

# Minute

## Policy and Resources Committee

Thursday, 30 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, 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.
- Karen Greaves, Corporate Director for Strategy, Performance and Business Solutions.
- Hayley Green, Corporate Director for Neighbourhood Services and Infrastructure.
- James Wylie, Corporate Director for Education, Leisure and Housing.
- Gavin Mitchell, Head of Legal and Governance.
- Peter Diamond, Head of Education.
- Andrew Groundwater, Head of Human Resources and Organisational Development.
- Sweyn Johnston, Head of Enterprise and Economic Growth (for Items 2 to 9).
- Erik Knight, Head of Finance.
- Kenny MacPherson, Head of Property, Asset Management and Facilities (for Items 1 to 5).
- Garry Burton, Service Manager (Leisure and Culture) (for Items 1 to 7).
- Inga Burton, Service Manager (Sustainable Regeneration and Arctic) (for Items 6 to 9).
- Rosemary Colsell, Service Manager (Procurement) (for Items 1 and 2).
- Shona Croy, Strategic Adviser and Project Director (Renewables and Connectivity) (for Items 2 to 5).
- Donna-Claire Hunter, Service Manager (Safety and Resilience) (for Items 1 to 4).
- Jane Partridge, Service Manager (Secondary and Tertiary) (for Items 6 to 13).
- Craig Walker, Service Manager (Human Resources Operations) (for Items 6 to 13).
- Christie Hartley, Team Manager (Sustainable Tourism) (for Items 4 to 6).

## Observing

- Alex Rodwell, Head of Improvement and Performance (for Item 1).
- Michael Harvey, Senior Projects Officer, Sustrans Scotland (for Items 6 and 7).
- Ewan Kennedy, Graduate Trainee (Digital Engagement and Enterprise) (for Items 2 to 5).

## Apology

- Councillor Raymond S Peace.

## Declarations of Interest

- Councillor Graham A Bevan – Item 11.
- Councillor Steven B Heddle – Item 11.
- Councillor Rachael A King – Item 11.

## Chair

- Councillor James W Stockan.

# 1. Strategy, Performance and Business Solutions

## Directorate Delivery Plan and Risk Register

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

Noted:

**1.1.** That there would no longer be a requirement to produce a separate Improvement and Performance Annual Report, given that all relevant actions and milestones were set out in the Council Plan Delivery Plan and the Strategy, Performance and Business Solutions Directorate Delivery Plan, which would be reported to the Policy and Resources Committee for scrutiny.

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

**1.2.** That the Directorate Delivery Plan for Strategy, Performance and Business Solutions for 2023 to 2028 and associated Risk Register, attached as Appendices 1 and 2 respectively to this Minute, be approved.

The Committee scrutinised:

**1.3.** The Improvement and Performance Annual Report for 2022/23, attached as Annex 3 to the report by the Corporate Director for Strategy, Performance and Business Solutions, and obtained assurance.

## 2. Procurement Strategy

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 Service Manager (Procurement), the Committee:

Noted:

**2.1.** That public consultation in respect of the revised Procurement Strategy had been completed, with the outcome detailed in Appendix 1 to the report by the Corporate Director for Strategy, Performance and Business Solutions.

**2.2.** That the revised Procurement Strategy, attached as Appendix 2 to the report by the Corporate Director for Strategy, Performance and Business Solutions, had been updated in response to the public consultation.

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

**2.3.** That the revised Procurement Strategy, incorporating revised targets, attached as Appendix 3 to this Minute, be approved.

## 3. Fire Safety Policy

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

Noted:

**3.1.** That the Fire Safety Policy, last revised in November 2018, had been amended to ensure continued compliance with fire safety guidance and best practice and to reflect structural changes within the Council since the last revision.

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

**3.2.** That the Fire Safety Policy, attached as Appendix 4 to this Minute, be approved.

## 4. Proposed Establishment of Safety Advisory Group

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

Noted:

**4.1.** That, following a review into the effectiveness of planning arrangements for public events across Scotland, Police Scotland recommended that a multi-agency group be formed to explore opportunities for future convergence of licensing and risk assessment activities for public events and that the group consider opportunities to promote use of a Safety Advisory Group across all local authority areas in Scotland.

**4.2.** That the Convention of Scottish Local Authorities promoted use of a Safety Advisory Group process across all local authority areas in Scotland, which would provide a multi-agency approach towards ensuring that the organisers of events planned and executed those in a manner that was consistent and safe both for participants and for members of the public, with the intention of upholding appropriate standards of public safety and to assist in the protection of the community's interests.

**4.3.** That the UK Government had published the draft Terrorism (Protection of Premises) Bill, which was intended to improve public safety, enhance national security and reduce the risk to the public from terrorism by the protection of public premises and events and, if confirmed into legislation, would place responsibility on the owners of public premises and organisers of certain public events to have measures in place in relation to Counter Terrorism security.

**4.4.** That Orkney hosted many high interest events each year and occasionally hosted large, specialised events, with the Council having an excellent track record in facilitating a co-ordinated approach to public safety, on a case-by-case basis.

**4.5.** That, whilst the approach outlined above aligned closely to the purpose and objectives of a Safety Advisory Group, at present in the strictest terms, Orkney did not have a Safety Advisory Group.

**4.6.** That a Safety Advisory Group, which was normally chaired by a senior officer within the local authority, was not a statutory requirement, had no legal powers or duties and was not empowered to approve or prohibit events from taking place.

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

**4.7.** That a Safety Advisory Group be established.

## **5. Project Gigabit Procurement**

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 Strategic Advisor and Project Director (Renewables and Connectivity), the Committee:

Noted:

**5.1.** That Project Gigabit funded by the UK Government and run by Building Digital UK, on behalf of the Department for Science, Innovation and Technology, was launched in England in March 2021 and was aimed at delivering gigabit capable broadband to the final 20% of the population.

**5.2.** That the main part of Project Gigabit was funding towards the procurement of contracts to develop gigabit capable broadband infrastructure in a number of identified areas around the country.

**5.3.** That, to date, although Project Gigabit had only been running in England, the Department for Science, Innovation and Technology was about to launch the same project in Scotland, with the Scottish Government running the scheme.

**5.4.** That the UK Government had laid down very tight parameters to ensure that Project Gigabit was run exactly the same in Scotland as it had been run in England.

**5.5.** That, in early March 2023, the Scottish Government carried out market engagement to gauge the level of potential interest in Project Gigabit in Scotland and better understand suppliers' planned commercial build, and thereafter publish information on the number and location of eligible properties, with a view to commence live procurement in late 2023.

**5.6.** That the Scottish Government would offer three different contracts, as follows:

- Type A Contracts: smaller contracts within a defined area through a mini competition under a dynamic purchasing system.
- Type B contracts for larger geographic areas that were each subject to a procurement exercise.
- In addition to Type A and Type B contracts, there would also be a Cross Regional Framework which was to be known as Type C.

**5.7.** That, following a period of market engagement, the Scottish Government believed there was sufficient market interest to progress a Type A contract covering eligible properties in Orkney and Shetland, and was seeking support from both Shetland Islands Council and Orkney Islands Council.

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

**5.8.** That the Council support the Scottish Government's proposal to issue a Type A contract covering the Northern Isles as part of Project Gigabit.

Councillor Stephen G Clackson left the meeting during discussion of this item and Councillor Steven B Heddle left the meeting at this point.

## **6. Orkney Responsible Tourism Management**

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

Noted:

**6.1.** That sustainable tourism was a key growth sector for Scotland and one of the most important drivers of the Orkney economy, with an estimated 320,300 visitors to the islands in 2022, generating more than £87M in expenditure.

**6.2.** That, following a pause due to the COVID-19 pandemic, tourism's growth trajectory had resumed, with cruise visitor numbers, in particular, increasing beyond pre-pandemic levels.

**6.3.** That, although a vision for Orkney as a world-class sustainable destination was set out in the Orkney Tourism Strategy, launched in 2020 by the Destination Orkney Strategic Partnership, the pandemic and other emerging influences had prompted the Partnership to review the Strategy in 2022, placing greater emphasis on responsible and sustainable tourism.

**6.4.** The Glasgow Declaration, attached as Appendix 3 to the report by the Corporate Director for Enterprise and Sustainable Regeneration, which was created to secure strong actions and commitment from the tourism sector prior to COP26, held in Glasgow in November 2021, and beyond, to cut tourism emissions over the next decade and reach Net Zero emissions as soon as possible before 2050.

**6.5.** That a range of challenges had been identified in relation to the responsible management and sustainable development of tourism in Orkney, including significant staff and financial resource issues, as detailed in section 4 of the report by the Corporate Director for Enterprise and Sustainable Regeneration.

**6.6.** That the Council managed and maintained significant infrastructure and services that were essential to the success of the tourism sector, as set out in section 5 of the report by the Corporate Director for Enterprise and Sustainable Regeneration.

**6.7.** That the growth of tourism in recent years, combined with serious fiscal challenges, had exacerbated the adverse impacts of the issues referenced at paragraph 6.5 above, exerting increasing pressure on Council infrastructure and services.

**6.8.** A number of significant stakeholder concerns which would require immediate action to address, most notably toilet provision in the Brodgar area.

**6.9.** Opportunities for the Council to generate revenue through tourism to address challenges and stakeholder concerns and relieve pressure on the Council infrastructure and services that supported tourism.

Councillor Steven B Heddle rejoined the meeting at this point.

Councillor Rachael A King, seconded by Councillor P Lindsay Hall, moved that:

- The principle of seeking to derive direct revenue to the Council from tourism to support the responsible management and sustainable development of tourism, particularly through investment in appropriate staff resource, infrastructure and services, be supported.
- When developing tourism strategies and visitor management plans, the Council should pursue the goal of decarbonised sustainable tourism, as outlined in the Glasgow Declaration.
- Where practical, the Council should seek to align with the principles of the Glasgow Declaration in all of its work on tourism and in particular pursuit of decarbonisation, regeneration and collaboration.
- In particular, the Council commit to the long term goal of “uniting all stakeholders in transforming tourism to deliver effective climate action” as stated in the Glasgow Declaration.
- The Corporate Director for Enterprise and Sustainable Regeneration should commission an Orkney Islands Council Visitor Management Plan to:
  - Identify interventions which would relieve tourism pressures on supporting Council infrastructure and services and, in turn, improve the visitor experience and community wellbeing.

- Consider opportunities for the Council to generate revenue from tourism to support its responsible management and sustainable development.
- Align with the vision and objectives of the Orkney Tourism Strategy 2020-2030 and complement the Council's Strategic Tourism Infrastructure Development Plan (currently in draft).
- Provision of up to £185,000 be made from the Council's Crown Estate Fund in respect of the following:
  - Recruitment of appropriate additional staff resource.
  - Development of the Orkney Islands Council Visitor Management Plan referred to above.
- The Council seek to install and operate temporary toilets at the Ring of Brodgar car park for a three-year period, to be funded from a further provision of up to £95,000 from the Council's Crown Estate Fund.

Councillor W Leslie Manson, seconded by Councillor Kristopher D Leask, moved an amendment that:

- The principle of seeking to derive direct revenue to the Council from tourism to support the responsible management and sustainable development of tourism, particularly through investment in appropriate staff resource, infrastructure and services, be supported.
- When developing tourism strategies and visitor management plans, the Council should pursue the goal of decarbonised sustainable tourism, as outlined in the Glasgow Declaration.
- Where practical, the Council should seek to align with the principles of the Glasgow Declaration in all of its work on tourism and in particular pursuit of decarbonisation, regeneration and collaboration.
- In particular, the Council commit to the long term goal of "uniting all stakeholders in transforming tourism to deliver effective climate action" as stated in the Glasgow Declaration.
- The Corporate Director for Enterprise and Sustainable Regeneration should commission an Orkney Islands Council Visitor Management Plan to:
  - Identify interventions which would relieve tourism pressures on supporting Council infrastructure and services and, in turn, improve the visitor experience and community wellbeing.
  - Consider opportunities for the Council to generate revenue from tourism to support its responsible management and sustainable development.
  - Align with the vision and objectives of the Orkney Tourism Strategy 2020-2030 and complement the Council's Strategic Tourism Infrastructure Development Plan (currently in draft).
- Provision of up to £185,000 be made from the Council's Crown Estate Fund in respect of the following:
  - Recruitment of appropriate additional staff resource.
  - Development of the Orkney Islands Council Visitor Management Plan referred to above.

- The provision of toilet facilities within the Heart of Neolithic Orkney World Heritage Site be further considered by the Development and Infrastructure Committee no later than March 2024.

The result of a recorded vote was as follows:

For the Amendment:

Councillors Alexander G Cowie, Steven B Heddle, Kristopher D Leask, W Leslie Manson, John A R Scott, Gillian Skuse, James W Stockan, Ivan A Taylor, Duncan A Tullock and Heather N Woodbridge (10).

For the Motion:

Councillors Graham A Bevan, David Dawson, P Lindsay Hall, Rachael A King, James R Moar, Gwenda M Shearer, Jean E Stevenson, Mellissa-Louise Thomson and Owen Tierney (9).

The Amendment was therefore carried, and the Committee thereafter resolved to **recommend to the Council:**

**6.10.** That the principle of seeking to derive direct revenue to the Council from tourism to support the responsible management and sustainable development of tourism, particularly through investment in appropriate staff resource, infrastructure and services, be supported.

**6.11.** That, when developing tourism strategies and visitor management plans, the Council should pursue the goal of decarbonised sustainable tourism, as outlined in the Glasgow Declaration.

**6.12.** That, where practical, the Council should seek to align with the principles of the Glasgow Declaration in all of its work on tourism and in particular pursuit of decarbonisation, regeneration and collaboration.

**6.13.** That, in particular, the Council commit to the long term goal of “uniting all stakeholders in transforming tourism to deliver effective climate action” as stated in the Glasgow Declaration.

**6.14.** That the Corporate Director for Enterprise and Sustainable Regeneration should commission an Orkney Islands Council Visitor Management Plan to:

- Identify interventions which would relieve tourism pressures on supporting Council infrastructure and services and, in turn, improve the visitor experience and community wellbeing.
- Consider opportunities for the Council to generate revenue from tourism to support its responsible management and sustainable development.
- Align with the vision and objectives of the Orkney Tourism Strategy 2020-2030 and complement the Council’s Strategic Tourism Infrastructure Development Plan (currently in draft).



**6.15.** That a provision of up to £185,000 be made from the Council's Crown Estate Fund in respect of the following:

- Recruitment of appropriate additional staff resource.
- Development of the Orkney Islands Council Visitor Management Plan, referred to at paragraph 6.14 above.

**6.16.** The provision of toilet facilities within the Heart of Neolithic Orkney World Heritage Site be further considered by the Development and Infrastructure Committee no later than March 2024.

The Committee noted:

**6.17.** That, should the recommendation at paragraph 6.15 above be approved, the Corporate Director for Enterprise and Sustainable Regeneration, in consultation with the Head of Finance, would determine the specific source of the allocation of Crown Estate monies, based on the advice set out in section 14 of the report by the Corporate Director for Enterprise and Sustainable Regeneration.

## **7. Weyland Bay Coastal Path – Stage 2 Capital Project Appraisal**

After consideration of a report by the Corporate Director for Education, Leisure and Housing, copies of which had been circulated, and after hearing a report from the Service Manager (Leisure and Culture), the Committee:

Noted:

**7.1.** That, on 15 November 2023, when considering a Stage 1 Capital Project appraisal in respect of the provision of a new walking and cycling path at Weyland Bay, the Education, Leisure and Housing Committee recommended:

- That, as an exception to the Capital Project Appraisal process, in order to maximise time limited external funding, the Corporate Director for Education, Leisure and Housing, should submit, to the Policy and Resources Committee, a Stage 2 Capital Project Appraisal in respect of the proposed development of a walking and cycling path through the Weyland Bay green space.

**7.2.** That an application would be submitted to Transport Scotland's Active Travel Transformation Fund in respect of the proposed walking and cycling path through the Weyland Bay green space.

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

**7.3.** That, subject to the successful outcome of the grant funding application to Transport Scotland's Active Travel Transformation Fund, the Stage 2 Capital Project Appraisal in respect of the proposed walking and cycling path at Weyland Bay, attached as Appendix 5 to this Minute, be approved.

**7.4.** That, as an exception to the Capital Project Appraisal process, in order to maximise time limited external funding, the proposed walking and cycling path at Weyland Bay be added to the capital programme for 2023/24 onwards, at an estimated gross capital cost of £285,000, funding as follows:

- Transport Scotland's Active Travel Transformation Fund – £200,000.
- Footpaths, Core Paths and Cycleway Improvements Fund – £85,000.

## **8. Exclusion of Public**

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

## **9. Islands Growth Deal**

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

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

Resolved to **recommend to the Council:**

**9.1.** That the Council continue to fund its equal share of the Islands Growth Deal Programme Management Office costs for the 10-year period of the Islands Growth Deal on the following basis:

- Both Shetland Islands Council and Comhairle nan Eilean Siar continuing to fund their share.
- The Islands Growth Deal Programme Management Office continuing to be agreed through the Islands Growth Deal Joint Programme Board and Joint Committee.

**9.2.** That, for financial year 2024/25 and the following eight financial years, the Council's share of the Islands Growth Deal Programme Management Office costs, totalling £900,000, comprising an annual allocation of up to £100,000, be made available from the Strategic Reserve Fund.

**9.3.** That the Islands Growth Deal budget should be set annually, including any agreed funding provided from the Strategic Reserve Fund, and reported through the normal budget monitoring processes, to the Policy and Resources Committee.

**9.4.** That any subsequent requests for additional funding, including the longer-term financial implications, where relevant, should be reported through regular updates to the Policy and Resources Committee in respect of the Islands Growth Deal.

**9.5.** That powers be delegated to the Corporate Director for Enterprise and Sustainable Regeneration, in consultation with the Leader and the Chair of the Development and Infrastructure Committee, as the Council's representatives on the Islands Growth Deal Joint Committee, to determine the Council's position and propose and pursue changes to Islands Growth Deal projects to improve deliverability of projects and reduce risks.

**9.6.** That powers be delegated to the Corporate Director for Enterprise and Sustainable Regeneration, in consultation with the Leader and the Chair of Development and Infrastructure Committee, to develop and deliver a comprehensive PR strategy in order to inform the Orkney public of the progress and benefits of the Islands Growth Deal.

**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.**

Councillor Stephen G Clackson rejoined the meeting during discussion of this item and Councillor Kristopher D Leask left the meeting at this point.

## **10. Support for Learning – Additional Funding**

Under section 50A(4) of the Local Government (Scotland) Act 1973, the public had been excluded from the meeting for this item on the grounds that it involved the disclosure of exempt information as defined in paragraphs 1 and 11 of Part 1 of Schedule 7A of the Act.

After consideration of a report by the Corporate Director for Education, Leisure and Housing, copies of which had been circulated, and after hearing a report from the Head of Education, the Committee:

Noted:

**10.1.** That, on 15 November 2023, when considering the current funding position in respect of Support for Learning, the Education, Leisure and Housing Committee recommended:

- That the Corporate Director for Education, Leisure and Housing should submit a report, to the Policy and Resources Committee, requesting additional funding in respect of the provision of Support for Learning until the end of the current financial year.
- That a base line service provision increase in respect of support for learning be considered as part of the budget setting process for financial year 2024/25.

**10.2.** That, given the cost pressures faced by the Council, consideration of in year budgetary increases was challenging and no immediate source of funding was available to underwrite the costs for the current financial year outlined above.

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

**10.3.** That the shortfall in funding in respect of Support for Learning for the current financial year 2023/24, be met from General Fund Reserves.

**10.4.** That an increase in the base line budget, in respect of support for learning, be considered as part of the budget setting process for financial year 2024/25.

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

## **11. National Bargaining for College Academic Staff**

Councillor Graham A Bevan declared an interest in this item, his connection being that a close family member was employed at Orkney College, and was not present during discussion thereof.

Councillor Steven B Heddle declared an interest in this item, his connection being that his wife was the Director of the Institute for Northern Studies and that he was a visiting professor for the University of the Highlands and Islands, and was not present during discussion thereof.

Councillor Rachael A King declared an interest in this item, her connection being that a close family member was employed at Orkney College, and was not present during discussion thereof.

Under section 50A(4) of the Local Government (Scotland) Act 1973, the public had been excluded from the meeting for this item on the grounds that it involved the disclosure of exempt information as defined in paragraphs 1 and 11 of Part 1 of Schedule 7A of the Act.

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

Resolved to **recommend to the Council** what action should be taken with regard to National Bargaining for College academic staff, including Appendices 6 to 8 (pages 1521 to 1545) of this Minute.

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

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## **12. Conclusion of Meeting**

At 15:32 the Chair declared the meeting concluded.

Signed:



# Strategy, Performance and Business Solutions

## Directorate Delivery Plan 2023 - 2028



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## Overview of the Directorate

Welcome to our Directorate Delivery Plan. This plan sets out our commitments to the people of Orkney and details the actions we will take to improve the services we provide and how we will monitor and report on those actions.

The fundamental purpose of Strategy, Performance and Business Solutions is to support the Council with the delivery of the Council Plan 2023 to 2028, by providing services to our internal and external customers.

Some information about the Directorate and the diverse range of services we provide, is shown in this section of the plan. The Heads of Service in each area are part of the Directorate Management Team and together we take decisions to prioritise improving the service we deliver.

The Strategy, Performance and Business Solutions (SPBS) directorate delivers critical business support and professional services to enable the Council to legally function effectively and deliver its operational services. SPBS drives the growth in digital service development to utilise technology to simplify, streamline and automate processes which is critical to reduce cost and improve customer service. Communication is key across the organisation and specific work is underway to deliver improved internal and external communications for the Council and support services in a proactive approach to communication and engagement.

The Council's strategic projects require substantial additional legal, procurement and communication and engagement support and SPBS will continue to work with teams across the Council to deliver these critical workstreams.

Supporting managers to look after our valuable human resources is another critical key service and work will continue to focus on leadership and workforce development, organisational cultural development, streamlining recruitment processes and enhancing the employee experience. In addition, focus will be provided to improve the use and scrutiny of performance and self-assessment to identify and drive improvement.

In summary, the combined effects of SPBS will drive the priority of Transforming our Council and ensure that the critical strategic Council priorities are developed, delivered and have demonstrable positive impact for our community.



Karen Greaves BEM  
Corporate Director for  
Strategy, Performance and  
Business Solutions

## **Our People**

The total staffing across the Directorate is 124.64 full-time equivalent, with 154 employees including both permanent and temporary staff.

The Organisational diagram in Appendix 2 shows the Directorate structure in more detail.

## **Key Drivers for the Directorate**

The Council Plan 2023-2028 is the primary driver for the Directorate during this period and we will align this delivery plan with the priorities in the Council Plan.

There are also some key drivers when looking at both the national and local context, including:

- Budget constraints and sustainability of services.
- Addressing recruitment and retention challenges.
- Continuing to ensure good governance.
- Embedding self- assessment and performance management.
- Scottish Government net-zero targets.

## Legal and Governance Service

The following service areas sit within the Legal and Governance Service:

### Legal Services

- Litigation
- Projects
- Contracts and Property
- Licensing

### Governance

- Committee Services
- Information Governance
- Complaints
- Registrars



Gavin Mitchell  
Head of Service

### Internal Audit

- Internal Audit
- Investigations
- Counter-Fraud
- Best Value

### Procurement

- Corporate Procurement
- Circular Economy
- Contracts Register
- Community Wealth Building



Andrew Groundwater  
Head of Service

## Human Resources and Organisational Development Service

The following service areas sit within the Human Resources and Organisational Development Service:

### Human Resources Operations

- Human Resources Policy
- Employee Relations
- Trade Union Liaison and Negotiation
- Reward and Remuneration
- Recruitment and Contractual Administration
- Occupational Health

### Organisational Development

- Workforce and Succession Planning
- Learning and Development
- Employee Wellbeing
- Employee Benefits
- Organisational Culture
- Equality, Diversity and Inclusion

## Improvement and Performance Service

The following service areas sit within the Improvement and Performance Service:

### Customer Services and Corporate Administration

- Corporate administration
- Customer services
- Elections
- School Place caretakers

### Democratic Services and Communications

- Civic events and visits
- Communications
- Community Councils
- Elected Member support

### Improvement and Performance

- Improvement support
- Performance and best value
- Project and programme management
- Systems development and digital strategy

### Strategy and Partnership

- Community consultation and engagement
- Community planning
- Corporate planning, strategy, and policy
- Third Sector liaison



Alex Rodwell  
Head of Service

## Mission Statement, Core Principles and Staff Values

The Council's **mission statement** is  
**Working together for Orkney.**



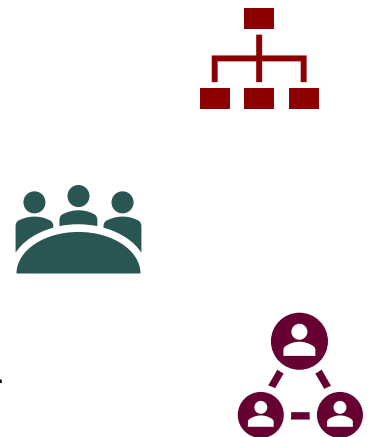
The Council's **core principles** are:

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



The Council's **staff values** are:

- **People:** We put our colleagues and our communities at the heart of everything we do.
- **Unity:** We are one council and achieve more when we support, encourage and value each other.
- **Trust:** We trust, respect and empower each other and act with honesty and integrity.
- **Ownership:** We take personal and shared responsibility, are transparent and are accountable for our actions and our impact.
- **Creativity:** We embrace innovative solutions with a drive to improve ways of working.



As one of the Council's senior leaders, I want the services which sit within my Directorate to work with our **mission statement**, **core principles** and **staff values** as the basis for all of our decisions and actions.

The Directorate Management Team and I are working hard to ensure that all of our staff have the skills and the tools they will need to progress our plans to deliver for the people of Orkney.

As a directorate we see our core role as supporting and improving the business of the Council where the community is at the heart of what we do.

## The Delivery Plan

The Directorate Delivery Plan shapes the work of the Strategy, Performance and Business Solutions Directorate during the period of the current Council Plan and Council Delivery Plan, from 2023 to 2028.

The plan describes how we will support and contribute to the priorities and actions set out in the Council Plan and Delivery Plan, based on the priorities of elected members and performance against targets in previous years, and how we will meet any new external drivers such as changes to legislation.

The aims and outcomes for the Directorate are based on the priority themes set out in the Council Plan and Delivery Plan– **Growing our economy**, **Strengthening our communities** and **Developing our infrastructure**.

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

We will regularly review the aims and outcomes in the Council Plan and the Delivery Plan, and report to elected members twice a year, in our report on progress against this Directorate Delivery Plan.

It is important to note that the aims and actions set out in the Directorate Delivery Plan are a starting point based on current priorities, and that the Plan must be flexible enough to adapt to changing priorities. We will therefore regularly review this plan and make changes as they are needed.



## Council Delivery Plan Projects

Our Directorate is responsible for, or directly contributes to, the following delivery projects set out in the Council Delivery Plan:

### Staff Recognition and Retention (T1)

**Lead(s):** Head of Improvement and Performance

Improve staff recognition and engagement so staff feel more valued. Improve openness and transparency so it is a safe place to raise concerns. Provide a suite of work options and terms and conditions that meet the needs of the organisation, our customers and service users, providing the flexibility, wellbeing support and recognition that our employees desire.

### Reduce Bureaucracy (T2)

**Lead(s):** Head of Improvement and Performance

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

### Invest in staff development opportunities (T3)

**Lead(s):** Head of Human Resources and Organisational Development

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

### Recruitment including trainee programme (T4)

**Lead(s):** Head of Human Resources and Organisational Development

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

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

Lead(s): Head of Improvement and Performance

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

Corporate systems such as:

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

Service systems such as:

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

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



## Priorities for Delivery

We have prioritised some outcomes for delivery, based on either their strategic importance or our recent underperformance. Information about those outcomes is shown below.

We will report to elected members on these measures as part of my Directorate Delivery Plan Progress Report.

Priority Outcome	Action	Performance Measure(s)	Target	Resource Requirement
<p><b>SPBS 01. SPBS Process improvement.</b> Reduced bureaucracy for SPBS which is efficient and effective and supports our response to the financial challenge.</p> <p><i>Transforming our council</i></p>	<p>Review of internal processes to identify opportunities to improve their efficiency and effectiveness, eliminate unnecessary processes or steps, and integrate with other council electronic systems where possible.</p> <p>Develop and deliver improvement plan.</p>	<p>Completion of review for all Strategy, Performance and Business Solutions services.</p> <p>Performance measure will be developed following completion of the review.</p>	<p>Review completion: March 2025.</p>	<p>Led by all service managers within Strategy, Performance and Business Solutions.</p> <p>Within existing resources.</p>

Priority Outcome	Action	Performance Measure(s)	Target	Resource Requirement
<p><b>SPBS 02.</b> <b>Alternative models of Governance and constitutional reform.</b></p> <p>To progress constitutional reform with the leadership and strategic oversight of the Constitutional Reform Consultative Group.</p> <p><i>Transforming our council.</i></p>	<p>Progress the constitutional reform project through the approved four stage approach.</p> <p>This will include ensuring we are utilising legislation to its fullest, for example the Islands (Scotland) Act 2018 and exploring the viability alternative models of governance including a Single Islands Authority.</p>	<p>Specific performance measures will be identified depending on the options selected by elected members.</p>	<p>Milestones to be developed following completion of initial part of stage 1 by March 2024.</p>	<p>Led by Strategy, Performance and Business Solutions.</p> <p>Within existing resources during stage 1.</p>
<p><b>SPBS 03.</b> <b>Performance.</b></p> <p>The Council understands how it is performing and is clear about where it needs to improve.</p> <p><i>Transforming our council.</i></p>	<p>Implement Public Sector Improvement Framework self-assessment across services.</p> <p>Review and update corporate performance framework.</p> <p>Develop the tools, approaches, and training to embed the framework across the organisation through to an individual team level.</p>	<p>Develop performance measure to establish to what level it is perceived that performance arrangements articulate progress on our key priorities.</p> <p>This would be captured through a pulse survey of:</p> <ul style="list-style-type: none"> <li>• The public</li> <li>• Elected members</li> <li>• Staff</li> </ul>	<p>Investors in People Indicator 8 delivery continuous improvement</p> <p>2022/23 – 5.1 2027/28 target – 5.5</p> <p>Other baselines to be established in 2023/2024.</p> <p>Targets for 2024-2028 will be set based on baseline figure.</p>	<p>Led by Service Manager (Improvement and Performance).</p> <p>Within existing resources.</p>

Priority Outcome	Action	Performance Measure(s)	Target	Resource Requirement
<p><b>SPBS 04.</b>  <b>Customer service.</b>            It is easy to deal with the Council and access the services the public need. There are consistent standards of customer service and a high level of satisfaction with their interactions with the Council.</p> <p><i>Transforming our council.</i></p>	<p>Review customer feedback.</p> <p>Identify key areas of improvement.</p> <p>Develop framework and customer service toolkit for services to support identified areas of improvement.</p> <p>Implementation and embedding of improvements.</p>	<p>Level of customer satisfaction experienced by the public with queries handled by customer service staff.</p> <p>Captured through an annual public pulse survey.</p>	<p>2022/2023 - 87%            2027/2028 - 95%</p>	<p>Led by Service Manager (Customer Services and Corporate Administration).</p> <p>Within existing resources.</p>
<p><b>SPBS 05.</b>  <b>Customer complaints handling.</b>            Clear and customer-focused complaints handling procedure and processes which are easy for the public to access and use.</p> <p><i>Transforming our council.</i></p>	<p>Ongoing review of Complaints Handling Procedure and associated procedures and processes.</p> <p>Amendment of customer complaints handling guide to help signpost complainants where other statutory review processes exist outwith the Complaints Handling Procedure (e.g. planning applications).</p>	<p>Benchmarking with Scottish Public Services Ombudsman's Model Complaints Handling Procedure and best practice in other local authorities.</p> <p>Customer feedback.</p>	<p>March 2025.</p>	<p>Led by Service Manager (Governance).</p> <p>Within existing resource.</p>

Priority Outcome	Action	Performance Measure(s)	Target	Resource Requirement
<p><b>SPBS 06.</b>  <b>Improving attendance.</b>  Improved attendance and wellbeing through reduced staff absence.</p> <p><i>Transforming our council.</i></p>	<p>Review OIC managing absence policy.</p> <p>Review occupational health provision.</p> <p>Support managers to embed policy in practice.</p> <p>Continue to develop health and wellbeing programme.</p>	<p>As per Council Plan performance indicators:</p> <p>A) reduce absence to 9 FTE days per annum for SJC staff by 2028. (Currently 12.6)</p> <p>B) reduce absence to 6 FTE days per annum for Teaching staff by 2028. (Currently 8.2)</p> <p>Regular 6 month performance monitoring to track progress</p>	31 March 2028	<p>Led by Service Manager (HR Operations)</p> <p>Within existing resources.</p> <p>Services to consider resourcing to support absence management.</p>
<p><b>SPBS 07.</b>  <b>Equality, fairness, and inclusion.</b>  The Council is an employer where equality, fairness, and inclusion is at the heart of everything we do.</p> <p><i>Transforming our council.</i></p>	<p>Review and revise equality outcomes.</p> <p>Creation of an equality outcomes delivery plan.</p> <p>Implemented equality outcomes.</p>	<p>Revised measures approved by council with targets to be identified in the delivery plan.</p>	31 March 2027	<p>Led by Service Manager (Organisational Development).</p> <p>Within existing resources.</p>

Priority Outcome	Action	Performance Measure(s)	Target	Resource Requirement
<p><b>SPBS 08.</b>  <b>Employee processes.</b>  Staff feel that employee processes are well managed and timeous.</p> <p><i>Transforming our council.</i></p>	<p>Additional guidance for investigating officers and chairs.</p> <p>Additional training for officers</p> <p>Improved administration process.</p> <p>Improved timescale for formal employee processes.</p>	<p>Using new case management system monitor timeframes required to complete Grievance, Disciplinary and Dignity at Work process.</p>	<p>Measured improvement in timeframes.</p>	<p>Led by Service Manager (HR Operations).</p> <p>Within existing resources.</p>
<p><b>SPBS 09.</b>  <b>Community Councils.</b>  Community Councils feel in control of their priorities and are supported to develop local solutions which are visible to the public.</p> <p><i>Strengthening our communities.</i></p>	<p>Engage with Community Councils to understand their support requirements including areas like clerking and training.</p> <p>Develop support and training arrangements based on Community Council requirements.</p> <p>Improve communications on the work of Community Councils.</p>	<p>Community Council satisfaction with their involvement in community development and engagement.</p>	<p>2023 - 64%  2027/2028 - 90%</p>	<p>Led by Service Manager (Democratic Services and Communications).</p> <p>Within existing resources.</p>

Priority Outcome	Action	Performance Measure(s)	Target	Resource Requirement
<p><b>SPBS 10. Community consultation and engagement.</b> Our community consultation and engagement practices are effective and clearly influence decisions and improvement.</p> <p><i>Transforming our council.</i></p>	<p>Develop a modernised suite of tools and protocols for community consultation and engagement which meet the needs and expectations of the community and ensure better co-ordination between the Council, OHAC and The Orkney Partnership. This includes elements of participatory democracy.</p>	<p>Community consultation and engagement performance measure will be developed for inclusion in annual public pulse survey. This will measure the public's awareness and trust in the process.</p>	<p>Baseline to be established in 2023/2024.</p> <p>Targets for 2024-2028 will be set based on baseline figure.</p>	<p>Led by Service Manager (Strategy and Partnership).</p> <p>Within existing resources.</p>
<p><b>SPBS 11. External communication.</b> There is effective communication, which the public trust, respect and have confidence in.</p> <p><i>Transforming our council.</i></p>	<p>Develop Communications Strategy 2023-2028.</p> <p>Develop supporting external communications delivery plan.</p> <p>Implementing the key workstreams over the term of the delivery plan.</p>	<p>Communications performance measure will be developed for inclusion in annual public pulse survey.</p>	<p>Baseline to be established in 2023/2024.</p> <p>Targets for 2024-2028 will be set based on baseline figure.</p>	<p>Led by Service Manager (Democratic Services and Communications).</p> <p>Within existing resources.</p>

Priority Outcome	Action	Performance Measure(s)	Target	Resource Requirement
<p><b>SPBS 12. Internal communication.</b> Staff are informed and engaged by high quality internal communications which they trust, respect and confidence in.</p> <p><i>Transforming our council.</i></p>	<p>Develop Communications Strategy 2023-2028.</p> <p>Develop supporting internal communications delivery plan.</p> <p>Convene a multi service working group.</p> <p>Implementing the key delivery workstreams over the term of the plan.</p>	<p>Internal communications performance measure will be developed for inclusion in annual staff pulse survey.</p>	<p>Baseline to be established in 2023/2024.</p> <p>Targets for 2024-2028 will be set based on baseline figure.</p>	<p>Led by Service Manager (Democratic Services and Communications).</p> <p>Within existing resources.</p>
<p><b>SPBS 13. Council publication scheme.</b> Increased transparency and availability of information online through proactive publication of information and less time required for the processing of Freedom of Information requests.</p> <p><i>Transforming our council.</i></p>	<p>Expand Council's existing Publication Scheme to enable information commonly requested under Freedom of Information legislation to be publicly available.</p>	<p>Reduction in number of Freedom of Information requests.</p> <p>Faster turnaround rates.</p>	<p>Baseline 2022/23 March 2025.</p>	<p>Led by Service Manager (Governance).</p> <p>Within existing resources.</p>

Priority Outcome	Action	Performance Measure(s)	Target	Resource Requirement
<p><b>SPBS 14.</b>  <b>Supporting local business through procurement.</b>            Greater engagement by local businesses through effective procurement processes promoting decarbonisation.</p> <p><i>Growing our economy.</i></p>	<p>Improve communication with suppliers and ensure that support to access procurement opportunities is publicised and promoted.</p>			<p>Led by Service Manager (Procurement).</p> <p>Within existing resources</p>
	<p>Improve publicity of contract opportunities in an open and transparent manner.</p>	<p>Number of local Suppliers registered with the Supplier Development Programme (SDP) (55).</p> <p>Number of local suppliers providing goods, services or works to the Council            Percentage of Local Council Spend.</p> <ul style="list-style-type: none"> <li>2022/2023 41%.</li> </ul>	<p>Continue with trend in increase in local spend annually, dependent on type and value of projects.</p> <p>Target of 45% by 2027/28.</p>	<p>Within existing resources, in collaboration with Business Gateway and Supplier Development Programme.</p>
	<p>Encourage all tenderers to develop a commitment to net zero policies in parallel with the Council's policies when these are in place.</p>	<p>Procurement Annual Report - Number of Procurements for higher value contracts where climate change selection criteria have been included in the initial selection process for contracts identified as</p>	<p>Incremental change to be recorded on an annual basis.</p>	



Priority Outcome	Action	Performance Measure(s)	Target	Resource Requirement
	Review of Procurement Strategy and Contract Standing Orders (CSOs).	likely to impact on climate change.  Revised Procurement Strategy and CSOs approved.	March 2024.	

Priority Outcome	Action	Performance Measure(s)	Target	Resource Requirement
<p><b>SPBS 15. Programme of and approach to improvement.</b></p> <p>Services are delivering transparent improvement and transformation. There is a clear and prioritised programme of improvement, supported where required by the Improvement Support Team, where outcomes and benefits are clearly articulated and monitored.</p> <p><i>Transforming our council.</i></p>	<p>Corporate Leadership Team prioritised rolling programme of improvement priorities for ‘Improvement and Performance’ and ‘Customer Services and Corporate Administration’ prioritised and agreed. This should include outstanding projects from previous initiatives such as the change programme.</p>	<p>Proportion of Improvement and Performance project with defined scope and anticipated benefits at initiation.</p>	<p>No baseline</p> <p>2025/56: 75%</p>	<p>Led by Service Manager (Improvement and Performance).</p> <p>and</p>
	<p>Develop and implement plan to embed the Scottish Approach to Service Design.</p>	<p>Proportion of projects achieving their desired benefits following completion.</p>	<p>2027/28: 75%</p>	<p>Service Manager (Customer Services and Corporate Administration).</p> <p>Within existing resources.</p>
	<p>Refresh project management framework and develop tool, approaches, and training with a focus on people, outcomes, and benefits realisation.</p>			

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Priority Outcome	Action	Performance Measure(s)	Target	Resource Requirement
<p><b>SPBS 16. EDRMS.</b> Information is stored safely and securely in a structured and accessible format.</p> <p><i>Transforming our council.</i></p>	<p>Complete architecture and pathfinding phases and thereafter implement the Electronic Document and Records Management System across Council services.</p>	<p>Reduced number of data breaches.</p> <p>Feedback from Keeper of the Records of Scotland on Progress Update Reviews on the Council's Records Management Plan.</p>	<p>September 2025.</p>	<p>Led by Service Manager (Governance).</p> <p>Within existing resources (including dedicated project team).</p>
<p><b>SPBS 17. The Orkney Partnership.</b> The Council, as a facilitating partner, adds value to community planning through joint working to deliver improved outcomes for our community.</p> <p><i>Strengthening our communities.</i></p>	<p>Develop a new Locality Plan.</p> <p>Develop dynamic delivery group plans in accordance with the three strategic priorities in the Orkney Community Plan (Local Outcomes Improvement Plan) for 2023-30.</p> <p>Progress the Local Outcomes Improvement Plan 2023-30 via the delivery groups.</p>	<p>Locality Plan developed.</p> <p>Delivery group plans approved.</p> <p>Annual reports for The Orkney Partnership published.</p>	<p>31 March 2024</p> <p>Review delivery against plans during the life of the strategy (2023-2030).</p>	<p>Led by Service Manager (Strategy and Partnership).</p> <p>Within existing resources.</p>

Priority Outcome	Action	Performance Measure(s)	Target	Resource Requirement
<p><b>SPBS 18. Community Wealth Building.</b> Community Wealth Building (CWB) is embedded as a means to deliver the wellbeing economy and net zero by greater wealth creation and retention in Orkney and ensuring that wealth is more equally distributed in the county.</p> <p><i>Growing our Economy.</i></p>	<p>The principles and pillars of CWB (spending, workforce, land and property, inclusive ownership, and finance) will be further embedded within relevant Council policies, procedures and working practices.</p> <p>Input into development of partnership delivery plan and strategy for CWB.</p> <p>Review scope of Empowering Communities project in context of its contribution to CWB.</p> <p>Council specific action will include working with partners to develop a coordinated approach to support:</p> <ul style="list-style-type: none"> <li>• The Fair Work agenda.</li> <li>• Progressive procurement.</li> </ul>	<p>Performance measure to be developed as part of delivery plan development. This will focus on measuring the extent to which community wealth building has been embedded using gap analysis and the impact it is having.</p>	<p>Baseline and targets to be established.</p>	<p>Led by Service Manager (Strategy and Partnership).</p> <p>CWB focuses on how the use of existing levers held by anchor institutions can deliver the wellbeing economy and make work a route out of poverty.</p> <p>For the most part, this will be delivered by better use of existing resources with limited requirement for additional external expertise where that is not available locally.</p>

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Priority Outcome	Action	Performance Measure(s)	Target	Resource Requirement
<p><b>SPBS 19. Island Games 2025.</b> The Council's role in providing services and support to facilitate the Orkney 2025 Island Games contributes to a successful Games event across Orkney.</p>	<p>Project management to co-ordinate the Council's role in supporting and facilitating the planning and delivery of the Orkney 2025 Island Games in areas such as:</p> <ul style="list-style-type: none"> <li>• The delivery of agreed infrastructure projects.</li> <li>• Appropriate use of public facilities (public buildings, public spaces).</li> <li>• Public services, including roads and transport.</li> <li>• The use of OIC buildings for events, accommodation including catering requirements.</li> <li>• Additional requirement for cleaning, waste management and other services.</li> <li>• OIC staff volunteering during the games.</li> </ul>	<p>Milestones will be developed to meet the planning requirements for the Orkney 2025 organisers.</p>	<p>July 2025.</p>	<p>Led by Corporate Director for Strategy, Performance and Business Solutions.</p> <p>Resourced by diverting existing resources.</p>

## Directorate Performance Measures

We will support the aims set out in the Council Plan and Delivery Plan, to **create a diverse and thriving local economy**, **support communities and deliver what is important to them**, **develop projects to improve our infrastructure**, and attract and retain an effective and engaged workforce.

My Directorate is responsible for, or directly contributes to, the following performance measures. These include measures related to the Council Plan, those recorded and reported on as statutory requirements, such as the Local Government Benchmarking Framework (LGBF) while others are measures we compile and report on voluntarily as they are useful for telling us how well we are delivering services.

I will regularly monitor these performance measures with my Directorate Management Team to ensure we are continuing to deliver our core services.

PI Code	Description	Baseline	Target (2027-28)
CDP 105	Percentage of procurement spent on local enterprises	38%	45%
CDP 201	Community Council satisfaction with their involvement in community development and engagement	64%	90%
CDP 401	Level of customer satisfaction experienced by the public with queries handled by customer service staff	87%	95%
CDP 402	Orkney Islands Council recognised as an Investors in People (IiP) Platinum Organisation	N/A	Achieved
CDP 403	Overall staff satisfaction with working at Orkney Islands Council	58%	Greater than 80%
CDP 404	Staff satisfaction with our leadership style and culture	58%	Greater than 80%
CDP 407	Staff turnover	5.14%	4%
CDP 408	Cost of agency workers as a percentage of our staff budget	3.70%	2%
CDP 409	Sickness absence days per teacher	8.2	6

PI Code	Description	Baseline	Target (2027-28)
CDP 410	Sickness absence days per employee (non-teacher)	12.6	9
CCG 01	Sickness absence. The average number of days per employee lost through sickness absence, expressed as a percentage of the number of working days available.	2.26%	2.40%
CCG 02	Sickness absence. Of the staff who activated a sickness absence trigger, the proportion of these where there was management intervention.	100%	100%
CCG 03	Staff accidents. The number of staff accidents within the service, per 30 staff per year.	0.28	Less than 1%
CCG 04	Budget control. The number of significant variances (priority actions) generated at subjective group level, as a proportion of cost centres held.	40%	15%
CCG 05	Recruitment and retention. The number of advertised service staff vacancies still vacant after six months from the time of advert, as a proportion of total staff vacancies.	8%	2%
CCG 06	Recruitment and retention. The number of permanent service staff who leave the employment of Orkney Islands Council – but not through retirement or redundancy – as a proportion of all permanent service staff.	5.56%	4%
CCG 07	The number of staff who receive (at least) an annual face-to-face performance review and development meeting, as a proportion of the total number of staff within the service.	98.91%	100%
CCG 08	Invoice Payment. The proportion of invoices that were submitted accurately and timeously to the Payments Service, as a proportion of all invoices.	85%	90%
CCG 09	Mandatory training – The number of staff who have completed all mandatory training courses, as a percentage of the total number of staff in the service	95.45%	98%
SPBS_PI_01	Return rate for customer surveys (Internal Audit)	60%	90%
SPBS_PI_02	Percentage of surveys with a score of 8 or more (Internal Audit)	100%	90%

PI Code	Description	Baseline	Target (2027-28)
SPBS_PI_03	Percentage of recommendations accepted (Internal Audit)	99%	90%
SPBS_PI_04	Percentage of draft reports issued within 10 days of fieldwork completion. (Internal Audit)	96%	90%
SPBS_PI_05	Percentage of final reports issued within 5 days of final comments received. (Internal Audit)	96%	90%
SPBS_PI_06	Percentage of audits completed in year compared to plan.	88%	90%
SPBS_PI_07	Cost of Internal Audit	Achieved	Manage within agreed budget
SPBS_PI_08	% FOI / EIR requests responded to within time limit	87.71%	90%
SPBS_PI_09	Average working time for Stage 1 response	5 days	5 days
SPBS_PI_10	Average working time for Stage 2 response	20.4 days	20 days
SPBS_PI_11	% Stage 1 complaint closed within timescale	65%	
SPBS_PI_12	% Stage 2 complaint closed within timescale	68%	



## Risk and Business Continuity

The Council identifies and records threats to its core service and planned developments and improvements through the use of a Corporate Risk Register which sets out the high-level risks identified and what measures will be put in place to mitigate or manage those risks.

My directorate will maintain a Directorate Risk Register which identifies and records specific threats to our core services, and what measures will be put in place to mitigate or manage them.

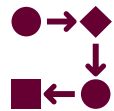
I will present an updated Risk Register to elected members as part of my Directorate Delivery Plan Progress Report.



My directorate will maintain a Workforce Plan to define our workforce requirements based on our key activities and the Council's wider priorities. The Workforce Plan will set out the outcomes we intend to achieve, and what actions we will take to ensure we achieve these outcomes.

My directorate will maintain individual Service Area Recovery Plans which support the Council's Business Continuity Plan and provide contingency arrangements to allow us to plan for incidents and emergencies, and ensure we can continue to deliver services in these circumstances.

My Directorate Management Team and I will keep Service Area Recovery Plans under frequent review and ensure they are kept up-to-date.



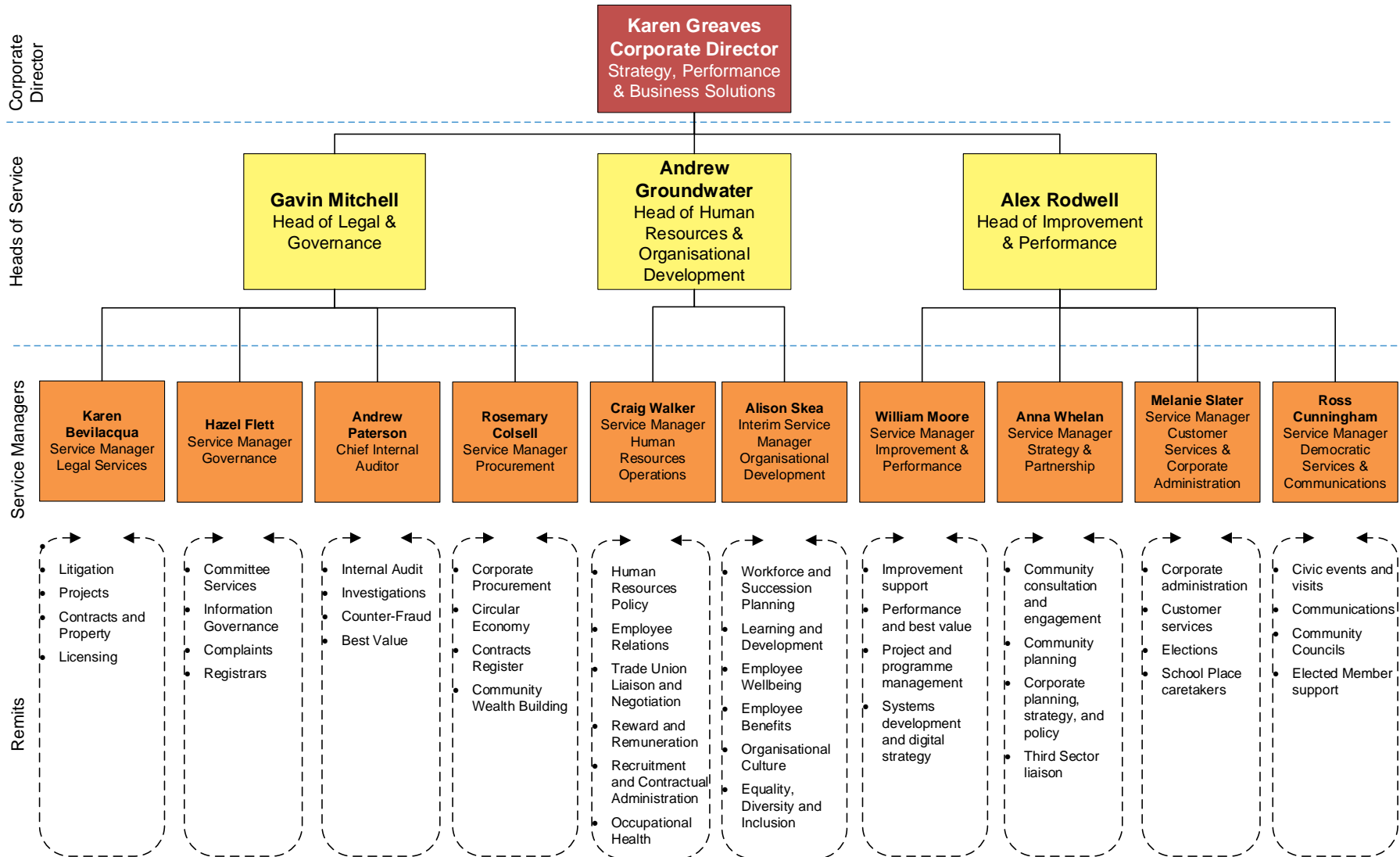
## Appendix 1: Other Plans

Heads of Service and Service Managers compile a number of plans setting out the work for individual service areas. These plans support the objectives and priorities in the Council Plan and this Directorate Delivery Plan, and inform the work detailed in individual team-level plans.

The latest versions of each plan can be accessed on the Council's website.

- Communication Strategy 2023-2028 (in development).
- Digital Strategy (2022-2026).
- Digital Strategy Delivery Plan (2022-2026).
- Investors in People implementation plan.
- Orkney Armed Forces Community Covenant.
- Orkney Child Poverty Strategy 2022 – 2026.
- Orkney Community Plan 2023 – 2030 (Local Outcomes Improvement Plan).
- People Plan.
- Records Management Plan.

# Appendix 2: Organisational Structure



# Strategy, Performance and Business Solutions Risk Register – October 2023

## Strategic Risks

Cluster.	Risk Number.	Owner.
Financial.	2.	Corporate Director for Strategy, Performance and Business Solutions.
Staffing.	1.	Head of Human Resources and Organisational Development.
Governance.	6. 8.	Head of Improvement and Performance. Head of Legal and Governance.
Legislation.	7.	Head of Legal and Governance.
Communication.	3.	Head of Improvement and Performance.
Reputational.	4.	Corporate Director for Strategy, Performance and Business Solutions.
Reputational / Physical.	10.	Corporate Director for Strategy, Performance and Business Solutions.
Legislative / Governance.	5.	Corporate Director for Strategy, Performance and Business Solutions.
Technological.	9.	Head of Improvement and Performance.

## Risks by rating

<b>Risk Rating.</b>	<b>Risk.</b>	<b>Owner.</b>	<b>Cluster.</b>	<b>Risk Number.</b>
20.	Finance and Budget Cuts.	Corporate Director for Strategy, Performance and Business Solutions.	Financial.	2.
12.	Business Continuity.	Head of Improvement and Performance.	Governance.	6.
12.	Staffing and Skills.	Head of Human Resources and Organisational Development.	Staffing.	1.
12.	Procurement.	Head of Legal and Governance.	Governance.	8.
12.	Climate Change.	Corporate Director for Strategy, Performance and Business Solutions.	Physical / Reputational.	10.
9.	Breach of GDPR.	Head of Legal and Governance.	Legislation.	7.
9.	Internal and External Communications.	Head of Improvement and Performance.	Communication.	3.
9.	Failure to comply with Statutory Timings.	Corporate Director for Strategy, Performance and Business Solutions.	Governance / Legislation.	5.
9.	Development of Systems and Processes.	Head of Improvement and Performance.	Technological.	9.
9.	Failure to meet Customer and Stakeholder Expectations.	Corporate Director for Strategy, Performance and Business Solutions.	Reputational.	4.

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# 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

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## Risk Title: 01 – Staffing and Skills

<b>Likelihood.</b>	<b>3</b>	<b>Impact.</b>	<b>4</b>	<b>RAG.</b>	<b>High.</b>	<b>Current Risk Score.</b>	<b>12</b>	<b>Target Risk Score.</b>	<b>8</b>
<b>Owner.</b>	Head of Human Resources and Organisational Development					<b>Cluster.</b>	Staffing		

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<p>Not having the required skills within a service.</p> <p>Small teams or individuals with specific knowledge.</p> <p>Succession planning difficult for small teams.</p> <p>Recruitment and retention - inability to retain existing staff and a lack of suitable staff for recruitment. Some teams have specific qualification requirements which further reduces the pool of applicants.</p> <p>Ageing staff profile.</p>	<p>Change in skill requirements.</p> <p>Opportunities elsewhere in, or outwith, the Council.</p> <p>Poor staff morale.</p> <p>Lack of career progression opportunities.</p> <p>Retirement.</p> <p>Limited opportunity for succession planning.</p>	<p>Loss of valuable experience and knowledge.</p> <p>Unable to undertake certain work and deliver core functions and Council priorities.</p>	<p>Treat.</p>	<p>01.01 - Undertake workforce planning and opportunities for career succession planning.</p> <p>01.02 - Be aware of changing environment and required skills. Identification of training needs to address gaps.</p> <p>01.03 - Development of skills identified through leadership development and staff ERDs.</p> <p>01.04 - Contribute to strategic workforce challenges across the Council. – Recruitment taskforce.</p> <p>01.05 – Develop Manager’s toolkits to facilitate regular team meetings and 1:1s to maintain staff morale.</p> <p>01.06 - Review and further develop flexible working policy.</p>

1463

## Risk Title: 02 – Finance and Budget Cuts

<b>Likelihood.</b>	<b>5</b>	<b>Impact.</b>	<b>4</b>	<b>RAG.</b>	<b>High</b>	<b>Current Risk Score.</b>	<b>20</b>	<b>Target Risk Score.</b>	<b>9</b>
<b>Owner.</b>	Corporate Director for Strategy, Performance and Business Solutions.					<b>Cluster.</b>	Financial.		

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<p>Small size of teams means a budget cut could have a high impact as budgets are mainly staff costs.</p> <p>Services may have to be cut to meet budget.</p> <p>Core back office functions may have to be cut to protect front line services.</p>	<p>Government cuts in budgets reducing Council budget and subsequently Directorate budgets.</p>	<p>Failure to deliver core and statutory services of SPBS directorate.</p> <p>Failure to support service areas to deliver core statutory services.</p> <p>Services may not receive support to transform service delivery through new systems and service re-design.</p>	<p>Tolerate.</p>	<p>02.01 - Review of overheads though this is limited due to low level of costs relating to overheads.</p> <p>02.02 - Directorate analysis to identify areas for efficiencies and also a review of services to ensure staff resource is focussed on essential functions.</p> <p>02.03 - Support services with service redesign projects and identification and implementation of new IT systems.</p>

1464



**Risk Title: 03 – Internal and External Communication.**

<b>Likelihood.</b>	<b>3</b>	<b>Impact.</b>	<b>3.</b>	<b>RAG.</b>	<b>Medium</b>	<b>Current Risk Score.</b>	<b>9.</b>	<b>Target Risk Score.</b>	<b>4</b>
<b>Owner.</b>	Head of Improvement and Performance.						<b>Cluster.</b>	Communication.	

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<p>Poor communication leads to an unawareness of Council priorities and intended outcomes.</p> <p>Staff, Customers and Stakeholders must be appropriately engaged about efficiency measures and service changes and proactively informed so expectations are realistic.</p> <p>SPBS fails to manage how we respond to social media and to take advantage of the potential benefits.</p>	<p>Staff, Customers and Stakeholders do not understand the reasons for the changes.</p> <p>Good ideas are not collected from effective communication and engagement.</p> <p>Staff not given the opportunity to contribute to corporate organisational development and become disengaged.</p> <p>There is not an effective management of social media or use of it as an effective engagement tool.</p>	<p>Poor morale, staff disengagement.</p> <p>Higher turnover of staff.</p> <p>Reputational risk – increase in complaints and adverse publicity.</p> <p>Misplaced criticism.</p> <p>Lack of understanding of what the Directorate / Council wants to achieve.</p> <p>Increased cost to Council if work has to be reperformed.</p> <p>Good ideas lost.</p>	<p>Treat.</p>	<p>03.01 - Leadership development and Staff training.</p> <p>03.02 - Communication and engagement plan developed and implemented.</p> <p>03.03 - Regular communication with customers and stakeholders.</p> <p>03.04 - Actively seek customer / stakeholder feedback.</p> <p>03.05 - Co-ordinated public engagement.</p>

1465

## Risk Title: 04 – Failure to Meet Customer and Stakeholder requirements

<b>Likelihood.</b>	<b>3</b>	<b>Impact.</b>	<b>3</b>	<b>RAG.</b>	<b>Medium</b>	<b>Current Risk Score.</b>	<b>9</b>	<b>Target Risk Score.</b>	<b>4</b>
<b>Owner.</b>	Corporate Director for Strategy, Performance and Business Solutions.					<b>Cluster.</b>	Reputational.		

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
Customer and Stakeholders' expectations not clearly defined or agreed.	Service delivery standards not met.  Customer / Stakeholder complaints.	Reputational risk – increase in complaints and adverse publicity.  Increased cost to Council if work has to be reperfomed.	Treat.	04.01 – Ensure appropriate Staff training in place and undertaken.  04.02 - Regular communication with customers and stakeholders to articulate and manage expectations.  04.03 - Actively seek customer / stakeholder feedback and identify any improvements required.  04.04 - Agreed brief/terms of reference / service standards with full understanding of customer and stakeholder requirements.  04.05 - Co-ordinated public engagement across the Council and with partners / stakeholders where appropriate.  04.06 – Fill vacant posts timeously where appropriate to ensure where possible services are operating at optimum staff complement.

1466

**Risk Title: 05 – Failure to comply with Statutory Timings / Agreed timescales**

<b>Likelihood.</b>	<b>3</b>	<b>Impact.</b>	<b>3.</b>	<b>RAG.</b>	<b>Medium</b>	<b>Current Risk Score.</b>	<b>9.</b>	<b>Target Risk Score.</b>	<b>9</b>
<b>Owner.</b>	Corporate Director for Strategy, Performance and Business Solutions.					<b>Cluster.</b>	Governance / Legislative.		

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<p>Volume of work, competing priorities, short staffed could lead to not adhering to Service Level Agreements, Service Standards or statutory timings.</p> <p>Not adhering to agreed timescales for specific directorate processes.</p> <p>This may additionally lead to poor assessment / audits.</p>	<p>Failure to meet statutory timings and requirements of legislation.</p> <p>Failure to adhere to agreed timings for staffing policies – e.g., disciplinary etc.</p> <p>Failure to adhere to timings for court cases, employment tribunals, social work orders etc.</p> <p>Failure to meet deadlines for support to services including project delivery.</p>	<p>Reputational risk</p> <p>Lost opportunities</p> <p>Possible financial implications</p>	<p>Treat.</p>	<p>05.01 - Ensuring staff are familiar with and adhere to the requirements and relevant standards / timescales.</p> <p>05.02 – Service awareness of critical timings across directorate and wider Council services.</p> <p>05.03 – Managers supporting Staff to prioritise and diarise timings to ensure adherence.</p>

1467

## Risk Title: 06 – Business Continuity

<b>Likelihood.</b>	<b>3.</b>	<b>Impact.</b>	<b>4</b>	<b>RAG.</b>	<b>High</b>	<b>Current Risk Score.</b>	<b>12.</b>	<b>Target Risk Score.</b>	<b>9.</b>
<b>Owner.</b>	Head of Improvement and Performance.						<b>Cluster.</b>	Governance.	

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
An event or incident leads to the inability of teams to carry out their core functions.	Pandemic, IT incident, power outage, fire, flood etc.	Backlog of work and failing to meet deadlines. Loss of critical documents.	Treat.	06.01 - Directorate ensures that Service business continuity plans are in place. 06.02 - Remote working possible at home on laptops. 06.03 - Ensuring documents are stored in the cloud using the Microsoft 365 stack (OneDrive, Teams and SharePoint).

1468

## Risk Title: 07 – Breach of General Data Protection Regulation (GDPR)

<b>Likelihood.</b>	<b>3</b>	<b>Impact.</b>	<b>3</b>	<b>RAG.</b>	<b>Medium</b>	<b>Current Risk Score.</b>	<b>9</b>	<b>Target Risk Score.</b>	<b>9</b>
<b>Owner.</b>	Head of Legal and Governance.						<b>Cluster.</b>	Legislation.	

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<p>Personal information could be processed for Planning Committees, Local Review Body, staff appeals, Licensing, Complaints, Freedom of Information requests.</p> <p>Personnel information held for HR processes.</p>	<p>Sensitive information is leaked or goes to wrong recipients.</p>	<p>Monetary penalty from Information Commissioner's Office.</p> <p>Reputational Risk to Council.</p> <p>Negative impact on staff / potential staff / job applicants.</p>	<p>Treat</p>	<p>07.01 - Training and awareness of GDPR.</p> <p>07.02 - Handling as little personal information as required.</p> <p>07.03 - Secure disposal of personal information in accordance with policy.</p> <p>07.04 - Strong IT and document security.</p> <p>07.05 - Redacting of personal info.</p> <p>07.06 – Use of Electronic Document and Records Management System (EDRMS) to support secure and effective handling of information.</p>

1469

**Risk Title: 08 – Procurement**

<b>Likelihood.</b>	<b>3</b>	<b>Impact.</b>	<b>4</b>	<b>RAG.</b>	<b>High</b>	<b>Current Risk Score.</b>	<b>12</b>	<b>Target Risk Score.</b>	<b>8</b>
<b>Owner.</b>	Head of Legal and Governance.						<b>Cluster.</b>	Governance.	

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
Procurement Legislation, Policy and Procedures not adhered to.	Unsuccessful bidders lodging a legal challenge.	Reputational damage. Interruption of Council service delivery. Financial awards where a contract award is overturned. Staff resources. Low staff morale. Increased scrutiny and pressure on staff.	Treat.	08.01 - Training and awareness raising. 08.02 - Procurement team adequately resourced including additional resource to accompany significant capital projects where applicable.

1470

**Risk Title: 09 – Development of Systems and Processes.**

<b>Likelihood.</b>	<b>3</b>	<b>Impact.</b>	<b>3</b>	<b>RAG.</b>	<b>Medium</b>	<b>Current Risk Score.</b>	<b>9.</b>	<b>Target Risk Score.</b>	<b>8</b>
<b>Owner.</b>	Head of Improvement and Performance.						<b>Cluster.</b>	Technological.	

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
Due to other work being prioritised by services - failure to support services to progress system developments and lack of progress on strategic outcomes.	<p>Services unable to lead system developments due to volume of attention that day to day operational tasks require.</p> <p>SPBS unable to progress systems development without service lead and project management.</p>	<p>Strategic priorities not delivered.</p> <p>Cost savings not identified and achieved.</p> <p>Negative impact on service delivery.</p> <p>Reduced staff morale.</p>	Treat.	<p>09.01 – Improvement Support Team to ensure project management support and guidance in place.</p> <p>09.02 - Mechanisms identified for escalating issues in project delivery at an early stage.</p> <p>09.03 - Expectations managed and good communication on timescales and clarity of roles.</p>

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## Risk Title: 10 – Climate Change

<b>Likelihood.</b>	<b>3</b>	<b>Impact.</b>	<b>4</b>	<b>RAG.</b>	<b>High</b>	<b>Current Risk Score.</b>	<b>12</b>	<b>Target Risk Score.</b>	<b>8</b>
<b>Owner.</b>	Corporate Director for Strategy, Performance and Business Solutions.					<b>Cluster.</b>	Physical / Reputational.		

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<p>Council Services disrupted due to infrastructure or travel impacted by extreme and unpredictable weather.</p> <p>Communities facing increased frequency of coastal flooding and increased volumes of surface water.</p> <p>Community Resilience Groups more frequently required to stand up to support local citizens.</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 disrupting service delivery.</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 Customer Services, digital services, and support to wider council services.</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>10.01 - Business Continuity plans in place.</p> <p>10.02 - Staff awareness of Council Plan priorities and targets and milestones.</p> <p>10.03 - Staff awareness of appropriate plans for example Flood Risk Management Plan, Coastal Change Adaption Plan.</p> <p>10.04 - Staff participation in resilience reviews and response to incidents through Incident Management process.</p> <p>10.05 - Facilitation of continued development of local Community Resilience Groups within communities.</p> <p>10.06 - Staff participation in cross council Officer Working Group and recognition that Climate Change impacts all Directorates.</p>

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# **Procurement Strategy**

## **2023 to 2028**

All our written information can be made available, on request, in a range of different formats and languages. If you would like this document in any other language or format please contact Strategy, Performance and Business Solutions on 01856 873535 or email [spbs@orkney.gov.uk](mailto:spbs@orkney.gov.uk).

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## **1. Introduction**

This procurement strategy has been revised to incorporate the priorities and objectives of the new Orkney Islands Council's Council Plan 2023 to 2028 and Council Delivery Plan 2023-2028, the changing procurement agenda, the current financial climate, Climate Change and Net Zero.

The strategy sets out the priorities of Orkney Islands Council (the Council) in the form of a number of Council commitments. These commitments reflect both national policies and local priorities and are considered to be proportionate to the scale and complexity of the procurement activity undertaken by the Council. Each of the stated commitments is considered to be achievable within the timeframe of this strategy.

## **2. Policy Statement**

The Council's procurement strategy provides the basis for further improvement and the embedding of procurement across all Council services in a manner which are proportionate to the scale and the complexity of the procurement undertaken by the Council.

It seeks to create, through a series of Council commitments, a firm foundation upon which the Council can continue to build and deliver improved procurement performance.

The Council is committed to sustainable economic development in Orkney and it is conscious that procurement decisions must take account of the social, economic and environmental outcome they have on the people and communities of Orkney.

## **3. Background**

### **3.1. Procurement Strategy 2023 to 2028**

Orkney Islands Council is committed to good procurement practice. This document is the latest version of the Council's Procurement Strategy which replaces the 2019 to 2021 and 2021 to 2023 Versions. This latest Strategy builds on the progress to meet the needs of the Council and the business community in Orkney and outwith Orkney and has been aligned to the Council Plan 2023-2028 and Council Delivery Plan 2023-2028.

### **3.2. Scope of public procurement**

Public Procurement can be defined as the acquisition, whether under formal contract or otherwise, of goods, services and works from third parties by contracting authorities. The scope of public procurement ranges from the purchase of routine supplies or services, to the formal tendering and placing contracts for large infrastructure projects by a wide range of contracting authorities.

The procurement process does not end at the contract award stage, but spans the life cycle of the contract from the inception and design through to contract management.

### 3.3. Procurement activity

The Council spends approximately £ 67 million per annum on goods, services and works (2022 to 2023 figures). Of this £67 million, approximately 41% is spent with Orkney businesses or on companies that have a presence in Orkney (but with no head office in Orkney).

This is a significant figure both in terms of the Council's budget and the effect that such spending has on the local economy.

## 4. Council priorities and values

Procurement cuts across all Council services and forms an integral part of the Council's ability to achieve its declared strategic priorities as detailed in the new Council Plan 2023 to 2028 'Working together for Orkney' as below.



Procurement is a key enabler across all the above Council's priorities.

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

- Transforming our council – to provide the foundations for staff to deliver outstanding customer service and performance.
- Growing our economy
- Strengthening our communities (includes being on track to become net zero by 2030).
- Developing our infrastructure.

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

The core principles are as follows:

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

The new [Council Delivery Plan](#) was approved in 2023 to supplement the new Council Plan, and the Council's Procurement Strategy 2023 to 2028 continues to reflect the strategic priorities and values in line with this and has been updated to reflect recent procurement developments.

Orkney Integration Joint Board, and Orkney Health and Social Care Partnership, the Integrated Joint Board (IJB) was formed in 2016. This is a legal body, separate from both NHS Orkney and Orkney Islands Council with planning, resourcing, and overseeing integrated health and social care services. The IJB and Orkney Health and Care have published their [Strategic Plan](#) as well as a Strategic Commissioning implementation Plan. Included in this Plan there is a commitment to review third sector commissioned services and an overall commissioning intention to shift the balance of care to enhanced, community based models.

#### **4.1. Procurement Reform (Scotland) Act 2014**

Section 15 of the Procurement Reform (Scotland) Act 2014 requires any public organisation, which has an estimated total value of regulated procurement spend of £5 million or more (excluding VAT) in a financial year, to prepare and publish a procurement strategy.

Where an organisation has an existing procurement strategy, there is no requirement for it to prepare a completely new procurement strategy each year. An organisation must, however, review its procurement strategy annually and make such revisions as it considers appropriate for the purposes of the Act.

The Council's first procurement strategy was published by 31 December 2016 as required by the legislation, and covered:

- The remainder of the financial year in which 31 December 2016 occurred.

- The first financial year commencing 1 April 2017.
- A further Procurement Strategy was published in January 2019.
- An updated Procurement Strategy was published in July 2022.

It is a requirement that an organisation must publish its procurement strategy, including any revisions, on the internet and by any other appropriate means. The organisation must notify Scottish Ministers of the publication of its procurement strategy.

This document in its draft form was published for public consultation and is a revision to the previous Procurement Strategy which was updated in 2022, and will extend to the years 2023 to 2028, to run in parallel to the new Council Plan.

## 4.2. Scottish Model of Procurement



The Scottish Model of Procurement puts procurement at the heart of Scotland's economic recovery. It sees procurement as an integral part of policy development and service delivery.

Like all good ideas, it's a simple concept - business friendly and socially responsible. Looking at outcomes not outputs, it uses the power of public spend to deliver genuine public value beyond simply cost and / or quality in purchasing.

Government led, it benefits from strong political leadership including three successive Cabinet Secretaries. It is also owned by all of the Scottish public sector. The Scottish Government and public authorities are working together to develop strategic relationships with key business, third sector organisations and a project level partnership to agree solutions to specific problems.

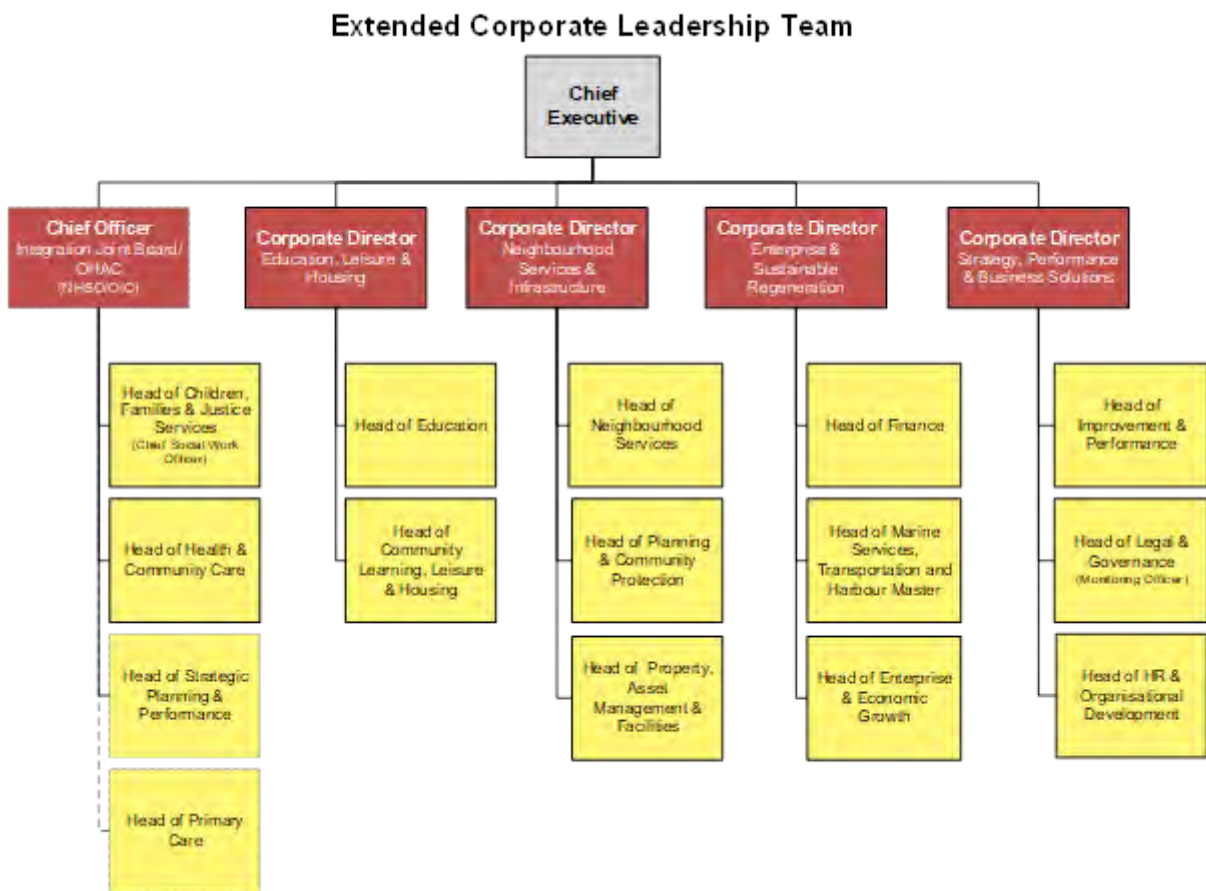
The Value for Money triangle above sums up the Scottish Model of Procurement; it is not just about cost and quality, but about the best balance of cost, quality and sustainability.

Commencing in 2021, the Public Procurement Group, consisting of four Procurement Centres of Expertise in Scotland, and led by the Scottish Government, worked together in developing a 'plan for the future' leading to the publication in April 2023 of the Public Procurement Strategy for Scotland 2023 to 2028. This Strategy sets out the Scottish Government's vision, strategic structure, enablers and objectives.

The [Scottish Government's Procurement Strategy](#) transition to delivery is anticipated to be embedded in public sector procurement over the next five years. This is to be taken into account in future revisions of the Council's Procurement Strategy where this aligns with the vision and objectives of Orkney Islands Council's Council Plan.

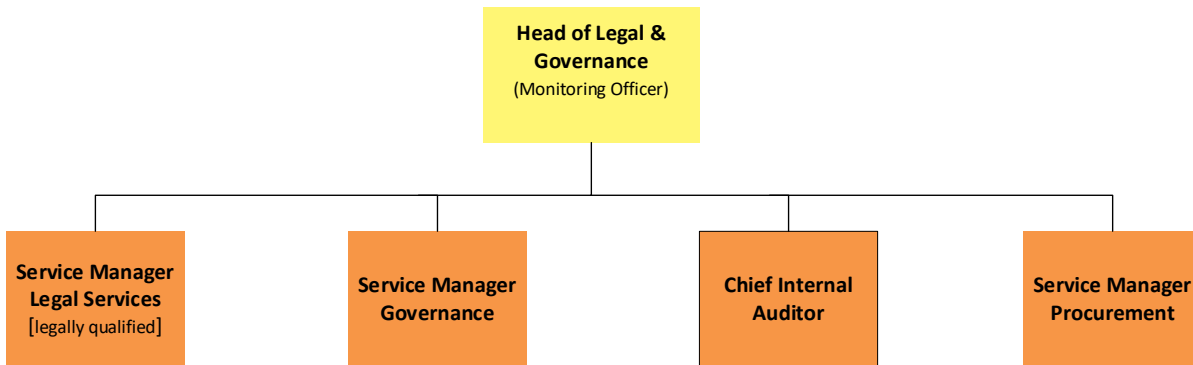
### 4.3. Council Structure and Procurement Organisational Structure

#### 4.3.1.

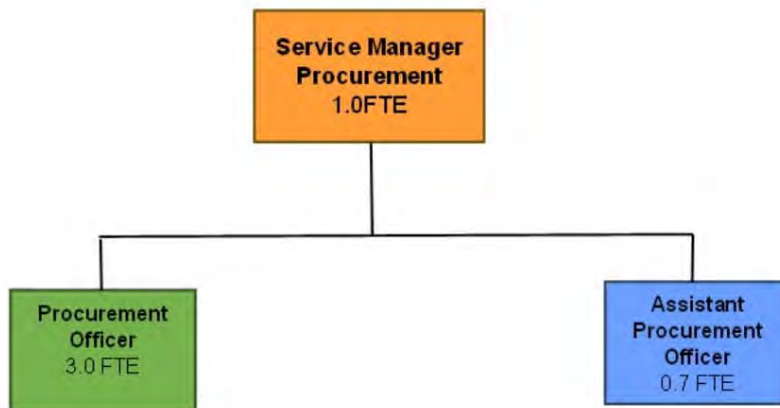




**Orkney Islands Council**  
Legal & Governance Management Structure



**Orkney Islands Council**  
Procurement Structure



The Council structure above illustrates the reporting structure for the Procurement Team which sits within the Strategy, Performance and Business Solutions Corporate Directorate's Legal and Governance Team. The Procurement Services Team consists of 4.7 full-time equivalent staff; the Service Manager Procurement, three Procurement Officers and an Assistant Procurement Officer. The Service Manager's responsibilities include development of a network of trained and experienced Officers across the Council who are assigned delegated responsibility for procurement for supplies, services and works. The Procurement Team are qualified to the appropriate level for their role within the industry standard Chartered Institute of Procurement and Supply (CIPS) framework and equally officers within the engineering team and the capital projects team are trained in the specific contracts forms which meet industry standards for procurement within these disciplines.

### 4.3.2.

The Procurement Consultative Group consists of six Elected Members and officers including the Corporate Director, Head of Service, Service Manager and additional officers from the Procurement Team as and when required, and has the remit to consider all matters relating to procurement, including reviewing the Contract Standing Orders and development of a procurement strategy.

## 5. Themes and Priorities

The six key priority areas where indicators and targets have been identified and are attributable for the Procurement Strategy reporting period ending 31 March 2028 will be as follows:

- Sustainability, Climate Change and Net Zero Targets
- Working with local suppliers.
- Value for money.
- Collaboration and partnering.
- Contract management.
- E-Procurement.

## 6. The Council's Contract Standing Orders

The purpose of the Council's [Contract Standing Orders](#) (CSOs) is to set clear rules for the procurement of supplies, services and works for the Council. Following the rules should ensure that the Council is fair and accountable in its dealings with contractors and in the award of contracts. CSOs are intended to ensure that the Council obtains value for money for the council taxpayer. Value for money is defined as the optimum combination of whole life cost and quality (or fitness for purpose) to meet the end users' requirements.

The Council's Contract Standing Orders are compiled in accordance with the Procurement Reform (Scotland) Act 2014, Public Contracts (Scotland) Regulations 2015, the Procurement (Scotland) Regulations 2016, the Concession Contracts (Scotland) Regulations 2016, the Utilities Contracts (Scotland) Regulations 2016 and the Public Contracts (Scotland) Amendment Regulations 2016.

The Contract Standing Orders should be read in conjunction with the Procurement Reform (Scotland) Act 2014 statutory guidance in recognition of the duty of Public Authorities to have regard to the Guidance as detailed below:

- [Procurement Reform \(Scotland\) Act 2014: statutory guidance - gov.scot \(www.gov.scot\)](#).
- [Fair work and procurement - Public sector procurement - gov.scot \(www.gov.scot\)](#).
- [Update to procurement of care and support services: SPPN 07/2016 - gov.scot \(www.gov.scot\)](#).
- [Changes to procurement legislation at the end of the EU Exit Transition Period: SPPN 11/2020 - gov.scot \(www.gov.scot\)](#).

- [Public procurement - taking account of climate and circular economy considerations: SPPN 3/2022 - gov.scot \(www.gov.scot\)](#).
- [Fair Work First implementation - Scottish public procurement update: SPPN 6/2021 - gov.scot \(www.gov.scot\)](#).
- [Procurement thresholds and VAT inclusion in estimated contract value: SPPN 8/2021 - gov.scot \(www.gov.scot\)](#).
- [Public procurement - taking account of climate and circular economy considerations: SPPN 3/2022 - gov.scot \(www.gov.scot\)](#).

All Contracts that are awarded by the Council, regardless of value, are subject to an obligation to seek best value and to demonstrate transparency, equal treatment, non-discrimination and proportionality.

Contracts awarded by the Council must comply with the CSOs.

Officers are required to comply with the CSOs, the Scheme of Delegation to Officers, the Scheme of Administration and the Financial Regulations.

## 7. Ethical Standards

In all dealings with contractors, the Chief Executive, Corporate Directors, and all officers must preserve the highest standards of honesty, integrity, impartiality and objectivity. In particular, officers engaged in procurement matters must:

- Be fair, efficient, firm and courteous.
- Maintain the highest possible standard of integrity in all business relationships.
- Acquire and maintain current technical knowledge.
- Achieve appropriate professional standards in the management of contracts.
- Foster appropriate standards of professional competence amongst those for whom they are responsible.
- Comply with the law, guidance on professional practice and contractual obligations.
- Declare any personal interest which may affect or be seen by other to affect impartiality.
- Respect the confidentiality of information received in the course of duty and ensure that information given in the course of duty is honest and clear.
- Respond promptly, courteously and efficiently to suggestions or enquiries, including Freedom of Information request obligations according to Council policies.
- Not knowingly work with suppliers that trade in slavery, prostitution or illegal drugs, or who breach International Labour Organisation conventions.
- Not offer, give or agree to give anything, to any person an inducement or reward for doing, refraining from doing, or for having done or refrained from doing, any act in relation to the obtaining or execution of the procurement agreement or for showing or refraining from showing favour or disfavour to any person in relation to said Agreement which may constitute an offence under the Bribery Act 2010.

- Take all reasonable steps, in accordance with good industry practice, to prevent fraud by Council Staff and the Supplier (including its shareholders, members and directors) in connection with the procurement of supplies, services and shall in the first instance notify their Line Manager, Head of Service or Corporate Director immediately if they have reason to suspect that any fraud has occurred or is occurring or is likely to occur. Reporting in all cases should be in accordance with the Council's Corporate Anti-Fraud Policy and Whistle Blowing Policy.

## **8. Aims of the Procurement Strategy**

- Ensure that the procurement strategy is aligned with the Council's corporate priorities as articulated in the Council Plan and Delivery Plan.
- Ensure a clear pathway for identifying and acting on improvements by maintaining and improving on the measure of "conformance" performance as measured by the Procurement and Commercial Improvement Programme (PCIP).
- Ensure compliance with all relevant legislation and achieve financial savings.
- Ensure that best value / value for money is being obtained consistently when goods and services are purchased.
- Ensure that steps are taken to facilitate Supported Businesses in Orkney to be involved in regulated procurement opportunities.
- Ensure that all suppliers have access to supplier development support.
- Ensure compliance with the Sustainable Procurement Duty and Climate Change Duty.
- Ensure that community benefit requirements are imposed as part of a regulated procurement where appropriate.
- Ensure that suppliers are able to access information regarding future potential contract opportunities up to two years in advance.
- Ensure that a Procurement Annual Report is prepared to report on the progress made for meeting the Aims of the Procurement Strategy.

## **9. Outcomes of the Procurement Strategy**

- Better contracts resulting in better services and facilities for the people of Orkney.
- Increased savings, freeing up money to protect the Councils front line services.
- Standardisation of Council processes to protect the Council from risk.
- Improved contract and supplier management.
- A publicly available summary of the regulated procurements that have been completed.
- An annual review of whether those procurements complied with the organisation's procurement strategy.
- An annual review of the extent to which any regulated procurements did not comply, and a statement detailing how the organisation will ensure that future regulated procurements do comply.
- A summary of community benefit requirements imposed as part of a regulated procurement that were fulfilled during the year covered by the report.
- A summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the report period.

- A summary of regulated procurements expected to commence in the next two financial years.

## 10. Sustainable Procurement Duty / Climate Change Duty

Before undertaking a tendering exercise, the Chief Executive, Corporate Directors or Chief Officer takes into account the social, economic and environmental outcome of the proposed contract and whether the contract will contribute to the achievement of sustainable development in accordance with the Sustainable Procurement Duty and the Council's Sustainable Procurement Strategy. The [Sustainable Procurement Policy](#) will be reviewed in 2024 to take account of relevant wider policy changes including the Council's Climate Change Strategy and developing Action Plans.

For any procurement equal to or greater than £4,000,000, the Council must consider whether to impose community benefit requirements as part of the procurement. Contracts are also now required to be determined as either a 'relevant' or 'priority' contract in terms of impact on Climate Change in accordance with Scottish Government, Sustainable Procurement Tools guidance.

The Council recognises and wishes to maximise the benefits achievable through sustainable procurement. Sustainable procurement can deliver additional benefits for the Council while contributing to the social, economic and environmental well-being of people and places. For example, sustainable procurement will enable the Council to:

- Achieve value for money by avoiding unnecessary purchasing, by considering and then lowering the whole life costs of goods, services and works and through improved resource efficiency.
- Minimise carbon emissions within contracts for works, services and supply, especially with consideration to the lifetime of the contract and culminative emissions where timescales might lock in emissions over several years
- Report on progress towards meeting its legal duties and other obligations in relation to climate change and sustainable development including Net Zero.
- Stimulate the market and encourage innovation for sustainable products and services.
- Support the local supply community by engaging with Small and Medium Enterprises and Third Sector organisations so they can compete for Council contracts.
- Help build a sustainable supply chain for the future and improve supplier relationships.

Additionally, consideration will be given to the elimination of single use / disposable plastic items used by the Council where possible and support others to do likewise.

The Climate Change Working Group, comprising membership across Council Services, including Procurement, will work together to develop, support and embed action on Climate Change. Clear indicators will be important, helping a 'measure to manage' approach and impactful actions. The reduction in the carbon footprint of Orkney Islands Council will be captured in the annual Climate Change Duties report.

The Chief Executive, Corporate Directors or Chief Officer will only consider factors that are relevant and proportionate to the proposed Contract.

## 11. Community Wealth Building

The Council and The Orkney Partnership (Orkney's community planning partnership) have decided to adopt Community Wealth Building (CWB) and it is a key element of the Orkney Islands Council Plan 2023-2028 and the Orkney Local Outcomes Improvement Plan 2023-2030.

CWB involves:

- Building on the work already done to support local, small and medium businesses (including Third Sector organisations) to be able to do more.
- Supporting the creation of new business, including those with different forms of ownership such as co-operatives.
- Promoting fairer employment practices, including the payment of the Scottish Real Living Wage which benefits the whole county through increased spend and less poverty.
- Skilling up local people to be able to benefit from the opportunities that arise.
- Lower carbon emissions because of shorter supply chains.

There are five pillars to CWB, including developing the local supply chains of businesses likely to support local employment, keeping wealth within communities, promoting fairer employment practices, and reducing carbon emissions because of shorter supply chains. CWB is not delivered by public authorities in silo. The Council will work with its community planning partners to develop a common plan to deliver CWB.

## 12. Consultation and Engagement

Prior to commencement of all procurement activities where the public may be affected by the Council's procurements, consideration is given to the consultation and engagement process as appropriate. For example, this is particularly relevant in the provision of Social Care Services which provides for good practice examples of service users and / or their representatives contributing to the development of service specifications and evaluation criteria.

## 13. Fair Work First

Fair Work First in Scottish Procurement sets out the five Fair Work First criteria: appropriate channels for effective voice, such as trade union recognition; action to tackle the gender pay gap and create a more diverse and inclusive workplace; and providing fair pay for workers (for example, payment of the real Living Wage).

The Scottish Government has further advised public bodies to implement Fair Work First in new advised public bodies to implement Fair Work First in new procurement processes from 1 April 2021. Since then, Ministers have announced the expansion of Fair Work First to include 2 new elements. This expansion is in response to challenges faced in the labour market. The new elements seek to promote flexible and family friendly working practices and oppose the use of fire and rehire practices.

The Council will apply the full and expanded Fair Work First criteria in all procurement processes, including consideration of scoring for this award criteria where this is relevant and proportionate to do so.

- [Addressing fair work practices, including the real living wage, in procurement: best practice - gov.scot \(www.gov.scot\)](http://www.gov.scot/resources/documents/2019/06/190616_fair_work_practices_in_procurement_best_practice.pdf)
- [Fair Work First implementation - Scottish public procurement update: SPPN 6/2021 - gov.scot \(www.gov.scot\)](http://www.gov.scot/resources/documents/2021/06/210606_fair_work_first_implementation_scottish_public_procurement_update_sppn_6_2021.pdf)

## **14. Health and Safety at Work, etc. Act 1974**

All Contractors and sub-contractors will be required to evidence their compliance with the Health and Safety at Work, etc. Act 1974 and any provision made under that Act, wherever this is relevant to the subject matter of the contract.

## **15. Fairly and Ethically Traded Goods and Services**

In 2010, Orkney Islands Council passed a Fairtrade Resolution which says:

“Orkney Islands Council aims to be recognised as supporting and promoting the principles of Fairtrade through demonstrating a commitment to supporting fair and sustainable development”.

As detailed in the Council’s Sustainable Procurement Policy, the Council will, where practicable and where it is sustainable, purchase fair trade options as a means of helping excluded and disadvantaged producers, including independent small farmers, to access international markets and receive a fair price for their products.

## **16. Procurements involving the Provision of Food**

The Council will require contractors to provide evidence of how their approach to the sourcing/provision of food can improve the health, wellbeing and education of communities and appropriate food standards certification or equivalent including animal welfare requirements and / or welfare inspections which can promote the highest standards of animal welfare.

- We will consider environmentally sustainable and ethical foods such as free range eggs and meat and fish which satisfy UK welfare standards when making procurement decisions. We will, where practicable and where it is sustainable, specify fresh, seasonal and nutritious food.
- We will not knowingly purchase genetically modified food or food with genetically modified ingredients.
- We will specify Protected Geographical Indication and Protected Designation of Origin standards where they are justified by menu requirements.
- We will consider animal welfare when making procurement decisions.
- We will not purchase goods which have been developed using animal testing.

- We will, where practicable and where it is sustainable, purchase fair trade options certified by appropriate independently verified accreditation schemes as a means of helping excluded and disadvantaged producers, including independent small farmers, to access international markets and receive a fair price for their products.

Consideration to be given to the reduction of “food miles” in the context of usage of food produced locally where appropriate and practical and in accordance with procurement legislation.

Consideration will be given to the following publications for all procurements involving the provision of food as appropriate:

- [Good Food Nation policy - Food and drink - gov.scot \(www.gov.scot\)](http://www.gov.scot).
- [Catering for change: buying food sustainably in the public sector - gov.scot \(www.gov.scot\)](http://www.gov.scot).
- [Criteria and guidance - Food for Life](#).
- [School food standards - School Food Plan](#).

## 17. Spend Profile in Orkney

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. This information is reported in the Procurement Annual Report.

## 18. Payment Policy

Once certified, payment vouchers should be passed without delay to the Payments Section for processing. Prior to payment the Payments Section will examine payment vouchers and are entitled to make enquiries and to receive information and explanations as required. All payments must be made on time, to comply with the requirements of the Late Payment of Commercial Debts (Interest) Act 1998.

The Council is committed to ensure that where invoices are submitted accurately, these will be paid within 30 days of the invoice date. Performance measures on invoice payment timescales are reported regularly to the Council.

## 19. Implementation, Monitoring, Reviewing and Reporting

The Council already has several performance indicators on procurement and any outcomes and targets from this Procurement Strategy not already included in these indicators will be added for monitoring.

The Council's first Procurement Annual Report was published in October 2018 and reported on the targets set in the Procurement Strategy 2016 to 2018. The targets set in the first Procurement Strategy have been reviewed and amended for the Procurement Strategy 2019 to 2021 and for the updated Strategy for 2021 to 2023 and have continued to be reported on in each Procurement Annual Report since 2018.



The targets for the Procurement Strategy for the period reporting period 2023 to 2028 have been reviewed for this version of the Strategy.

Additionally, overall reporting on the six themes noted at section 5 of this Strategy and new policy developments will be reviewed by the Procurement Consultative Group outwith the formal Committee process, prior to consideration at the relevant Council Committee.

## **20. Policies, Tools and Procedures**

### **20.1. Local Policies and Procedures**

- Council Plan and Council Delivery Plan.
- Key Stakeholder Map / internal / external customers.
- Risk Management.
- Gifts, hospitality and other inducements.
- Conflicts of interest / anti-competitive behaviour / fraud awareness.
- Suppliers charter.
- Financial Regulations.
- Contract Standing Orders.
- National Performance Framework.
- Flexible Framework.
- National Competency Framework.

Examples of National Policies, Tools and Legislation can be found by searching for the following:

- Legislation.
- Legislation Guidance.
- Scottish Model of Procurement changes to European Directives.
- Public Procurement Reform Programme.
- Suppliers Charter.
- EU Procurement Thresholds.
- Procurement Journey.
- Supplier Journey.
- Procurement Construction Manual.
- PCIP.
- Public Contracts Scotland.
- Public Contracts Scotland – Tender.
- Information Hub (Spikes Cavell).
- Pecos Catalogue Management System (PCM).
- Supplier Development Programme.
- Business Gateway Orkney.

- Sustainability Prioritisation Tool.

## 21. Strategic priorities

The Council will always strive to achieve value for money through procurement within an environment of transparency and non-discrimination. The Council must achieve efficiencies and cash savings through procurement whilst considering its responsibilities for the environmental outcome of any procurement decisions made in terms of sustainability, equality, diversity and other social implications.

The Council's priorities for 2023 to 2028 in relation to procurement are set out as follows:

### 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 outcome. 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 statements, which are at this stage aspirations of the Council:

- 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.,
- Implementation of the Scottish Government 10 steps to Sustainable Procurement to assist sustainability and other responsible procurement themes using the Scottish Government's [Sustainable Procurement Tools](#).
- 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 with a focus on life cycle impacts including evaluating impacts of raw materials, delivery and use, and end of life considerations
- 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.

## 21.2. Working with local suppliers

The Council recognises that engagement in the procurement process may seem complex and daunting to suppliers and contractors, and particularly for Small and Medium Sized Enterprises (SMEs) and the Third Sector in particular where this is a new experience for contractors.

Council Commitment:

- Making doing business with the Council easier for local suppliers.
- At all times adopt a professional approach in all 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 and timely explanation of the reasoning behind the procurement decision making process.
- To ensure that the procurement process is appropriate to the value and complexity of the goods, services or 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. .
- To review contract documentation and award procedure on an ongoing basis – to ensure that they place the minimum possible burden on suppliers.
- To ensure that communication of contract opportunities is accessible to all areas in the Orkney Islands including our most remote communities.
- Use outcome based tender specifications wherever possible – to allow businesses to propose innovative and alternative solutions to the Council's needs.
- To consider the use of lots as appropriate in contract opportunities to enable small firms, the self-employed and the third sector to bid for contracts.
- To ensure communication is maintained with bidders where there have been unforeseen delays to an indicative timeline for a procurement exercise both before and after the tender submission deadline and prior to contract award.
- Provide feedback to suppliers following formal market engagement/consultation exercises for example following meet the buyer events or public consultations.
- To develop systems where suppliers are able to provide feedback on a regular basis.

## 21.3. Value for money

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 best value.

Best Value is continuous improvement in the performance of the Council's functions. In accordance with Best Value principles all proposed and current service arrangements shall be subject to review and option appraisal.

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.

#### Council commitment

- 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 in all instances.
- 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 the use of Community Benefits.
- To raise awareness internally of potential framework savings and make recommendations to ensure a more consistent approach across all Council services.

### **21.4. Collaboration and partnering**

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 maximises the value of procurement whether it be through aggregation of demand or through the sharing of resources to reduce administration.

#### Council commitment

- Where collaborative arrangements provide a benefit to the Council there will be a strong presumption towards the use of contracts that have been established by Procurement Scotland (the national centre of procurement expertise), Scotland Excel (the local government centre of procurement expertise) and the Crown Commercial Service.
- 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.
- Where there is a known local supply base as well as collaborative/framework 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 to respond to contract opportunities. This will be in accordance with the Council's Contract Standing Orders and appropriate to the value of the contract.
- To collaborate wherever possible with the various Centres of Expertise Procurement Expertise to maximise the value of strategic procurement.

### **21.5. Governance**

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.

Council commitment:

- The Council's Procurement Consultative Group will consider the strategic direction of Procurement.
- The Council will develop the embedded procurement officer network (a network of staff who are formally authorised to undertake procurement activities on behalf of the Council).
- 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.
- That no member of Council staff may award a contract or purchase order without written delegated authority.
- The key roles of budget holder and procurer will not be performed by the same member of staff.
- The Council will endeavour to comply with the [Scottish Procurement Policy Handbook](#).
- The Council will comply with the Contract Standing Orders.

## 21.6. Contract management

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.

Council commitment:

- To strengthen contract management procedures by holding regular meetings with major contractors to review performance and improve levels of contract compliance.
- Roll out contract management arrangements to all high value and/or high risk contracts.
- Incorporate an appropriate exit strategy into contract management plans.

## 21.7. Communication

Communication is 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.

Council commitment:

To inform and advise its stakeholders by means of:

- Increasing the use of the [Public Contracts Scotland](#) website.
- Increasing the use of the procurement page on the Council's intranet (portal).
- Increasing the use of the procurement section of the Council's website.
- 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 business, via Business Gateway Orkney and the Supplier Development Programme.
- Participate in “How to Tender” in person Workshops run by the Supplier Development Programme in conjunction with Business Gateway Orkney.

### **21.8. E-Procurement**

The Council has now implemented a process for the replacement of all paper-based purchase ordering systems with a modern Purchase to pay e-Procurement system. The Public Contracts Scotland portal has been maximised with the “Quick Quote” facility for low value / low risk procurements and the e-SPD (Single Procurement Document) is also used for all open or restricted procurement procedures. In line with Council Commitment to reduce bureaucracy, streamlined internal processes are to be developed and integrated with other Council electronic systems wherever possible to maximise efficiency.

Council commitment:

- To consider opportunities for streamlined internal process to be developed and integrated with other Council electronic systems wherever possible to maximise efficiency.

### **21.9. Monitoring and measurement**

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.

Council Commitment:

- The Council will implement as standard, the Best Practice Indicators that were recommended by the Public Procurement Reform Board as a means of measuring the effectiveness and efficiency of the procurement function.
- The Procurement and Commercial Improvement Programme (PCIP) performance reporting framework to be considered for incorporation and adoption of additional Best Practice indicators as appropriate.

### **21.10. Guidance**

An important aspect of the role of the procurement function is to provide guidance and advice to Council services and to all stakeholders.

Council commitment:

The Council will continue to develop procedural guidance as follows:

- The introduction of standard procurement guidance.
- Provide training in the use of standard procurement guidance.
- To develop a purchasing guide for those involved in the ordering of supplies and services.

- The use of the electronic Standard Procurement Document (e-SPD), standard tender documentation and standard letters and updates as required.
- One suite of terms and conditions for all Council Requirements updated in accordance with legislation and published on the Council's external website.

### **21.11. Training**

The Council recognises that training and development are essential to an effective procurement function and that this is a key element of the ongoing Procurement Commercial Improvement Programme. All Officers who have Delegated Procurement Authority (DPA) undergo a training programme prior to being granted DPA status.

Council Commitment:

- Develop training to ensure that procurement activities are compliant with legislation and obtaining value for money.
- Develop ILearn / Induction training to ensure that all new employees are aware of the Contract Standing Orders.
- Sustainable Procurement Tools Training and Refresher Training to be available for all Officers with Delegated Procurement Authority.
- Develop Service Specific Training as and when required across Council Services.
- To ensure that the Council's service areas actively support a strong focus on Sustainable Procurement including a focus on climate considerations by utilizing the Sustainable Procurement Impact Assessment SPiA where appropriate to the subject matter of the contract,

## Annex 1 – Targets/Indicators

What will success look like?

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

### 21.1. Sustainability, Climate Change and Net Zero Targets

Target/Indicator 2023 to 2028	Target
Number of Procurements where Community Benefit Clauses have been included in the award criteria.	70
Number of Procurements for higher value contracts where climate change selection criteria have been included in the initial selection process for contracts identified as likely to impact on climate change.	30
Percentage of procurements where a sustainability award criteria clause has been included.	50%
Percentage of procurement spend on local enterprises – Council Plan target.	45%
Percentage of overall spend with the Third Sector and supported businesses.	10%

### 21.2. Working with local suppliers

Target/Indicator 2023 to 2028	Target
Number of local suppliers registered with the Supplier Development Programme.	80
Number of local supply base registered on the Public Contracts Scotland Advertising Portal.	100
Percentage of Council spend attributable to SMEs (currently 41%).	45%
To review contract award procedure – to ensure that they place the minimum possible burden on suppliers.	2024



### 21.3. Value for Money

<b>Target/Indicator 2023 to 2028</b>	<b>Target</b>
Actual spend expressed as a percentage of the contract award criteria value compared to expenditure over the value of £1,000.	90%

### 21.4. Collaboration and partnering

<b>Target/Indicator 2023 to 2028</b>	<b>Target</b>
Percentage of contract spend utilising Collaborative Contracts.	30%

### 21.6. Contract Management

<b>Target/Indicator 2023 to 2028</b>	<b>Target</b>
Contract Management Materials Toolkit (to include small contracts where applicable) for services to be developed.	2026
All contracts classified as high value and/or high risk to have an appropriate contract management plan in place.	2026
Exit plans in place for all appropriate contracts.	2027

### 21.7. Communication

<b>Target/Indicator 2023 to 2028</b>	<b>Target</b>
To seek customer satisfaction/feedback from bidders.	2026
To advertise contract opportunities on the Council website.	2024

### 21.8. e-Procurement

Target/Indicator 2023 to 2028	Target
Review of internal processes carried out to identify opportunities to integrate with other Council electronic systems.	2028

### 21.11. Training

Target/Indicator 2023 to 2028	Target
Sustainable Procurement and Procurement Climate Change Training to be undertaken by all Officers and Managers with Delegated Procurement Authority.	2024
Induction for all new employees to include procurement awareness.	2025

## Document Control Sheet

## Review/Approval History

<b>Date.</b>	<b>Name.</b>	<b>Position.</b>	<b>Version Approved.</b>
10 December 2013.	General Meeting of the Council.		Version 1.0.
13 December 2016.	General Meeting of the Council.		Version 3.0.
5 March 2019.	General Meeting of the Council.		Version 4.0.
	General Meeting of the Council.		Version 5.0.
21 June 2022.	General Meeting of the Council.		Version 5.0.
5 July 2022.	General Meeting of the Council.		Version 6.0.

## Change Record Table

<b>Date.</b>	<b>Author.</b>	<b>Version.</b>	<b>Status.</b>	<b>Reason.</b>
29 November 2016.	Rosemary Colsell.	2.0.	Final.	Draft revised strategy prepared for public consultation to include the provisions of the Procurement (Scotland) Act 2014 and the Procurement Scotland Regulations 2016.
21 January 2019.	Rosemary Colsell.	4.0.	Draft.	Draft updated strategy following consultation from 2019 to 2021.
5 March 2019.	Rosemary Colsell.	4.0.	Final.	Published strategy for 2019 to 2021.
21 June 2022.	Rosemary Colsell.	5.0.	Draft.	Updated strategy 2021 to 2023 with new legislation and policies.
5 July 2022.	Rosemary Colsell.	5.0.	Final.	Published strategy 2021 to 2023.
25 May 2023.	Rosemary Colsell.	6.0.	Draft.	Draft revised strategy prepared for Procurement Consultative Group.
13 October 2023.	Rosemary Colsell.	6.1.	Draft.	Revised strategy prepared for Procurement Consultative Group following public consultation period.



# Fire Safety Policy

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October 2018.	Malcolm Russell.	1.0.	Final.	Reviewed and updated earlier version.
September 2023.	DC Hunter.	1.1.	Final.	Review and updated earlier version.

## 1. Policy Statement

Orkney Islands Council has a clearly defined corporate fire safety policy for the protection of all persons using premises owned and managed by the Council. The policy sets out the arrangements for the organisation, control, monitoring and review of fire safety measures.

Orkney Islands Council's Fire Safety Policy requires to ensure, in so far as is reasonably practicable, the health, safety and welfare of Council staff, service users, visiting members of the public and contractors working within Council premises, regarding the risk posed from fire. Orkney Islands Council is fully committed to, as a minimum, meeting its responsibilities under the Fire (Scotland) Act 2005 (as amended), Fire Safety (Scotland) Regulations 2006 along with other relevant legislation. The Council is committed to providing and maintaining buildings that are safe from fire, through the effective management of their occupation. The Council's Fire Safety Policy is achieved through:

- The appointment of designated members of staff to be responsible for fire safety within the Council, who shall keep workplace fire safety procedures under constant review, liaise as necessary with the fire and rescue service and partner agencies, and to report to Orkney Islands Council in respect of current and new legislation, statutory guidance, directives and regulations to ensure fire safety on Council premises.
- The appointment and / or training of persons with the necessary specialist knowledge and experience to provide competent fire safety advice and instruction.
- Encouraging staff representation through the appointment of individuals with responsibility for fire safety within the premises and by ensuring that adequate time and resources are available for them to receive necessary training and carry out their duties effectively.
- Fire safety training for all new Council staff, followed by regular refresher training sessions; such training to include staffs' responsibilities to report all incidents related to fire safety, no matter how minor, and any weaknesses they believe to be present in the Fire Safety Policy, fire procedures or fire instructions.
- The utilisation of the Council's Health and Safety Committee as the vehicle for discussion and consultation on fire safety matters within Orkney Islands Council.

The Fire Safety Policy shall be reviewed, and if necessary revised, biennially or following structural, equipment, staffing or work pattern changes within an area, or an incident investigation.

This policy applies equally to all Council employees regardless of their age, disability, gender, gender reassignment status, race or ethnicity, religion or belief, sexual orientation, marriage or civil partnership or pregnancy or maternity status. An Equality Impact Assessment has been undertaken to ensure that no groups are adversely affected in implementing this policy.

## 2. Organisation

The Council's corporate Health and Safety Policy sets out the organisational responsibilities of Elected Members, the Chief Executive, Corporate Directors and staff in relation to all health and safety matters, including fire safety. Additional specific fire safety responsibilities are outlined below.



This Fire Safety Policy Statement is supported by premises fire safety policies and procedures, which detail the organisation and arrangements in force to ensure that the aims of this policy are met.

## 2.1. Managers and Duty Holders

Service Managers are responsible for the day-to-day management of fire safety matters within their respective areas of control. The Service Manager (Safety and Resilience) has the responsibility to provide guidance and ensure appropriate administration of the fire safety policy across Orkney Island Council premises.

Where Managers authorise the planning or execution of any work or activity, they must be aware of the possibility that the work or activity may affect fire safety through interruption of automatic fire detection/fire alarm systems or building fabric elements essential for fire safety. This includes work or activities by staff employed in the Service, premises or by a contractor authorised by the manager.

It is the responsibility of the Manager to consult as appropriate with the following service managers and team managers, and relevant others in advance of action being taken:

- Service Manager (Safety and Resilience).
- Service Manager (Estates).
- Service Manager (Property and Capital Programme).
- Team Manager (Maintenance and Heritage).

A duty holder in the context of this fire safety policy is defined as an individual with overall responsibility for premises (such as a Unit Manager, Head Teacher, Officer in Charge etc). They are responsible for ensuring that all aspects of fire safety within their specific premises are effectively managed and compliant. The role of the Duty Holder within each premises has the responsibilities for:

- **Engagement:** Promote a positive attitude towards Fire Safety to secure the effective implementation of the policy.
- **Risk Assessment:** Conduct thorough fire risk assessments to identify potential hazards, vulnerabilities, and risks within the premises.
- **Policy Development:** Prepare and record a fire policy and fire procedures for the premises under their control.
- **Fire Safety Equipment:** Ensure that appropriate fire safety equipment is in place, regularly inspected and maintained. Maintain a plan of the area detailing location of extinguishers, call points, fire doors and escape routes.
- **Training and Awareness:** To include arranging the delivery of appropriate Fire Safety training. Appoint and train sufficient Fire Officers and Stewards. Organise, undertake and record Fire and Emergency drills.
- **Record Keeping:** Ensure the maintenance of records as required by relevant legislation.
- **Emergency Coordination:** Co-ordinate staff in the event of a fire.

- **Reporting and Investigation:** Undertake agreed communication actions for reporting fire safety concerns or incidents. Investigate, in association with Safety and Resilience service, all fire incidents and report to the relevant bodies, as necessary, serious fire incidents.
- **Continuous Improvement:** Regularly review and update premise fire safety plans and procedures to adapt to changing conditions or regulations.

## 2.2. Council Staff

Council staff have a general responsibility to take all reasonable steps to ensure the health and safety of themselves and others who may be affected by their work activities, and to co-operate with each other and with the Council to ensure a healthy and safe work environment.

Regarding fire safety, all Council staff should:

- Familiarise themselves with and comply with the Council's Fire Safety Policy and with the fire precautions, policy and procedures for their workplace.
- Never knowingly create any fire hazard by their work activities or behaviour.
- Inform their manager or supervisor of any work situation which might present any risk of fire, no matter how remote.
- Take part in fire safety training to enable them to fully understand their roles and responsibilities and to effectively carry out their duties under the Fire Safety Policy.
- Co-operate with each other and with the Council in ensuring fire safety.
- Use all equipment, machinery, tools, substances and safety devices, including personal protective equipment etc, in accordance with relevant procedures, manuals and training.
- Report immediately all outbreaks of fire, including "near misses", to their manager or supervisor.
- Never interfere with or misuse any fire safety equipment.

## 2.3. Visitors

All visitors, service users, students, contractors etc must be made aware of and comply with the Council's / premises Fire Precautions and Procedures.

## 2.4. Safety and Resilience Service

The Council's Safety and Resilience Service provides fire safety advice, information and guidance to all Services. Duties include:

- Monitoring Orkney Islands Council fire precautions and procedures.
- Engaging with Duty Holders to ensure the delivery of fire safety training.
- Provide support and guidance when requested by Duty Holders in the formulation of premises policies, procedures and instructions.
- Regular review of site-specific Fire Safety Risk Assessments and ensure the implementation of recommendations.

- The promotion of a positive fire safety culture to secure the effective implementation of the policy.
- To assist in investigations and reports following fire incidents.

## **2.5. Fire Officer**

In all Council-staffed premises, a responsible person should be nominated to ensure that appropriate fire procedures are implemented.

Where Fire Officers and Deputy Fire Officers are nominated for each building, the Fire Officer has overall control of the evacuation. On activation of the fire alarm, they will proceed to the main entrance of the building. They will liaise with Fire Stewards, where nominated, and gather information on the location of the fire; persons still in the building; unaccounted persons; and disabled persons who may be in the building. They will ensure that all persons are ushered to the recognised fire assembly points and will liaise with the emergency services on their arrival. Only the Fire Officer on the authorisation of the emergency services can allow re-entry to the building. The Fire Officer should have nominated deputies. Deputies should also proceed to the main entrance and the first person there should assume the role of Fire Officer.

## **2.6. Fire Stewards**

Fire Stewards, where deemed necessary, shall be nominated from all areas and shall undergo appropriate training to allow them to carry out their duties as required. Where deployed, the role of the Fire Steward is to:

- Become familiar with escape routes, compartmentation and fire-fighting equipment within work area.
- Participate in all relevant training as required.
- Liaise with the Safety and Resilience Service regarding fire safety issues.
- Ensure by inspection that the area for which they are responsible is evacuated and take a roll call.
- Organise assistance for disabled employees and visitors, so that they may quickly and safely exit the building to a fire assembly point.
- Report to the Fire Officer that all areas are clear, and all personnel accounted for. Participate in any debriefing after a fire or incident.

## **2.7. Technical / Property**

Technical requirements, where specified by fire safety legislation, in relation to operational property from which the Council delivers its services will be managed by the Team Manager (Maintenance and Heritage) on behalf of the Service Manager (Property and Capital Programme). Such requirements will include the statutory testing and inspecting of plant, equipment and electrical equipment and installations. The role of the Team Manager (Maintenance and Heritage) is to:

- Develop suitable maintenance routines for fire-fighting equipment, automatic fire detection systems, emergency lighting and electrical installations, equipment, and appliances.

- Ensure all maintenance routines are regularly carried out and records maintained.
- Develop procedures for the control of contractors within Orkney Islands Council premises.
- Ensure Orkney Islands Council attains legal compliance in all matters under their direct control relating to premise fire precautions through the integration of structural and fabric fire protection, and the inclusion of active systems for detection and control.
- Ensure fire precautions and safety systems are incorporated within new design works.
- Assess, prioritise and seek funding for improvements to fire precautions in conjunction with the Safety and Resilience Service.
- Inform building occupiers of any changes to alarm systems.
- Ensure that testing and maintaining regimes, in respect of operational property from which the Council delivers its services are implemented, performed and recorded within the individual premises Fire Logbook.

### **3. Arrangements**

#### **3.1. Emergency Plans / Fire Procedures / Premises Fire Policy**

Emergency Plans, Policy and Procedures should be in place for each individual premise. These documents should be reviewed periodically or following significant structural change to the building, change in working pattern, change in staff or service users' levels or change of use of the building, or parts of the building or following any incident involving the activation of the fire alarm.

It is the responsibility of each Service Manager or duty holder to ensure staff are familiar with the escape/evacuation routes within their own services or buildings and to prepare appropriate evacuation plans. These documents must be specific to the premises and will relate to the knowledge and experiences of the duty holder, management and staff.

The documents should cover the safe evacuation of all persons. Where appropriate, consideration should be given to the sequence of evacuation to prevent obstruction of escape routes, e.g. ambulant first, partially ambulant next and finally bed bound. As a last resort specialist equipment may have to be used during an evacuation. Appropriate training shall be provided for staff expected to use such equipment.

The Safety and Resilience Service can give advice and guidance on the preparation and review of the documentation.

#### **3.2. Personal Emergency Evacuation Plans (PEEP)**

Heads of Service must, where necessary with the assistance of the Safety and Resilience service, make the best practicable arrangements for ascertaining what use is made of the building or area by disabled people, and must, in consultation with them, make adequate arrangements for their evacuation in the event of fire.

In drawing up Personal Emergency Evacuation Plans advice, where necessary, should be obtained from the Safety and Resilience service. Regular building users who are disabled should receive a copy of any Personal Emergency Evacuation Plan.

If the building is one with many visitors, then it will be the responsibility of the Duty Holder to ensure that simple relevant fire evacuation instructions are, so far as possible, available for disabled visitors, i.e. at reception.

### **3.3. Fire Safety Risk Assessments**

The Duty Holders are responsible for undertaking premises fire safety risk assessments. The Safety and Resilience service can provide guidance if required and will regularly review premise risk assessments. The Safety and Resilience service, in conjunction with the Team Manager (Maintenance and Heritage) and Duty Holders, are responsible for monitoring and maintaining the level of fire safety of the premise(s).

The Duty Holder shall ensure that fire safety risk assessment controls are implemented and shall co-operate with all fire safety procedures to ensure the Council fulfils its obligations.

Any significant structural change to the building, change in working pattern, change in staff or service user levels should initiate a review. The Fire Safety Risk Assessments should also be reviewed following any incident involving fire. The review shall consider changes in legislative requirements and ensure that standards in the area have been maintained since the last assessment.

Ownership of the Fire Safety Risk Assessment lies with the Duty Holder for the premises. A copy of the assessment should be sent to the Safety and Resilience Service and the Maintenance and Heritage Manager. Any recommendations for improvements are to be included in each assessment. The recommendations must be prioritised, and each recommendation included on an action plan with a person identified as responsible for its completion. The Duty Holder shall monitor the action list to ensure all actions are completed.

Fire Safety Risk Assessments are to be carried out on all Orkney Islands Council premises.

### **3.4. Fire Prevention**

Pro-active control measures should be implemented to reduce the source of ignition and risk from fire, including:

- Reducing potential fuel sources.
- Controlling occupancy use and numbers.
- Ensuring awareness of fire detection/alarm system.
- Reducing the threat of arson.

To ensure a level of fire prevention the following activities are prohibited:

- Storage of materials against buildings.
- Placing of open refuse skips within eight metres of the building.

- Placing of temporary buildings within eight metres of the building. Unsecured gas cylinder storage on site.
- Burning of rubbish onsite (unless within a designated incinerator or area).
- Naked flame portable heaters (unless by agreement with the Safety and Resilience service).
- Portable heaters left unattended whilst in use.
- Candles or other naked flames in residential accommodation.
- Smoking except in designated external smoking shelters.

The Team Manager (Maintenance and Heritage), with the co-operation of premises managers, is responsible for ensuring Portable Appliance Testing (PAT) of Council-owned equipment and that Fixed Appliance Testing (FAT) is carried out on a regular basis.

### **3.5. Fire Fighting Access**

Access to buildings must be maintained, control measures should be extended to the building curtilage, surrounding land use and vehicle access together with arrangements in the event of the Fire and Rescue Service attendance.

### **3.6. Fire Protection and Support Services**

The Service Manager (Property and Capital Programme) is responsible for establishing the standards and best practice in fire precautions and in the design and maintenance for fire protection. No works to the building fabric or services is to take place without prior approval from the Service Manager or as delegated by them.

### **3.7. Buildings Undergoing Refurbishment**

Where the proposed alterations or refurbishment result in change to the internal design with consequences for fire safety, the project manager shall ensure consideration is given towards the premise's current compliance with standards and shall produce a detailed fire safety risk assessment for consideration in the scheme development. Appropriate liaison with the Safety and Resilience service and representatives of the users most likely to be affected should take place in advance of work proceeding. The new fire safety risk assessment shall be provided to the Safety and Resilience service, the occupiers and communicated to the relevant Service. A copy of the fire safety risk assessment shall be held on site.

Where reasonable and practicable, fire precaution improvement to current standards shall be included in all future works. When works are not fully progressed, notice with details shall be provided to the Service Manager (Property and Capital Programme) for inclusion in the long-term maintenance programme.

### **3.8. Active Fire Protection**

The Team Manager (Maintenance and Heritage) will provide and maintain to current standards, where provided, the active systems necessary to identify and respond to an incident and to enable quick escape including:

- Automatic Fire Detection.

- Emergency Lighting.
- First Aid Fire Fighting Equipment.
- Fire Suppression Systems.

The responsibility for the daily, weekly, monthly testing and logging of results will rest with the premises manager / Duty Holder to enable more effective control of the premise and ensure system maintenance.

- Daily escape routes, fire control panel, etc.
- Weekly testing of fire alarm systems and any linked systems, fire doors, self-closing devices, locking mechanisms.
- Monthly testing of emergency lighting systems, fire doors, etc.

### **3.9. Fire-Fighting Equipment**

The Team Manager (Maintenance and Heritage) will ensure that contracts exist for provision and maintenance of fire-fighting equipment for use by the building occupants.

### **3.10. Fire Safety Signage**

The Team Manager (Maintenance and Heritage) will provide and maintain fire signage to ensure legal conformity. The fire safety risk assessment will review the signage within the premises, and where necessary will raise any issues where signage is inadequate or non-conforming. The premises manager will inform the Team Manager (Maintenance and Heritage) of any issues relating to emergency signage.

### **3.11. Means of Escape Doors**

Emergency exit doors, including those along escape routes, must not be locked or fastened that they cannot be easily and immediately opened by any person who may require using them in an emergency.

### **3.12. Training**

All new employees shall undergo fire safety induction training to comply with the requirements of the Fire Safety (Scotland) Regulations 2006. The person responsible for them shall give specific training when they first attend their place of work. This will include information relating to fire alarms, assembly areas, emergency exit routes, emergency equipment and actions on raising the fire alarm and hearing the fire alarm.

All employees shall undergo initial Fire Safety Awareness Training, appropriate to their duties and place of work, on employment and at regular intervals throughout their employment. The duration of the training shall be commensurate with the duties expected from members of staff. A record of such training should be made and kept.

### **3.13. Drills and Exercises**

Fire drills should be arranged by the Duty Holder and carried out regularly in all Orkney Islands Council premises. Each staff member should be involved in at least one fire drill over a twelve-month period.

The purpose of the drills is to assess the effectiveness of Fire Procedures in place in the premises. The Duty Holder shall oversee each drill and hold a debriefing, with personnel involved, to ensure that the plans and procedures worked effectively and to record all relevant information. They shall also be responsible for any changes required in the documentation. All drills and fire alarm actuations shall be recorded in the premises Fire Logbook. All participants involved in the fire drill should be recorded in the Fire Logbook.

As far as is reasonably practicable, fire drills should include the complete evacuation of the premises. However, due to the high dependency of some Care Home etc service users, special consideration should be given to staged or partial evacuation, or indeed simulated evacuation involving staff or others deputising for service users. The premises Fire Safety Risk Assessment should determine the degree and nature of fire drill evacuation.

It may be appropriate to allow a false alarm to be recorded as a fire drill depending on the individual circumstances of the incident. In making this decision the Duty Holder must consider the extent of the actions taken by staff and deliberate whether it genuinely constitutes a fire drill.

### **3.14. Contractors**

It is a requirement under the Fire Safety (Scotland) Regulations 2006 that Orkney Islands Council informs persons who are not in their employment of the Fire Safety Procedures within premises. When any contractor attends Orkney Islands Council premises, the person responsible for them while on site must ensure that they are familiar with the requirements of Orkney Islands Council policy and procedures relating to Fire Safety. All contractors attending Orkney Islands Council premises must be made aware of the Fire Safety Policy, for major contracts this should be included in the tendering process.

Contractors should be made aware of any hazard in the area they are working, the means of raising the alarm, actions on hearing the alarm and their nearest assembly point. The contractor should also bring to the attention of the person responsible for the area of work, what the work will entail, and any fire risks associated with their activities. In both instances, the flow of information should be recorded.

### **3.15. Business Continuity**

In the unlikely event of a workplace being unsuitable for immediate return to work because of fire damage, staff should refer to and comply with their Service Business Continuity Plan.

## **4. Monitoring and Review**

### **4.1. Audit and Review**

The Safety and Resilience service shall establish a risk prioritisation audit of Council premises fire precautions. The review shall be undertaken at a frequency demanded by the prevailing risk. If made aware and requested, the Safety and Resilience service can also provide guidance and support to duty holders for the revision of fire safety risk assessments required prior to special events with large assembly and public entertainment events.



## 4.2. Records

Premises managers shall maintain a readily accessible 'Fire Logbook', which shall record all the fire related visits, training and servicing of equipment. This can take the form of the traditional red fire logbook or a folder containing all the relevant records. The initial provision of this record book shall be provided by the Team Manager (Maintenance and Heritage). It is then the responsibility of the manager to maintain and make available for recording purposes and inspection by the fire authority. The contents of the 'Fire Logbook' shall at the very least contain records of:

- Fire and Rescue Service Visits.
- Fire Safety Plans, Policy and Procedures. Emergency Lighting Tests (monthly).
- Manual Fire Alarm Tests (weekly).
- Fire Alarm Actuations (False alarm / fires).
- 6 month / Annual Maintenance Inspection (Contractor).
- Fire Fighting Equipment Test and Use / Misuse (monthly).
- Fire Safety Risk Assessments. Staff Fire Training.
- Fire Drills / Evacuations.

The Team Manager (Maintenance and Heritage) will maintain a central register of all inspection records.

## 4.3. Reporting of Incidents

Any fire resulting in smoke or flames whether damage is evident or not, and any near miss resulting in damage by charring or overheating such as radiated heat from a heater or light source, or the overheating of electrical wiring necessitating wiring repairs, shall be reported to the Team Manager (Maintenance and Heritage) via the helpdesk facility (Concerto). The incident should also be recorded in the 'Fire Logbook' and reported immediately to the on-call duty Safety and Resilience officer through the duty roster system. The duty officer will cascade the report immediately to the Council's Insurance Officer.

## Stage 2 Capital Project Appraisal

Capital Programme: General Fund

Client Service: Education, Leisure and Housing

Project Name: Weyland Bay Coastal Path Project

### 1. Background

The Weyland Bay coastal path project is part of one of the projects in the 'Your Kirkwall Place Plan', a vision originating from the community, through an extensive programme of engagement in 2018. This part of the path will form part of a longer-term ambition for a route that will ultimately stretch from Hatston in the west, to Carness in the east, creating a continuous and accessible route.

The project area green space extends from just north of the Weyland Bay/Carness Road junction to the south, to the Cragiefield/Carness Road junction in the north; and from Carness Road to the east, and the shoreline to the west. The aim is to design and implement an active travel route linking Carness to Kirkwall town centre along the coast but should also seek to improve the space in terms of access and ecology.

### 2. Proposed Scheme

Construct within the green space a 318m long asphalt paved 2.5m wide cycle path. Areas of native shrubs and wildflower will also be added as well as two stone-faced masonry feature walls, three new benches, signage and lighting. A layout drawing for the proposed scheme is included as Annex 1.

The service requirements are to provide a cycle path to the standard of Cycling by Design (2021) published by Transport Scotland. This standard provides minimum requirements for the various cycle path design criteria including layout, width etc. as well as level of service indicators to help identify the strengths and weaknesses of any given design.

### 3. Land Purchase Requirement

The proposed scheme does not require the purchase of additional land.

### 4. Project Appraisal

	Criteria	Response
1.	Protects Existing Statutory Provision	The project will ensure that the Council is able to continue to improve active travel and in particular those that promote safer walking and cycling routes to schools.
2.	Meets Corporate Governance	The project supports and contributes to improved outcomes for communities as outlined in the Council Plan strategic priority theme of Developing our infrastructure
3.	Protects Existing Assets	N/A

	<b>Criteria</b>	<b>Response</b>
4.	Minimises Capital Cost	The project will be procured via a competitive tender process to ensure that the most economical construction costs can be attained.
5.	Maximises Investment from External Sources	The project is being developed with the intention to submit it to Transport Scotland's Active Travel Transformation Fund (ATTF). It is anticipated that the fund will open in December 2023.
6.	Beneficial Impact on Revenue Expenditure	The project, through the use of standard OIC specifications/details for foot/cycleway construction which have been proven to be robust, will minimise future maintenance costs.
7.	Linked to Other Council Provision	
(a)	Enhances Statutory Provision	There is no direct link to other statutory provisions.
(b)	Protects or Enhances Discretionary Provision	There is no direct link to other discretionary provisions.
8.	Re-use of Derelict Land or Building	This project will not reuse derelict land or buildings; however, it will bring added amenity value to an underutilised green space area.
9.	Promote or Enhance Orkney's Environment	The project will have no adverse impact on the Environment. The green space environment will be enhanced through the planting of native shrubs and wildflower.
10.	Promote or Enhance Orkney's Heritage	The project will not directly promote or enhance Orkney's Heritage.
11.	Economic Prosperity or Sustainable Communities	The project will likely be constructed by one of the local contractors which would have a direct employment benefit. Additionally, through the contractor the construction work will result in financial benefits for local businesses in the supply chain and the wider local economy.
12.	Enhances Council operations or Improves Health and Safety	The project will move pedestrians and cyclists from an unlit section of road subject to national speed limit to a dedicated cycleway improving safety for both user groups. By providing an active travel route it is anticipated that this will encourage walking and cycling for nearby residents and the associated health benefits.

## 5. Financial Implications

A summary of the financial implications is attached as Annex 2, which details the capital and revenue implications associated with the project. The total estimated capital cost of the project is £285,000, with £14k required in FY23/24 for design and contract preparation and then £266k in FY24/25 and a further £5k for retention release in FY25/26.

Although there is estimated to be an annual increase in grounds maintenance costs as a result of additional planting, that will be balanced of due an annual reduction of £500 in grass cutting.

## **6. Risk Assessment**

The main risk in relation to the project progressing is that the project is being developed with the intention to submit it to Transport Scotland's Active Travel Transformation Fund (ATTF). It is anticipated that the fund will open in December 2023. The fund is for construction ready projects and ATTF funding would be on basis of delivery during FY 24/25, without a successful funding application the project will not be able to progress. A landscape design will be required to consider suitability of planting types in a coastal environment.

The main risk in relation to the project not progressing is that Cyclists and pedestrians using the Weyland and Carness route are required to continue using the Carness Road which currently does not have continuous footpath provision and therefore are required to share space with motor vehicles on an unlit section of road subject to national speed limit. Additionally, the Council fails to deliver one of key projects from 'Your Kirkwall Place Plan' 2018 and active travel routes are not enhanced or developed resulting in the potential loss of confidence from partners and funders including Transport Scotland, Sustrans and Hitrans.

## **7. Conclusion**

The Weyland Bay Coastal Path Project is required to provide an active travel route linking Carness to Kirkwall town centre along the coast, it will also improve the existing green space in terms of access and ecology. This part of the path is an integral part of a longer-term ambition for a route that will ultimately stretch from Hatston to Carness.

## **8. Recommendations**

It is recommended that the proposed Weyland Bay Coastal Path Project is added to the capital programme, at a cost of £285,000 incl. fees, subject to successful outcome from an application to the Transport Scotland's Active Travel Transformation Fund in December 2023 providing 70% of this cost. The Council's contribution then being £85,500 from the Footpaths, Core Path and Cycleway Improvements Fund.

## **9. Accountable Officers**

James Wylie, Corporate Director for Education, Leisure and Housing, extension 2401,  
Email [james.wylie@orkney.gov.uk](mailto:james.wylie@orkney.gov.uk)

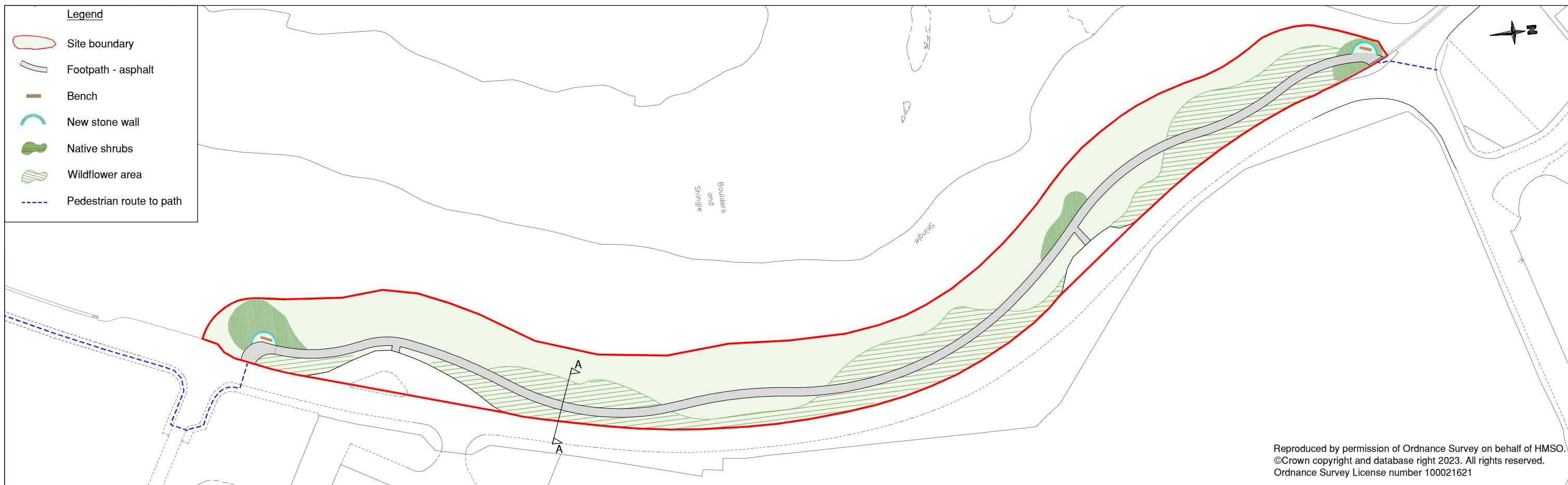
Frances Troup, Head of Community Learning, Leisure and Housing, extension 2450,  
Email [frances.troup@orkney.gov.uk](mailto:frances.troup@orkney.gov.uk)

Garry Burton, Service Manager (Leisure and Culture), extension 2440,  
Email [garry.burton@orkney.gov.uk](mailto:garry.burton@orkney.gov.uk)

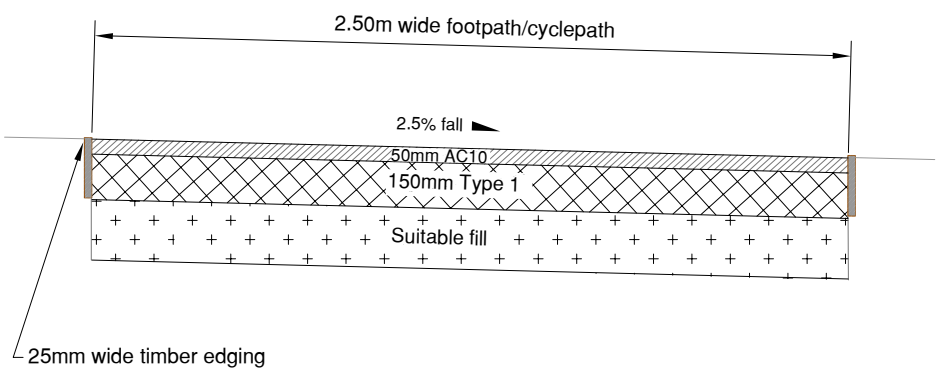
## **10. Annexes**

Annex 1 – Layout Drawing.

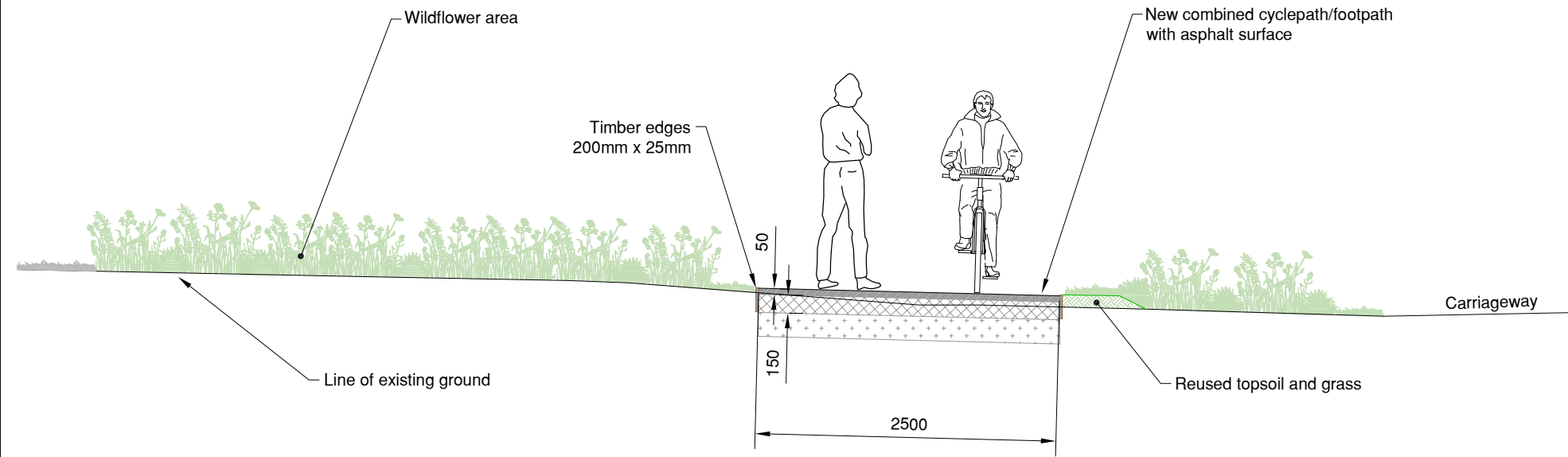
Annex 2 – Financial Assessment of Associated Capital and Revenue Expenditure Implications.



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Footpath/cyclepath construction  
(1:25)



Section A-A  
(1:50)

# DRAFT

1	Appendix to document - Draft for comment	26/10/23	SG	MH	DC
Rev	Desc	Date	By	Chk	App

File Ref. 1000760		Drawing No. 02			
Revision	1				
Drawn SG	Checked MH	Approved DC			
Date 24/10/23	Scale 1:1000, 1:50, 1:25		Original drawing size 420mm x 297mm (A3)		

Weyland Bay Coastal Path

Proposed Scheme  
Overview and Sections

ENGINEERING

NEIGHBOURHOOD SERVICES AND  
INFRASTRUCTURE

Council Offices, Kirkwall  
Orkney, KW15 1NY  
tel (01856) 873535  
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ORKNEY  
ISLANDS COUNCIL

Corporate Director: Hayley Green, MBA (Public Service)

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

Capital Programme: **General Fund**

Client Service: **Education, Leisure and Housing**

Project Name: **Weyland Bay Coastal Path**

		1	2	3	4	5		
<b>CAPITAL COSTS</b>	<b>Total £ 000</b>	<b>2023/24 £ 000</b>	<b>2024/25 £ 000</b>	<b>2025/26 £ 000</b>	<b>2026/27 £ 000</b>	<b>2027/28 £ 000</b>	<b>Onwards £ 000</b>	<b>Notes</b>
<b>1. Initial Costs (at inflated prices)</b>								
Land or Property Purchase	-	-	-	-	-	-	-	
Other Site Costs (including Fees)	-	-	-	-	-	-	-	
Construction or Improvements	245.0	-	240.0	5.0	-	-	-	
Information Technology Costs	-	-	-	-	-	-	-	
Plant, Vehicles & Equipment	-	-	-	-	-	-	-	
Professional Fees - Consultancy	20.0	7.0	13.0	-	-	-	-	
- In-house	20.0	7.0	13.0	-	-	-	-	
<b>Gross Capital Expenditure</b>	<b>285.0</b>	<b>14.0</b>	<b>266.0</b>	<b>5.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>2. Initial Funding (at inflated prices)</b>								
Government Grants	-	-	-	-	-	-	-	
Other Grants	285.0	14.0	266.0	5.0	-	-	-	1
Other Financial Assistance	-	-	-	-	-	-	-	
<b>Total Grants Recievable, etc.</b>	<b>285.0</b>	<b>14.0</b>	<b>266.0</b>	<b>5.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Net Capital Cost of Project</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Net Present Value	-	-	-	-	-	-	-	
Cost of Capital		5%	5%	5%	5%	5%	5%	
Year		0	1	2	3	4	5	

**Notes** - Additional narrative on main assumptions and support working papers

1 - The project is being developed with the intention to submit it to Transport Scotland's Active Travel Transformation Fund (ATTF)

It is anticipated that the fund will open in December 2023. OIC contribution from the from the Footpaths, Core Path and Cycleway Improvements Fund assumed to be 30% eg. 70% grant funding available.

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

Capital Programme: **General Fund**

Client Service: **Education, Leisure and Housing**

Project Name: **Weyland Bay Coastal Path**

		1	2	3	4	5		
<b>REVENUE COSTS / (SAVINGS)</b>	<b>Total £ 000</b>	<b>2023/24 £ 000</b>	<b>2024/25 £ 000</b>	<b>2025/26 £ 000</b>	<b>2026/27 £ 000</b>	<b>2027/28 £ 000</b>	<b>Onwards £ 000</b>	<b>Notes</b>
<b>1. Operating Costs (at inflated prices)</b>								
Staff Costs	-	-	-	-	-	-	-	
Other Staff Costs (incl. recruitment, etc.)	-	-	-	-	-	-	-	
Property Costs	4	-	-	1	1	1	1	1
Supplies and Services	-	-	-	-	-	-	-	
Transport, Vessel and Plant Costs	-	-	-	-	-	-	-	
Administration Costs	-	-	-	-	-	-	-	
Apportioned Costs	-	-	-	-	-	-	-	
Third Party Payments	-	-	-	-	-	-	-	
Finance and Loan Charges	-	-	-	-	-	-	-	
Miscellaneous Expenditure	-	-	-	-	-	-	-	
<b>Gross Revenue Expenditure/(Saving)</b>		-	-					
<b>2. Operating Income (at inflated prices)</b>								
Government Grants	-	-	-	-	-	-	-	
Other Grants	-	-	-	-	-	-	-	
Rents and Lettings	-	-	-	-	-	-	-	
Sales	-	-	-	-	-	-	-	
Fees and Charges	-	-	-	-	-	-	-	
Miscellaneous Income	-	-	-	-	-	-	-	
<b>Gross Revenue Income</b>	-	-	-	-	-	-	-	
<b>Net Expenditure/(Saving) of Project</b>	-	-	-	-	-	-	-	
Net Present Value	-	-	-	-	-	-	-	
Cost of Revenue								
Year		0	1	2	3	4	5	

**Notes**

1 Net increase in revenue cost required to maintain planting areas.



Appendix 6.

## **National Recognition and Procedures Agreement**

Pages 1521 to 1528.

Resolved that, under section 50A(4) of the Local Government (Scotland) Act 1973, the public were excluded from the meeting for this item on the grounds that it involved the disclosure of exempt information as defined in paragraphs 1 and 11 of Part I of Schedule 7A of the Act.

**This constitutes a summary of the Appendix in terms of the Local Government (Scotland) Act 1973 section 50C(2) as amended by the Local Government (Access to Information) Act 1985.**

### **Local Government (Scotland) Act 1973 – Schedule 7A**

#### **Access to Information: Descriptions of Exempt Information**

- Paragraph 1. Information relating to a particular employee, former employee or applicant to become an employee of, or a particular office holder, former office-holder or applicant to become an office-holder under, the authority.
- Paragraph 11. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office-holders under, the authority.

Appendix 7.

## **Pay and Grading Structure**

Page 1529.

Resolved that, under section 50A(4) of the Local Government (Scotland) Act 1973, the public were excluded from the meeting for this item on the grounds that it involved the disclosure of exempt information as defined in paragraphs 1 and 11 of Part I of Schedule 7A of the Act.

**This constitutes a summary of the Appendix in terms of the Local Government (Scotland) Act 1973 section 50C(2) as amended by the Local Government (Access to Information) Act 1985.**

### **Local Government (Scotland) Act 1973 – Schedule 7A**

#### **Access to Information: Descriptions of Exempt Information**

- Paragraph 1. Information relating to a particular employee, former employee or applicant to become an employee of, or a particular office holder, former office-holder or applicant to become an office-holder under, the authority.
- Paragraph 11. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office-holders under, the authority.

Appendix 8.

## **Conditions of Service**

Pages 1530 to 1545.

Resolved that, under section 50A(4) of the Local Government (Scotland) Act 1973, the public were excluded from the meeting for this item on the grounds that it involved the disclosure of exempt information as defined in paragraphs 1 and 11 of Part I of Schedule 7A of the Act.

**This constitutes a summary of the Appendix in terms of the Local Government (Scotland) Act 1973 section 50C(2) as amended by the Local Government (Access to Information) Act 1985.**

## **Local Government (Scotland) Act 1973 – Schedule 7A**

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- Paragraph 11. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office-holders under, the authority.