining of reporting by cross referencing the Procurement Annual Report with the Climate Change Duties Report in greater detail.

**5b How has procurement activity contributed to compliance with climate change duties?**

Procurement activity has contributed to compliance with climate change duties by the implementation of the Sustainable Procurement Policy and the Sustainable Procurement Impact Assessment (SPiA) and the introduction of the sustainable procurement award criteria into relevant contracts. Engagement with service areas at the SPiA stage at the procurement/commodity strategy stage early on in the procurement process and at the development of the specification stage of the procurement process are now providing opportunities to address climate change impact in order to develop suitable award criteria dependent of the subject matter of the contract. The SG guidance re requirement to include expanded 5c Environment question in the SPD has been introduced, to include climate change plans including Scope 1, 2 and 3 emissions as appropriate where a contract has been identified as either “relevant” or a “priority” contract.

Delivery of the commitments made in this policy will be supported through the implementation of the Council’s Procurement Strategy 2021 to 2023 and the Council’s Procurement Annual Report. Progress against the stated objectives is monitored and reported on an annual basis as part of the Procurement Service Improvement Action Plan 2021 to 2023 via the Council’s Performance Management System.

**Further information**

**5c Supporting information and best practice**

The current Sustainable Procurement Policy outlines how the Council takes a responsible and sustainable approach to procurement, it is anticipated that this will be reviewed in 2024 to ensure it is supporting continually developing Council approaches on Climate Change and remains in accord with emerging Scottish Government Policy, reflected in the Paris Agreement on Climate Change, COP 26 and beyond, as appropriate.

Examples of good practice in procurement, exist within building refurbishment and also in supply side emission calculations associated with transport and procurement of stone.

The detailed risks and opportunities in the sustainable procurement tools align with Scotland’s National Performance Framework (NPF) and Scotland’s National Outcomes and Indicators, achieving a line of sight between procurement activity and local and national strategic priorities:

- Climate Change.
- Materials.
- Waste.
- Hazardous Materials.
- Biosecurity.
- Biodiversity.
- Heritage.
- Water.
- Employment, Skills and Training.
- Communities.
- Equality.
- Fair Work.
- Fairly and Ethically Traded.
- Health and Wellbeing.
- Security and Crime



**PART 6 Validation and Declaration**

**6a Internal validation process**

Briefly describe the body's internal validation process, if any, of the data or information contained within this report.

The Internal Audit Team of the Council has carried out a review of the systems and processes from which information is produced for the Climate Change Duties Report. The objective was to assess the reliability and accuracy of the information contained within the report. Audit work included identifying the sources of information contained in the report, reviewing that the information submitted is in accordance with the underlying evidence held on source systems, and checking that the report was completed in accordance with the relevant guidance. Audit testing has confirmed that there are robust systems in place to produce the report and that there is evidence for the calculation of the emissions in the report to be considered accurate.

**6b Peer validation process**

N/A see 6A

**6c External validation process**

N/A See 6A

**6d No Validation Process**

N/A See 6A

**6e Declaration**

I confirm that the information in this report is accurate and provides a fair representation of the body's performance in relation to climate change.

Name:	Hayley Green
Role in the body:	Corporate Director Neighbourhood Services and Infrastructure
Date:	

## Section 7 Wider Influence

### Wider Impact and Influence on GHG Emissions

#### Q1) Historic Emissions (Local Authorities Only)

Please indicate emission amounts and unit of measurement (e.g. tCO<sub>2</sub>e) and years. Please provide information on the following components using data from the links provided below. Please use (1) as the default unless targets and actions relate to (2). **Please note: territorial emissions of carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>) and nitrous oxide (N<sub>2</sub>O) are provided, but not fluorinated gases, which are also included in the UK territorial greenhouse gas emissions**

(1) UK local and regional CO<sub>2</sub>e emissions: **subset dataset** (emissions within the scope of influence of local authorities):

(2) UK local and regional CO<sub>2</sub>e emissions: **full dataset**:

<https://data.gov.uk/dataset/723c243d-2f1a-4d27-8b61-cdb93e5b10ff/emissions-of-carbon-dioxide-for-local-authority-areas>

Local Authority:(Please State)	Orkney Islands													
DESNZ Dataset:(full or sub-set)	Subset													
Source	Sector	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Units
DESNZ Sectors	Total Emissions	185.41	166.84	175.37	163.80	156.81	152.72	139.93	138.71	136.54	125.39	114.85	125.21	ktCO <sub>2</sub> e
	Industry and Commercial	35.82	31.07	30.21	29.28	28.57	25.66	20.94	19.74	18.22	14.92	16.11	16.32	ktCO <sub>2</sub> e
	Domestic	70.45	63.41	66.05	62.13	54.75	50.02	44.37	40.90	39.84	37.43	35.72	37.06	ktCO <sub>2</sub> e
	Transport total	31.43	30.58	30.23	30.38	31.31	32.59	34.31	34.98	34.07	33.46	25.56	28.29	ktCO <sub>2</sub> e
	Per Capita	8.74	7.79	8.14	7.59	7.26	7.04	6.39	6.29	6.14	5.62	5.11	5.56	ktCO <sub>2</sub> e
Other Sectors	Please select from drop down box.													Please select
	Please select from drop down box.													Please select

#### 2a) Targets

Please detail your wider influence targets

Sector	Description	Type of Target (units)	Baseline value	Start year	Target	Target/End year	Saving in latest year	Latest Year Measured	Comments
Other (please specify in comments)	Orkney is on track to become net zero by 2030	Other (please specify)		Please select from		2030		Please select from	From newly adopted Council Plan

#### 2b) Does the organisation have an overall mission statement, strategies, plans or policies outlining ambition to influence emissions beyond your corporate boundaries? If so, please detail this in the box below.

The primary documents of note are the Council Plan and Council delivery Plan (2023) - which both outline the ambition towards net zero in the Orkney Islands. In addition, Orkney Islands Council has facilitated and participated in the development of a number of community strategies that have an impact on climate change action in the region. These include:

- Orkney Sustainable Energy Strategy (2017-2025) - <https://www.oref.co.uk/wp-content/uploads/2017/10/Orkney-Sustainable-Energy-Strategy-2017-2025-1.pdf>
- Orkney Hydrogen Strategy - [https://www.orkney.gov.uk/Files/Strategic\\_Projects/Hydrogen%20projects/Hydrogen%20strategy.pdf#:~:text=The%20Orkney%20Hydrogen%20Strategy%20seeks%20to%20aid%20development,an%20increased%20resilience%20in%20the%20local%20energy%20system](https://www.orkney.gov.uk/Files/Strategic_Projects/Hydrogen%20projects/Hydrogen%20strategy.pdf#:~:text=The%20Orkney%20Hydrogen%20Strategy%20seeks%20to%20aid%20development,an%20increased%20resilience%20in%20the%20local%20energy%20system)
- Orkney Electric Vehicle Strategy (2018-2023) - <https://www.oref.co.uk/draft-orkney-electric-vehicle-strategy-2017-2022>
- Orkney Sustainable Tourism Strategy
- Strategic Tourism and Infrastructure Development Plan - <https://www.orkney.gov.uk/Files/Committees-and-Agendas/Development%20and%20Infrastructure/DI2022/DI15-02-2022/Item%2016%20%20Strategic%20Tourism%20Infrastructure%20Development%20Plan.pdf>
- Orkney Energy Action Plan
- Island Growth Deal - Islands Centre for Net Zero - Orkney Achieves Net Zero by 2030 - <https://www.islandsdeal.co.uk/leading-way-low-carbon-future/islands-centre-net-zero> (The Islands Centre for Net Zero project will be supported with joint investment of up to £16.5 million from the UK Government and Scottish Government (UKG £16 million/SG £0.5 million).
- The Scapa Flow Future Fuels Hub project will be supported with investment of up to £6.5 million from the Scottish Government - <https://www.orkney.gov.uk/Files/Council/Our%20Future/Islands%20Deal%20Programme.pdf>



**Q4) Partnership Working, Communications and Capacity Building**

Please detail your Climate Change Partnership, Communication or Capacity Building Initiatives below.

Key Action Type	Description	Organisation's project role	Lead Organisation (if not reporting organisation)	Private Partners	Public Partners	3rd Sector Partners	Outputs	Comments
Partnership Working	Supporting the Orkney Partnership - Sustainable Development Delivery Group	Participant	Orkney Partnership		Orkney Islands Council, NatureScot, NHS Orkney		Local Outcome improvement Plan - SDDG aiming for net zero by 2030 and supporting climate change adaptation and community wealth building.	Community Planning is a statutory duty placed on a number of organisations and came into force on 1 April 2003, with powers updated under the new Community Empowerment (Scotland) Act 2015 which requires each community planning partnership to prepare and publish a Local Outcomes Improvement Plan (LOIP). In Orkney LOIP delivery groups include a Sustainable Development Delivery Group, with a focus on climate change.
Partnership Working	Supporting the Carbon Neutral Islands initiative	Supporting	Scottish Government		All island Local Authorities in Scotland	Community Energy Scotland	Carbon neutral islands by 2040	Carbon Neutral Islands (CNI) project is a programme for government commitment aimed at supporting six islands to become carbon neutral by 2040. The CNI project provides an opportunity to demonstrate the low carbon energy potential of islands as hubs of innovation in relation to renewable energy and climate change resilience. Hoy in Orkney, is one of the six pilots.
Partnership Working	Supporting the Islands Centre for Net Zero	Participant		EMEC, Aquatera, Heriot-Watt University		Community Energy Scotland	Net Zero Transition	ICNZ is a pan-island distributed innovation centre, funded through the Islands Deal, that will support Orkney, Shetland and the Outer Hebrides to become lighthouse communities in the energy transition. It is being developed by an islands-based consortium, led by EMEC, and including Orkney Islands Council, Shetland Islands Council, Comhairle Nan Eilean Siar, Heriot-Watt University, Aquatera Ltd and Community Energy Scotland.
Partnership Working	North Isles Landscape Partnership	Participant	Historic Environment					<a href="https://www.nilps.co.uk/">https://www.nilps.co.uk/</a>
Partnership Working	Scottish Flood Forum Member	Participant	Scottish Flood Forum		Orkney Islands Council, Highlands and Islands Enterprise, Royal Society for the Protection of Birds, NatureScot		Various - including North Isles Active Travel Improvements, community wildlife recording and educational projects.	
Partnership Working	Orkney Renewable Energy Forum	Participant	Orkney Renewable Energy Forum	The European Marine Energy Centre Ltd, Aquatera Ltd, Heriot	Orkney Islands Council	Community Energy Scotland	Various sustainable energy strategies in the area, networking and consultation response.	

Other Notable Reportable Activity		
Key Action Type	Key Action Description	Organisation's Project Role
Resource Use	Community Wind Farm projects - up to 86Mw of wind development across various sites in Orkney. Three sites are submitted for planning permission (approved). This initiative supports the needs case for an improved grid connection between Orkney and the Scottish Mainland. The projects also have the potential to generate significant revenue for the community in Orkney.	Lead
Resource Use	Orkney Islands Council participates in and facilitates a number of high profile hydrogen projects including: BIGHIT, HySeas3, HyDime as well as participation in a number of research and collaboration projects. These demonstrate the production and use of green hydrogen across various sectors of energy use including heat, power and transport (terrestrial, aviation and marine). There are 72MW of green hydrogen capacity, a refueling station at 350bar, 5x mobile storage units (1.25tn storage) and 2x electrolysis sites. The Council own and operate 5x symbio hydrogen fuel cell vans as part of the fleet. ~£45m project value.	Participant
Biodiversity	The Council is a member of the Orkney Local Biodiversity Action Plan Steering Group and helps prepare and implement the Orkney Local Biodiversity Action Plan (LBAP). First published in 2002 then revised in 2008, 2013 and 2018*, the LBAP identifies actions which can be taken locally, and which will contribute to the conservation of those species and habitats identified on the Scottish Biodiversity List. The LBAP is available on the Council's website at <a href="https://www.orkney.gov.uk/Service-Directory/B/Biodiversity.htm">https://www.orkney.gov.uk/Service-Directory/B/Biodiversity.htm</a>	Participant
Other (please specify in comments)	The Council is a partner in The Islands Centre for Net Zero - a pan-island distributed innovation centre that will support Orkney, Shetland and the Outer Hebrides to become lighthouse communities in the energy transition. <a href="https://www.icnz.org/about">https://www.icnz.org/about</a>	Participant
Resource Use	Orkney Islands Council is a participant and facilitating partner in the Orkney £26.5m ReFLEX UKRI funded project. ReFLEX Orkney is pioneering an integrated, affordable, low-carbon energy system for the future. ReFLEX (Responsive Flexibility) Orkney is a £28.5 million project aiming to create an Integrated Energy System (IES) in Orkney, Scotland. Funded by UKRI through the Industrial Strategy Challenge Fund, the project is led by the European Marine Energy Centre (EMEC) with cross-sector partners including Aquatera, SMS, Community Energy Scotland, Heriot-Watt University and Orkney Islands Council.	Participant



# **Procurement Annual Report**

**1 April 2022 to 31 March 2023.**

## Contents

Introduction .....	5
Section 1 – Summary of Regulated Procurements Completed.....	7
Section 2 – Review of Regulated Procurement Compliance.....	8
Procurement and Commercial Improvement Programme (PCIP).....	8
Internal Audit .....	8
Contract Standing Orders.....	9
Procurement Strategy.....	9
Section 3 – Community Benefit Summary .....	10
Procurements that have included Community Benefits .....	11
Other considerations.....	12
Section 4 – Supported Businesses Summary.....	14
Section 5 – Future Regulated Procurements Summary.....	15
Section 6 – Other Information .....	16
Supplier Development .....	16
Collaboration and Partnering Opportunities.....	17
Procurement Annual Spend Data .....	20
Climate Change Duties.....	22
Biodiversity Duty.....	22
Changes to Procurement Legislation at the end of the EU Exit Transition Period .....	23
Changes in Scotland’s Public Procurement Reporting Requirements for 2022-23 .....	23
Appendix 1 - Summary of Regulated Procurements 1 April 2022 to 31 March 2023 .....	24
Appendix 2 – Procurement Service Improvement Action Plan 2022 to 2023.....	28
Appendix 3 - Forward Plan for Regulated and Unregulated Procurements April 2024 to March 2026.....	49
Anticipated Long Term Capital Projects. ....	56

## Definition of Key Terms

Contract.	An agreement between the Council and any Contractor made by formal agreement or by issue of acceptance or an official order for Supplies, Services or Works.
Contractor(s).	Includes any sole trader, partnership or company (limited or unlimited) or any duly incorporated trade, professional or commercial body.
Delegated Authority.	Officers who have been given formal written authority by their Executive Director or Chief Officer to manage procurement exercises within a specified value range on behalf of the Council.
Threshold.	The threshold for determining the application of the Regulations. In the case of the Public Contracts (Scotland) Regulations 2015 the threshold is £213,477 (indicative value excluding 20% VAT £177,897) for Supplies and Services and £5,336,937 (indicative value excluding 20% VAT £4,447,897) for Works. In the case of the Utilities Contracts (Scotland) Regulations 2016 the threshold is £426,955 (indicative value excluding 20% VAT £355,795) for Supplies and Services and £5,336.937 (indicative value excluding 20% VAT £4,447,897) for Works.
Framework Agreement.	An overarching agreement with supplier(s) to establish terms governing individual contracts that may be awarded during the life of the agreement ('call-offs'), concluded in accordance with Section 34 of the Public Contracts (Scotland) Regulations 2015.
Health and Social Care Services.	A public contract or framework for social and other specific services listed in Schedule 3 of the Public Contracts (Scotland) Regulations 2015.
Life-Cycle Costing.	All consecutive or interlinked stages, including research and development to be carried out, production, trading and its conditions, transport, use and maintenance, throughout the existence of the product or the works or the provision of the service, from raw material acquisition or generation of resources to disposal, clearance and end of service or utilisation.
Procurement.	The process leading to the award of a public contract or framework agreement or establishment of a dynamic purchasing system for the acquisition of works, supplies or services from an economic operator.

Public Contracts Scotland (PCS) portal.	The Scottish Government's official national advertising <a href="#">portal</a> for public sector contract opportunities.
Quick Quote (QQ).	An online quotation facility which allows the Council to obtain competitive quotes electronically for: <ul style="list-style-type: none"> <li>• Low value requirements between £10,000 and £50,000; and</li> <li>• Unregulated Works Contracts, depending on complexity of contract (as defined in Clause 17 of the Council's Contract Standing Orders).</li> </ul>
Quotation.	A formal offer to supply or purchase supplies, execute works or provide services where the estimated value of the contract does not exceed £50,000.
Regulated Procurement.	As defined by the Procurement Reform (Scotland) Act 2014 and referred to as the Reform Act 'slice' a regulated procurement for Goods or Services Contracts with a value of over £50,000 and for Works Contracts over £2,000,000 and less than the relevant Thresholds.
Regulations.	The Public Contracts (Scotland) Regulations 2015, the Procurement Reform (Scotland) Act 2014, the Procurement (Scotland) Regulations 2016 and / or the Concession Contract (Scotland) Regulations 2016 as the context requires, but where the Council is acting as a Harbour Authority and chooses to do so, the Utilities Contracts (Scotland) Regulations 2016.
Supplies.	Goods or the hire of goods and for any siting or installation of those goods.
Tender.	A formal offer to supply or purchase supplies, execute works or provide services where the estimated value of the contract is £50,000 (excluding VAT) or more.
Unregulated Works Procurement.	A contract for Works with a value of between £50,000 and £2,000,000, being a procurement not covered by the Regulations and procured utilising the Council's database of pre-approved contractors.
Works.	Building construction, building maintenance or engineering works.

## Introduction

Orkney Islands Council ('the Council'), provides a range of facilities and services to a community with a population estimated as 22,190 in mid-2018 by the Office of National Statistics. The Council is also the Harbour Authority with a port estate of 29 piers and harbours, a Roads Authority for the islands and operates a network of internal air and ferry services.

The Council provides procurement and related services for a wide range of works, supplies and services with an annual spend, for the financial year 2022 to 2023, of over £67 million.

The Council operates a devolved model of procurement across five directorates. The central Procurement Services Team is based within Legal and Governance, having moved from Building Services, and consists of 4.7 full-time equivalent staff: a Service Manager (Procurement), three Procurement Officers and an Assistant Procurement Officer post. The Service Manager's responsibilities include the development of a network of 16 trained and experienced officers across the Council who are assigned delegated responsibility for the procurement of supplies, services and works.

The Council published its Procurement Strategy, as required by the Procurement Reform (Scotland) Act 2014 ('the Act'), in December 2016 updated this in January 2019, June 2020 and subsequently in June 2022. To report compliance with its Procurement Strategy and the Act itself, the Council must publish an annual report.

There are 11 key priorities identified in the Procurement Strategy as follows:

- Sustainability.
- Working with suppliers.
- Value for money.
- Collaboration and partnering.
- Governance.
- Contract management.
- Communication.
- E-Procurement.
- Monitoring and measurement.
- Guidance.
- Training.

The six key priority areas where targets have been identified and are attributable for the Procurement Strategy reporting period ending 31 March 2023 remain the same as for the previous year and are as follows:

- Sustainability.
- Working with suppliers.
- Value for money.
- Collaboration and partnering.
- Contract management.
- E-Procurement.

The guidance and template issued by the Scottish Government has been used for this sixth Procurement Annual Report. The reporting period for this sixth annual report is from 1 April 2022 to 31 March 2023.

In addition to the required information set out in the Act, this report includes performance against several strategic indicators as detailed in the Council's Procurement Strategy 2021 to 2023.

To evidence our progress against our strategic targets and the new duties introduced by the Act, the published Annual Report details the form of measurement taken. The statistics presented in this report provide the evidence which should, over time, show how the Council is progressing against both the national and local objectives. Targets were set in the Council's Procurement Strategy and progress towards these has been noted in this sixth Procurement Annual Report.



## **Section 1 – Summary of Regulated Procurements Completed**

Section 18(2) of the Act requires organisations to include ‘**a summary of the regulated procurements that have been completed during the year covered by the report**’.

As defined by the Act and referred to as the Reform Act ‘slice’ a regulated procurement is for Goods or Services Contracts with a value of over £50,000 and for Works Contracts over £2,000,000 and less than the relevant Thresholds.

A Regulated Procurement is completed when the award notice is published or where the procurement process otherwise comes to an end. This includes contracts and framework agreements.

Appendix 1 provides the breakdown of the Regulated Procurements completed for the reporting period of 1 April 2022 to 31 March 2023.

## **Section 2 – Review of Regulated Procurement Compliance**

All procurement exercises carried out by the Council are required to be carried out in accordance with the Council's Contract Standing Orders (CSOs) and these are regularly updated to take account of changes in legislation and best practice in procurement.

Prior to the point of contract award, all recommendation reports are required to include a statement that the CSOs have been complied with, therefore full compliance is anticipated. Examples of internal and external review of the Council's processes and compliance with these processes are detailed in the audit / improvement capability outcomes as follows:

### **Procurement and Commercial Improvement Programme (PCIP)**

The Council first completed Scotland Excel's PCIP in July 2017. The PCIP is undertaken every two years and a second PCIP assessment for the Council took place on 3 September 2019. Outcomes and recommendations from this exercise are incorporated as a process of ongoing procurement improvement. An assessment was due in Autumn 2021, this was delayed due to Covid, and the new proposed date for Scotland Excel to undertake the next PCIP is March 2024.

The objective of the PCIP is to assist the Council to improve its structure, capability, processes and ultimately performance by attaining a level of procurement performance that is appropriate to the scale and complexity of its business. As part of the PCIP the Council is required to demonstrate a prudent and well-planned approach to defining its supply needs. Assessment of the Council's procurement improvement capability is carried out every two years by Scotland's Centre of Expertise, Scotland Excel, and covers procurement activities carried out by the Council's Officers with Delegated Authority in the Procurement, Capital Projects, Facilities and Engineering Teams.

### **Internal Audit**

The following three internal audits were undertaken within the reporting period of 1 April 2022 to 31 March 2023.

#### **Orkney Health and Care Contract Managed Services**

An internal audit of OHAC contract managed services was completed prior to the end of the reporting period 2022/23. The findings of this report were presented to the Monitoring and Audit Committee on 9 February 2023 and provided limited assurance around the processes and procedures relating to contract managed services in Orkney Health and Care. The Audit Report is available [here](#).

#### **Golden Mariana Replacement – The Nordic Sea**

An internal audit of the governance arrangements and processes followed in acquiring the Nordic Sea was completed prior to the end of the reporting period 2022/23. The findings of this report were presented to the Monitoring and Audit Committee on 22 September 2022 and provided adequate assurance relating to the governance arrangements leading to the decision to acquire the Nordic Sea. The Audit Report is available [here](#).

## **Freya of Scapa – Procurement**

An internal audit was undertaken on the procurement process undertaken for the new build tugboat Freyja of Scapa, and was completed prior to the end of the reporting period 2022/23. The findings of this report were presented to the Monitoring and Audit Committee on 30 March 2023 and provided substantial assurance relating that processes relating to the procurement of the tug are well controlled and managed. The Audit Report is available [here](#).

## **Contract Standing Orders**

The Council's CSOs were significantly updated, revised and published in June 2016 to include the provisions of the Act and the Procurement (Scotland) Regulations 2016. The CSOs were also updated to include recommendations of an internal audit on procurement at the Council. The CSOs were approved by General Meeting of the Council 5 July 2016. Since then the CSOs have been updated a number of times. In October 2017 and March 2018 respectively to reflect an additional procedure to ensure there is documentation to evidence that there are no conflicts of interests for evaluation team members and to update the EU Threshold for procurement, and then in January 2020 which included the new EU thresholds and included an update on new procurement procedures in use by the Council. Changes to the CSOs were highlighted to Senior Managers and key procurement staff, and within the organisation, by way of the Procurement Services Bulletin. The CSOs were further updated in July 2022 which amongst other national policy changes incorporated the need to include VAT, where applicable, when calculating the estimated value of contracts under the procurement regulations from 1 January 2022. The next update of the Council's Contract Standing Orders is due early in 2024 to take account of the Threshold changes due to take effect in January 2024.

## **Procurement Strategy**

The Council's Procurement Strategy was first published in December 2016.

The Strategy was updated in January 2019 and has subsequently been updated again for the period 2021 to 2023 with the intention that a public consultation would be undertaken in 2023. This consultation took place over the summer of 2023 with the final draft updated Strategy to be presented to the Policy and Resources Committee in November 2023.

Appendix 2 attached to this report is the Procurement Service Improvement Action Plan which contains the Procurement Strategy targets set and records the progress made over the last financial year.

### Section 3 – Community Benefit Summary

The Council has a Sustainable Procurement Policy. This policy sets out the general principles that the Council will follow across all its procurement and commissioning activities to ensure that it is undertaken in a sustainable manner.

This Policy also sets out how the Council will plan and manage its procurement activities to meet the Council's corporate aims and objectives and comply with regulatory and legislative requirements. Finally, the policy supports the Council's commitment to sustainable procurement which is set out in the Council's Corporate [Procurement Strategy 2021-2023](#).

The Procurement Strategy is intended for all of those who are involved in, or affected by, the Council's procurement activities throughout our community and beyond. The Council spends tens of millions of pounds each year on a diverse range of goods, services and works from third parties. It is important therefore that this spending power is used to support key Council objectives. The Sustainable Procurement Policy has been developed to help the Council to meet its legal duties and to deliver its key strategic objectives. The Sustainable Procurement Policy available [here](#) was updated and approved by Council in March 2022. Due to the Council's fast developing policy to meet its Climate Change Duties and progress to Net Zero the Sustainable Procurement Policy will be reviewed and issued for Public Consultation in 2024.

Sustainable procurement supports the Council's values, as outlined in the [Council Plan 2018-2023 and the Council Delivery Plan 2018-2023](#) which cover the reporting period of this Procurement Annual Report.

The Strategic Themes identified are as follows:

- Connected Communities.
- Caring Communities.
- Thriving Communities.
- Enterprising Communities.
- Quality of Life.

Future Procurement Annual Reports will report on the Procurement Strategy 2023 to 2028 which are aligned to the new [Council Plan 2023-2028](#), which has the following strategic priorities:

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

The Sustainable Procurement Policy will be reviewed and updated to align with the Council Plan and Council Delivery Plan 2023 to 2028 prior to the public consultation to be undertaken in 2024.

It is a statutory requirement that Community benefits must be considered for all procurement processes at or above £4 million in value to meet the Council's requirement to meet the sustainable procurement duty.

For each individual Regulated Procurement exercise, Officers with Delegated Procurement Authority must complete a 'Commodity Strategy for all Regulated Procurements' which includes a section on Community Benefits to be considered where applicable.

## Procurements that have included Community Benefits

There have been four procurements, where Community Benefits for procurements with a contract value over the £4,000,000 threshold, have been included and have been carried out by the Council.

For procurement of Category C (local contract / framework including local collaborative framework agreements) Contracts which are undertaken by the Council, Community Benefits are included without exception as part of the award criteria where the value of the contract is over £4 million. This is recorded in the Procurement Strategy Improvement Action Plan, attached at Appendix 2.

These contracts are as follows, and have either been completed or have ongoing spend within the reporting period for this annual report:

<b>Date of Award.</b>	<b>Subject Matter.</b>	<b>Estimated Value (£).</b>	<b>Start Date.</b>	<b>End Date.</b>
01/02/2019.	Supply of One New Towage Boats.	6,845,642.	05/09/2022.	31/01/2023.
05/01/2021	Inter-island Air Services	4,880,363.	01/04/2021.	31/03/2025.
09/04/2021	School and Public Bus Contracts	4,672,014.	16/08/2021.	15/08/2031.
15/03/2022	New Kirkwall Care Facility	12,641,675.	25/05/2022	23/08/2024

Where the Council can access Category A (national collaborative) contracts or Category B (sectoral collaborative) contracts via Framework Agreements the overall anticipated value of the Framework is inevitably of a high value and likely to be over the £4 million threshold for the inclusion of community benefits.

Contracts awarded under Framework Agreements are required to achieve Community Benefits as mandatory. However, for contracts awarded via a Framework Agreement it is more difficult to identify Community Benefits which will be realised locally, except where the local supply chain is involved in the delivery of the Contract.

Monitoring of Community Benefits for exercises before this year have continued as planned.

For the new Tugboat, sea and shore staff have been trained in the use of new equipment and maintenance prior to and following the vessel being delivered to Orkney waters. There is also a requirement for the knowledge of modern technology to effectively be passed on to increase the knowledge base of local suppliers. This will be necessary due to the requirement for a higher level of shore side backup for the new vessel.

There has been an increase in the number of contracts over the value of £4 Million with Community Benefit Clauses over the past financial year. However the inclusion of Community Benefit Clauses is now routinely considered where appropriate for all procurements.

<b>Community Benefit Analysis.</b>	<b>1 April 2022 to 31 March 2023.</b>
Total Number of Contracts where Community Benefit Clauses have been included.	54.
Number of *Applicable Contracts with Community Benefit Clause.	4.
Percentage of total *Applicable Contracts with Community Benefit Clauses.	100%.

\*The remaining 46 contracts noted relate to those under the £4M threshold.

## Other considerations

The following factors are routinely taken into consideration in relevant procurements, especially in construction or social care procurement. However, these may not always be specifically labelled as Community Benefit Award Criteria:

- Climate change (carbon and energy consumption, carbon in production, adaption, carbon in vehicle emissions).
- Materials (scarcity, security).
- Waste (production, reuse / recondition / remanufacture).
- Hazardous materials / emissions.
- Bio-diversity (protection and enhancement).
- Heritage (protection and enhancement).
- Water (consumption and production).
- Employment (skills and training, SMEs / social enterprises / supported businesses).
- Communities.
- Fair and ethical trading (working conditions, conflict materials).
- Equality (protected characteristics).

Following the legislative changes, and as recorded for the financial years covered by this report on the Council's On-Contract Spend Register, there have been a total of 48 procurements undertaken including live ongoing contracts to the end of the March 2023 reporting period where Sustainability Clauses have been part of the award criteria.

The most notable significant procurement exercises which were undertaken during the current reporting period include the new Public and School Transport services, the outer isles Kerbside Collection Services, catering contracts and the isles haulage services which incorporated proportionate sustainable procurement clauses and have resulted in positive contributions from bidders.

In the main, responses to the community benefits sections for these contracts have ranged from a focus on offering work placements, employment opportunities for individuals experiencing long term unemployment, apprenticeships etc to supporting community events by providing free transport.

In accordance with the Council's Sustainable Procurement Policy, the inclusion of sustainable procurement clauses in award criteria are considered for all contracts where this is appropriate. The following table illustrates the number of contracts where sustainable procurement clauses have been included regardless of value.

<b>Sustainability Clauses Analysis.</b>	<b>1 April 2022 to 31 March 2023.</b>
Number of Contracts where Sustainability Procurement Clauses have been included.	48
Percentage of total Category C (local contract / framework including local collaborative framework agreements) Contracts with Sustainable Procurement Clauses.	22%

A summary of the Community Benefits and Sustainable Procurement clauses as part of the award criteria for the procurements included within the reporting period are as follows:

- Employment (skills and training, small or medium-sized enterprises (SMEs) / social enterprises / supported businesses).
- Fair Work Practices.
- Transport and emissions.
- Employment opportunities for people who experience barriers to employment.

## **Section 4 – Supported Businesses Summary**

The [Act](#) included a new classification for supported business, and defined a supported business as ‘an economic operator whose main aim is the social and professional integration of disabled or disadvantaged persons and where at least 30% of the employees of the economic operator are disabled or disadvantaged’.

Public organisations can restrict the right to participate in procurement for the award of a public contract / framework to supported businesses only.

This change expanded the potential for more businesses to be included in this category however the Council’s contract activity for the reporting year has not provided an opportunity to carry out such an exercise.



## **Section 5 – Future Regulated Procurements Summary**

The Procurement team has worked with Corporate Directors across the Council to develop a forward procurement plan for their service areas. These plans identify the Council's anticipated procurement activity for the coming year for Category C and C1 procurement (excluding Category A and B activity).

The Act has extended this timeframe to two years and Appendix 3 includes information regarding anticipated Regulated Procurements for that period. As referenced in the introduction above, this report includes information on all procurement activity and this is included in the Forward Plan, i.e. it also covers 'non-regulated' procurement.

See Appendix 3 for the Council's Forward Plan.

## Section 6 – Other Information

### Supplier Development

In the past an annual Meet the Buyer event has been held annually for the years 2018 to 2020.

Since the Covid-19 pandemic and with the increase in on line events there have been no overarching Meet the Buyer events organised. However contract specific market engagement events have taken place in a format compatible with the market at the time where required and on a case by case basis. These events are organised by the service area and in conjunction with the Council's Procurement Team. An example of this was the Meet the Buyer Event for the Supply and Delivery of Food to schools, NHS Orkney and the Council's residential establishments. A representative from the Food for Life Scheme also presented at this event and provided some valuable insights into initiatives in other parts of Scotland encouraging growth in the local supply market. The focus of this event was to explain the rationale for the forthcoming procurement exercise and signpost the support available via the Business Gateway Orkney Service and the Supplier Development Programme.

A significant Meet the Buyer event was held in November 2022 at the Pickaquoy Centre, Kirkwall led by Orkney Harbour Authority / Marine Services for the Orkney Harbours Masterplan project to promote supplier engagement with both the local suppliers and contractors in the market from the UK and wider markets. This was undertaken prior to the procurement exercise for the Scapa Deep Water Quay Design and Construction project which commenced in 2023, and included a site visit, which is normal practice for an engineering project. This event was advertised via a Prior Indicative Notice (PIN) on the Public Contracts Scotland advertising portal and attracted a large number of contractors / subcontractors, national, UK wide and international.

Similarly the Supplier Development Programme has been active in providing support to contractors and has also actively involved in helping local firms do business better with the Council.

The following commitments have been made as part of the Council's Procurement Improvement Action Plan:

- To increase attendance at 'meet the buyer' or equivalent events to cover areas of concern, engage with local suppliers and advise on how to become a supplier to the Council. Encourage main contractors to engage with SMEs through the inclusion of Community Benefit clauses.
- Encourage suppliers to the Council to access support available to businesses, via Business Gateway Orkney and the Supplier Development Programme.

Meet the Buyer events, following the format of the food procurement and the Orkney Harbours Masterplan projects, will continue to be undertaken where this is deemed a suitable route for contract/sector specific market engagement for future procurement exercises.

## Collaboration and Partnering Opportunities

In accordance with the Council's Procurement Strategy there is a Council commitment regarding collaboration and partnering. It is recognised that greater efficiencies can be achieved by improved collaboration between different organisations within the public sector with similar requirements, whether within the local government sector or in other areas of the public sector, such as the Scottish Government, the Crown Commercial Service, Non-Departmental Public Bodies and the National Health Service (NHS).

Collaboration maximises the value of procurement whether it be through aggregation of demand or through the sharing of resources to reduce administration. Framework Agreements are noted as either a Category A Contract or a Category B Contract or Category C1 for local collaborative contracts in place. The Council's use of these is shown in the tables below.

The Council's internal contract register lists all purchases for works, services and supplies known to have a contract in place. This register does not include ad hoc purchases for values typically under the £10,000 minimum threshold as noted in the Council's CSOs. There are exceptions to this rule where the nature or complexity of the contract does warrant having a contract in place regardless of being of low value (under £10k, for example, IT licensing agreements, cleaning contracts etc).

In total there are 472 live contracts listed in the Council's contract register for the year 1 April 2022 to 31 March 2023.

Tables 1, 2, 3, 4, and 5 below summarise all live contracts as recorded on the Council's Contract Register by category for the previous five complete financial years and a corresponding split between Services, Supplies and Works.

**Table 1 – 1 April 2018 to 31 March 2019**

<b>Contract Category Analysis.</b>	<b>Number.</b>	<b>Percentage of Total Value.</b>	<b>Estimated Contract Value (£).</b>
Category A (national).	120.	9.29%.	3,239,609.60.
Category B (sectoral).	29.	6.76%.	2,356,310.38.
Category C (local single supplier).	190.	75.57%.	26,339,687.96.
Category C1 (local contract / framework including local collaboration). (Examples for Category C1, are as for 2016 / 2017, the provision of contracts for food, specialist legal services working collaboratively and e-learning working collaboratively with other Public Authorities with the addition of the provision of tax advisory services).	12.	1.05%.	364,900.00.
Category O (other).	117.	7.33%.	2,553,243.36.
<b>Total.</b>	<b>468.</b>	<b>100.00%.</b>	<b>34,853,751.30.</b>

Type of Contract.	Number of Contracts.	Percentage of Total Contracts.	Value of Contracts (£).	Percentage of Total Value.
Service.	244.	52.14%.	17,163,049.95.	49.24%.
Supply.	162.	34.61%.	4,896,225.17.	14.05%.
Works.	62.	13.25%.	12,794,476.18.	36.71%.
<b>Total.</b>	<b>468.</b>	<b>100.00%.</b>	<b>34,853,751.30.</b>	<b>100.00%.</b>

Table 2 - 1 April 2019 to 31 March 2020

Contract Category Analysis.	Number.	Percentage of Total Value.	Estimated Contract Value (£).
Category A (national).	35.	7.63%.	£3,158,775.74.
Category B (sectoral).	33.	5.83%.	£2,413,179.78.
Category C (local single supplier).	201.	71.40%.	£29,559,423.37.
Category C1 (local contract / framework including local collaboration). (Examples for Category C1, are as for 2016 / 2017, the provision of contracts for food, specialist legal services working collaboratively and e-learning working collaboratively with other Public Authorities with the addition of the provision of tax advisory services).	12.	0.75%.	£311,378.48.
Category O (other).	145.	14.39%.	£5,959,463.85.
<b>Total.</b>	<b>426.</b>	<b>100.00%.</b>	<b>£41,402,221.23.</b>

Type of Contract.	Number of Contracts.	Percentage of Total Contracts.	Value of Contracts (£).	Percentage of Total Value.
Service.	277.	65.02%	£18,328,542.27	44.27%
Supply.	80.	18.78%	£12,044,994.21	29.09%
Works.	69.	16.20%	£11,028,684.75	26.64%
<b>Total.</b>	<b>426.</b>	<b>100.00%.</b>	<b>£41,402,221.23</b>	<b>100.00%.</b>

Table 3 – 1 April 2020 to 31 March 2021

Contract Category Analysis.	Number.	Percentage of Total Value.	Estimated Contract Value (£).
Category A (national).	25.	7.69%.	£2,828,299.00.
Category B (sectoral).	29.	7.24%.	£2,662,194.74.

<b>Contract Category Analysis.</b>	<b>Number.</b>	<b>Percentage of Total Value.</b>	<b>Estimated Contract Value (£).</b>
Category C (local single supplier).	212.	58.82%.	£21,618,832.83.
Category C1 (local contract / framework including local collaboration). (Examples for Category C1, are as for 2016 / 2017, the provision of contracts for food, specialist legal services working collaboratively and e-learning working collaboratively with other Public Authorities with the addition of the provision of tax advisory services).	13.	1.02%.	£373,967.50.
Category O (other).	149.	25.23%.	£9,540,039.67.
<b>Total.</b>	<b>428.</b>	<b>100.00%.</b>	<b>£37,023,333.74.</b>

<b>Type of Contract</b>	<b>Number of Contracts</b>	<b>% of Total Contracts</b>	<b>Value of Contracts</b>	<b>% of Total Value</b>
Service	275.	64.25%.	£19,064,537.13.	51.49%.
Supply	57.	13.32%.	£10,829,453.22.	29.25%.
Works	96.	22.43%.	£7,129,343.39.	19.26%.
<b>Total.</b>	<b>428.</b>	<b>100%.</b>	<b>£37,023,333.74.</b>	<b>100%.</b>

**Table 4 – 1 April 2021 to 31 March 2022**

<b>Contract Category Analysis.</b>	<b>Number.</b>	<b>Percentage of Total Value.</b>	<b>Estimated Contract Value (£).</b>
Category A (national).	54	2.39%	£1,002,229.10
Category B (sectoral).	58	10.21%	£4,282,885.39
Category C (local single supplier).	222	63.22%	£26,531,161.52
Category C1 (local contract / framework including local collaboration). (Examples for Category C1, are as for 2016 / 2017, the provision of contracts for food, specialist legal services working collaboratively and e-learning working collaboratively with other Public Authorities with the addition of the provision of tax advisory services).	10	1.20%	£503,333.29
Category O (other).	159	22.98%	£9,643,541.36
<b>Total.</b>	<b>503</b>	<b>100.00%</b>	<b>£41,963,150.67</b>

Type of Contract	Number of Contracts	% of Total Contracts	Value of Contracts	% of Total Value
Service	323	64.21%	£22,203,979.34	52.91%
Supply	109	21.67%	£4,544,836.92	10.83%
Works	71	14.12%	£15,214,334.41	36.26%
<b>Total.</b>	<b>503</b>	<b>100%</b>	<b>£41,963,150.67</b>	<b>100%</b>

**Table 5 – 1 April 2022 to 31 March 2023**

Contract Category Analysis.	Number.	Percentage of Total Value.	Estimated Contract Value (£).
Category A (national).	65	9.70%	£5,477,199.06
Category B (sectoral).	50	7.86%	£4,438,800.93
Category C (local single supplier).	212	54.81%	£36,577,955.46
Category C1 (local contract / framework including local collaboration). (Examples for Category C1, are as for 2016 / 2017, the provision of contracts for food, specialist legal services working collaboratively and e-learning working collaboratively with other Public Authorities with the addition of the provision of tax advisory services).	10	1.51%	£850,084.39
Category O (other).	135	16.11%	£9,094,367.60
<b>Total.</b>	<b>472</b>	<b>100.00%</b>	<b>£56,438,407.43</b>

Type of Contract	Number of Contracts	% of Total Contracts	Value of Contracts	% of Total Value
Service	310	65.82%	£25,980,242.68	46.03%
Supply	115	24.36%	£16,015,275.65	27.38%
Works	47	9.96%	£14,442,889.10	25.59%
<b>Total.</b>	<b>472</b>	<b>100%</b>	<b>£56,438,407.43</b>	<b>100%</b>

## Procurement Annual Spend Data

The Council is required by the Scottish Government to input its annual spend data to the Procurement Hub which records all purchasing transactions made by the Council for each financial year. The information is processed and released back to the Council for the purposes of analysis and forward planning.

The following table provides a summary of key data for the Council spend data for the past five financial years.

Financial Year.	2018 / 2019.	2019 /2020.	2020 / 2021.	2021 / 2022.	2022 / 2023.
Total Spend (£).	£45,158,580	£45,351,144	£40,405,786.00	£53,235,315.00	£69,968,064
Core Trade Spend	£40,890,739	£41,136,579	£37,412,755.00	£50,458,363.00	£66,663,75
Input suppliers.	2,129.	2,143	1,802.00	2,205.00	2,168
De-dedicated Suppliers.	2,091.00	2,103.00	1,764.00	1,998.00	2,136
Duplicate Suppliers.	38	40	38	27	32
SME Suppliers.	671	730	670	971	794
Local Suppliers.	238	249	217	294	269
Transactions.	34,684.00	35,299	29,226	34,999	36,472
Average Spend per supplier (£).	£ 21,596	£21,564	£ 22,906	£26,644	£32,757
Percentage of SME	67%.	65%.	61%.	62%.	59%
Percentage of Local Spend.	47%.	41%.	38%.	41%.	41%
Amount of Local Spend (£)	£ 19,218,647	£ 19,334,192.	£17,583,994.	£ 23,715,430.61	£ 31,331,966.
Percentage of Core Trade Spend of Total	90.55%	90.70%.	92.59%.	94.50%.	95.28 %

### Key to categories in Procurement Annual Spend table:

- Total Spend – the total amount of spend for the financial year.
- Input Suppliers – the number of suppliers, before de-duplication.
- De-duplicated Total Suppliers – the number of unique suppliers.
- Duplicate Suppliers – the number of suppliers which are duplicates of another supplier.
- Transactions – the total number of transactions.
- Avg. spend per supplier – the average spend per unique supplier.
- Core Trade Spend – core Trade is a sub-set of your supply base that includes all Trade Suppliers and Social Care Provider with whom you have spent £1,000 or more in the financial year.
- SME Supplier – Small and Medium sized businesses where the supplier has less than 249 employees or where the annual revenue is less than £22.8m.
- SME Spend – spend with SME as a percentage of Core Trade Spend.
- Local Suppliers – spend with suppliers within the same local authority area as your organisation (based on Postcodes).
- Local Spend – spend with local suppliers as a percentage of Core Trade Spend.

## Procurement Spend – National Context

The Council was (41%) in comparison to the whole of Scotland for the reporting period 2020 to 2021, for total procurement spend on local SMEs (Figure 1).

Orkney's procurement spend on local SMEs is 11% above the 'all Scotland' national average of 30% for the 2020 to 2021 period.

Please note that the figures referred to in this section are the percentages of the Council's spend on local SMEs which is a different data set to the figures recorded for percentage of SME Spend and percentage of Local Spend in the table above. This information is sourced from the Local Government Benchmarking data sets and are the 2020 to 2021 figures. These are the most up to date statistics available to illustrate the national context.

## Climate Change Duties

The Climate Change (Scotland) Act 2009 places 'Climate Change Duties' (CCD) on public bodies, which require them to:

- Contribute to national carbon emissions reduction targets.
- Contribute to climate change adaptation.
- To do this sustainably.

All public bodies are required to prepare reports on compliance with climate change duties for submission to the Sustainable Scotland Network at the Edinburgh Centre for Carbon Innovation, setting out what they are doing to fulfil their CCD. The Council has a statutory requirement to provide the above information in its annual reports from reporting year 2021/22 onwards, as part of The Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Order 2020.

The Council's 2022 to 2023 annual CCD report will be considered by Council in November 2023. Copies of previous CCD reports may be accessed [here](#).

## Biodiversity Duty

Part 1 of the Nature Conservation (Scotland) Act 2004 places a 'Biodiversity Duty' on public bodies, requiring them to 'further the conservation of biodiversity' when carrying out their functions. Local authorities are well placed to deliver biodiversity conservation; as land managers and planning authorities, they can have a significant positive impact on biodiversity protection, as well as identifying opportunities for enhancement. Across a range of functions there are also opportunities for education, community engagement, sustainable resource management, projects and initiatives which can deliver significant benefits for biodiversity.

The Wildlife and Natural Environment (Scotland) Act 2011 requires public bodies in Scotland to provide a publicly available report, every three years, describing the actions which they have taken to meet their Biodiversity Duty. Orkney Islands Council has already published Biodiversity Duty reports in 2014, 2017 and 2020, the most recent of which is available on the Council's website [here](#).



The Council is a member of the Orkney Local Biodiversity Action Plan Steering Group and helps prepare and implement the Orkney Local Biodiversity Action Plan (LBAP). First published in 2002 then revised in 2008, 2013 and 2018, the LBAP identifies actions which can be taken locally, and which will contribute to the conservation of those species and habitats identified as being 'at risk' or 'threatened' in the UK. All four versions of the LBAP are available on the Council's website [here](#).

## **Changes to Procurement Legislation at the end of the EU Exit Transition Period**

The Scottish Government produced a policy note [SPPN 11/2020](#) on 17 December 2020 regarding changes to Procurement legislation at the end of the EU Exit Transition period in January 2021. This policy note was subsequently updated on 19 April 2021 with a further policy note [SPPN 5/2021](#) issued on 18 August 2021.

The Council's key policy documents have been amended in accordance with the guidance issued by the Scottish Government during the period covered by this Procurement Annual Report and into the 2022/23 reporting period. This will continue as further policy notes are issued.

## **Changes in Scotland's Public Procurement Reporting Requirements for 2022-23**

In May 2021, following consultation across the public sector and with representatives from business and the third sector, the Public Procurement Group (PPG) published a set of seven priorities for all public procurement leaders across Scotland. These priorities, high level aims and aspirational delivery statements for all public procurement leaders, demonstrate the Scottish Government's commitment to using the power of procurement to deliver and influence outcomes that are good for the people of Scotland. Following a period of review, the public procurement priorities were updated for 2022 to 2023.

The Scottish Government produced a policy note [SPPN 2/2023](#) on 4 May 2023 regarding future reporting requirement for the 2022 to 2023 period.

To date there has been no change to the reporting requirements requested by the Scottish Government.

## Appendix 1 - Summary of Regulated Procurements 1 April 2022 to 31 March 2023

DATE OF AWARD	SUPPLIER NAME	SUBJECT MATTER	ESTIMATED VALUE	START DATE	END DATE
01/04/2022	R Clouston Ltd	Measured Term Contract 22-26	£3,746,351.71	01/04/2022	31/03/2025
01/04/2022	Ballicom International	Various IT Peripherals	£52,932.32	01/04/2022	31/03/2023
01/04/2022	Vohkus Ltd	Various IT Peripherals	£122,122.20	01/04/2022	31/03/2023
01/04/2022	Vodafone	Mobile Phone Contract	£159,000.00	01/04/2022	31/05/2024
04/04/2022	Bill Mackie Engineering Ltd	Eynhallow Refit 2022	£90,000.00	11/04/2022	22/04/2022
13/04/2022	Balgownie Limited	Loading Shovel	£208,185.00	13/04/2022	Purchase Only
18/04/2022	Bill Mackie Engineering Ltd	Graemsay Refit 2022	£85,000.00	25/08/2022	06/05/2022
19/04/2022	G & A Barnie Group Ltd	Servicing & Maintenance of Automatic Doors	£100,000.00	05/01/2022	30/04/2027
21/04/2022	Colas Ltd	Bitumen and Emulsion (Quarry)	£457,869.94	21/04/2022	20/10/2022
29/04/2022	Softcat Plc	Immutable Backup Storage	£105,012.78	29/04/2022	28/04/2027
09/05/2022	Dennis Eagle Limited	Splitback/Twin Refuse Collection Vehicle	£221,152.00	09/05/2022	Purchase Only
09/05/2022	Leask Marine	Eday & Stronsay Fender Replacement	£193,761.00		
11/05/2022	Robertsons Orkney	3 New Tractors	£194,250.00	11/05/2022	Purchase Only
12/05/2022	Right There	Young Persons Supported Accommodation Housing Support Service	£1,145,700.00	01/05/2022	31/04/2027
24/05/2022	Scaffold Orkney	Kirkwall Linkspan Painting	£249,967.00		
15/06/2022	Balgownie Limited	Telescopic Handler	£80,000.00	15/06/2022	Purchase Only
28/06/2022	Intertek Energy & Water Consultancy Services	Wave Plan	£50,000.00	01/07/2022	31/07/2026

DATE OF AWARD	SUPPLIER NAME	SUBJECT MATTER	ESTIMATED VALUE	START DATE	END DATE
01/07/2022	Terberg DTS UK Ltd	4 Wheel Drive Fire Appliance	£57,000.00	25/05/2022	Purchase Only
04/07/2022	Scottish Autism	Individual Placement - New Struan School - ZS	£344,620.00	11/05/2022	Ongoing
13/07/2022	A.M Phillip Trucktech Limited	SHL5 Hooklift Truck	£108,750.00	13/07/2022	Purchase Only
18/07/2022	Land Use Consultants (LUC)	Tourism Infrastructure Design Phase	£98,400.00	19/08/2022	18/01/2023
20/07/2022	Snows Peugeot Southampton	Commercial Vans x 2 - Workshop + Store	£56,357.08	20/07/2022	Purchase only
25/07/2022	Metataxis	EDRMS Consultancy Support	£51,000.00	01/08/2022	30/09/2022
03/08/2022	Bill Mackie Engineering Ltd	Hoy Head Refit 2022	£90,328.50	14/03/2022	25/03/2022
05/08/2022	Lichfields	Environmental Consultancy services	£300,000.00	05/08/2022	04/08/2027
08/08/2022	Amion Hub North	BEIS FLOWMIS - Hub North	£59,800.00	08/08/2022	30/09/2023
25/08/2022	Forth Ports	Tug Charter	£240,000.00	25/08/2022	24/09/2022
01/09/2022	Leask Marine	Kettleoft Pier Repairs & Lighting Replacement	£239,703.00	01/09/2022	Ongoing
02/09/2022	BDS Ltd	Haunch Reconstruction (A966 Norseman)	£78,198.00	02/09/2022	10/1/2022
05/09/2022	Sanmar Denizcilik Makina ve Ticaret A.S	Design and Build Of One New 32 Metre Tug	£6,990,000.00	05/09/2022	31/01/2023
05/09/2022	Pipedream Plumbing	Heat Pump & MVHR Servicing - Various OIC Properties	£501,000.00	06/01/2022	31/05/2027
08/09/2022	Woodall Nicholson Ltd T/A Mellor Coachcraft	Disabled Access Minibus	£101,579.00	08/09/2022	Purchase only
10/09/2022	Softcat Plc	DNA Centre Project	£92,622.27	10/09/2022	09/10/2022
13/09/2022	Parks Toyota Inverness	x 3 Electric Vans	£71,157.87	13/09/2022	purchase only

DATE OF AWARD	SUPPLIER NAME	SUBJECT MATTER	ESTIMATED VALUE	START DATE	END DATE
16/09/2022	Bill Mackie Engineering Ltd	Thorsvoe Refit 2022	£98,068.18	19/09/2022	30/09/2022
01/10/2022	Envirocentre	Environmental Consultancy for SDWQ and Hatston Developments	£356,801.00	01/10/2022	30/09/2024
06/10/2022	Ian Clark Restoration	Conservation of SMS Bremse Gun, Scapa Flow Museum	£70,000.00	10/10/2022	31/12/2022
17/10/2022	HP Inc UK Limited	300 x laptops	£164,700.00	17/10/2022	Purchase only
24/10/2022	Lite Fitness	Gym Equipment	£330,561.74	23/10/2022	Purchase only
27/10/2022	HP Inc UK Limited	300 Pupil Laptops	£115,200.00	27/10/2022	Purchase only
07/11/2022	Bill Mackie Engineering Ltd	MV Sigurd Refit 2023	£144,384.78	09/01/2023	25/01/2023
21/11/2022	European Diesel Services Ltd	MV Harald Engine and Parts	£50,000.00	31/05/2023	Purchase Only
30/11/2022	Robertsons Orkney Ltd	Skidsteer Rerun (amended spec)	£50,269.00	30/11/2022	purchase ony
15/12/2022	Oracle	Oracle Licensing	£90,031.12	15/12/2022	Purchase only
16/12/2022	Proband Limited	Smartboard Replacement	£113,000.00	16/12/2022	Purchase Only
19/12/2022	Orcades Marine Management Consultants Ltd	Ballast Water Sampling - Extension 1	£78,000.00	01/04/2023	31/03/2024
20/12/2022	J W Gray & Co Ltd	Dairy Products Catering Contract	£403,435.00	01/01/2023	31/12/2027
01/01/2023	NEC Software Solutions	Revenues & Benefits System renewal	£540,877.25	01/01/2023	31/12/2027
11/01/2023	Metataxis	Information Architecture Design Support	£57,800.00	11/01/2023	16/03/2023
12/01/2023	Civica	Paris Upgrade and Licensing	£50,281.00	12/01/2023	31/03/2023
17/01/2023	Bill Mackie Engineering Ltd	MV Earl Thorfinn Refit 2023	£145,730.70	30/01/2023	10/02/2023

<b>DATE OF AWARD</b>	<b>SUPPLIER NAME</b>	<b>SUBJECT MATTER</b>	<b>ESTIMATED VALUE</b>	<b>START DATE</b>	<b>END DATE</b>
23/01/2023	Bill Mackie Engineering Ltd	MV Varagen Refit 2023	£116,337.30	20/02/2023	03/03/2023
07/02/2023	Bill Mackie Engineering Ltd	Hoy Head Refit 2023	£144,735.63	13/03/2023	24/03/2023
15/02/2023	Ship2Shore Orkney	Cruise Ship Welcome and Information Service	£1,125,000.00	01/03/2023	28/02/20268
17/02/2023	Employability Orkney	Employer Engagement Officer	£50,000.00	27/03/2023	31/03/2025
17/02/2023	Orkney Fishermen's Society Ltd	Fresh Fish Catering Contract - Re-run	£132,275.00	01/02/2023	31/01/2028
17/02/2023	Crantit Dairy	Milk Catering Contract (Re-run)	£300,567.00	01/12/2022	28/02/2023
24/02/2023	Mallatite	Road Signs	£58,155.00	24/02/2023	Purchase Only
01/03/2023	Zellis UK Ltd	HR & Payroll System Renewal	£308,090.00	01/03/2023	29/02/2028
07/03/2023	ORCA	Industrial Heritage of the North Isles	£59,920.00	01/03/2023	02/12/2024

1171

## Appendix 2 – Procurement Service Improvement Action Plan 2022 to 2023

1. Sustainability.	The Council is conscious that its procurement decisions must take account of the social, economic and environmental impact it has on the people and communities of Orkney and elsewhere.
--------------------	--

Council Commitment.	Action.	Progress to Date.	Completion date.	Status.
1.1 To embed sustainability into the procurement process where it is relevant to the subject matter of the contract and to comply with the Council's Sustainability Duty.	Consideration of sustainability built into individual commodity strategy as evidence.	Development of a commodity strategy for each individual procurement as included in the reviewed CSOs approved in June 2016. Complete in Central Procurement Unit (CPU), roll out to other services in progress, where appropriate.	March 2018.	Complete.
1.2. Implementation of the Scottish Government 10 steps to Sustainable Procurement to assist sustainability and other responsible procurement themes.	Sustainable Procurement Policy 2017 to 2018 in place. Part of the new suite of legislation effective from June 2016. Ensure all proforma documentation is updated accordingly.	Sustainability clause in all Invitation to Quote and Invitation to Tender documentation issued by the CPU. Incorporated into all documentation when appropriate.	March 2018.	Complete.
1.3. To engage with the local supplier base to develop Community Benefit Clauses to maximise the potential of	Consultation event for spring / summer 2017 on Sustainable Procurement Policy update 2017 to 2018.	Consultation complete and final Strategy published March 2018.	September 2018.	Complete.

1172

<b>Council Commitment.</b>	<b>Action.</b>	<b>Progress to Date.</b>	<b>Completion date.</b>	<b>Status.</b>
the local economy to compete for Council business for the economic benefit and sustainability of Orkney.				
1.4. To implement the use of Community Benefit Clauses in contracts as appropriate.	Update CSOs and procurement proformas for the Commodity strategy and the contract award recommendation report updated to ensure compliance with the new requirement to consider the inclusion of a community benefit clause for all procurement with a value over £4 million.	CSOs revised and updated 2018, proformas being updated accordingly.	March 2018.	Complete.
		Sustainability training to be developed for network of procurement officers with delegated authority.	March 2023.	TBC.

<b>Indicators: 1. Sustainability</b>	<b>Target (Actual).</b>	<b>Target (Actual).</b>	<b>Target (Actual).</b>	<b>Target (Actual).</b>	<b>Target (Actual).</b>
	<b>2018 to 2019.</b>	<b>2019 to 2020.</b>	<b>2020 to 2021.</b>	<b>2021 to 2022.</b>	<b>2022 to 2023.</b>
Number of Procurements where Community Benefit Clauses have been included in the award criteria.	6 (5).	8 (5).	10 (5).	10 (33).	10 (54)

Percentage of overall spend with the third sector and supported businesses.	11% (11.91%).	12% (10%).	13% (15%).	15% (3.66%).	15% (9.11%)
Percentage of contract spend with local supplier base in Orkney.	55% (47%).	56% (41%).	57% (35%).	50% (41%).	50% (41%)

<b>2. Working with Suppliers.</b>	<b>The Council recognises that there is a popular view amongst suppliers and contractors, and particularly amongst SMEs, that Councils are difficult to do business with and that communications are often poor.</b>
-----------------------------------	--

<b>Council Commitment.</b>	<b>Action.</b>	<b>Progress to Date.</b>	<b>Completion date.</b>	<b>Status.</b>
2.1 At all times adopt a professional approach in all of its business undertakings with suppliers and contractors. Where decisions are made every effort will be made, within the confines of the law and commercial confidentiality, to provide a full explanation of the reasoning behind the procurement decision making process.	Recording of evaluation decisions integrated to procurement process.	Feedback provided as required by law and within the 15-day mandatory timescale. European Social Fund / Scottish Government audit report recommendation to keep all individual evaluations on record incorporated into the procurement manual update.	June 2017.	Complete.



<b>Council Commitment.</b>	<b>Action.</b>	<b>Progress to Date.</b>	<b>Completion date.</b>	<b>Status.</b>
2.2. To ensure that the procurement process is appropriate to the value and complexity of the goods, services and works that are being acquired and to keep bidding costs to the minimum necessary and remove barriers to participation by, for example small firms, the self-employed and the third sector without discriminating against others.	Documentation prepared that is proportionate to the value and complexity of the procurement.	Documentation and method of advertising considered as per CSOs in a proportionate and accessible manner, utilising Quick Quote wherever possible and contacting suppliers prior to release of advert or QQ.	April 2019.	Complete.
		How to Tender workshops run by Business Gateway on a regular basis.	April 2019.	Complete.
2.3. To engage with the local supplier sustainability of Orkney.	Reviewed on an ongoing basis.	Standard method statements in place for low value procurements and evaluation of submissions. Minimal documentation in place.	April 2019.	Complete.
2.4. Use outcome based tender specifications wherever possible – to allow businesses to propose innovative and alternative solutions to the Council's needs.	Method statements adopted.	Consider outcome-based specification training for delegated authority officers.	March 2023.	TBC.

<b>Indicators: 2. Working with Suppliers.</b>	<b>Target (Actual).</b>	<b>Target (Actual).</b>	<b>Target.</b>	<b>Target</b>	<b>Target.</b>
			<b>(Actual)</b>	<b>(Actual)</b>	<b>(Actual)</b>
	<b>2018 to 2019.</b>	<b>2019 to 2020.</b>	<b>2020 to 2021.</b>	<b>2021 to 2022.</b>	<b>2022 to 2023.</b>
Number of local suppliers registered with the Supplier Development Programme.	40 (36).	45 (51).	50 (53).	55 (61).	55 (61)
Number of local supply base registered on the PCS Advertising Portal.	89 (83).	95 (84).	100 (86).	100 (88).	100 (88).
Percentage of Council spend attributed to SMEs.	65% (67%).	66% (65%).	67% (61%).	68% (62).	68% (59%).
Number of Local Suppliers	230 (238).	235 (249).	240.(217).	240 (294).	240 (269)

<b>3. Value for money.</b>	<p><b>Section 1, Local Government in Scotland Act 2003 places a statutory duty on the Council to secure best value. Procurement activities which deliver value for money will contribute to the achievement of value for money.</b></p> <p><b>Best Value is continuous improvement in the performance of the Council's functions. In accordance with Best Value principles all proposed and current services arrangements shall be subject to review and option appraisal.</b></p> <p><b>The aim of Council procurement must be the achievement of value for money (the optimum combination of whole life cost and quality) for the Council.</b></p>
----------------------------	--

<b>Council Commitment.</b>	<b>Action.</b>	<b>Progress to Date.</b>	<b>Completion date.</b>	<b>Status.</b>
3.1 To further develop tender evaluation procedures in order that contracts awarded represent value for money (or Most Economically Advantageous Tender where the full provisions of the Procurement Regulations apply) taking quality and price into consideration and not just lowest price.	Procurement advice and CSOs.	New Regulations June 2016 mandate regulated procurement and over to utilise Most Economically Advantageous Tender (MEAT) in all tender – CSOs reviewed in June 2016 include this requirement. Procurement Manual updated to include this.	June 2017.	Complete.
3.2. As part of value for money considerations the Council will take account of other relevant Council policies in relation to corporate social responsibility, sustainability and Community Benefits.	Sustainable Procurement Policy.	Example clause and link referring to Sustainable Procurement Policy included in all Invitation to Quote (ITQ) and Invitation to Tender (ITT) documentation issued by the CPU.	December 2017.	Complete.
		Procurement Bulletin distributed to Officers with Delegated Procurement featured new Sustainable Procurement Policy.	April 2019.	Complete.
3.3. To raise awareness internally of potential framework savings and make recommendations to ensure a more consistent approach across all Council services.	Awareness training and improve visibility of available framework agreements to service areas.	Awareness training provided to Corporate Admin Group.	March 2018.	Complete.
		Contract information on the staff portal reviewed and updated.	March 2018.	Complete.

<b>Indicators: 3. Value for money.</b>	<b>Target (Actual).</b>	<b>Target (Actual).</b>	<b>Target (Actual).</b>	<b>Target (Actual).</b>	<b>Target (Actual).</b>
	<b>2018 to 2019.</b>	<b>2019 to 2020.</b>	<b>2020 to 2021.</b>	<b>2021 to 2022</b>	<b>2022 to 2023.</b>
Percentage of procurement spend covered by a contract. (Actual spend expressed as a percentage of the contract award value).	80% (77%).	85% (91%).	88% (99%).	99% (83%).	99% (85%)
Savings targets for frequently purchased items.	£97,000 (systems under development to record this).	NA..	NA.	NA.	NA..

<b>4. Collaboration and partnering.</b>	<b>Greater efficiencies can be achieved by improved collaboration between different organisations within the public sector with similar requirements, whether within the local government sector or in other areas of the public sector, such as the Scottish Government, the Crown Commercial Service, Non-Departmental Public Bodies and the NHS. Collaboration maximise the value of procurement whether it be through aggregation of demand or through the sharing of resources to reduce administration.</b>
---	---

<b>Council Commitment.</b>	<b>Action.</b>	<b>Progress to Date.</b>	<b>Completion date.</b>	<b>Status.</b>
4.1 Where collaborative arrangements provide a benefit to the Council there will be a strong presumption towards the	Increase the use of framework agreements.	Use of frameworks the default position where no local market identified. Category C contracts only put in place where no local market or framework available that demonstrates best value.	June 2016.	Complete.

<b>Council Commitment.</b>	<b>Action.</b>	<b>Progress to Date.</b>	<b>Completion date.</b>	<b>Status.</b>
use of contracts that have been established by Procurement Scotland (the national centre of procurement expertise) and Scotland Excel (the local government centre of procurement expertise).		New CSOs include section for framework agreements.	June 2016.	Complete.
4.2. Where it is demonstrated that collaborative contracts represent value for money to the Council the use of such contracts should be mandatory across the Council to reduce off-contract buying.	Ensure all service areas are aware of collaborative contracts available and arrangement for purchasing goods and services.	Change programme review in progress to identify where use of framework agreements could be maximised. Now business as usual.	March 2018.	Complete.
		Procurement Bulletin distributed to Officers with Delegated Procurement featured new Sustainable Procurement Policy.	April 2019.	Complete.
4.3. Where there is a known local supply base as well as collaborative contracts available for the Council to use, a twin track approach should be used to ensure best value is achieved and the local market has the opportunity	All procurement exercises considered on this basis on a case by case basis. Procurement Manual to incorporate this approach.	Procurement Manual updated to incorporate this where contracting opportunity is below the threshold for regulated procurements.	April 2019.	Complete.

<b>Council Commitment.</b>	<b>Action.</b>	<b>Progress to Date.</b>	<b>Completion date.</b>	<b>Status.</b>
to respond to contract opportunities.				
4.4. To collaborate wherever possible with the various Centres of Expertise and Procurement Expertise to maximise the value of strategic procurement.	Links with Scotland Excel strengthened, and regular commercial User Intelligence Group held with area representative.	Increase in use of framework agreements and an increase in the range of framework providers utilised.	April 2019.	Complete.

<b>Indicators: 4. Collaboration and partnering.</b>	<b>Target (Actual).</b>	<b>Target (Actual).</b>	<b>Target (Actual).</b>	<b>Target (Actual).</b>	<b>Target (Actual).</b>
	<b>2018 to 2019.</b>	<b>2019 to 2020.</b>	<b>2020 to 2021.</b>	<b>2021 to 2022</b>	<b>2022 to 2023.</b>
Percentages of contract spend utilising Collaborative Contracts.	22% (17.11%).	23% (14.47%).	25% (15.45%).	25% (13.82).	25% (19.07%).
Percentage of locally based contractors participating in Collaborative / Framework Contract Opportunities.	1% (0%).	1% (0%).	1% (0%).	1% (0%).	1% (0%).
Percentage of contract opportunities where local supply base has had the opportunity to submit bids.	10%. (systems under development to record this data).	15%. (system established for 2020 / 21 contract register).	20%. (reporting system remains to be fully implemented).	25%. (reporting system remains to be fully implemented).	25%. (reporting system remains to be fully implemented).

<b>Indicators: 4. Collaboration and partnering.</b>	<b>Target (Actual).</b>	<b>Target (Actual).</b>	<b>Target (Actual).</b>	<b>Target (Actual).</b>	<b>Target (Actual).</b>
	<b>2018 to 2019.</b>	<b>2019 to 2020.</b>	<b>2020 to 2021.</b>	<b>2021 to 2022</b>	<b>2022 to 2023.</b>
Percentage of contract spend with local supplier base in Orkney	50% (47%).	50% (41%).	50% (38%).	47% (41%).	47% (41%).

<b>5. Governance.</b>	<b>The Council currently has a highly devolved procurement structure with the majority of services still carrying out a sizeable procurement role. The culture of compliance with the Councils governance arrangements is difficult to manage. The Council expects that all possible attention is given to the issue of accountability and governance in the area of procurement.</b>
-----------------------	---

<b>Council Commitment.</b>	<b>Action.</b>	<b>Progress to Date.</b>	<b>Completion date.</b>	<b>Status.</b>
5.1 The Council's Procurement Con Group (PMOWG) will consider the strategic direction of Procurement.	PMOWG re-established and terms of reference reviewed.	PMOWG Terms of Reference agreed.	April 2019.	Complete.
		PMOWG meets as needed throughout the year and has been amended to be a Consultative Group.	April 2019.	Complete.

<b>Council Commitment.</b>	<b>Action.</b>	<b>Progress to Date.</b>	<b>Completion date.</b>	<b>Status.</b>
5.2. The Council will introduce an embedded procurement officer network (a network of staff who are formally authorised to undertake procurement activities on behalf of the Council).	A network of lead procurement officers across service areas has been established. Delegated authority forms and guidance reviewed in consultation with Heads of Service.	Delegated authority forms reviewed and completed by relevant Directors.	April 2019.	Complete.
5.3. Suppliers will be given notice that goods, services and works should only be provided to the Council on the award of a contract or purchase order.	Confirm the position with colleagues in Finance.	This will be instigated when Purchase to Pay (P2P) has been established.	March 2020.	Correspondence sent to inform suppliers of new P2P system.
5.4. That no member of Council staff may award a contract or purchase order without written delegated authority.	CSOs and financial standing orders reviewed in 2014. (Reviewed again in 2016).	Register of Officers with delegated approval for procurement and purchase orders in place.	April 2019.	Complete.
5.5. The key roles of budget holder and procurer will not be performed by the same member of staff.	CSOs reviewed.	Highlighted to relevant service areas via discussions with key Managers Procurement Manual and CSOs reviewed.	April 2019.	Complete.
5.6. The Council will ensure there are no potential conflicts of interest in the procurement process.	Officers with delegated authority to carry out procurement to be	Proforma form developed and in use by staff who are involved in the evaluation of tenders.	July 2017.	Complete.



<b>Council Commitment.</b>	<b>Action.</b>	<b>Progress to Date.</b>	<b>Completion date.</b>	<b>Status.</b>
	made aware of the requirement to declare any potential conflict of interest.			
5.7. The Council will comply with the <a href="#">Scottish Procurement Policy Handbook</a> .	Scottish Government Routes 1, 2 and 3 are integral to the CSOs and the Procurement Manual.	CSOs and Procurement Manual are reviewed regularly (latest review carried out and completed in March 2018 for the CSOs and in April 2019 for the Procurement Manual). Future reviews scheduled for 2020, or when there are legislative changes.	July 2018 / April 2019.	Complete.
5.8. The Council will comply with the <a href="#">Contract Standing Orders</a> .	CSOs updated to reflect new legislation. iLearn Procurement Awareness iLearn module developed.	Updated CSOs available on the Council Website and Staff Portal.	July 2017.	Complete.
		iLearn training module under development.	March 2023.	TBC.

<b>6. Contract management.</b>	<b>Active contract management is increasing across the Council with segmentation used to identify high value / high risk contracts to ensure targeting of staff resources to develop and apply a contract management plan at the implementation stage following contract award.</b>
--------------------------------	---

<b>Council Commitment.</b>	<b>Action.</b>	<b>Progress to Date.</b>	<b>Completion date.</b>	<b>Status.</b>
6.1 To strengthen contract management procedures by holding regular meetings with major contractors to review performance and improve levels of contract compliance.	Contract management clause written into all relevant ITTs documentation.	Contract manager and administrator roles in place for Schools Investment Programme and high value / high risk projects.	March 2018.	Complete.
6.2. To roll out contract management arrangements to all high value high risk contractors.	Contract management clause written into all relevant ITTs. Segmentation approach to be embedded in proforma documentation as appropriate.	Service areas responsible for contract management for works and part of the Joint Contracts Tribunal (JCT) / New Engineering Contracts (NEC). Services operate effective contract management in consultation with CPU.	March 2018.	Complete.
		Formal contract management proforma to be developed for service contracts. Enhanced section is now included in the Procurement Manual	April 2019.	Complete.
		Documentation to be updated to reflect segmentation and identification of high risk / high cost projects as appropriate. Included in the Procurement Manual update.	April 2019.	Complete.
6.3. Exit strategy to be considered and documented for all contracts where appropriate.	Exit strategy to be considered as an integral part of	Procurement manual to be updated to reflect the importance of exit strategies in	April 2019.	Complete.

<b>Council Commitment.</b>	<b>Action.</b>	<b>Progress to Date.</b>	<b>Completion date.</b>	<b>Status.</b>
	contract management.	contract management processes where appropriate to the subject matter of the contract.		

<b>7. Communication.</b>	<b>It is recognised that, key to the successful implementation of any new procurement processes or policy, there has to be an understanding amongst all stakeholders of the reasons behind such actions.</b>
--------------------------	--

<b>Council Commitment.</b>	<b>Action.</b>	<b>Progress to Date.</b>	<b>Completion date.</b>	<b>Status.</b>
7.1 To inform and advise its stakeholders by means of: Increasing the use of the <a href="#">Public Contracts Scotland website</a> .	Promote the use of the PCS portal.	Significant increase in usage of PCS – Paper copies of tenders are now available on an exception basis only.	March 2020.	Complete.
7.2. Increasing the use of the procurement page on the Council's intranet (portal).	Increase awareness amongst council staff via bulletins and briefing notes to Senior Management Team (SMT) / Corporate Management Team (CMT).	Awareness raising ongoing amongst CPU staff and the network of procurement officers with delegated authority to carry out procurement is ongoing.	March 2018.	Complete.

<b>Council Commitment.</b>	<b>Action.</b>	<b>Progress to Date.</b>	<b>Completion date.</b>	<b>Status.</b>
7.3. Increasing the use of the procurement section of the Council's website.	Website information regularly updated.	Awareness raising via How to Tender workshops and Meet the Buyer Event.	August 2016.	Complete.
		Contracts register link on website and promoted via news item on the Council website.	August 2016.	Complete.
7.4. Increase attendance at 'meet the buyer' or equivalent events to cover areas of concern, engage with local suppliers and advice on how to become a supplier to the Council. Encourage main contractors to engage with SMEs through the inclusion of Community Benefit clauses.	Organise a Council wide Meet the Buyer event and consider joining the Supplier Development Requirement for Inclusion of Community Benefit clause now mandatory for all contracts with a value of over £4m.	Meet the Buyer events took place in August 2016, October 2017 and October 2018. Membership of the Supplier Development Programme. Continuing membership under review. Fourth Meet the Buyer Event held 9 October 2019. No event planned for 2020 / 21 given the pandemic.	August 2016.	Complete.
7.5. Encourage suppliers to the Council to access support available to business, via Business Gateway Orkney and the Supplier Development Programme.	Construction was one of the main focus areas for the Meet the Buyer Event (MTBE) on 25 August 2016.	MTBE 2018 October event planning commencing May 2018, a different focus planned for each next event, possibly Transport to be confirmed.	October 2018.	Complete.

<b>8. e-Procurement.</b>	<b>The Council has yet to implement a process for the replacement of all paper-based purchase ordering systems with a modern e-Procurement system and where appropriate with corporate purchasing cards.</b>
--------------------------	--

<b>Council Commitment.</b>	<b>Action.</b>	<b>Progress to Date.</b>	<b>Completion date.</b>	<b>Status.</b>
8.1. To implement an e-Procurement system by December 2017.	PCS portal is used for all tender opportunities with a value of over £50,000 for goods and services and works providing an effective and secure e-procurement system.	PCS portal use is mandated across the Council. Contract award reminders sent out monthly to all service areas.	January 2018.	Complete.
8.2. To consider (as appropriate) use of e-procurement tools (e.g. e tendering and e European Standard Procurement Document (ESPD) (i.e. PCS-Tender)).	Training of staff needed prior to authorised usage of PCS-Tender.	Training has been completed for PCS-Tender which took place in January 2018. Electronic-ESPD now available for PCS which is in use by a number of Procurement Officers.	December 2017	Complete.
8.3. To maximise the use of the PCS 'QQ' facility for low value / low risk procurements.	Briefing note distributed to all staff. Alternative methods of information dissemination iLearn modules under consideration.	QQ usage significantly increased – paper tenders only used on an exceptional basis only.	March 2018.	Complete.
		iLearn module under development.	March 2023.	TBC.

<b>Indicators: 8. E-Procurement.</b>	<b>Target (Actual).</b>	<b>Target (Actual).</b>	<b>Target (Actual).</b>	<b>Target (Actual).</b>	<b>Target (Actual).</b>
	<b>2018 to 2019.</b>	<b>2019 to 2020.</b>	<b>2020 to 2021.</b>	<b>2021 to 2022</b>	<b>2022 to 2023</b>
Percentage of invoices paid within 30 days.	81% (81%).	77% (71%).	90% (85%).	90% (82.5%)	90% (84.1%)
Percentage of invoices using e procurement / purchase to pay system.	60% (17%).	60% (32%).	60%	60%	60%
Percentage of procurement undertaken using e tendering system i.e. PCS-Tender or SPD Module.	10%  (12%, applicable contracts).	50%  (36%, applicable contracts).	100%  (46.2% of applicable contracts).	100%  (57.81% of applicable contracts).	100%  (53.33% of applicable contracts).

<b>9. Monitoring and measurement.</b>	<b>Performance measurement within the Council has developed significantly in recent years. In order to measure improvement in effectiveness and efficiency it is important that an agreed set of standard indicators are adopted. The methods of monitoring and measuring procurement performance are required to be proportionate to the scale and complexity of the Council's procurement activities.</b>
---------------------------------------	---

<b>Council Commitment.</b>	<b>Action.</b>	<b>Progress to Date.</b>	<b>Completion date.</b>	<b>Status.</b>
9.1. The Council will implement as standard, the Best Practice Indicators (BPIs) that were	BPIs uploaded to the procurement hub.	Key Performance Indicators (KPIs) reported on via corporate performance reporting system.	July 2017.	Complete.

<b>Council Commitment.</b>	<b>Action.</b>	<b>Progress to Date.</b>	<b>Completion date.</b>	<b>Status.</b>
recommended by the Public Procurement Reform Board as a means of measuring the effectiveness and efficiency of the procurement function.		Not all BPIs reported on directly, Performance Capability Assessment / PCIP pick up these in an alternative format.		
9.2. The PCIP performance reporting framework to be considered for incorporation and adoption of additional BPIs as appropriate.	Participation in the PCIP planned for July 2017.	Outcomes and recommendations from 2017 assessment incorporated into Procurement Improvement Plan.	March 2018. (Participation ongoing).	Complete.

<b>10. Guidance.</b>	<b>An important aspect of the role of the procurement function is to provide guidance and advice to both Council services and to all stakeholders.</b>
----------------------	--

<b>Council Commitment.</b>	<b>Action.</b>	<b>Progress to Date.</b>	<b>Completion date.</b>	<b>Status.</b>
10.1. The Council will continue to develop procedural guidance as follows: The introduction of standard procurement guidance.	Update procurement manual in line with 2016 legislation and to incorporate new Strategic commitments.	Procurement Manual updated.	July 2018.	Complete.
10.2 Provide training in the use of standard procurement guidance.	Training to be developed and accessible for existing and new staff members.	Training accessed via Scottish Government and disseminated to new staff prior to taking up	December 2021.	On track.

<b>Council Commitment.</b>	<b>Action.</b>	<b>Progress to Date.</b>	<b>Completion date.</b>	<b>Status.</b>
		delegated procurement officer duties. Basic operational training under development for roll out as an iLearn module.		
10.3 To develop a purchasing guide for those involved in the ordering of supplies and services.	Procurement manual in place.	Procurement manual under reviewed to match updated CSOs. Liaise with finance / review of relevant procurement sections.	July 2018.	Complete.
		Purchase to pay procedures to be developed in conjunction with the Integra Project Team.	March 2020.	Complete.
10.4. To review and publish standard selection questionnaire (ESPD), tender documentation and standard letters.	Standard documentation developed and in place.	ESPD (which replaces the Pre-Qualification Questionnaire) Standard documentation is in place for supplies and services. JCT and NEC contracts utilised for engineering and works contracts. New CSOs provide for the adoption of the ESPD and use of Routes 1, 2 and 3 of the procurement journey ensuring that the most up to date documentation is used.	March 2019.	Complete.
10.5. One suite of terms and conditions for all Council Requirements.	Standard terms and conditions under review.	Reviewed terms and conditions published on staff portal and Council website by end of 2017.	May 2018	Complete.



<b>Council Commitment.</b>	<b>Action.</b>	<b>Progress to Date.</b>	<b>Completion date.</b>	<b>Status.</b>
		New General Data Protection Regulations legislation incorporated and published on the Council's website.		

<b>11. Training.</b>	<b>The Council recognises that training and development are essential to an effective procurement function and that this is a key element of the McClelland Review and the ongoing Procurement Capability Assessments.</b>
----------------------	--

<b>Council Commitment.</b>	<b>Action.</b>	<b>Progress to Date.</b>	<b>Completion date.</b>	<b>Status.</b>
11.1. Develop training to ensure that procurement activities are compliant with legislation and obtaining value for money.	Training materials to be developed or accessed via Scottish Government or Scotland Excel training courses.	Training to ensure a wide range of officers both operational and at a strategic level were aware of the implications of the new legislation was undertaken in March 2016.	March 2016.	Complete.
		Suite of iLearn training modules under development.	March 2023.	TBC.

<b>Council Commitment.</b>	<b>Action.</b>	<b>Progress to Date.</b>	<b>Completion date.</b>	<b>Status.</b>
11.2. Develop a training plan to meet the training needs of the Network of Procurement Officers with Delegated Authority to carry out procurement activities. Ensure that Procurement Officers with Delegated Authority receive training in relevant legislation when changes take place.	Procurement awareness iLearn and fraud awareness under development. Resources for sustainable procurement and contract management iLearn modules or similar to be identified.	Draft training plan to include a suite of iLearn modules under development to include, procurement awareness, contract management, sustainable procurement and procurement fraud awareness. Consideration of potential e learning modules in progress. Still under development.	March 2023.	TBC.
			March 2023.	TBC.
11.3. To maintain a lessons learned log to ensure that organisational learning is captured and available for continuous improvement.	Distribute lessons learned log to network of Procurement Officers with delegated authority and share materials from training events attended by senior officers where relevant.	Lessons learned log updated on a regular basis, located on the staff portal and referred to in a briefing note to SMT / CMT.	November 2017.	Completed.

### Appendix 3 - Forward Plan for Regulated and Unregulated Procurements April 2024 to March 2026

Subject matter of Contract.	New / Extended / Re-let.	Expected Contract Notice / Publication Date.	Expected Award Date.	Expected Start Date.	Estimated Value of the Contract (£).	Regulated / Unregulated.
Nursery Operator	New	2024	Spring 2024	Summer 2024	TBC	Regulated
PR and Media Management Services	Re-let	2024	Spring 2024	April 2024	TBC	Regulated
Cleaning Services (Waiting Rooms and Public Conveniences various mainland and island locations).	Re-let.	Various 2024 to 2026.	Various throughout 2024 to 2026.	Various throughout 2024 to 2026.	TBC.	Unregulated.
Vehicles and Plant replacement.	New.	Various throughout 2024, 2025 and 2026.	TBC.	TBC.	£1,200,000 per financial year.	Regulated / Unregulated.
Vessel Re-fits 2024 individual contracts.	Re-let.	Various throughout 2024, 2025 and 2026.	TBC.	TBC.	TBC.	Regulated.
Vessel Re-fit and Strategic Repair Framework 2023 to 2027.	New and re-let.	Various throughout 2023 to 2027.	Various throughout 2023 to 2027.	Various throughout 2023 to 2027.	£9,271,500 (over the lifetime of the framework).	Regulated.
Dementia Post-Diagnostic Support Worker	Re-let	October 2024	December 2024	February 2025	£177,500 (5 year contract)	Regulated
Cruise Liner Shuttle Bus Services	Re-let	October 2024	December 2024	February 2025	£1,650,000 (5 year contract)	Regulated

<b>Subject matter of Contract.</b>	<b>New / Extended / Re-let.</b>	<b>Expected Contract Notice / Publication Date.</b>	<b>Expected Award Date.</b>	<b>Expected Start Date.</b>	<b>Estimated Value of the Contract (£).</b>	<b>Regulated / Unregulated.</b>
Ballast Water Sampling	Re-let	December 2024	January 2025	April 2025	£195,000 (5 year contract)	Regulated
Aquatic Sample Processing and Taxonomic Determination	Re-let	December 2024	January / February 2025	April 2025	£186,642.50 (5 year contract)	Regulated
Student Accommodation	Re-let	May 2025	July 2025	August 2025	£23,920 (5 year contract)	Unregulated
Provision of Air Services	Re-let	September 2024	January 2025	April 2025	£4,747,600 (4 year contract)	Regulated
Container Shipment of Waste	Re-let	December 2025	February 2026	April 2026	£1,951,572 (5 year contract)	Regulated
Kerbside Collections (Island/Island Groups)	Re-let	August 2026	October 2026	December 2026/January 2027	Various	Regulated
Port Marine Safety Code – Designated Person	Re-let	May 2026	July 2026	October 2026	£67,590 (5 year contract)	Regulated
Independent Mobility Assessor	Re-let	May 2026	July 2026	October 2026	£5,000 (5 year contract)	Unregulated
Lift Servicing and Maintenance 2026-2031	Re-let	June 2026	August 2026	December 2026	£112,516 (5 year contract)	Regulated

1194

<b>Subject matter of Contract.</b>	<b>New / Extended / Re-let.</b>	<b>Expected Contract Notice / Publication Date.</b>	<b>Expected Award Date.</b>	<b>Expected Start Date.</b>	<b>Estimated Value of the Contract (£).</b>	<b>Regulated / Unregulated.</b>
Orkney Museum Promotional Material	Re-let	Spring 2025	Summer 2025	June 2025	£98,000 (3 year contract)	Regulated
Mobile Phone Contract	Re-let	Spring 2024	Spring 2024	June 2024	£159,000 (2 year contract)	Regulated
Islands Haulage – Various isles	Re-let	Spring 2024	Summer 2024	October 2024	TBC	Unregulated
SIM and Data Package for EV Chargers	Re-let	Spring 2024	Summer 2024	Summer 2024	TBC	Unregulated
Paper and Stationery Supply.	New.	2024/ 2026	TBC.	TBC.	TBC.	Regulated.
Various IT Contracts.	New and Re let.	Various 2024 Ongoing.	TBC.	TBC.	TBC.	Regulated / Unregulated.
Banking Services.	Re-let.	March 2026	May 2026	August 2026	£22,980 (4 year contract)	Unregulated.
Inspection and Testing of Vehicles for use as Taxi and Private Hire Cars.	Re-let.	Spring 2026.	Summer 2026.	Summer 2026.	£20,000 (5-year contract).	Unregulated.
Kirkwall Town Hall – External Stone Works.	New.	Spring 2025.	Spring 2025.	Summer 2025.	£450,000.	Unregulated.
Orphir School External Wall Insulation and Boiler Replacement.	New.	Winter 2025	Spring 2026.	Spring 2026.	£462,000.	Unregulated.

<b>Subject matter of Contract.</b>	<b>New / Extended / Re-let.</b>	<b>Expected Contract Notice / Publication Date.</b>	<b>Expected Award Date.</b>	<b>Expected Start Date.</b>	<b>Estimated Value of the Contract (£).</b>	<b>Regulated / Unregulated.</b>
Hope School boiler replacement	New	Spring 2024	Spring 2024	Summer 2024	TBC	Unregulated
Dounby Visitor Infrastructure	New	Spring 2024	Summer 2024	Summer 2024	£1,000,000	Unregulated
Birsay Campsite amenity block	New	Summer 2024	Summer 2024	Autumn 2024	£640,000	Unregulated
Cathedral & Heritage properties Architectural services	New	Winter 2024	Spring 2024	Summer 2024	TBC	Unregulated
Hatston Depot. Re-roofing	New	Spring 2024	Spring 2024	Summer 2024	£300,000	Unregulated
Hatston Depot fire safety work	New	Winter 2024	Spring 2025	Summer 2025	TBC	Unregulated
Royal Oak Memorial	New	Summer 2024	Summer 2024	Autumn 2024	£900,000	Unregulated
Orkney Library Air source heat pumps	New	Summer 2024	Summer 2024	Autumn 2024	TBC	Unregulated
Stromness Swimming Pool Air source heat pump	New	Summer 2024	Summer 2024	Autumn 2024	TBC	Unregulated
White Street Housing re-roofing	New	Winter 2024	Winter 2024	Summer 2025	TBC	Unregulated

1196

<b>Subject matter of Contract.</b>	<b>New / Extended / Re-let.</b>	<b>Expected Contract Notice / Publication Date.</b>	<b>Expected Award Date.</b>	<b>Expected Start Date.</b>	<b>Estimated Value of the Contract (£).</b>	<b>Regulated / Unregulated.</b>
Council Offices external fabric repairs	New	Winter 2024	Winter 2024	Spring 2025	TBC	Unregulated
Tankerness House external fabric repairs	New	Winter 2025	Winter 2025	Spring 2026	TBC	Unregulated
Stromsay & Papa Westray Airfields	New	Winter 2024	Winter 2024	Summer 2025	TBC	Unregulated
Architectural services	New	Spring 2024	Spring 2024	Summer 2024	TBC	Unregulated
Glaitness School heat pump & pool ventilation	New	Winter 2024	Spring 2025	Summer 2025	TBC	Unregulated
Roads Maintenance 2024-25: Various	New.	April 2024.	June 2024	July 2024.	TBC	Unregulated.
Roads Maintenance 2024-25: Misc Bridge Repairs.	New.	April 2024.	June 2024	July 2024.	TBC	Unregulated.
Roads Maintenance 2024-25: Footways.	New.	April 2024.	June 2024	July 2024.	TBC	Unregulated.
Barrier No. 1 – Road Reconstruction	New.	April 2024.	June 2024	July 2024.	£1.3m	Unregulated.
Stromness Footway Crossings	New.	December 2023	January 2024	February 2024	TBC	Unregulated.

<b>Subject matter of Contract.</b>	<b>New / Extended / Re-let.</b>	<b>Expected Contract Notice / Publication Date.</b>	<b>Expected Award Date.</b>	<b>Expected Start Date.</b>	<b>Estimated Value of the Contract (£).</b>	<b>Regulated / Unregulated.</b>
Weyland Bay Coastal Path	New	April 2024	June 2024	July 2024	£225k	Unregulated.
Brough of Deerness Slope Clearance	New	November 2023	December 2023	February 2024	£15k	Unregulated.
Germiston Road Bridge Repairs	New	November 2023	December 2023	January 2024	£25k	Unregulated.
Houton Sea Wall Repairs	New	April 2024	June 2024	July 2024	£75k	Unregulated.
Misc Culvert Platforms	New	TBC	TBC	TBC	£50K	Unregulated.
A961 Road Realignment	New	April 2024	June 2024	July 2024	£2m	Unregulated.
A965 Finstown Drainage	New	April 2024	June 2024	July 2024	£250k	Unregulated.
Airfields Maintenance	New	December 2023	January 2024	February 2024	£100k	Unregulated.
Eday and North Ronaldsay Apron Re-surfacing	New	April 2024	May 2024	June 2024	£50k	Unregulated.
Scapa Pier Shore Power	New	October 2023	December 2023	January 2024	£180k	Unregulated.
Hatston Reclamation Phase 1	New	February 2024	April 2024	May 2024	£8m	Regulated
Hatston Slip Repairs	New	March 2024	April 2024	May 2024	£350k	Unregulated.

1198



<b>Subject matter of Contract.</b>	<b>New / Extended / Re-let.</b>	<b>Expected Contract Notice / Publication Date.</b>	<b>Expected Award Date.</b>	<b>Expected Start Date.</b>	<b>Estimated Value of the Contract (£).</b>	<b>Regulated / Unregulated.</b>
Burwick Navigation Light	New	January 2024	March 2024	April 2024	£45k	Unregulated.
Flaws Pier Repair	New	December 2023	January 2024	February 2024	£85k	Unregulated.
Stronsay Channel Dredge	New	April 2024	June 2024	August 2024	£250k	Unregulated.
Fender Re-designs	New	January 2024	March 2024	April 2024	TBC	Unregulated.
Houton Ferry Terminal Car Park and Marshalling	New	TBC	TBC	TBC	TBC	Unregulated.
Chinglebraes Retaining Wall	New	April 2024	June 2024	July 2024	£50k	Unregulated.
North Isles CWSR	New	TBC	TBC	TBC	TBC	Unregulated.
Kirkwall to Scapa Active Travel Route	New	TBC	TBC	TBC	TBC	Unregulated.
Sandwick Cemetery Drainage	New	TBC	TBC	TBC	TBC	Unregulated.
Kirkwall SWMP – Modelling consultancy	New	Spring 2024	Summer 2024	Summer 2024	£150K	Unregulated.
Coastal Change Adaptation Plan - consultancy	New	Spring 2024	Summer 2024	Summer 2024	£200k	Regulated

### Anticipated Long Term Capital Projects.

<b>Subject matter of Contract.</b>	<b>New / Extended / Re-let.</b>	<b>Expected Contract Notice / Publication Date.</b>	<b>Expected Award Date.</b>	<b>Expected Start Date.</b>	<b>Estimated Value of the Contract (£).</b>	<b>Regulated / Unregulated.</b>
Orkney Integrated Waste Management facility.	New.	TBC.	TBC.	TBC.	TBC.	Regulated / Unregulated.
Renewables Project (Scale Wind) various.	New.	TBC.	TBC.	TBC.	TBC.	Regulated / Unregulated.
Renewables Project (Scale Wind) owners engineer.	New	Winter 2022	TBC	TBC	TBC	Regulated
Renewables Project (Scale Wind) Turbine Construction and infrastructure	New	TBC	TBC	TBC	TBC	Regulated
Private Wire Project various.	New.	TBC.	TBC.	TBC.	TBC.	Regulated / Unregulated.
Port Master Plan Various.	New.	TBC.	TBC.	TBC.	TBC.	Regulated / Unregulated.
Scapa Deep Water Quay Development	New.	TBC.	TBC.	TBC.	TBC.	Regulated / Unregulated.
Orkney Logistics Base Hatston	New.	TBC.	TBC.	TBC.	TBC.	Regulated / Unregulated.

1200

<b>Subject matter of Contract.</b>	<b>New / Extended / Re-let.</b>	<b>Expected Contract Notice / Publication Date.</b>	<b>Expected Award Date.</b>	<b>Expected Start Date.</b>	<b>Estimated Value of the Contract (£).</b>	<b>Regulated / Unregulated.</b>
Demolition of the Former Papdale Halls of Residence.	New.	TBC.	TBC.	TBC.	TBC	Regulated.
Ferries Replacement Business Case Project.	New.	TBC.	TBC.	TBC.	TBC	Regulated.

# Minute

## Police and Fire Sub-committee

Tuesday, 12 September 2023, 14:00.

Council Chamber, Council Offices, School Place, Kirkwall.



## Present

Councillors David Dawson, Duncan A Tullock, Alexander G Cowie, Raymond S Peace, Jean E Stevenson and Mellissa-Louise Thomson.

## Present via remote link (Microsoft Teams)

Councillor Graham A Bevan.

## Clerk

- Sandra Craigie, Committees Officer.

## In Attendance

- Kenny MacPherson, Head of Property, Asset Management and Facilities.
- Donna-Louise Hunter, Service Manager (Safety and Resilience).
- Veer Bansal, Solicitor.

## Police Scotland:

- Chief Inspector Scott Robertson, Area Commander.

## Scottish Fire and Rescue Service:

- Scott Gibson, Area Commander.
- David McGroarty, Group Commander.

## Declarations of Interest

- No declarations of interest were intimated.

## Chair

- Councillor David Dawson, Chair.

## 1. Scottish Fire and Rescue Service

### Performance Against Orkney Fire and Rescue Plan

After consideration of a report by Scott Gibson, Area Commander, copies of which had been circulated, the Sub-committee:

Scrutinised the statistical performance of the Scottish Fire and Rescue Service, Orkney Islands area, for the period 1 April to 30 June 2023, detailed in the Quarterly Performance Report, attached as Appendix 1 to the report by the Area Commander, and obtained assurance that progress was being made against the objectives.

## **2. Performance Against Local Policing Plan**

After consideration of a report by Chief Inspector Scott Robertson, Area Commander, copies of which had been circulated, the Sub-committee:

Scrutinised progress in respect of the Orkney Islands Local Policing Plan 2020-2023, Year 3, for the period 1 April 2022 to 31 March 2023, attached as Appendix 1 to the report by the Area Commander, and obtained assurance that progress had been made against the objectives.

## **3. Local Police Plan**

After consideration of a joint report by the Corporate Director for Neighbourhood Services and Infrastructure and the Corporate Director for Strategy, Performance and Business Solutions, copies of which had been circulated, and after hearing a report from the Head of Property, Asset Management and Facilities, the Sub-committee:

Noted:

**3.1.** That Police Scotland had confirmed that an Equality and Human Rights Impact Assessment, an Island Communities Impact Assessment and an Environmental Impact Assessment had been fully reviewed internally within Police Scotland and signed off by the Highland and Islands Divisional Commander.

**3.2.** The Summary Sheet in respect of the Equality and Human Rights Impact Assessment, attached as Appendix 2 to the joint report by the Corporate Director for Neighbourhood Services and Infrastructure and the Corporate Director for Strategy, Performance and Business Solutions.

**3.3.** That following the approval of the Local Policing Plan by the relevant local authority, the Island Communities Impact Assessment would be published by the Strategic Planning Team of Police Scotland on their website.

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

**3.4.** That the Local Policing Plan – Orkney 2023 to 2026, attached as Appendix 1 to this Minute, be approved.

## **4. Conclusion of Meeting**

At 15:31 the Chair declared the meeting concluded.

Signed: David Dawson.

**OFFICIAL**

# **Local Policing Plan - Orkney**

**2023-2026**

**Working together to ensure  
Orkney remains a safe and  
vibrant place to live and work.**

**OFFICIAL**

## **Contents**

Foreword .....	3
Introduction to Orkney.....	5
National Strategic Alignment.....	6
Local Policing Delivery.....	7
Local Policing Priorities.....	8
Priorities in Detail.....	9
Local Objectives and Activity.....	12
Governance and Performance.....	20
Equality, Diversity and Inclusion.....	21
Engaging with us.....	21

## Foreword

As Divisional Commander for Highland and Islands, I am delighted to present the Local Policing Plan 2023-2026 for Orkney.

The Local Policing Plan documents how we go about delivering the strategic outcomes from Police Scotland's Annual Policing Plan 2022-2023 in our local communities, as well as how we work with our Partners to deliver shared priorities in fulfilling our duty under the Community Empowerment (Scotland) Act 2015. Equality and Human Rights, Island Communities and Environmental Impact Assessments have also been undertaken, however these are not imbedded within this Local Policing Plan.

Underpinning these relationship is the requirement under the Police and Fire Reform (Scotland) Act 2012 to produce this Local Policing Plan for approval by the Local Authority.

Orkney remains one of the safest areas in the United Kingdom in terms of the overall levels of crime, but it also faces a unique set of challenges in how we go about meeting the expectations of our communities. We are far from being immune from the issues which are seen in more densely populated areas - albeit at a less concentrated level. Responding to these challenges can only be done through a focus on effective Partnership working - which includes not only our statutory Partners but also a wide variety of organisations, as well as the communities which we serve.

We recognise our role in identifying and supporting those within our communities who are particularly vulnerable and ensuring pathways to a wider level of support are created and maintained as part of a program of initiatives with a focus on prevention and public protection. This Orkney Local Policing Plan has been designed to articulate our broad contribution to the Orkney Community Plan, which is in keeping with our commitment to tackle challenging, chronic and long term issues while supporting resilience in partnership with our communities and other public and voluntary agencies. It is recognised that the impact of crime in rural areas can be felt more acutely by those communities where populations are small and that community resilience is more challenged.

To ensure we continue to plan on the basis of not only national priorities but local needs we have continued to engage in extensive consultation, feedback and broader analysis of crime and other supporting data. This plan outlines what our priorities will be and how our services will be delivered over the next three years.

At this point I would normally reflect on the exciting opportunities ahead - but there is no doubt that having experienced a unique period in Policing, and across society in general, the next three years will continue to present significant challenges. We will seek to take advantage of opportunities that exist through new technology and providing our people with the appropriate skills to ensure we are agile in responding to emerging threats and opportunities.



**OFFICIAL**

There is no doubt that our focus will remain on playing our part in keeping Orkney a safe and supportive place to live, work and visit.

**Robert Shepherd**  
**Divisional Commander**  
**Highland and Islands Division**

**OFFICIAL**

## **Introduction to Orkney**

Orkney comprises 70 or so islands and Skerries, of which 19 may be inhabited depending on the time of year. There is a population of approximately 22,000 and the local authority is Britain's smallest. Kirkwall is regarded as the capital of Orkney with a population of 9,000 with the majority of the island population residing on the Mainland.

Farming, fishing and tourism are the main sources of income, with many tourists visiting the area's vast array of sites, such as Skara Brae, Ring of Brodgar and Maeshowe, which are of global significance.

Between 2011 and 2019 our population has been increasing, rising 3.6% during that period. That population shows an older age profile than both the Highlands and Scotland. The 0-24 age group forms 24.4% of the population, compared to 27.6% in Scotland as a whole. Both figures are important factors in the targeting of resources and services. A smaller working age population has implications for the availability of staff within the local economy across all sectors, including policing.

A quality Policing service is achieved through strong partnerships and 88% of people in Orkney who responded to our survey felt safe in their local area. There are 2 police stations in Orkney.

Road safety and tackling drug misuse remain the top 2 priorities from the responses to our research.

## **National Strategic Alignment**

Our strategic outcomes provide a clear route from the Scottish Government's outcomes and priorities, including the Justice Strategy, through Police Scotland's strategies, plans and performance reporting, enabling us to demonstrate alignment and clearly articulate our ambitions and progress as demonstrated below.

In addition to the Annual Police Plan, Police Scotland's thirteen local Policing Divisions produce Local Police Plans which reference distinct priorities, objectives, outcomes and performance measures. They link to wider community planning arrangements, with Local Outcome Improvement Plans taken into account in their development.

- Scottish Government National Outcomes/Strategic Priorities/Justice Vision.
- SPA/Police Scotland Strategic Outcomes.
- Long Term Policing Strategy: Policing for a Safe, Protected and Resilient Scotland.
- Enabler strategies including People, Fleet, Estates, Public Contact and Engagement, Enabling Policing for the Future, Digital Data and ICT, Cyber, Environmental, Procurement, Violence against Women and Girls, Equality Diversity and Inclusion.

These are underpinned by plans including the Strategic Workforce Plan, Annual Police Plan, Local Police Plans, Local Outcome Improvement Plans and Financial Plans.

## **Local Policing Delivery**

We aim to deliver Policing that is visible, accessible and responsive to the needs of the people in Orkney. We recognise the unique geography of Orkney and we will continue to work with Partners to be accessible and engaged within all our local communities.

The Divisional Commander is supported by four Superintendents who have Operational, Support, Partnerships and Criminal Investigation functions.

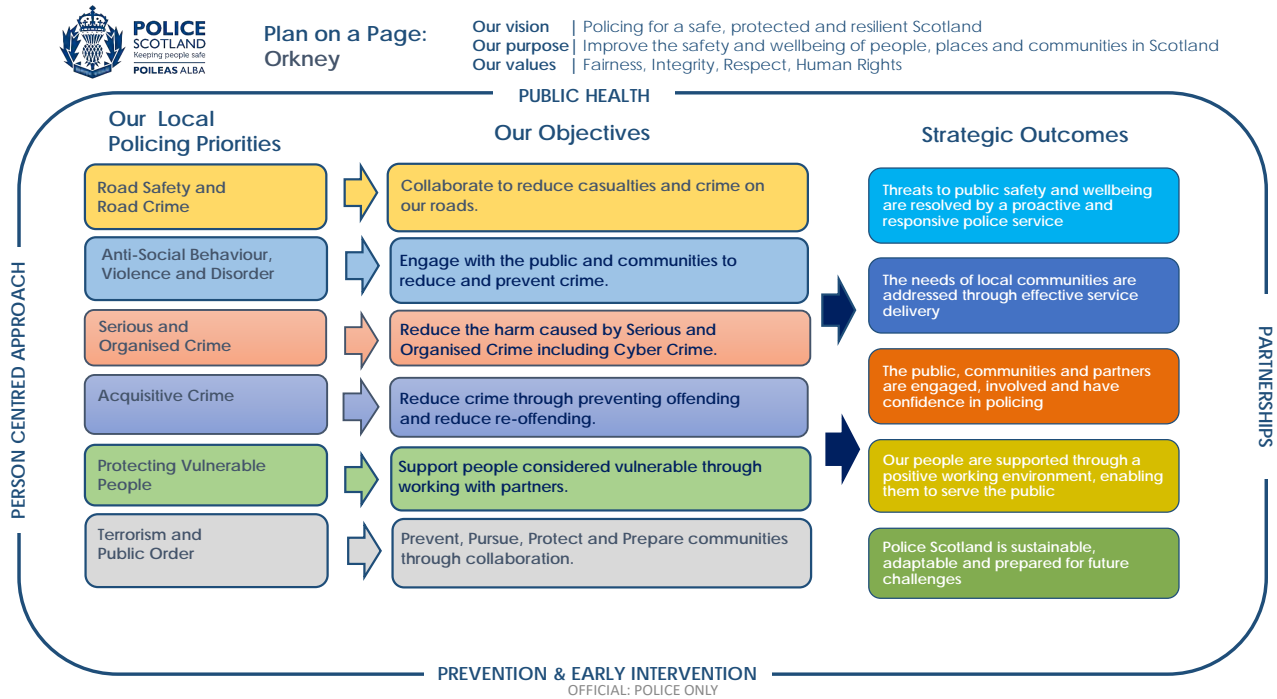
Orkney Area Command is one of six Area Commands which comprises the Highland and Islands Division of Police Scotland. There is a dedicated Local Area Commander (Chief Inspector) who is responsible for day to day Policing.

The local Criminal Investigation Department work alongside the national Specialist Crime Division to deal with the most serious and complex crime.

In addition to the local Policing resource, there are numerous specialist resources which are in a position to provide additional support, including Specialist Crime Division, Criminal Justice Services Division, Operational Support Division, Emergency, Event and Resilience Planning, Border Policing and Contact, Command and Control Division. Whilst these are all national Divisions each of them have staff permanently located within the Highland & Islands Division.

Special Police Constables are valued members of our team and we are continually seeking to enhance the numbers in this area.

# Local Policing Priorities



In order to identify our Local Policing Priorities we utilised a wide range of information, intelligence and processes including an extensive community engagement, which include:

- Police Scotland Strategic Assessment 2023-2028.
- Community consultations.
- Community Planning Partnership – Orkney Community Justice Partnership’s Community Justice Outcomes Improvement Plan (CJOIP).
- Police Scotland Annual Police Plan.

All of these sources have provided critical information in identifying what is important to the diverse communities within Orkney and as such we have structured our resources to meet these demands and deliver against the strategic outcomes.

## **Priorities in Detail**

### **Road Safety and Road Crime**

In Orkney, we are committed to ensuring that all road users take responsibility for their own safety and understand the need to share our road space respectfully and responsibly. Supporting Road Safety and targeting Road Crime remains a priority in Orkney.

We recognise the impact on families and communities where incidents occur on our roads. Beyond that, lengthy road closures have a cost for local businesses but this must be balanced with the requirement for safe and thorough enquiry.

Intelligence lead disruptive activity plays a key part in our response to road crime alongside standard patrol and enforcement which we carry out with our partner agencies and provide full support for national road safety and road crime campaigns.

### **Anti-Social Behaviour, Violence and Disorder**

Anti-Social Behaviour is a wide-ranging issue which encompasses many aspects of criminal and non-criminal conduct. The term is used to describe a range of issues which cause distress to communities and make them feel less safe. Issues include vandalism, noisy neighbours or environmental crime.

Where communities are experiencing significant ongoing issues with anti-social behaviour we will take the opportunity to engage with housing providers to explore the most appropriate remedies and minimise any escalation of impact around addresses where anti-social behaviour may be occurring.

Alcohol and associated behaviours continue to be a significant factor in disorder in the area. We will continue to work closely with the licensing industry to share best practice and maintain robust monitoring to minimise the impact upon our communities.

### **Serious Organised Crime**

Serious Organised Crime (SOC) takes numerous forms, many of which affect our communities in Orkney. We are committed to pursuing those responsible for supplying controlled drugs throughout our area.

A particular area of focus is a tactic known as 'Cuckooing'. This is where experienced drug suppliers from elsewhere in the United Kingdom use the homes of vulnerable individuals in order to supply controlled drugs through intimidation, violence or the promise of reward.

It is also recognised that the Highlands and Islands are targeted by Organised Crime Groups (OCGs) who coordinate their activities from out with the area by use of

technology and structured people networks. This tactic is known as 'County Lines'.

Other forms of Serious Organised Crime include Human Trafficking and elements of Cyber Crime. We will ensure that our staff are equipped to deal with crimes of this nature and that we have ready access to national resources and expertise where this is necessary.

## Acquisitive Crime

Acquisitive crime encompasses a wide range of crime types and accounts for a significant proportion of overall crime in Orkney. The most common relate to online fraud activity and crimes committed by travelling criminals.

In common with other areas of Scotland, Orkney is experiencing an increase in online/phone fraud activity, where offenders target individuals and businesses purporting to be someone of trust and obtain funds through bank transfer and other such means. We will continue to work with businesses including financial institutions to prevent people and companies being the victim of frauds and we will support activity aimed at educating our communities on how to keep themselves safe from this type of criminal activity.

## Protecting Vulnerable People

Vulnerability is one of the most significant demands on Police resources not only in Orkney but across Scotland. Vulnerable people may be unable to keep themselves safe for any number of reasons and as a result they are more likely to become the victims of crime or come to harm than those who are not considered to be vulnerable.

This is a significant part of the daily business of frontline police officers, intervening at times of crisis and preventing people coming to harm. Through this we work with Statutory Partners as well as private sector providers, particularly in the case of looked after young people, to identify opportunities for early intervention and strategies to support harm prevention.

This work is supported through the provision of officers across a range of specialisms who work with Partners to support victims through the trauma of abuse. We maintain a victim focused approach, while seeking to maximize opportunities to investigate and bring to justice those who seek to exploit vulnerability and cause great harm within communities.

We will continue to focus on an agenda of prevention which signposts vulnerable people to the most appropriate agencies for their particular needs. We will support our local intervention programmes in relation to mental health, suicide prevention and the wider public health strategies relating to alcohol and drugs.

We will also identify and respond where there are patterns of local concern around locations or behaviours which require a more immediate approach to prevent further

escalation.

## Terrorism and Public Order

The Orkney area has strategic sites and a vast coastline with numerous small ports. It is important that we develop watchful, knowledgeable and resilient communities who can ultimately help prevent terrorism occurring through education, enforcement and vigilance.

Counter Terrorism is a national priority and no community is immune from the impact of terrorism. This addresses not only the threat posed by International Terrorism but also Domestic Extremism.

With Partners, we will continue to deliver the UK Contest Strategy utilising the Prevent, Prepare, Protect and Pursue model.



**Local Objectives and Activity****Threats to public safety and wellbeing are resolved by a proactive and responsive Police service.**

We find ourselves moving at an ever-increasing pace from the physical to the digital world; a move that creates new and complex crime types. It also affects traditional crime, much of which now has a digital element.

To protect our communities effectively, we will continue to explore innovative technologies and partnerships.

We will continue to be a key contributor to local joint planning and delivery, helping drive a shift to prevention and early intervention across services.

**Objective: Keep People Safe in the physical and digital world.****Activity: Work with Partners to reduce the impact of Cyber-Crime.**

## Key milestones:

- Increased Cyber-Crime awareness events with Partners, Educational establishments and Community Groups.
- Increased preventative work highlighting dangers of Cyber-Crime, including use of Social Media channels and information booklets.
- Every victim of a Cyber-Crime is allocated a Prevention and Interventions officer who offers relevant preventative advice, information and support with the view to reducing the risk of that individual being a victim of crime.

Update expected: Y1-3 Quarterly.

## Performance measures and insights:

- Effective in reducing Cyber-Crime?
- Effective in reducing repeat victims of Cyber-Crime?

**Objective: Keep People Safe in the physical and digital world.****Activity: Focus on preventative measures relating to Serious Organised Crime.**

## Key milestones:

- Increased preventative work with individuals at risk of criminal and sexual exploitation.
- Victims of Serious Organised Crime would be allocated a Prevention and Interventions officer who offers relevant preventative advice, information and support with the view to reducing the risk of that individual being a victim of crime.

**OFFICIAL**

- Pursue individuals and groups involved in Serious Organised Crime.
- Continually review information/intelligence in relation to controlled substances, including the importation to Orkney and undertake enforcement action where appropriate.

Update expected: Y1-3 Quarterly.

Performance measures and insights:

- Effective in reducing repeat victims of Serious Organised Crime?
- Effective in disrupting individual and groups involved in Serious Organised Crime?
- Effective in reducing Serious Organised Crime?

**Objective: Design services jointly to tackle complex public safety and wellbeing challenges.**

**Activity: Work with NHS and Local Authority Partners to reduce the impact of problem drug misuse.**

Key milestones:

- Develop improved pathways to best support people with substance addiction.
- Work with Partners to develop Harm Prevention Hubs.

Update expected: Y1 Q4.

Performance measures and insights:

- Reduction in Drugs Related Deaths?
- Effective pathways in place to support people with substance addiction?

**Objective: Support Policing through proactive prevention measures.**

**Activity: Reduce the demand on frontline policing with collaborative mental health approaches.**

Key milestones:

- Develop improved collaborative approaches to mental health care.
- Deliver improved services to people experiencing mental ill health.
- Evaluate impact of new services.

Update expected: Y1-3 Q4.

Performance measures and insights:

**OFFICIAL**

- Has Police Scotland reduced the time officer spend dealing with mental health related incidents?
- How effective are the processes in place to ensuring that people receive the correct care.
- Feedback from service users (internal and external).

**Activity: Ensure appropriate partnership working on repeat missing persons.**

Key milestones:

- Maintain improved collaborative approaches to repeat missing persons.
- Support service providers in relation to developing appropriate risk assessments and strategies in relation to looked after young people.
- Evaluate impact of new services.

Update expected: Y1-3 Q4.

Performance measures and insights:

- Has Police Scotland reduced the time officers spend dealing with missing person related activity where there are more appropriate means of ensuring that persons safety?
- How effective are the processes in place to ensuring that people receive the correct support?
- Feedback from service users (internal and external).

**The needs of local communities are addressed through effective Service Delivery.**

To create your Local Police Plan we have engaged and consulted with the public, stakeholders, community representatives and Partners including other service providers to ensure we have a shared understanding of the local community and the role of policing within it.

We will continue to improve the services we provide as society evolves, embedding accessibility and inclusivity into all that we do.

We continue to be able to call upon additional operational support and specialist services to assist with incidents and investigations, large planned and unplanned events, and other situations where these resources are needed ensuring our focus remains on the needs of the local community.

**Objective: Understand our communities and deliver the right mix of services to meet their needs.**

**Activity: Strengthen and enhance work with Partners to understand and tackle their concerns in relation to Anti-Social Behaviour.**

**OFFICIAL**

## Key milestones:

- Work with Partners and Third Sector organisations to deliver diversionary activities to youths in Division.
- Collaborate with Partners to combat Anti-Social Behaviour.
- Deliver educational packages to High School pupils/staff in accordance with the Divisional and National priorities.

Update expected: Y1-3 Quarterly.

## Performance measures and insights:

- How effective are the diversionary activities provided by Police and Third Sector organisations?
- How effective is the Divisional collaboration with Partners at tackling Anti-Social Behaviour?

**Activity: Tackle residential housebreaking and acquisitive crime through preventative measures.**

## Key milestones:

- In partnership with local Partners, groups and supported accommodation develop and disseminate messaging/guidance in relation to crime prevention to assist residents in keeping their homes safe.
- Initiate a programme with Partners to divert offenders from criminal activity.
- Undertake high visibility Policing in known hotspots of residential housebreaking and acquisitive crime.

Update expected: Y1-3 Quarterly.

## Performance measures and insights:

- How effective has the joint messaging/guidance been at helping to keep residents safe in their homes?
- Has housebreaking to residential properties decreased in Orkney?
- What is the decrease in repeat offenders committing new acquisitive crimes?

**Activity: Strengthen and enhance work with Partners to tackle violence.**

## Key milestones:

- Participate in Multi Agency Risk Assessment Conferences (MARAC) to tackle Domestic violence.
- Participate in Multi Agency Tasking and Co-ordination (MATAC) to tackle Domestic violence.
- Continue to utilise the Disclosure Scheme for Domestic Abuse Scotland (DSDAS).
- Participate in Violence Against Women and Girl Partnerships (VAWP).

Update expected: Y1-3 Q4.

Performance measures and insights:

- Effective reducing violence related crimes?
- Effective reducing repeat victims of violence?

## **The public, communities and Partners are engaged, involved and have confidence in Policing**

Our values are at the heart of everything we do. Our human rights based approach to policing along with ethical and privacy considerations are of the utmost importance to the service we provide. The communities we serve should feel confident that we will always Police in a way that is fully underpinned by our values of fairness, integrity, respect and human rights.

The safety and wellbeing of the people we serve are enhanced by providing services that work efficiently. We will listen and seek to understand the changing needs of diverse communities, bringing both professionalism and empathy to our interactions making changes to our services when required. Engaging with people strengthens relevance, responsiveness and accountability and builds trust. We will improve and refocus our engagement activities where these are not reaching diverse communities and are not representative of the society we serve.

**Objective: Embed the ethical and privacy considerations that are integral to Policing and protection into every aspect of the service.**

**Activity: Proactively engage with minority groups representative of local demographic including seldom heard groups.**

Key milestones:

- Develop a local engagement plan.
- Monitor and evaluate progress and benefits.
- Undertake local engagement initiatives.

Update expected: Y1-3 Q4.

Performance measures and insights:

- How well are we engaging with different groups?
- Feedback from members of the public, including seldom heard groups.

**Objective: Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective.**

**OFFICIAL**

**Activity: Enable and support effective engagement and communication with the public, including promotion of our Local Police Plan.**

Key milestones:

- Overview of progress and benefits.
- Engagement events with local communities.

Update expected: Y1-3 Quarterly.

Performance measures and insights:

- How well are we engaging with the public?
- Feedback from members of the public, community groups and Partners.

**Objective: Work with local groups and public, third sector and private sector organisations to support our communities**

**Activity: Engage with Third Sector groups and Local Authority Partners to support refugees.**

Key milestones:

- Participate in community planning to ensure that displaced people have a distinct route to accommodation, support and care.
- Work with Partners and Third Sector groups to raise awareness of Police Scotland and the support services we provide amongst refugees.

Update expected: Y1-3 Q3.

Performance measures and insights:

- Does qualitative feedback from third sector refugee groups indicate that refugees feel supported by Police Scotland?

**Our people are supported through a proactive working environment, enabling them to service the public.**

The safety and wellbeing of our officers and staff are at the heart of Police Scotland's commitments. The challenges for policing are significant and the part policing plays in daily life will become ever more important as Society faces huge challenges. Policing is also coming under increasing scrutiny and pressure in relation to our actions.

We will create the environment for our staff to be able to work effectively and equip them to make decisions, ensuring they are trusted and empowered to do so.

**Objective: Prioritise wellbeing and keep our people safe, well equipped and protected.**

**OFFICIAL**

**Activity: Enable and support effective engagement and communication across the Division to support our people.**

Key milestones:

- Development of the Divisional 'Your Safety Matters' group.
- Implementation and development of the Core Operating System (COS).
- Assessment/feedback from officers and staff regarding new shift patterns implemented.

Update expected: Y1-3 Q2-4.

Performance measures and insights:

- How well are we supporting our people?
- Staff survey responses.
- Local leadership meeting inputs from staff.

**Objective: Support our people to be confident leaders, innovative, active contributors and influencers.**

**Activity: Support colleagues' performance and development through MyCareer and associated promotion pathways.**

Key milestones:

- Planned local development forums.
- Shadowing line managers.
- Duty Inspector Cadre.

Update expected: Y1-3 Q2-4.

Performance measures and insights:

- Levels of participation in activities?
- Gathering and assessing feedback
- Establish understanding of any groups who are not engaging and remove any barriers to participation that may be identified.

**Objective: Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging.**

**Activity: Develop and implement Divisional People Plans to support the implementation of the People and Equality, Diversity and Inclusion strategies.**

Key milestones:

- Development of the Divisional LGBTQi network.
- Maintain regular Divisional People Board meetings.

Update expected: Y1-3 Quarterly.

Performance measures and insights:

- How does Police Scotland proactively promote and support equality, diversity and inclusion initiatives?
- How well are we supporting our people?
- Levels of participation in activity and understanding feedback from these groups.

### **Police Scotland is sustainable, adaptable and prepared for future challenges.**

Ongoing political, technological, economic and societal changes as well as unforeseeable emergencies on a local and global scale require the Police service to adapt and respond to future challenges in order to maximise the benefits of future opportunities. This includes working to reduce the impact of our activity, estates and fleet on the environment. Police Scotland aims to make a significant contribution to the Scottish Government's 2040 carbon neutral target and 2045 zero greenhouse gas emissions target.

Everyone has a role to play in improving financial sustainability, making efficient use of resources and eliminating waste to deliver best value. Procurement of and demand for goods and services will remain under scrutiny, ensuring resources are used in the most efficient way possible to meet the greatest need.

**Objective: Use innovative approaches to accelerate our capacity and capability for effective service delivery.**

**Activity: Seek out shared learning and training opportunities with Partners.**

Key milestones:

- Implement any recommendations from His Majesty's Inspectorate of Constabulary in Scotland (HMICS).
- Implement any recommendations from the Police Investigations and Review Commissioner (PIRC).
- Continue to liaise and work alongside Partners.
- Continue delivery of Trauma Impact Training.

Update expected: Y1-3 Quarterly.

Performance measures and insights:

- How effective is Police Scotland at continuous improvement and workforce development?
- How effective is Police Scotland at sharing learning with Partners?



**Objective: Commit to making a positive impact through outstanding environmental sustainability.**

**Activity: Support Police Scotland's vision of outstanding environmental sustainability and where relevant, support the implementation of the fleet strategy to aid with the facilitation of a cleaner, greener Police service.**

Key milestones:

- Development of a Divisional Green Initiative.
- Continue fleet replacement with Electric Vehicles.

Update expected: Y1-3 Q2-4.

Performance measures and insights:

- What progress is Police Scotland making in the delivery of its Environmental, Fleet and Estates strategies?

**Objective: Support operational Policing through the appropriate digital tools and delivery of best value.**

**Activity: Support the implementation of new technology across the Division.**

Key milestones:

- Implementation and development of the Core Operating System (COS).
- Continue implementation of Mobile Working.

Update expected: Y1-3 Q2-4.

Performance measures and insights:

- What progress is Police Scotland making at implementing new technology across the service?

## **Governance and Performance**

To support this plan, Police Scotland have a National Performance Framework. This allows the organisation to measure progress, monitor activity, identify areas where resources should be deployed and demonstrate how we are meeting our intentions and objectives.

We are committed to providing an annual report for strategic scrutiny to the Orkney Islands Council Police and Fire Sub-Committee who have considered and approved this Policing Plan.

The Area Commander and/or their deputy, will represent Police Scotland in their respective areas at these meetings.

A copy of every Police report is submitted to the Scottish Police Authority (SPA).

The Local Police Inspector, or their deputy, will continue to engage with elected members, communities, community councils and other key stakeholders

## **Equality, Diversity and Inclusion**

The work of Police Scotland is underpinned by our commitment to equality, diversity and inclusion in our interactions with the communities we serve as well as our own staff.

We are committed to developing and promoting best practice in the refresh of our Equality outcomes for 2022. These can be found along with our commitment and duties to equality, diversity & inclusion at: <https://www.scotland.police.uk/about-us/equality-and-diversity/>.

This plan was subject to an Equalities and Human Rights Impact Assessment (EqHRIA) in compliance with the Scottish Public Sector Equality Duty. This document can be found at: [\(Link to be inserted once complete\)](#)

## **Engaging with us**

Meaningful and effective engagement involves genuine dialogue, respect, integrity, transparency and accountability. It provides an opportunity for people to shape our services and influence decisions made. Insight from effective engagement helps identify practical solutions and determine changes required to meet the needs of the communities we serve.

Police Scotland is committed to continuous improvement in all that we do. If you have something to tell us about our service, please contact us at: <https://www.scotland.police.uk/contact-us/>

Further information about our wider engagement can be found in our consultation and engagement hub at: <https://consult.scotland.police.uk/>

Police Scotland has a number of active social media channels that provide a range of information and insight into Policing, both nationally and in your local area. A full list of our social media accounts can be found on our website. Our local channels can be found at:

Twitter: <http://www.twitter.com/NorthernPolice>

Facebook: <https://www.facebook.com/HighlandIslandsPoliceDivision/>

**OFFICIAL**

Please note that our social media channels are not monitored 24/7 and should not be used for reporting crime. Please dial 999 in an emergency, and 101 in a non-emergency situation.

This Local Police Plan can be made available in various alternative formats. For more information, please contact us via our online form: <https://www.scotland.police.uk/contact-us/>.

Deaf, deafened, hard of hearing or speech-impaired callers can contact us via Text Relay on 18001101.

## **Minute**

### **Investments Sub-committee**

Thursday, 14 September 2023, 14:00.

Council Chamber, Council Offices, School Place, Kirkwall.



### **Present**

Councillors James W Stockan, P Lindsay Hall, Steven B Heddle, Kristopher D Leask and Rachael A King.

### **Present via remote link (Microsoft Teams)**

Councillor Mellissa-Louise Thomson.

### **Clerk**

- Sandra Craigie, Committees Officer.

### **In Attendance**

- Gareth Waterson, Corporate Director for Enterprise and Sustainable Regeneration.
- Erik Knight, Head of Finance.
- Shonagh Merriman, Service Manager (Corporate Finance).
- Katie Gibson, Team Manager (Corporate Finance).
- Michael Scott, Solicitor.

### **Apology**

- Councillor Heather N Woodbridge.

### **Declarations of Interest**

- No declarations of interest were intimated.

### **Chair**

- Councillor James W Stockan, Leader.

## **1. Disclosure of Exempt Information**

The Sub-committee noted the proposal that the public be excluded from the meeting for consideration of Items 5 and 6 as the business to be discussed involved the potential disclosure of exempt information of the class described in the relevant paragraph of Part 1 of Schedule 7A of the Local Government (Scotland) Act 1973 as amended.

## **2. Revenue Expenditure Outturn**

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

Noted:

**2.1.** The revenue expenditure outturn statement in respect of service areas for which the Investments Sub-committee was responsible, for financial year 2022/23, attached as Annex 1 to the report by the Head of Finance, indicating a budget deficit position of £31,582,600.

**2.2.** The revenue financial detail by service area statement in respect of service areas for which the Investments Sub-committee was responsible, for financial year 2022/23, attached as Annex 2 to the report by the Head of Finance.

The Sub-committee scrutinised:

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

## **3. Revenue Expenditure Monitoring**

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

Noted:

**3.1.** The revenue financial summary statement in respect of service areas for which the Investments Sub-committee was responsible, for the period 1 April to 30 June 2023, attached as Annex 1 to the report by the Head of Finance, indicating a budget overspend position of £4,044,600.

**3.2.** The revenue financial detail by service area statement in respect of service areas for which the Investments Sub-committee was responsible, for the period 1 April to 30 June 2023, attached as Annex 2 to the report by the Head of Finance.

The Sub-committee scrutinised:

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

## **4. Exclusion of Public**

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

## **5. Statement of Managed Funds**

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

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

Noted:

**5.1.** The investment monitoring report for the Strategic Reserve Fund produced by Hymans Robertson, the Council's appointed investment advisor, attached as Appendix 1 to the report by the Head of Finance, relating to the performance of managed funds for the quarter to 30 June 2023.

**5.2.** That the Strategic Reserve Fund investments returned a gain of £900,000 which equated to a gain of 0.6% over the quarter to 30 June 2023, which was marginally behind benchmark by 0.8%, and therefore considered poor.

**5.3.** That the investment returns on the Strategic Reserve Fund had been positive over the 12-month period to 30 June 2023, with the value of the Fund increasing by 1.1% which was 2.7% behind benchmark and therefore considered poor.

**5.4.** The BlackRock UK Property and Diversified Growth Fund Commentary for the quarter ending 30 June 2023, attached as Appendix 2 to the report by the Head of Finance.

**5.5.** The Schroders Sustainable Investment report for the quarter ending 30 June 2023, attached as Appendix 3 to the report by the Head of Finance.

## **6. Treasury Management – Monitoring**

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

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

Scrutinised:

**6.1.** The quarterly report, attached as Appendix 1 to the report by the Head of Finance, prepared by Link Treasury Services, the Council's Treasury Adviser, which covered the following elements of treasury management, and obtained assurance that the Treasury Management Practices were operating effectively:

- An economic update for the quarter ended 30 June 2023.
- Interest rate forecasts.

- A review of the Treasury Management Strategy Statement and Annual Investment Strategy.
- A review of prudential and treasury indicators for 2023/24, as at 30 June 2023.

The Sub-committee noted:

**6.2.** The status of the temporary loan portfolio as at 30 June 2023, as detailed in section 4 of the report by the Head of Finance.

**6.3.** The Liability Benchmark chart, attached as Appendix 3 to the report by the Head of Finance.

## **7. Conclusion of Meeting**

At 15:08 the Chair declared the meeting concluded.

Signed: James W Stockan.

## Minute

### **Pension Fund Sub-committee, together with Pension Board**

Wednesday, 20 September 2023, 13:30.

Council Chamber, Council Offices, School Place, Kirkwall.



### **Present**

#### **Pension Fund Sub-committee:**

Councillors Heather N Woodbridge, P Lindsay Hall, Steven B Heddle, Kristopher D Leask, Rachael A King and James W Stockan.

#### **Pension Board:**

#### **Employer Representatives:**

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

Karen Ritch, Senior Finance Officer, Orkney Ferries.

#### **Trade Union Representatives:**

Eoin Miller (Unite) and Eileen Swanney (Unison).

### **Present via remote link (Microsoft Teams)**

#### **Pension Fund Sub-committee:**

Councillor Mellissa-Louise Thomson.

### **Clerk**

- Sandra Craigie, Committees Officer.

### **In Attendance**

- Gareth Waterson, Corporate Director for Enterprise and Sustainable Regeneration (for Items 1 to 6).
- Erik Knight, Head of Finance.
- Shonagh Merriman, Service Manager (Corporate Finance),
- Katie Gibson, Team Manager (Corporate Finance).
- Paul Maxton, Solicitor.

#### **Hymans Robertson:**

- David Walker, Partner.
- Tom Hoare, Consulting Actuary.



**KPMG:**

- Julie Radcliffe, Audit Director.
- Kunal Malhotra, Audit Manager.

**Not Present**

**Pension Board:**

**Trade Union Representatives:**

- Karen Kent (Unison).
- Mark Vincent (GMB).

**Declarations of Interest**

- No declarations of interest were intimated.

**Chair**

- Councillor Heather N Woodbridge.

**1. Disclosure of Exempt Information**

The Sub-committee noted the proposal that the public be excluded from the meeting for consideration of Items 6 and 7 as the business to be discussed involved the potential disclosure of exempt information of the classes described in the relevant paragraphs of Part 1 of Schedule 7A of the Local Government (Scotland) Act 1973 as amended.

**2. Pension Fund – Annual Accounts Audit – Update**

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

Noted:

**2.1.** The requirement, in terms of the Local Authority Accounts (Scotland) Regulations 2014, for a local authority, or a committee of the authority, whose remit included audit or governance functions:

- To consider and approve the audited Annual Accounts for signature no later than 30 September immediately following the financial year to which the accounts related.
- To publish the accounts on a website by 31 October.

**2.2.** That, although the unaudited annual accounts were submitted to KPMG by the required deadline of 30 June 2023, as this was the first year of KPMG's 5-year appointment as the Council's external auditors and, given the pressures on the audit profession, together with changes to certain auditing standards, certain aspects of the audit were still ongoing and would not be completed in time to allow a full audit opinion to be reached before 30 September 2023.

**2.3.** That Audit Scotland had been notified of the situation outlined above and had been in regular contact with KPMG and all other auditors to monitor progress with the 2022/23 audits, as they knew this year would prove challenging to meet the 30 September deadline.

**2.4.** That the Annual Accounts, together with an appropriate audit certificate, would be considered by the Pension Fund Sub-committee, at its next meeting scheduled for 22 November 2023.

**2.5.** The audit status update report from KPMG, attached as Appendix 1 to the report by the Corporate Director for Enterprise and Sustainable Regeneration, updating members on matters arising from the audit work carried out to date, together with draft conclusions.

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

### **3. Revenue Expenditure Outturn**

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

Noted:

**3.1.** The revenue expenditure outturn statement, in respect of service areas for which the Pension Fund Sub-committee was responsible, for financial year 2022/23, attached as Annex 1 to the report by the Head of Finance, indicating a budget deficit position of £53,058,700.

**3.2.** The revenue financial detail by service area statement, in respect of service areas for which the Pension Fund Sub-committee was responsible, for financial year 2022/23, attached as Annex 2 to the report by the Head of Finance.

The Sub-committee scrutinised:

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

### **4. Revenue Expenditure Monitoring**

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

Noted:

**4.1.** The revenue financial summary statement, in respect of service areas for which the Pension Fund Sub-committee was responsible, for the period 1 April to 30 June 2023, attached as Annex 1 to the report by the Head of Finance, indicating a budget overspend position of £8,587,200.

**4.2.** The revenue financial detail by service area statement, in respect of service areas for which the Pension Fund Sub-committee was responsible, for the period 1 April to 30 June 2023, attached as Annex 2 to the report by the Head of Finance.

The Sub-committee scrutinised:

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

## **5. Exclusion of Public**

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

## **6. Statement of Managed Pension Funds**

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

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

Noted:

**6.1.** The investment monitoring report for the Pension Fund produced by Hymans Robertson, the Council's appointed investment advisor, attached as Appendix 1 to the report by the Head of Finance, relating to the performance of managed funds for the quarter to 30 June 2023.

**6.2.** That the Pension Fund investments returned a gain of £5,600,000, or 1.0%, over the quarter to 30 June 2023, which, although good in absolute terms, was 1.2% behind benchmark and therefore considered poor.

**6.3.** That the value of the Pension Fund had increased by 5.8% over the 12-month period to 30 June 2023, which was also good in terms of actual return, however, was marginally behind the benchmark of 6.2% and therefore considered poor.

**6.4.** That an average return of 4.5% per annum for the Pension Fund remained positive but was 1.9% behind the benchmark over the five-year period and therefore behind target, which was to outperform the aggregate benchmark.

**6.5.** The Governance Summary extracted from Baillie Gifford's investment report for the quarter ending 30 June 2023, attached as Appendix 2 to the report by the Head of Finance.

**6.6.** The extract from IFM Global Infrastructure's quarterly investor report, showing the responsible investment update for the quarter ending 30 June 2023, attached as Appendix 3 to the report by the Head of Finance.

**6.7.** The Corporate Governance Summary extracted from Legal and General's investment report for the quarter ending 30 June 2023, attached as Appendix 4 to the report by the Head of Finance.

## **7. Orkney Islands Council – Triennial Actuarial Valuation**

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

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

Noted:

**7.1.** That the triennial valuation of the Orkney Islands Council Pension Fund was currently underway.

**7.2.** That, as part of the triennial valuation process, a review of the underlying financial and demographic assumptions had been undertaken, with the findings attached as Appendix 1 to the report by the Head of Finance.

**7.3.** The agreed approach, with Hymans Robertson, the Fund's actuarial advisers, to the review of the financial and demographic assumptions, as detailed in section 4.5 of the report by the Head of Finance.

## **8. Conclusion of Meeting**

At 14:11 the Chair declared the meeting concluded.

Signed: H N Woodbridge.

## **Minute**

### **Asset Management Sub-committee**

Tuesday, 7 November 2023, 09:30.

Council Chamber, Council Offices, School Place, Kirkwall.



### **Present**

Councillors Heather N Woodbridge, P Lindsay Hall, Steven B Heddle, Jean E Stevenson, James W Stockan and Ivan A Taylor.

### **Present via remote link (Microsoft Teams)**

Councillor Mellissa-Louise Thomson.

### **Clerk**

- Hazel Flett, Service Manager (Governance).

### **In Attendance**

- Hayley Green, Corporate Director for Neighbourhood Services and Infrastructure.
- Kenny MacPherson, Head of Property, Asset Management and Facilities.
- Lorna Richardson, Head of Neighbourhood Services.
- Shonagh Merriman, Service Manager (Corporate Finance).
- Glen Thomson, Interim Service Manager (Property and Capital Projects).
- Michael Scott, Solicitor.
- Gwyn Evans, Strategic Projects.

### **Observing**

- Thomas Aldred, Service Manager (ICT).

### **Observing via remote link (Microsoft Teams)**

- Graeme Christie, Service Manager (Estates).

### **Declarations of Interest**

- No declarations of interest were intimated.

### **Chair**

- Councillor Heather N Woodbridge.

## **1. Revenue Expenditure Monitoring**

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

Noted:

**1.1.** The revenue financial summary statement, in respect of service areas for which the Asset Management Sub-committee was responsible, for the period 1 April to 30 September 2023, attached as Annex 1 to the report by the Head of Finance, indicating a budget underspend position of £460,000.

**1.2.** The revenue financial detail by service area statement, in respect of service areas for which the Asset Management Sub-committee was responsible, for the period 1 April to 30 September 2023, attached as Annex 2 to the report by the Head of Finance.

The Sub-committee scrutinised:

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

## **2. Corporate Asset Maintenance Programmes**

### **Revenue Expenditure Monitoring**

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

Noted:

**2.1.** The summary position of expenditure incurred, as at 30 September 2023, against the approved corporate asset maintenance programmes for 2023/24, as detailed in section 4.1 of the report by the Head of Finance.

The Sub-committee scrutinised:

**2.2.** The detailed analysis of expenditure figures and project updates, attached as Appendix 1 to the report by the Head of Finance, and obtained assurance with regard to significant budget variances and progress being made with delivery of the approved corporate asset maintenance programmes for 2023/24.

## **3. Corporate Asset Improvement Programmes**

### **Capital Expenditure Monitoring**

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

Noted:

**3.1.** The summary position of expenditure incurred, as at 30 September 2023, against the approved corporate asset capital improvement and replacement programmes for 2023/24, as detailed in section 4.1 of the report by the Head of Finance.

The Sub-committee scrutinised:

**3.2.** The detailed analysis of expenditure figures and project updates, attached as Appendix 1 to the report by the Head of Finance, and obtained assurance with regard to significant budget variances and progress being made with delivery of the approved corporate asset capital improvement and replacement programmes for 2023/24.

#### **4. Conclusion of Meeting**

At 10:15 the Chair declared the meeting concluded.

Signed: H N Woodbridge.

## Minute

### Human Resources Sub-committee

Tuesday, 7 November 2023, 14:00.

Council Chamber, Council Offices, School Place, Kirkwall.



### Present

Councillors Heather N Woodbridge, Alexander G Cowie, James R Moar, John A R Scott, James W Stockan, Ivan A Taylor and Duncan A Tullock.

### Clerk

- Hazel Flett, Service Manager (Governance).

### In Attendance

- Karen Greaves, Corporate Director for Strategy, Performance and Business Solutions.
- Gareth Waterson, Corporate Director for Enterprise and Sustainable Regeneration.
- Gavin Mitchell, Head of Legal and Governance.
- Andrew Groundwater, Head of Human Resources and Organisational Development.

### Apology

- Councillor Gwenda M Shearer.

### Declarations of Interest

- No declarations of interest were intimated.

### Chair

- Councillor Heather N Woodbridge.

## 1. Disclosure of Exempt Information

The Sub-committee noted the proposal that the public be excluded from the meeting for consideration of Appendix 2 of Item 2, as the business to be discussed involved the potential disclosure of exempt information of the classes described in the relevant paragraph of Part 1 of Schedule 7A of the Local Government (Scotland) Act 1973 as amended.



## **2. Human Resources – Annual Overview**

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

Noted the statistics and data relating to the Council's workforce, as outlined in Appendices 1 and 2 of the report by the Corporate Director for Strategy, Performance and Business Solutions.

## **3. Good Conversations Process**

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

Noted:

**3.1.** That, on 10 November 2016, the Human Resources Sub-committee recommended that the revised Corporate Learning and Development Policy, including the Competency Framework and Employee Review and Development Procedure, be approved.

**3.2.** That, following feedback in respect of the existing Employee Review and Development Procedure, a less formal, less complex and more regular conversation model has been introduced on a trial basis, with feedback being very positive.

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

**3.3.** That the revised Employee Review and Development process, renamed Good Conversations, attached as Appendix 1 to this Minute, be approved.

## **4. Conclusion of Meeting**

At 15:10 the Chair declared the meeting concluded.

Signed: H N Woodbridge.

# Good Conversations

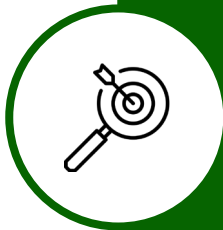


**Create an Inspiring Culture**



### What are Good Conversations?

It is about a line manager having regular conversations with their employee(s) which focus on clarifying work related priorities for the year ahead, providing feedback and agreeing any support or development needed for employees and teams to be the best they can be. The ethos is all employees have the opportunity of talking about their job and the process should be adapted to make that happen in the most appropriate manner.



### The purpose of Good Conversations

The purpose is to enable meaningful conversations which help build relationships, provide support and keep individuals feeling valued, motivated and engaged. They should help boost confidence and morale as well as help produce high performing individuals and teams. High performance and successfully delivering outcomes is achieved when managers consider the task, individuals and the team.



### Good Conversation – What is it?

It is a relaxed but focussed conversation between the line manager and their employees / teams to discuss their progress and how they can be the best they can be at work.

There will be 3 parts of the conversation:

- Annual conversation
- Regular 1-2-1 check-ins
- Team check-ins

## Good Conversations – What is involved?

### Annual Conversation

Every employee will attend an annual conversation which will centre around 3 areas for discussion with the focus being on having a conversation and not about filling in a form or sitting around a computer.

It is a chance to step back and take stock by reflecting on the year that's been and what has been accomplished and to get prepared for the year ahead.

Managers should provide their employee with the blank form in advance of their annual conversation to allow them time to prepare and record their thoughts. Where possible this should be emailed back to the manager before the conversation takes place.

The 3 areas for discussion are:

**What has gone well over the last year?**

**What might have gone even better?**

**What do you want to achieve / focus on for the year(s) ahead?**

## Supporting Questions for the Annual Conversation

Below is a list of supporting questions which can be used to aid conversations during the annual review between manager and employee.

### What has gone well in the last year?

- What do you feel the most proud of in the last 12 months?
- What have you enjoyed working on most over the last year?
- What sense of achievement did you gain in the last year?
- Did you feel your achievement was recognised?

### What might have gone even better?

- What has been challenging or had you feeling out of your comfort zone?
- What have you taken or learned from this experience?
- What support could help you achieve your priorities easier?

### What do you want to achieve / focus on for the year(s) ahead?

- What do you think your priorities should be?
- What is your plan for achieving these priorities?
- What barriers / challenges might get in the way of achieving these priorities?
- What are your thoughts on the best way to overcome these barriers / challenges?
- How can I help you? What other support do you need?
- How are you hoping to develop in the next 12 months?
- Where do you see your career in the future?

## Annual Conversation Form – See Appendix 1 for editable version

*(Record brief bullet points only - priorities can be short and long term)*

<b>Employee Name</b>		<b>Employee Number:</b>	
<b>Job Title:</b>		<b>Date:</b>	
<b>What's gone well this year? (Achievements)</b>	<b>What might have gone even better this year? (Barriers)</b>		
<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>		
<b>Commitments</b> (What do you want to achieve / focus on in the future?)			
<b>What do you want to focus on for the year ahead (Your Priorities)?</b>	<b>What do you need to support this (Personal Development)?</b>		
<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>		

## Regular 1-2-1 Check-ins

In addition to the annual conversation, it is best practice that managers carry out regular 1-2-1 check-ins with their employees throughout the year covering specific topics. The topics covered below are the typical conversations that managers should be having with their employees. Research illustrates that regular good conversations lead to more productive and motivated team members.

These are conversations that can easily be incorporated into scheduled supervision or 1-2-1 meetings or simply be standalone quick check-ins in their own right. The frequency of check-ins and which topics should be discussed is entirely flexible and up to each manager and employee to discuss and agree. It is best practice to hold more regular 1-2-1 check-ins with employees you don't see as often.



### Values

This topic focuses on the role modelling of the values. Using a coaching style work through the values with the employee finding out where they think they model the values and where they struggle to model the values.



### Life and wellbeing

This topic will focus on both the employees' health and wellbeing. It should cover areas like resilience and dealing with change. The conversation should discuss anything that you as their manager can do to support them in the workplace, including workplace adjustments.



### Ongoing Priorities

Review of the workload priorities discussed during the annual conversation. This conversation should happen regularly throughout the year.



### Personal development

This topic should cover any development that was planned and any future development needs that have been identified.



### Improvements

This topic focusses on what the employee thinks about improvements that can be made within the team or service.



### Feedback

This conversation and all the conversations within this process should be focussing on the employee's strengths and building on these. The manager should start the conversation by asking the employee what they believe their main strengths are and then present their views on the employee's main strengths. If there are areas of concern with the employee's performance feedback should be given. More regular 1-2-1's would be expected where performance was an issue.

## Supporting Questions for the 1-2-1 Check-Ins

					
<p><b>Council Values</b></p> <ul style="list-style-type: none"> <li>• How well do you think you role model the values?</li> <li>• What value do you find easiest to role model?</li> <li>• Which value challenges you when role modelling it?</li> <li>• What can I do to support you role model the values?</li> </ul>	<p><b>Life and Wellbeing</b></p> <ul style="list-style-type: none"> <li>• How do you feel about your work / life balance?</li> <li>• What worries or concerns do you have right now?</li> <li>• How resilient do you feel at present?</li> <li>• What impact are your working arrangements having on your wellbeing?</li> <li>• What is important to you in the next few years?</li> </ul>	<p><b>Priorities</b></p> <ul style="list-style-type: none"> <li>• Progression on priorities linked to delivery of Council Plan, Service Plan and Team Plan?</li> <li>• Which priorities are you able to progress the best?</li> <li>• Do you have priorities that you are concerned might not be met?</li> <li>• How do you think you could meet those priorities?</li> <li>• What support do you need to meet those priorities?</li> </ul>	<p><b>Personal Development</b></p> <ul style="list-style-type: none"> <li>• Have you organised or completed any of your agreed development needs?</li> <li>• What did you find most useful?</li> <li>• What might be an area of development that might help you further in your job?</li> </ul>	<p><b>Improvements</b></p> <ul style="list-style-type: none"> <li>• What, if any, improvements to your job have you identified since we last met?</li> <li>• What impact would the suggested improvements make?</li> <li>• What organisational improvements would you like to see implemented?</li> </ul>	<p><b>Feedback</b></p> <ul style="list-style-type: none"> <li>• What has been your biggest achievement so far this year?</li> <li>• What has been your biggest challenge so far this year?</li> <li>• What feedback would you like to give me?</li> <li>• Is there anything you are working on that you feel is out of your remit?</li> </ul>



## Supporting Questions for 1-2-1 Check-Ins with Senior Managers:



### **Priorities**

In addition to the supporting questions on the previous page, the following should be discussed:

- Identify Service Risks
- Review Service Performance and Performance Indicators
- Update on budget position

## 1-2-1 Check-In Form – See Appendix 2 for editable version

*(Existing recording processes can be used. The focus should be on the conversation)*

<b>Employee Name:</b>		<b>Employee Number:</b>	
<b>Job Title:</b>		<b>Date:</b>	

 Values	<ul style="list-style-type: none"><li>•</li></ul>
 Life and wellbeing	<ul style="list-style-type: none"><li>•</li></ul>
 Progress on priorities	<ul style="list-style-type: none"><li>•</li></ul>
 Personal Development	<ul style="list-style-type: none"><li>•</li></ul>
 Improvements	<ul style="list-style-type: none"><li>•</li></ul>
 Feedback	<ul style="list-style-type: none"><li>•</li></ul>

## Team Check-ins

Managers should have regular check-ins which focus on ensuring the team is working well together. It is acknowledged that the frequency of team check-ins will vary across the Council; however, a minimum of 2 check-ins per year should take place. The following are suggested topics that can be used for team check-in conversations. (If you already hold regular team meetings then please continue to do so just ensure you cover certain topics like Council Values.)

### Suggested topics for Team Check-ins:

#### The Council Plan

This allows a conversation to take place about what is happening across the Council and within your Service regarding the Council Plan and current projects and workstreams.

#### Celebrating Achievements

This is an opportunity to celebrate what the team are doing well, where they have gone the extra mile and reflect on the impact the team is having.

#### Challenges and Ideas

Gives the team the opportunity to discuss the challenges and the tensions the team are facing. It is a chance to explore solutions and ways forward and ways of supporting each other.

#### Employee Engagement

Employees will participate in a regular staff survey and this conversation allows managers to communicate the findings from the survey.

#### Current Performance

This is an opportunity for the team to review their performance against actions plans and targets.

#### Team Learning

A chance to share what we have learned; from events we have attended, articles we have read or what we have learned on the job.

## Team Check-In Form – See Appendix 3 for editable version

*(Optional - Managers may continue to use existing recording process (if in place))*

Date of Meeting		
Topic of Conversation	Key Discussion	Actions
•	•	•
•	•	•
•	•	•
•	•	•
•	•	•
•	•	•
•	•	•



## Minute

### Staff Appeals Sub-committee

Monday, 30 October 2023, 14:00.

Committee Room 1, Council Offices, School Place, Kirkwall.



### Present

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

### Present via remote link (Microsoft Teams)

Councillor John A R Scott.

### Clerk

- Gavin Mitchell, Head of Legal and Governance.

### In Attendance

- Andrew Groundwater, Head of Human Resources and Organisational Development.
- Hazel Flett, Service Manager (Governance).
- Council representative.
- Appellant.

### Declaration of Interest

- Councillor Heather N Woodbridge.

### Chair

- Councillor Heather N Woodbridge (for Item 1).
- Councillor Duncan A Tullock (for Items 2 to 6).

## 1. Suspension of Standing Orders

The Sub-committee **suspended Standing Order 8.11** to enable members to participate in the meeting from a remote location, as a party had the right to be heard in person or through a representative and the decision to be made was as a result of a quasi-judicial or regulatory hearings process, such as a planning application or an appeal.

## **2. Appointment of Chair**

As Councillor Heather N Woodbridge had declared an interest and had left the meeting, the Clerk called for nominations for Chair.

The Sub-committee resolved that Councillor Duncan A Tullock be appointed Chair for this meeting.

Councillor Duncan A Tullock took the Chair for the remainder of the meeting.

## **3. Exclusion of Public**

On the motion of Councillor Duncan A Tullock, seconded by Councillor James W Stockan, the Sub-committee resolved that the public be excluded for the remainder of the meeting, as the business to be considered involved the disclosure of exempt information of the class described in the relevant paragraph of Part 1 of Schedule 7A of the Local Government (Scotland) Act 1973 as amended.

## **4. Briefing from Clerk on Procedure**

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

After hearing a briefing from the Clerk regarding procedure, the Sub-committee:

Noted that the meeting had been convened to consider an appeal against dismissal.

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

## **5. Appeal Against Dismissal**

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

Following conclusion of its deliberations, the Sub-committee:

Resolved, in terms of delegated powers, what action should be taken with regard to an appeal against dismissal.

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

## **6. Conclusion of Meeting**

At 14:30 the Chair declared the meeting concluded.

Signed: Duncan A Tullock.