



# **Education, Leisure and Housing**

## **Service Plan**

**October 2019 to March 2022**

# Contents

1. Introducing Education, Leisure and Housing and the Service Plan.....	3
1.1. Purpose and period of the service plan .....	3
1.2. Setting the scene – the context, drivers and reasons for service provision .....	4
1.2.1. Brief overview of the service .....	4
1.2.2. Customer profile .....	5
1.2.3. Vision, values and aims.....	5
1.3. Service resources .....	6
1.3.1. Staffing .....	6
1.3.2. Assets .....	7
1.3.3 Budgets .....	8
2. Where are we now? .....	8
2.1. Baseline assessment of the service.....	8
2.1.1. How does the service meet customer expectations? .....	9
2.1.2. How does the service demonstrate improved outcomes? .....	9
2.1.3. Key achievements and outcomes .....	9
2.1.4. Key drivers .....	12
2.1.5. The Islands Deal .....	12
2.1.6 Brexit.....	13
3. Where do we need to be? .....	13
4. How do we get there? .....	13
4.1. Council Plan targets (Annex 1) .....	13
4.2. Service action plan (Annex 2) .....	13
4.3. Service performance indicators (Annex 3).....	13
4.4. Service risk register and associated action plan (Annex 4) .....	14
4.5. Service workforce plan (Annex 5) .....	14
4.6. Equality Impact Assessment (EqIA).....	14
5. How do we know we are there? .....	14
Annex 1 – Council Delivery Plan 2018 to 2023 actions for which Education, Leisure and Housing has the lead or contributes towards .....	15
Annex 2 – Education, Leisure and Housing Service Action Plan .....	19
Annex 3 – Education, Leisure and Housing Service Performance Indicators.....	20
Annex 4 – Education, Leisure and Housing Risk Register .....	25
Annex 5 – Education, Leisure and Housing Workforce Plan .....	35
Annex 6 – Education, Leisure and Housing Service Organogram .....	38

# **1. Introducing Education, Leisure and Housing and the Service Plan**

## **1.1. Purpose and period of the service plan**

This service plan shapes the work of Education, Leisure and Housing over the three years from October 2019 to March 2022. The service plan describes what Education, Leisure and Housing provides and then based on the priorities of elected members, articulated in the Council Plan, and any new external drivers such as new legislation, the service plan sets out new priorities for the next plan period.

The main outputs of the plan are as follows:

### **Annex 1: Council Plan 2018 to 2023 Targets.**

Those Council-level priorities within the Council Delivery Plan 2018 to 2023, for which Education, Leisure and Housing has the lead or contributes towards, are listed here for the information.

### **Annex 2: The Service Action Plan.**

The service action plan is the table providing the detail of the agreed service priorities, as expressed in the service plan, and which contains SMART (Specific, Measurable, Attainable, Relevant and Time-bound) targets for the life of the service plan. The service action plan provides the mechanism through which the time-limited aspects of the service plan will be progressed to completion.

### **Annex 3: The Service Performance Indicators.**

Service performance indicators provide the mechanism through which the performance of the core aspects of the service plan – the services provided year on year – are monitored, some statutory, some national, some unique to the service, and some common to all services of the Council.

### **Annex 4: The Service Risk Register.**

The service risk register enables the service to identify threats to its core services and planned developments and improvements, and then ensures that action is taken to minimise the possible adverse effects of these risks.

### **Annex 5: The Workforce Plan.**

Workforce planning is a formal mechanism to define the workforce requirements of the service based on its key activities and the wider priorities of the Council. The Executive Director is responsible for reviewing the workforce plan each year to ensure that any key activities are identified at an early stage and planned for.

## **Service Plan Monitoring**

In order to ensure that the service plan stays on track, its performance will be monitored by the Education, Leisure and Housing Senior Management Team at the end of March and September each year, and then reported for scrutiny to the

Education, Leisure and Housing Committee, at its meetings held in June and November each year. Since changes are always taking place within Education, Leisure and Housing, for example, one priority might be completed and another identified, Annexes 2, 3, 4 and 5 will be updated annually, from April 2020.

## **1.2. Setting the scene – the context, drivers and reasons for service provision**

### **1.2.1. Brief overview of the service**

Education, Leisure and Housing is responsible for a range of key services to the people of Orkney. The service encompasses schools and [learning centres](#)<sup>[sc1]</sup>, college, libraries, swimming pools, community centres, youth clubs, sports centres and museums.

In addition, we:

- Support many of the most vulnerable through our homelessness and housing support services.
- Help learners of all ages overcome barriers to learning.
- Support communities, particularly those in remote and island locations.
- Secure valued services to the community through support for the Pickaquoy Centre, a range of voluntary bodies and major festivals and arts venues.

The service oversees 23 schools in Orkney, supporting school staff in providing a high-quality learning experience for all young people, whatever their abilities. The service is committed to providing an enriched cultural environment for pupils through the expressive arts and instrumental tuition service.

The service also manages the provision of early learning and childcare, including links with Orkney's pre-school partner providers. In addition, it provides the Educational Psychology Service, Pupil Support Service and Social and Emotional Aspects of Learning (SEAL) Project.

The service is also responsible for a broad range of facilities and services including:

- Museums.
- Libraries and archive.
- Swimming pools.
- Fitness centres.
- Community centres and town halls.
- Playparks.
- Campsites and hostels.
- Active Schools.
- Community Learning and Development Service.
- Orkney College UHI.

Learning and development is not just for the classroom – learning should be a lifelong process and aim to create learning and leisure opportunities with easy access for people of all circumstances. Our task is to help people, whatever their age, get involved and play as full a part as possible in the life of their communities.

The Housing and Homelessness Service provides a broad range of housing advice and support services across all tenures. These include:

- Homelessness service.
- Housing advice.
- Housing options.
- Housing support services.
- Private sector landlord registration.
- Allocation of Council housing.
- Tenancy management and participation.

Through our Scheme of Assistance, we provide advice, information and assistance to homeowners and disabled occupants living within the private sector.

In addition, the service incorporates Papdale Halls of Residence which is a regulated service registered with the Care Inspectorate. Its primary purpose is to accommodate secondary school pupils from the inner and outer isles to enable them to complete their secondary school education within mainland Orkney.

### **1.2.2. Customer profile**

The customers of Education, Leisure and Housing are set out as follows:

Our customers are the general population of Orkney as our services will be accessed by the majority of people<sup>[SC2][HF3]</sup>.

### **1.2.3. Vision, values and aims**

The Orkney Partnership's mission statement is 'Working together for a better Orkney'.

In supporting the aspirations of the Orkney Partnership, the Council has adopted the following as its mission statement:

#### **Working together for a better Orkney.**

The Council's values as set out in The Council Plan 2018 to 2023 are:

- Resilience.
- Enterprise.
- Equality.
- Fairness.
- Innovation.
- Leadership.

- Sustainability.

The Council's priorities as set out in the Council Plan 2018 to 2023 are:

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

Education, Leisure and Housing is committed to working together with the wider community so that Orkney is a place where, as children and young people grow up, they get the right help, at the right time, in the right way in order to ensure that they can 'be all that they can be'.

The primary purpose of the Housing service is to ensure that every citizen within Orkney has access to a decent, dry, warm, affordable, energy efficient home, suited to their particular needs and, where possible, in a community of their choice.



## 1.3. Service resources

### 1.3.1. Staffing

The total staffing across Education, Leisure and Housing is 618 full-time equivalents, with 828 employees, and this includes both permanent and temporary staff.

This is broken down and summarised at Annex 6, the Service Organogram.

### 1.3.2. Assets

The assets attributed to Education, Leisure and Housing are summarised as follows:

Property Asset	Number
School	23
Early learning and Childcare Facility	1
Off-site Learning Facilities	1
Museum/museum type	11
Industrial Unit	1
Land	71
Religious Building	1
Allotment	3
Leisure centres/facilities	(15) <sub>[HF4]</sub>
Theatre	(1)
Caravan/Camping Sites	2
Community Centres/Facilities/Rooms	6
Outdoor Centres	3
Public Garden	1
Waiting Room	1
Store	14
Library	(2)
College	9
Car Park	4
Domestic Garage	274
Domestic Shed	22
Dwelling	959
Halls of Residence	1
Water Pumping Station	1

Plant, Equipment and Vehicle Asset	Number
Vehicles over 3,500 kg	1
Cars and Vans up to 3,500 kg	7
Minibuses and Pick-ups up to 3,500 kg	7

Tractor-mowers (non-registered)	12
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Note: Figures in brackets ( ) indicate that the 'number' includes a facility that is part of a bigger asset.<sup>[HF5]</sup>

### 1.3.3 Budgets

The table below describes the core services and activities of the Education, Leisure and Housing Service setting out approved service budgets as per the format of the Revenue Estimates document, namely by service area, indicating total expenditure, total income and net expenditure budgets.

Service Area.	Total Anticipated Spend 2019 to 2020 £000.	Total Anticipated Income 2019 to 2020 £000.	Net Anticipated Spend 2019 to 2020 £000.
Education.	33,447.4	-2,074.9	31,372.5
Leisure and Culture.	5,182.1	-1,047.4	4,134.7
Other Housing.	1,788.4	-415.0	1,373.4
Strategic Reserve Fund.	4.4	-4.4	0.0
Housing Revenue Account.	3,810.1	-3,810.1	0.0
Orkney College.	5,279.6	-5,279.6	0.0
<b>Total.</b>	<b>49,512.0</b>	<b>-12,631.4</b>	<b>36,880.6</b>

The 2019 to 2020 budget shown above forms the basis for service delivery for the current year only. Given the gloomy economic outlook, and the uncertainties about future local government funding, the Council is not yet in a position to state the budgetary position for the second or third years of this three-year plan.

The Council's Medium-Term Resource Strategy 2017/18 to 2021/22 identifies a potential funding gap of £12 million over this 5-year period. Whilst this could change, the estimate was based on funding reductions of £6.1 million and service pressures of £6.4 million. The 2019 to 2020 financial settlement delivered a funding increase of £0.4 million or 0.6% excluding specific grants, which was better than the original estimate. These estimates provide a financial context in respect of the ability of the service to deliver all of its core services and planned developments as set out within the service plan, hence the need to review the service plan on an annual, rolling basis from April 2020.

## 2. Where are we now?

### 2.1. Baseline assessment of the service

In order to formulate service priorities for the three years of the service plan, a baseline of the performance of Education, Leisure and Housing was established using the methods set out below.



### **2.1.1. How does the service meet customer expectations?**

Analysis of customer feedback on services, for example, surveys, complaints and compliments.

### **2.1.2. How does the service demonstrate improved outcomes?**

The managers within Education, Leisure and Housing use a range of self-evaluation processes, which share the approach outlined in the European Foundation for Quality Management. This includes using 'How Good is Our Council?' to evaluate performance and to identify areas for improvement at a whole service level. This process has highlighted several areas of work included in this service plan. In addition, elements of the performance of Education, Leisure and Housing are routinely monitored and managed through Local Outcomes Improvement Plan indicators, nationally set indicators called Local Government Benchmarking Framework indicators, cross-Council generic indicators, and other national or local performance indicators. Audit Scotland also co-ordinates inspection and scrutiny activity for Orkney Islands Council and reports these through a Local Scrutiny Plan. Education, Leisure and Housing takes account of any areas which need to be addressed within the service improvement targets.

### **2.1.3. Key achievements and outcomes**<sup>[SC6]</sup>

The Orkney Improvement Framework was produced in line with the National Improvement Framework and in collaboration with staff. This five-year plan focuses on the review of curricular pathways, with an initial focus on Health and Wellbeing, Language and Literacy and Mathematics and Numeracy. Supported by Education Scotland and our link Attainment Advisor, senior officers and school managers are working closely to monitor attainment and achievement and identify focus areas to ensure accurate assessment against national benchmarks.

Working with our partners, we have introduced the 'Orkney Offer' for learners in the Senior Phase in order to maintain and improve on the number of young people who continue to engage with learning, training and employment opportunities. This includes collaborating with local employers to design an offer that provides both academic and vocational options in order to provide an appropriate individual pathway.

Collaboration between Skills Development Scotland, Orkney College, employers and schools has resulted in Foundation Apprenticeships being offered in:

- Business Skills.
- IT Software Development
- Social Services:
  - Children and Young People.
  - Healthcare.

Uptake in academic session 2019 to 2020 is as follows:

- IT Software Development – 4.

- Business Skills – 2.
- Social Services: Children and Young People – 11.
- Social Services: Healthcare – 8.

Community Learning and Development and Leisure Services, through Active Schools, the Schools Music Service and Community Clubs, offer children and young people a variety of accredited opportunities to ensure achievement.

A new Children's Services Strategic Plan was adopted by the Council and NHS Orkney and published in 2016. This has been supported by an action plan that runs until 2020, as well as a set of performance measures linked to the Well-being Indicators. The plan is subject to an annual report and overall progress towards the goals established is good.

The service has developed a detailed Delivery Plan in order to be in a position to offer 1140 hours of early learning and childcare by 2020 to eligible children and families. The main focus of the Plan is to ensure that the provision on offer is of high quality. This has involved developing and delivering a range of courses to practitioners from all settings, including childminders, as well as introducing a new Leadership Pathway to support staff in their career progression. In addition, work is underway on alterations to the infrastructure across several settings. A drive on recruitment has begun.

Through its 'Learning Landscape' transformational change project, the service has been exploring the best way to deliver learning in [all our communities](#)<sup>[sc7]</sup>. The ambition is to find sustainable ways to meet the needs and aspirations of the community. Working within the current financial forecasts, the project is seeking to find ways of delivering and achieving this and at the same time deliver £1.4 million of collateral savings over three years. To date it has realised about one quarter of these savings.

A review of secondary staffing policy has identified need and surplus. This includes, where applicable, senior secondary schools providing staff to the Junior High Schools. The National Fairer Funding group has finalised new guidance for the devolved funding of schools and there will be a review of local policy and practice in line with national guidance.

As part of the learning landscape transformational change programme we are reviewing how the curriculum is delivered in our schools and Orkney College and this includes development of digital delivery. A Project Officer for this 'e-learning' project is now in place and has visited the Western Isles to experience the e-Sgoil structure. The Orkney project officer has a seat on the Northern Alliance e-Sgoil programme board. An action plan to take this project forward will be in place by the end of September 2019.

The Culture Fund continues to very successfully support local cultural activity through core grants and an annual open pot. Visitor numbers across the facilities operated by the Council continue to rise and visitor feedback about their 'Orkney Experience' is very positive.

Orkney has been the focus of a series of very significant commemoration events over the last three years. This includes being the host for the national

commemoration of the Battle of Jutland. Other significant community events include the Weeping Window display at St Magnus Cathedral. In our schools, WWI and the theme of reconciliation has been an important focus for both the primary and secondary school curriculum.

A very significant package of funding has been secured for development of the Scapa Flow Visitor Centre on Hoy. This involves external contributions from the Heritage Lottery Fund, Historic Environment Scotland, Leader and Highlands and Islands Enterprise. In addition, the Island of Hoy Development Trust has enabled a temporary exhibition to be established during the time that the centre has been closed.

A review of current arrangements with the Pickaquoy Centre Trust has been carried out. A refreshed Agreement is in place for managing the relationship between the Council and the Trust. Through the ongoing and positive relationship with the Pickaquoy Trust, the Council will continue to look for opportunities for further development of the services offered.

The service has been working with partners to support Orkney's successful bid to host the 2023 Island Games. The Island Games Organising Committee is now meeting monthly and a financial agreement between the Games company and the Council is in place.

The Shapinsay Play Area reopened after a period of redevelopment. Work has also started on the South End Play Area in Stromness and there are ongoing conversations with the communities in Papa Westray, Evie and Flotta regarding development of their play areas facilities<sup>[SC8][HF9]</sup>.

Work has been carried out on a review of the Physical Activity and Sport Strategy and partners have agreed to focus on one specific area for the final year of the current strategy, that is "increasing participation<sup>[SC10]</sup>". This links well to other local and national plans such as SportScotland's corporate plan Sport for Life.

The Housing Service works in collaboration with Orkney Housing Association Limited, development trusts, developers and other partners to enhance the delivery of affordable housing within Orkney. This includes specific work with island development trusts to try and maximise the potential for Island Housing Fund projects which can help deliver much needed housing to islands and help provide housing for families wishing to settle in our island communities. The Housing Service continues to liaise with academic institutions and other partners to identify need and options in relation to the potential for student housing, including the option for housing students in wider housing developments.

A House Condition Survey was undertaken in 2015 to 2016 and the Council monitors property condition and energy efficiency through various measures. The Housing Service is working with various partners, including Orkney Care and Repair, to provide support to home owners.

The Housing Service undertakes a number of projects to enhance the energy efficiency of Orkney's housing stock. Funding has been drawn in from the Scottish Government via its Home Energy Efficiency Programme for Scotland: Area Based Schemes project, as well as Affordable Warmth Solutions Warm Homes Fund and

Energy Company Obligation funding. In 2018 to 2019 the Council programme allocated over £3 million in funding.

The Education, Leisure and Housing Service has worked with corporate colleagues to develop a service workforce plan which will be delivered as part of the corporate workforce plan across all services (Annex 5).

#### **2.1.4. Key drivers**

The principal key driver for the Education, Leisure and Housing Service Plan 2019 to 2022 is the Council Plan 2018 to 2023, including the priorities, projects and activities on which Education, Leisure and Housing leads.

Other key drivers for Education, Leisure and Housing Service Plan include requirements resulting from existing and new legislation, regulation or statutory guidance, and requirements resulting from new Council and management decisions.

#### **2.1.5. The Islands Deal**

Orkney's biggest challenges arise in those areas which no one agency can solve on its own, notably digital connectivity, transport, housing and fuel poverty. The main initiative addressing these challenges is the Islands Deal, which has grown out of the "Our Islands, Our Future" campaign.

The Islands Deal is a joint proposal from the three islands councils (Orkney, Shetland and the Western Isles) to the Scottish and UK Governments. Its purpose is to achieve long term sustainability for all our islands, by ensuring that every island has a strong enough economy to support a balanced population of all ages.

The first part of the Deal, 'Enhancing Local Democracy', proposes several measures to increase the local independence of the islands. This will build on the Islands (Scotland) Bill, which offers more autonomy for island communities and a commitment to "island-proof" Scottish legislation, to ensure it has no unintended consequences for islanders. In addition, a long-term ambition of the Council is to explore new ways to deliver public services within Orkney. This could see multiple public agencies formally joined together, referred to as a single authority model, merging their governing bodies and senior management in order to free up more resources for local frontline services. The Scottish Government is supportive of this concept and we will explore it further during the lifetime of this plan.

The second part of the Deal, 'Achieving our Economic Potential', proposes a transformational programme of strategic development projects in each island area, with a 10-year horizon to achieve our population and employment targets and a 20-year horizon to ensure that the changes we achieve are embedded and sustainable.

The Islands Deal has attracted support from both governments, the three islands councils, together with local partners, who will work with the Scottish and UK Governments to progress the Deal throughout the lifetime of this plan.

### **2.1.6 Brexit**

Change goes hand in hand with uncertainty, and never more so than with the implementation of Brexit. As with any big change, Brexit presents both threats and opportunities. Some of the powers to be repatriated to the UK involve matters of crucial importance to Orkney, like agriculture and fisheries. The Council is campaigning for decision-making to be devolved to the level of government closest to the communities concerned, which in some cases might be local councils. There may also be scope to access new funding streams and the Council will work closely with the Scottish and UK Government in their development of new schemes, in order to maximise opportunities which might benefit Orkney.

## **3. Where do we need to be?**

In addition to the Council Delivery Plan 2018 to 2023 actions for which Education, Leisure and Housing has the lead as set out within Annex 1, the most urgent priorities have been listed within the service action plan at Annex 2. Those service priorities that cannot be progressed within this three-year plan have been retained for due consideration when the action plan is reviewed in April 2020.

## **4. How do we get there?**

### **4.1. Council Plan targets (Annex 1)**

Set out at Annex 1 are those Council level improvements and developments within the Council Delivery Plan 2018 to 2023, for which Education, Leisure and Housing is the lead or contributes towards.

### **4.2. Service action plan (Annex 2)**

Set out at Annex 2 is the detail of the agreed service priorities for Education, Leisure and Housing to be progressed within agreed budget and within the life of the service plan. This comprises high-level actions for scrutiny by elected members at meetings of the Education, Leisure and Housing Committee.

### **4.3. Service performance indicators (Annex 3)**

Set out at Annex 3 are the service performance indicators through which the performance of aspects of Education, Leisure and Housing core services is to be monitored and managed. The service performance indicators are listed in the following order:

- Cross-Council generic indicators i.e. those performance indicators monitored by all Council services.
- Those Local Government Benchmarking Framework indicators that relate to the service.
- Those performance indicators that are unique to the service, but do not fall under any of the above listed categories – these are known as service specific performance indicators.

#### **4.4. Service risk register and associated action plan (Annex 4)**

Set out at Annex 4 is the Education, Leisure and Housing Risk Register. All services, new development and improvements have risks. The service risk register provides the mechanism for identifying, assessing and controlling any threat to core services and planned developments and improvements. Where a threat is likely and the probable impact is critical, action may need to be taken to mitigate the possible effects. Risks such as these are assessed as either Amber or Red. All Red and Amber risks have an action plan formulated to minimise likelihood and/or impact.

#### **4.5. Service workforce plan (Annex 5)**

Set out at Annex 5 is the Education, Leisure and Housing Workforce Plan. This outlines how the key service-specific workforce planning actions are aligned to the Council's corporate workforce priorities, as well as providing the mechanism through which these actions will be measured and monitored over the three years of the plan.

#### **4.6. Equality Impact Assessment (EqIA)**

In common with any new or changed Council policy or plan, the Education, Leisure and Housing Service Plan has been the subject of EqIA, using the standard Council template.

### **5. How do we know we are there?**

The Council's Strategic Planning Framework specifies that service plan actions, service performance indicators and service risk register action plans are monitored and managed by service management teams on a six-monthly basis i.e. for six months ending 31 March and six months ending 30 September each year. The outcome of the monitoring and management of the Education, Leisure and Housing Service Plan 2019 to 2022 is reported for scrutiny to the June and November meetings of the Education, Leisure and Housing Committee.

## Annex 1 – Council Delivery Plan 2018 to 2023 actions for which Education, Leisure and Housing has the lead or contributes towards

Strategic Priority	Target Outcome	Action	Target Date	Lead Officer
Caring Communities	Review the services for Looked After Children	We will explore and establish 'commissioned provision' opportunities for education and care	2018-2020	Chief Officer/Executive Director of Orkney Health and Care. Executive Director of Education Leisure and Housing
	We will work with other to respond to demographic change in redesigning Health and Social Care Services to provide the best care we can for those who need it in the appropriate place	We will work with partners to encourage increased physical activity. We will explore with partners an exercise referral scheme	2019	Executive Director of Education, Leisure and Housing, NHSO, Pickaquooy Centre Trust, MacMillan Cancer, CLAN
Thriving Communities	Review Orkney's Learning Landscape	Extend the Orkney Offer to learners of all ages	2022	Executive Director of Education, Leisure and Housing

		Working with individual communities explore the management of the school estate, promoting community participation and (where applicable) joint ownership	2021	Executive Director of Education, Leisure and Housing
		Review the policy and provision for staffing, curriculum and financial management of our schools to ensure resources are most effectively targeted at 'raising the bar and closing the gap'.	2019	Executive Director of Education, Leisure and Housing
	Work with partners to develop strategies for improving housing conditions and reducing fuel poverty	We will review the Local Housing Strategy	2019	Executive Director of Education, Leisure and Housing
		We will continue to deliver the Fuel Poverty Strategy, to seek secure appropriate funding and in turn to reduce fuel poverty	2022	Executive Director of Education, Leisure and Housing
Quality of Life	To promote good practice and social responsibility in areas such as driving, parking, waste disposal and dog walking	We will take Youth work approaches to promote and encourage social responsibility in young people for example, through volunteering opportunities.	2019	Executive Director of Education, Leisure and Housing
	To protect and promote Orkney's unique culture and community events.	Continue to support Community Associations and Community Schools.	2023	Executive Director of Education,



				Leisure and Housing
		Work in partnership to deliver the Strategy to Further Protect Orkney's Cultural Heritage.	2023	Executive Director of Education, Leisure and Housing
		Further promote and administer Culture Fund through core funding and grant assistance scheme to support community cultural activity.	2023	Executive Director of Education, Leisure and Housing
		Maintain, promote and develop accessibility to collections held within the Museums Service, including development of Scapa Flow Museum	2023	Executive Director of Education, Leisure and Housing
		Work with partners to support Orkney's hosting of the 2023 Island Games.	2023	Executive Director of Education, Leisure and Housing
	Work with partners to provide opportunities to make Orkney an attractive location for young people to live, work and study.	Facilitate the development of Orkney's Play Areas through the implementation of the Play Area Strategy	2023	Executive Director of Education, Leisure and Housing

		We will work towards implementing the recommendations of the Sports Strategy	2021	Executive Director of Education, Leisure and Housing
		Consider the redevelopment of the Point of Ness Campsite and develop the Birsay Campsite facilities.	2020	Executive Director of Education, Leisure and Housing

## Annex 2 – Education, Leisure and Housing Service Action Plan

Strategic Priority	Target Outcome	Action	Target Date	Lead Officer
Planning and Improvement	To review the model for improvement to ensure targets are met on time	Work with service managers to adopt a logic model that can add pace, build trust and create capacity (ABC)	2021 <sup>[HF11]</sup>	Executive Director Education, leisure and Housing
Early Learning and Childcare	To offer 1140 hours of early learning and childcare to all eligible children by 2020	Review and implement the Council's Early Learning and Childcare Delivery Plan	2020	Head of Education
National Improvement Framework	To 'Raise the Bar and Close the Gap'	Implement and continuously review the impact of and revise, as appropriate, Orkney's achievement and attainment improvement plan in line with the National Improvement Framework	2023	Head of Education
Support for Learners	To improve outcomes for the most vulnerable learners	Implement, review the impact of and revise, as appropriate, the review of support for learning including taking forward a review of the Resource School Model	2023	Head of Education
Social Rented Housing	To assess the affordability of the Housing revenue Account	Work with the relevant internal and external partners to complete a business planning exercise, including appropriate scenario planning	2023	Head of Housing, Homelessness and School-care Accommodation
Child Poverty	To reduce or mitigate the impact of child poverty in Orkney	Work with partners to implement Orkney's Child Poverty Action Plan	2023	Executive Director Education, Leisure and Housing

### Annex 3 – Education, Leisure and Housing Service Performance Indicators

Performance Indicator	Indicator Type	Monitoring Frequency	Target	Lead Officer
CCG 01 – Sickness absence – The average number of working days per employee lost through sickness absence, expressed as a percentage of the number of working days available.	Cross Council Generic.	Six-monthly.	4% or less = Green. 4.1% to 6% = Amber. 6.1% and greater = Red.	Executive Director.
CCG 02 – Sickness absence – Of the staff who had frequent and/or long-term sickness absence (they activated the sickness absence triggers), the proportion of these where there was management intervention.	Cross Council Generic.	Six-monthly.	90% to 100% = Green. 80% to 89% = Amber. 79% and less = Red.	Executive Director.
CCG 03 – Staff accidents – The number of staff accidents within the service, per 30 staff per year.	Cross Council Generic.	Six-monthly.	One accident or less = Green. Two accidents or less = Amber. More than two accidents = Red.	Executive Director.
CCG 04 – Budget control – The number of significant variances (priority actions) generated at subjective group level, as a proportion of cost centres held.	Cross Council Generic.	Six-monthly.	15% or less = Green. 16% to 30% = Amber. 31% and greater = Red.	Executive Director.
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.	Cross Council Generic.	Six-monthly.	2% or less = Green. 2.1% to 4% = Amber. 4.1% and greater = Red.	Executive Director.

Performance Indicator	Indicator Type	Monitoring Frequency	Target	Lead Officer
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.	Cross Council Generic.	Six-monthly.	5% or less = Green. 5.1% to 10% = Amber. 10.1% and greater = Red.	Executive Director.
CCG 07 – PRD – 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.	Cross Council Generic.	Six-monthly.	90% to 100% = Green. 80% to 89% = Amber. 79% and less = Red.	Executive Director.
CCG 08 – Invoice payment – The proportion of invoices that were submitted accurately and timeously to the Payments Service, as a proportion of all invoices.	Cross Council Generic.	Six-monthly.	90% to 100% = Green. 80% to 89% = Amber. 79% and less = Red.	Executive Director.

<p>Local Government Benchmark Framework Children's Services:</p> <ul style="list-style-type: none"> <li>• How much does my council spend on primary schools (£ per pupil)?</li> <li>• How much does my council spend on secondary schools (£ per pupil)?</li> <li>• How much does my council spend on pre-school education (£ per pre-school pupil)?</li> <li>• What is the average tariff score?</li> <li>• What is the average tariff score in SIMD quintile 1?</li> <li>• What is the average tariff score in SIMD quintile 2?</li> <li>• What is the average tariff score in SIMD quintile 3?</li> <li>• What is the average tariff score in SIMD quintile 4?</li> <li>• What is the average tariff score in SIMD quintile 5?</li> <li>• What percentage of secondary school pupils achieved 5 plus awards at SCQF level 5 or higher?</li> <li>• What percentage of secondary school pupils achieved 5 plus awards at SCQF level 6 or higher?</li> <li>• What percentage of secondary school pupils from deprived areas achieved 5 plus awards at SCQF level 5 or higher?</li> </ul>	LGBF	Annually	N/A	Executive Director.
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<ul style="list-style-type: none"> <li>• What percentage of secondary school pupils from deprived areas achieved 5 plus awards at SCQF level 6 or higher?</li> <li>• What percentage of pupils enter a positive destination after leaving school?</li> <li>• How satisfied are residents with local schools?</li> <li>• What percentage of children are meeting developmental milestones?</li> <li>• What percentage of early years provision funded by my council is rated good or better?</li> <li>• What was the attendance rate of children in my council?</li> <li>• What was the attendance rate for looked after children in my council?</li> <li>• What was the school exclusion rate for children in my council?</li> <li>• What was the school exclusion rate for looked after children in my council?</li> <li>• What percentage of 16 to 19 years old are participating in learning, training or work?</li> </ul> <p>Culture and Leisure Services:</p> <ul style="list-style-type: none"> <li>• How much does my council spend on sports and leisure facilities (net) (£ per visit)?</li> <li>• How much does my council spend on libraries (net) (£ per visit)?</li> <li>• How much does my council spend on museums and galleries (net) (£ per visit)?</li> <li>• How much does my council spend on parks and open spaces (net) (£ per 1,000 people)?</li> </ul>				
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Performance Indicator	Indicator Type	Monitoring Frequency	Target	Lead Officer
<ul style="list-style-type: none"> <li>• How satisfied are residents with local libraries?</li> <li>• How satisfied are residents with local museums and galleries?</li> <li>• How satisfied are residents with local parks and open spaces?</li> <li>• How satisfied are residents with local leisure facilities?</li> </ul> <p>Housing Services:</p> <ul style="list-style-type: none"> <li>• How much rent is owed to the council due to arrears (gross)?</li> <li>• How much rent was lost due to empty properties?</li> <li>• What is the quality and standard of housing provided by my council measured by the Scottish Housing Quality Standard?</li> <li>• How long does it take my council to complete non-emergency repairs (average number of days)?</li> <li>• How energy efficient is the housing provided by my council as measured by the Scottish Housing Quality Standard?</li> </ul>				



## Annex 4 – Education, Leisure and Housing Risk Register

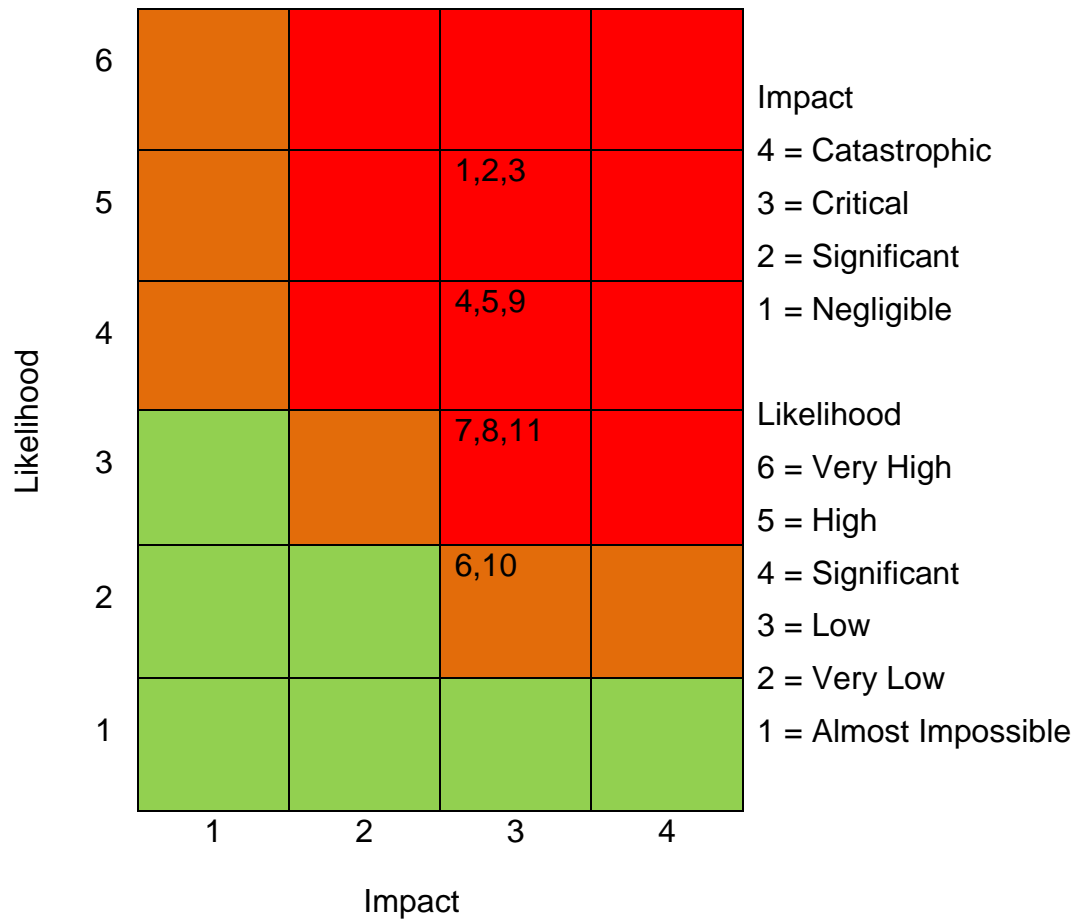
### Strategic Risks

Cluster.	Risk Number.	Owner.
Financial.	4.	Head of Housing, Homelessness and Schoolcare Accommodation Services.
Staffing.		Executive Director of Corporate Services.[HF12]
Economic Recovery and Sustainability.		Executive Director of Development and Infrastructure.
Political.		Chief Executive.
Partnerships.		Chief Executive.
Governance.		Chief Executive and Head of IT and Facilities.
Communication.		Chief Executive.

### Operational Risks

Cluster.	Risk Number.	Owner.
Financial.	1, 6.	Executive Director of Education, Leisure and Housing + Heads of Service
Financial.	7, 11.	Head of Housing, Homelessness and Schoolcare Accommodation Services.
Staffing.	3.	Executive Director of Education, Leisure and Housing
Staffing.	8.	All Heads of Service.
Economic Recovery and Sustainability.	10.	Head of Housing, Homelessness and Schoolcare Accommodation Services.
Political.	2,9	Head of Education
Communication.	5.	All Heads of Service.

## Risk Matrix



## Risk Title: 01 – Financial Pressures.

<b>Likelihood.</b>	5.	<b>Impact.</b>	3.	<b>RAG.</b>	Red.	<b>Current Risk Score.</b>	15.	<b>Target Risk Score.</b>	6.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Mitigating Actions.</b>
<p>It is predicted that ongoing savings will be required each year. The Council's long-term financial plan indicates that priorities will need to be re-visited and some services will see consequential reduction in budget allocation.</p> <p>The funding regime for housing development in Scotland leads to difficulties in making development achievable, given the range of pressures on a small Housing Revenue Account. This, in turn, is impacting on affordable housing provision.</p>	<p>Reduced budget and/or reduced income lead to one or more aspects of the service becoming non-viable.</p> <p>Decrease in the service provided by ELH.</p> <p>Insufficient houses and higher levels of disrepair.</p>	<p>Drop in level of service provided across Education, Leisure and Housing in schools, libraries, museums and leisure facilities. Lower attainment of learners. Reputational impact. Community dissatisfaction. Impact on staff morale. Staff more likely to be stressed. Economic impact if people leave the islands. No new houses built. Increased homelessness. Additional housing pressure. Sustainability threatened in fragile communities. Increased rents; Failure to meet EESSH.</p>	<p>Detailed forward planning and budget monitoring to maximise the use of all available assets and resources.</p> <p>Work with Change Programme to identify more and efficient/different ways of working to release budget savings</p> <p>Business Plan to be developed covering HRA activity to consider scenario planning.</p> <p>Provision of temporary accommodation reviewed through development of Rapid Rehousing Transition Plan, but delivery is dependent on level of funding received from Scottish Government.</p> <p>Further changes to Temporary Accommodation required in light of Scottish Government's review of temporary accommodation.</p>

Universal credit was rolled out across Orkney in September 2018 and this is causing increased rent arrears. Welfare reform has other impacts on the Council particularly as regards the single room rent for young people.			
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### Risk Title: 02 – Additional Support Needs.

<b>Likelihood.</b>	5.	<b>Impact.</b>	3.	<b>RAG.</b>	Amber.	<b>Current Risk Score.</b>	15.	<b>Target Risk Score.</b>	8.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Mitigating Actions.</b>
<p>National reports are signalling limited implementation of legislative change.</p> <p>Capacity of school teams exceeded.</p> <p>New demands for service are out with current capacity to deliver.</p>	<p>Increase number of pupils with additional support needs.</p> <p>A pupil comes into the system that we don't have the resources or equipment to cater for.</p>	<p>Meeting the learning needs of all pupils is compromised.</p> <p>Unexpected burden on the budget (Can cost up to £200k per annum to send a child to a facility outwith Orkney. Difficult to meet the rights and demands of pupils. Could lead to (an expensive) judicial review).</p>	<p>Implement a systematic review and development to support staff maintain and develop relevant skills.</p> <p>Implement a systematic review of how additional resources are targeted at the children and young people who need them most.</p> <p>Work with partners to develop and implement planning and support that is fit for purpose</p>

### Risk Title: 03 – Recruitment Challenges.

<b>Likelihood.</b>	5.	<b>Impact.</b>	3.	<b>RAG.</b>	Red.	<b>Current Risk Score.</b>	15.	<b>Target Risk Score.</b>	9.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Mitigating Actions.</b>
Some posts remain very difficult to fill. For example, Housing staff, Sheltered Housing staff, Papdale Halls staff, Teaching staff and Management staff. Capacity to deliver subject curriculum and specialist housing services could be compromised. Head teacher turnover is currently at a level where the capacity to support recruitment and induction is at its limit.	Key posts still remain unfilled following another recruitment drive. Further Head Teacher vacancies.	Drop in educational standards; Reduced levels of attainment; Reduction in learners' opportunities /courses; Reduction in performance standards across Housing Services; Reputational impact; Community impact; Concern about closures; Impact on staff morale; Economic impact if people leave the islands.	Support for 'grow your own' staff to include school managers to be secured. This may include incentives to encourage staff retention. Alternatives including use of agency supply to be explored.

### Risk Title: 04 – Ability to pay rent or mortgages (recession).

<b>Likelihood.</b>	4.	<b>Impact.</b>	3.	<b>RAG.</b>	Amber.	<b>Current Risk Score.</b>	12.	<b>Target Risk Score.</b>	4.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Mitigating Actions.</b>
Impact of welfare reform impacts on ability to pay rent and this has been exacerbated by the rollout of Universal Credit during 2018 to 2019.	Reduced Income levels from OIC (rents) and the general public.	More rent arrears; Increased impact on HRA. Increased homelessness. Loss of staff. Failure to meet EESSH. Loss of reputation in arrears figures previously being so good. Negative impact on rural/isles area.	HRA Business Planning activity to be undertaken to include scenario planning. Issues of affordability are considered in respect of potential impact of annual rental increase. Monitor situation and reassess plans for new build against demand on regular basis.

### **Risk Title: 05 – Appropriate IT.**

<b>Likelihood.</b>	4.	<b>Impact.</b>	3.	<b>RAG.</b>	Red.	<b>Current Risk Score.</b>	12.	<b>Target Risk Score.</b>	6.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Mitigating Actions.</b>
There is a lack of faith in the IT system, specifically around the housing management system, repairs, improvements and ASB and also SEEMiS in education. Long lead in times for implementing new IT packages means that efficiencies are not	The Council fails to develop an IT system that supports the Service appropriately.	May not be able to provide external bodies with the information they require; More distrust of existing system; Cost of making the current system suit staff needs; Low staff morale.	Continue to monitor effectiveness of Northgate and SEEMiS and undertake upgrades as a planned process. Concerto currently being expanded to include all asset management. Ensure provision for homelessness and advice monitoring is developed.

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Mitigating Actions.</b>
realised or become redundant.			

### **Risk Title: 06 – Housing Revenue Account.**

<b>Likelihood.</b>	4.	<b>Impact.</b>	3.	<b>RAG.</b>	Red.	<b>Current Risk Score.</b>	12.	<b>Target Risk Score.</b>	6.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Mitigating Actions.</b>
Affordability issues in respect of Housing Revenue Account as a result of investment programme costs over longer term.	Costs of delivering services Including house build, meeting appropriate standards, repair needs relative to income raise issues in respect of affordability of HRA. This coupled with rising rent arrears, as a result of the rollout of Universal Credit, is challenging.	May have sanctions imposed; Negative impact on inspection results; Adverse effect on tenants; Bad publicity leading to increased complaints.	Develop HRA Business Plan to include scenario planning. Continue to review HRA modelling in light of annual rental increase.

### **Risk Title: 07 – Failure to meet EESSH.**

<b>Likelihood.</b>	2.	<b>Impact.</b>	3.	<b>RAG.</b>	Amber.	<b>Current Risk Score.</b>	6.	<b>Target Risk Score.</b>	4.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Mitigating Actions.</b>
Some houses will be below the standard. Substantially reliant on external funding. Risk that ECO funding is not available.	Government criticism for failing the standard.	May have sanctions imposed; Negative impact on inspection results; Adverse effect on tenants; Bad publicity leading to increased complaints.	Review progress on an annual basis. Develop detailed plan to ensure properties meet the EESSH within the designated timescale. Likely to become a greater risk with the introduction of EESSH2.

### **Risk Title: 08 – Assault on staff.**

<b>Likelihood.</b>	3.	<b>Impact.</b>	3.	<b>RAG.</b>	Red.	<b>Current Risk Score.</b>	9.	<b>Target Risk Score.</b>	4.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Mitigating Actions.</b>
Staff who work in the community (or who work in a 1-1 context with service users are vulnerable to attack and/or their reputation being damaged through allegation or assertion.	A member of staff is attacked or is in fear of being attacked; A member of staff is concerned that their reputation may be harmed; A member of staff reports a significant incident or accident involving assault by a student.	Personal injury; Staff may leave; Low morale; Sense of failure among staff; Reputational risk of organisation, service or setting; Cost implications to council if they are sued.	Ensure lone working policy remains valid, staff continue to follow guidance and risk assessments are in place, incident/concern reporting is encouraged, and actions are recorded



### Risk Title: 09 – Early Learning and Childcare

<b>Likelihood.</b>	3.	<b>Impact.</b>	3.	<b>RAG.</b>	Amber.	<b>Current Risk Score.</b>	9.	<b>Target Risk Score.</b>	4.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Mitigating Actions.</b>
Council is unable to meet statutory requirements	Delay in provision of infrastructure Difficulty with recruiting the workforce Quality is insufficient to meet the new standard	Loss of service to communities across Orkney; significant reputational harm; possible legal challenge	Continue to monitor key milestones in the implantation of the Council's Delivery Plan, report and act where targets are not met

### Risk Title: 10 – Significant demand for emergency accommodation and general needs housing.

<b>Likelihood.</b>	4.	<b>Impact.</b>	3.	<b>RAG.</b>	Amber.	<b>Current Risk Score.</b>	12.	<b>Target Risk Score.</b>	4.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Mitigating Actions.</b>
Significant number of homelessness presentations for variety of reasons and increasing numbers of households.	Current lack of capacity and increased demands due to national policy of rapid rehousing.	Significant level of homelessness; Increased financial pressure of OIC; Additional demands placed on smaller staffing base; Reputational Risk.	Keep demand under review. Further review of Temporary Accommodation provision in light of Scottish Government's general review of temporary accommodation and the impact of the Rapid Rehousing Transition Plan.

## Risk Title: 11 – Papdale Halls of Residence

<b>Likelihood.</b>	2.	<b>Impact.</b>	3.	<b>RAG.</b>	Amber.	<b>Current Risk Score.</b>	6.	<b>Target Risk Score.</b>	4.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Mitigating Actions.</b>
Risk that sufficient additional business may not transpire to cover staffing etc costs.	Income less than expenditure.	Unable to balance budget and therefore an impact on potential service delivery.	Continue to monitor levels of additional business and undertake actions intended to generate interest.

## Annex 5 – Education, Leisure and Housing Workforce Plan

1. Recruiting, Retaining and Re-shaping				
Expected Outcome	Reshaped workforce so that we retain, recruit and develop people with the right skills, abilities and potential to deliver the Council priorities.			
Actions	Lead Officer	Resources Required	Target Date	Measurement of outcome
Provide opportunities for our young people and make the service an 'employer of choice'	Education Resource Manager	140 hours staff time	2023	Number of young people working within the service
Ensure that the workforce is structured and deployed, efficiently, effectively and flexibly in order to be able to meet the future, changing needs of the communities of Orkney, developing and implementing sector specific WFDPs as appropriate	Heads of Service with HR Advisor	70 hours staff time	2023	Profile of the workforce
Ensure that the Service is able to attract and retain suitable qualified and experience people to be able to deliver future service requirements	Executive Director, Education, Leisure and Housing	140 hours staff time; online/virtual advertising and promotion; 35 hours outreach (plus travel and subsistence)	2023	Number of vacant posts

2. Flexibility and exploring new ways of working					
Expected Outcome	Greater flexibility and new ways of working, within the constraints of service delivery requirements and available resources				
Actions	Lead Officer	Resources Required	Target Date	Measurement of outcome	
Put in place more flexible ways of working, including home and remote working practices	Heads of Service (with Head of Human Resources and Improvement)	70 hours staff time	2023	Uptake of staff with respect to flexible working	
Take forward the digitalisation of services and ensure the workforce is suitably supported in developing the necessary skills to carry out changing roles around this	Heads of Service (with Head of IT and Facilities)	150 hours staff time	2023	Calculated value (in £) of collateral gain	

3. Enhancing Capacity and Improving Performance					
Expected Outcome	Leadership and management practice that supports and encourages our employees to do their best at all times				
Actions	Lead Officer	Resources Required	Target Date	Measurement of outcome	
Work with staff and trade unions to review the values and behaviours expected throughout the organisation	Executive Director, Education, Leisure and Housing	150 hours staff time	2023	Level of job satisfaction expressed by staff	

Continue to develop leadership at all levels in the organisation by evaluating and reviewing our Leadership and Management programmes	Heads of Service (and Learning and Development Manager)	35 hours staff time plus individual commitment to extended learning programmes	2023	Number of leadership post that remain unfilled
Ensure effective communication and consultation with our employees	Education Resource Manager	200 hours staff time	2023	Staff feedback in relation to understanding the work of the service

## Annex 6 – Education, Leisure and Housing Service Organogram

