

Minute

Education, Leisure and Housing Committee

Wednesday, 4 June 2025, 09:30.

Council Chamber, Council Offices, School Place, Kirkwall.



Present

Councillors Gwenda M Shearer, Ivan A Taylor, Graham A Bevan, Stephen G Clackson, Alexander G Cowie, David Dawson, Steven B Heddle, James R Moar, Janette A Park, John A R Scott and Jean E Stevenson.

Religious Representative:

Reverend Fraser Macnaughton.

Teacher Representative:

Jo Hill.

Present via remote link (Microsoft Teams)

Councillor Heather N Woodbridge.

Clerk

- Sandra Craigie, Committees Officer.

In Attendance

- James Wylie, Director of Education, Communities and Housing.
- Peter Diamond, Head of Education.
- Erik Knight, Head of Finance (for Items 1 to 3).
- Frances Troup, Head of Community Learning, Leisure and Housing.
- Seonaidh McDonald, Principal, UHI Orkney (for Items 1 to 5).
- Paul Barber, Head Teacher, Stromness Academy (for Items 4 to 12).
- Karen Bevilacqua, Service Manager (Legal Services).
- Garry Burton, Service Manager (Leisure and Culture).
- Catherine Diamond, Service Manager (Early Learning and Childcare) (for Items 1 to 12).
- Andrew Hamilton, Service Manager (Resources).
- Morag Miller, Service Manager (Primary) (for Items 4 to 12).
- Lesley Mulraine, Service Manager (Housing, Homelessness and Schoolcare Accommodation).
- Jane Partridge, Service Manager (Secondary and Tertiary Education).
- Pat Robinson, Service Manager (Accounting).

- Laura Baillie, Team Manager (Housing Strategy, Development and Data) (for Items 1 to 4).
- Nick Hewitt, Team Manager (Culture) (for Items 2, 3 and 7).
- Rachel Scarth, Project Manager, DYW Orkney (for Items 1 to 12).
- Ashleigh Gillespie, Senior Human Resources Adviser.
- Emma Gee, Arts Officer (for Item 7).

Observing

- Wendy Bowen, Quality Improvement Officer (Attainment and Achievement) (for Items 4 to 15).
- Kerry Spence, Service Manager (Community Learning, Development and Employability).
- Siobhan Wilks, Service Manager (Support for Learning and Inclusion).
- Christine Scott, Finance Manager, UHI Orkney (for Items 1 and 2).
- Kirsty Groundwater, Team Leader Communications (for Items 1 to 4).
- Katell Roche, Team Manager (Sport and Leisure) (for Items 7 and 8).

Apologies

- Reverend Susan Kirkbride, Religious Representative.
- Mary Maley, Teacher Representative.

Declarations of Interest

- No declarations of interest were intimated.

Chair

- Councillor Gwenda M Shearer.

1. Exclusion of Public

On the motion of Councillor Gwenda M Shearer, seconded by Councillor Ivan A Taylor, the Committee resolved that the public be excluded for Items 2 to 4, 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.

2. UHI Orkney – Draft Revenue Budget

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

After consideration of a report by the Director of Education, Communities and Housing, copies of which had been circulated, and after hearing a report from the Principal, UHI Orkney, the Committee:

Resolved to **recommend to the Council** that the draft revenue budget for UHI Orkney for financial year 2025/26, attached as Appendix 1 to this Minute, be approved.

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.

3. Proposed Transfer of Property

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 6 and 9 of Part 1 of Schedule 7A of the Act.

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

Resolved to **recommend to the Council** what action should be taken with regard to the proposed transfer of property.

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.

4. Property Development

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 2, 3 and 8 of Part 1 of Schedule 7A of the Act.

After consideration of a report by the Director of Education, Communities and Housing, copies of which had been circulated, and after hearing a report from the Team Manager (Housing Strategy, Development and Data), the Committee:

Resolved to **recommend to the Council** what action should be taken with regard to a proposed property development.

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

5. Performance Monitoring – Education, Leisure and Housing

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

Noted:

5.1. The performance of Education, Leisure and Housing for the reporting period 1 October 2024 to 31 March 2025, in respect of directorate priorities and performance indicators, as detailed in Annexes 1 and 2 respectively to the report by the Director of Education, Communities and Housing.

5.2. The complaints and compliments made to Education, Leisure and Housing in the six-month period 1 October 2024 to 31 March 2025, and for the two preceding six-month periods, as detailed in section 5 of the report by the Director of Education, Communities and Housing.

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

5.3. That the following actions, which had been progressed to completion, be removed from the Education, Leisure and Housing Directorate Delivery Plan:

- 1.1 Budget Management – In line with Council approved Budget Management Strategy, follow this process by allocating each service area budget saving targets.
- 1.2 Budget Management – Heads of Service and Service Managers to evaluate service budgets and delivery and identify budget saving options.
- 1.3 Budget Management – Service Managers to present suggested budget management options to the Extended Directorate Management Team meeting to agree options to be progressed to Corporate Leadership Team (CLT) for consideration.
- 1.4 Budget Management – Corporate Director to present strategy position and budget management options to CLT for consideration.

- 1.5 Budget Management – Corporate Director to present strategy and budget management options agreed by CLT to elected members at a members' seminar for indication on next steps.
- 1.6 Budget Management – Extended Directorate Management Team to progress work as guided by members' seminar to collate further detail for the proposed budget management proposals.
- 1.7 Budget Management – Detailed proposals with risk assessments to be brought to Extended Directorate Management Team meeting for consultation.
- 1.8 Budget Management – Corporate Director to update CLT outlining risks and shortfall if there are any.
- 1.9 Budget Management – Extended Directorate Management Team to present detailed budget management plans to elected members at a second members' seminar.
- 1.10 Budget Management – Recommendations from the Member Officer Working Group and suggestions from the member seminar to be presented to the Education, Leisure and Housing Committee through a Committee Report.
- 1.11 Budget Management – Extended Directorate Management Team to action consultation where required and implementation of the plan.
- 2.1 Service Reviews – Following established governance from Council, commission external consultants to review both the Culture Service and the Sport and Leisure Service to identify future operating models to establish financially sustainable, quality service provision.

5.4. That the following action be amended as indicated and thereafter incorporated within the Education, Leisure and Housing Directorate Delivery Plan:

- 2.3 Service Reviews – Member Officer Working Groups to present recommendations to members through member seminars – target date extended from 28 February 2025 to 31 December 2026.

5.5. That the revised Education, Leisure and Housing Risk Register, attached as Appendix 2 to this Minute, be approved.

6. Empty Homes Support Scheme

After consideration of a report by the Director of Education, Communities and Housing, together with an Equality Impact Assessment and an Island Communities Impact Assessment, copies of which had been circulated, and after hearing a report from the Head of Community Learning, Leisure and Housing, the Committee:

Resolved to **recommend to the Council**:

6.1. That the Empty Homes Support Scheme, attached as Appendix 3 to this Minute, be approved.

6.2. That the Director of Education, Communities and Housing should submit a report, to the Policy and Resources Committee, no later than September 2025, regarding the provision of assistance from the Strategic Reserve Fund to enable the Empty Homes Support Scheme to be implemented.

7. Visual Artist and Craft Maker Awards Scheme

After consideration of a report by the Director of Education, Communities and Housing, together with an Equality Impact Assessment and an Island Communities Impact Assessment, copies of which had been circulated, and after hearing a report from the Arts Officer, the Committee:

Resolved to **recommend to the Council** that the Visual Arts and Craft Makers Awards Scheme, with a maximum budget of £9,000 to be disbursed annually, be continued for a further period of three years, from 2025/26 to 2027/28, subject to:

- External funding being secured from Creative Scotland and Highlands and Islands Enterprise.
- Adequate service revenue budgets for 2026/27 and 2027/28 being established.

8. Orkney Physical Activity and Wellbeing Strategy and Action Plan

After consideration of a report by the Director of Education, Communities and Housing, together with an Equality Impact Assessment and an Island Communities Impact Assessment, copies of which had been circulated, and after hearing a report from the Service Manager (Leisure and Culture), the Committee:

Resolved to **recommend to the Council** that the Orkney Physical Activity and Wellbeing Strategy and Action Plan, attached as Appendices 4 and 5 respectively to this Minute, be approved insofar as they related to the remit of the Council.

9. National Thematic Inspection

Local Authority Approaches to Supporting Self-evaluation

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

Noted the National Thematic Inspection: Local Authority Approaches to Supporting School Improvement Summarised Findings report, in respect of Orkney Islands Council, attached as Appendix 1 to the report by the Director of Education, Communities and Housing.

Reverend Fraser Macnaughton left the meeting at this point

10. Care Inspectorate – Willow Tree Nursery

After consideration of a report by the Director of Education, Communities and Housing, copies of which had been circulated, and after hearing a report from the Service Manager (Early Learning and Childcare), the Committee:

Noted the report published by the Care Inspectorate in respect of Willow Tree Nursery, attached as Appendix 1 to the report by the Director of Education, Communities and Housing.

11. Education Scotland Inspection – Stromness Academy

After consideration of a report by the Director of Education, Communities and Housing, copies of which had been circulated, and after hearing a report from the Service Manager (Secondary and Tertiary Education), the Committee:

Noted the inspection letter in respect of Stromness Academy, attached as Appendix 1 to the report by the Director of Education, Communities and Housing, issued by Education Scotland on 3 June 2025.

12. Developing the Young Workforce

After consideration of a report by the Director of Education, Communities and Housing, copies of which had been circulated, and after hearing a report from the Project Manager, DYW Orkney, the Committee:

Noted the key activities of Developing the Young Workforce Orkney during 2024/25, as detailed in Appendix 1 to the report by the Director of Education, Communities and Housing.

Jo Hill left the meeting at this point.

13. Energy Efficiency Standard for Social Housing

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

Noted the level of progress towards meeting the initial Energy Efficiency Standard for Social Housing target, as detailed in section 3 of the report by the Director of Education, Communities and Housing.

14. Homelessness in Orkney

After consideration of a report by the Director of Education, Communities and Housing, copies of which had been circulated, and after hearing a report from the Service Manager (Housing, Homelessness and Schoolcare Accommodation), the Committee:

Noted the Statistical and Performance Information on Homelessness for 2024/25, attached as Appendix 1 to the report by the Director of Education, Communities and Housing.

15. Conclusion of Meeting

At 14:45 the Chair declared the meeting concluded.

Signed: Gwenda M Shearer.

UHI Orkney – Draft Revenue Budget for Financial Year 2025/26.

	Revised Budget 2024/25	Budget Adjustments	Draft Budget 2025/26
	£	£	£
Staff Costs	4,916,100	731,200	5,647,300
Property Costs	516,700	45,600	562,300
Supplies and Services	555,600	78,400	634,000
Transport, Vessel and Plant	89,900	32,000	121,900
Administration	107,900	8,200	116,100
Apportioned Costs	113,300	21,700	135,000
Third Party Payments	0	30,800	30,800
Transfer Payments	293,900	-87,400	206,500
Loan Charges	5,000	122,500	127,500
Miscellaneous Costs	89,800	-67,300	22,500
Total Expenditure	6,688,200	915,700	7,603,900
Government Grants	-2,598,300	-4,300	-2,602,600
Other Grants, Reimbursements	-1,816,100	48,500	-1,767,600
Rents and Lettings	-14,600	1,300	-13,300
Sales	-174,100	-8,300	-182,400
Fees and Charges	-1,657,800	-114,200	-1,772,000
Miscellaneous Income	-427,300	-838,700	-1,266,000
Total Income	-6,688,200	-915,700	-7,603,900
Net Total	0	0	0

Education, Leisure and Housing Risk Register – April 2025

Strategic Risks

Cluster.	Risk Number.	Owner.
Financial.	1.	Corporate Director for Education, Leisure and Housing.
Staffing.	2.	Corporate Director for Education, Leisure and Housing.

Operational Risks

Cluster.	Risk Number.	Owner.
Financial.	1, 3, 4, 5, 6, 7, 8, 9, 10, 11	Corporate Director for Education, Leisure and Housing.
Staffing.	2, 3, 7.	Corporate Director for Education, Leisure and Housing.

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

Risk Title: 01 – Financial Pressures.

Likelihood.	5	Impact.	4.	RAG.	Amber.	Current Risk Score.	20	Target Risk Score.	15.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
<p>It is predicted that ongoing savings will be required each year. The next three years require significant savings for E, L & H (£3.5m).</p> <p>Level of funding for the service is insufficient to maintain the existing standard and range of provision.</p> <p>Lateness of award and lack of certainty around some Scottish Government funding leads to additional pressure on services.</p> <p>Inflation and pay settlements, combined with a standstill budget and/or budget reduction further reduces the capacity to maintain a safe standard of provision.</p>	Reduced resource base	<p>Decrease in the quality and resilience of the services provided by ELH (as assessed by inspectors and regulators).</p> <p>Reduction in service offer.</p> <p>Disinvestment in professional learning offer for staff teams.</p> <p>Possible reduction to progress, achievement and attainment of learners.</p> <p>Spiral of decline as increasing time and resource spent on accounting for service failures and complaints, and on making cases for discrete resource allocations in-year.</p> <p>Additional strain placed on staff many of whom already work significant additional hours.</p> <p>Insufficient houses and higher levels of disrepair.</p>	<p>Ensure 'fair' distribution of available funding to mitigate differential impacts across the service.</p> <p>Increase budget management and scrutiny to identify both significant and marginal efficiencies.</p> <p>Manage ad-hoc grants to minimise unplanned commitments 'in kind'.</p> <p>Manage vacancies where possible to optimise in-year savings.</p> <p>Explore and exploit opportunities for sharing costs and/or community funding.</p> <p>Oversee budget management.</p> <p>Continue work to identify additional efficient/different ways of working/ service redesign to release budget savings and increase income generation.</p> <p>HRA Business Plan developed – close monitoring to continue.</p>

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
<p>Impact of Council's strategic financial plan exacerbates the vulnerability.</p> <p>Some aspects of service provision are reliant on income through income generation, donation or sales which cannot be entirely guaranteed.</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>Additional changes to welfare benefits following the further rollout of Universal credit and existing impact of original roll out (from September 2018) plus the legacy of the pandemic has resulted in increased rent arrears.</p>		<p>Reputational impact; Community impact; Impact on staff morale; Increase in difficulty with recruitment and retention; Potential staff losses either through ill health or choosing to leave the Council; Economic impact if people leave the islands; potential limitations on housing development (unless additional provider(s) can be sourced); Increased homelessness; Additional housing pressure; Sustainability threatened in fragile communities; Increased rents; Failure to meet SHNZS (Social Housing Net Zero Standard); Reduced staff wellbeing and increased staff illness; Potential impact on vulnerable groups within society.</p> <p>Increased requests for additional funding from third sector agencies who receive funding and who deliver vitally important services for us at a cost below that of internal delivery.</p> <p>Reduction in income due to cost of living crisis.</p>	<p>Working with alternative housing providers who may be prepared to build in Orkney.</p> <p>Reduction of service provision in some areas / loss of services to maintain core activities.</p> <p>Work with Scottish Government to ensure more efficient and effective ways of working through multi-year funding.</p> <p>Request island impact assessment to ensure island circumstances are considered in funding allocations.</p>

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
Reduction or loss of key services. Difficulty with covering costs of casual / relief staff. Difficulty with backfilling maternity leave etc.			

Risk Title: 02 – Recruitment / Retention Challenges.

Likelihood.	5.	Impact.	4.	RAG.	Amber.	Current Risk Score.	20.	Target Risk Score.	16.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
<p>Some posts remain very difficult to fill. For example, Housing staff, Tenant Participation Staff, Sheltered Housing staff, Papdale Halls, School Catering Staff (particularly cooks), Admin staff, ELC practitioner, Employability Keyworkers, some teaching posts, Staff on insecure contracts eg employability staff and Management staff. Recruitment and retention failures result in un-filled posts.</p> <p>Some posts are subject to annual or specific funding from Scottish Government which are subject to a lack of certainty which limits post security and may potentially limit ability to be flexible with use of staffing resource (Employability,</p>	<p>Key posts still remain unfilled following another recruitment drive, casual and relief staff unavailable and often unaffordable.</p>	<p>Reduction in service offer, including not offering undersubscribed courses.</p> <p>Inability to meet the Safe Staffing Standard and / or operational standards.</p> <p>Capacity to deliver specific curriculum subjects compromised.</p> <p>Service failure with respect to progress, achievement, and attainment of learners.</p> <p>Lower quality of service as assessed by inspectors and regulators.</p> <p>Increase in workload and pressure on existing teams.</p> <p>Capacity to deliver specialist housing services is compromised.</p> <p>Capacity to deliver full school meals offering across all schools is compromised.</p> <p>Reduction in performance standards across all Services; Reputational impact; Community impact; Concern about closures;</p>	<p>Support access routes (initial training, career change programmes).</p> <p>Provide support to unqualified staff to gain relevant qualifications.</p> <p>Support for ‘grow your own’ staff / succession planning and mentoring. This may include incentives to encourage staff retention.</p> <p>Use recruitment processes to ensure applicants are aware of opportunities and (if unsuccessful) are open to continue to seek employment with the Council.</p> <p>Continue to use appropriate alternatives including the use of agency staff (where affordable).</p> <p>Seek to challenge position with insecure Scottish Government funding.</p> <p>Essential workers housing strategy to assist with recruitment / retention of essential workers.</p>

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
<p>Cultural Services, Housing Support for Refugees etc).</p> <p>Vacancies remain unfilled for an extended period.</p> <p>Limited access to appropriately qualified workforce, hampers recruitment, including the availability of casual and relief staff.</p> <p>Age profile of staff and singleton posts in some areas leads to increasing risk of loss through retirement, sickness absence etc. Vulnerability due to certain health conditions including mental health. Difficulty with backfilling maternity and ensuring staffing levels required for services registered with Care Inspectorate / Safe Staffing / Operational Standards.</p> <p>Turnover rate rises to unsustainable levels.</p>		<p>Impact on staff morale; Economic impact if people leave the islands.</p> <p>Negative impact upon staff wellbeing and sickness rates.</p> <p>Increased challenge in recruiting quality candidates.</p>	

Risk Title: 03 – Unmet Additional Support Needs.

Likelihood.	5	Impact.	4.	RAG.	Amber.	Current Risk Score.	20.	Target Risk Score.	16.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
<p>Demand across service areas is outwith capacity to deliver.</p> <p>Impact of available additional support is limited as it is shared across too many needs.</p>	<p>Increased demand for additional support combined with an increase in the indicators of unmet need.</p>	<p>Appropriate additional support (approaches to learning and teaching, support from personnel, and provision of resources) to meet the needs of learners / residents is not available.</p> <p>Service fails to meet statutory duties.</p> <p>Facilities with or without support insufficient to meet needs and demands.</p> <p>Level of dissatisfaction increases.</p> <p>Number of complaints increases.</p> <p>Resources diverted to manage complaints and if necessary, legal challenge, which exacerbates the vulnerability.</p> <p>Increase in difficulty with recruitment and retention.</p>	<p>Improve and increase efficient and effective use of available resources.</p> <p>Improve and increase staff confidence and capability.</p> <p>Explore and exploit opportunities for collaborative work within and across service and agencies to deliver preventative and early intervention service models.</p> <p>Explore and exploit budget and funding options to increase sufficiency and capacity.</p> <p>Explore staffing needs on a regular basis.</p>

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
		Reduction in staff morale. Increase in staff sickness absence levels.	

Risk Title: 04 – IT Systems Capability.

Likelihood.	4.	Impact.	4.	RAG.	Amber.	Current Risk Score.	16.	Target Risk Score.	12.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
<p>IT systems insufficiently developed to meet contemporary needs within Service</p> <p>Insufficient wifi within Council buildings limits the flexible and efficient use of staff and buildings</p> <p>Access to modern apps, services etc limited can't access and communicate with service users in expected ways, future provision of AI (or risks of, not planned for)</p> <p>Manual systems required to be developed or maintained, resulting in unnecessary/inappropriate use of resources.</p> <p>Lack of dedicated resource (both staffing and financial)</p>	<p>The Council fails to maintain and develop information management systems that support the current and future needs of the Service appropriately.</p> <p>Education, Leisure and Housing management information systems fail to support the Service appropriately.</p>	<p>Inability to achieve an acceptable level of efficiency (as might be achievable in organisations with more appropriate IT systems).</p> <p>Needs of service users, children/young people/residents, parents/ carers, staff, other stakeholders are not efficiently met.</p> <p>Service ability to provide external bodies with the information they require is impaired.</p> <p>Manual/alternative approaches are costly (diverting resources and time away for core activity) and potentially less 'safe'.</p> <p>Long lead in times for implementing new IT packages means that efficiencies are not realised or become redundant.</p> <p>Inability to communicate with service users to meet expectations of modern service users.</p>	<p>Establish a systems review and development roadmap.</p> <p>With colleagues across the Council, explore the possibility of taking a project development approach to improvement.</p> <p>Continue to review effectiveness of SEEMIS and Northgate undertake upgrades as a planned process (includes implementation of direct debit).</p> <p>Concerto continues to be expanded to include all asset management requirements. Ensure provision for homelessness and advice monitoring is developed.</p>

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
for systems administration and development		<p>Limit ability for income generation / collection eg through online shop provision / income collection apps etc (staffing is also a limitation).</p> <p>Inability to work with partner agencies in a modern manner eg online housing application / common housing register.</p>	

Risk Title: 05 – Expansion of Childcare Provision/Provision of Non-statutory Provision.

Likelihood.	4	Impact.	3	RAG.	Amber	Current Risk Score.	12	Target Risk Score.	9
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
Leadership capacity. Insufficient number of high quality and / or qualified practitioners.	Failure to recruit high quality candidates.	Lack of leadership in settings. Vacant posts and repeated recruitment. Impact on quality and outcomes for children. Failure to meet National Standard.	Refocus the Leadership pathway to develop leadership capacity within the workforce. Support practitioners to gain BA in Childhood Practice and establish requirement within job description. Implementation of head teacher training to support development of pedagogical leadership capacity. Continue to work with UHI Orkney to review the availability and quality of courses on offer.
Insufficient budget to meet emerging demands of Scottish Government.	Legislation/policy insufficiently funded for the local context (e.g. discretionary deferrals, nursery milk and snack).	Budget overspend.	Lobby Scottish Government so that they take account of the unique island challenges relating to new policies. Ensure Orkney attendance at national meetings / forums to ensure the remote and rural voice is heard. Ensure Elected Members and the Corporate Leadership Team are well briefed prior to national meetings.
Financial model for 0-3 service becomes unviable.	Inability to appoint adequate numbers of practitioners to ensure maximum ratio and maximum income.	Greater than acceptable losses. Service failure in workplaces due to lack of childcare available.	Review and revise parental service contract with consideration for advance payments. Carefully monitor occupancy, staff ratios and fee payment to ensure the setting is running as efficiently as possible.

Risk Title: 06 – Cost of living crisis.

Likelihood.	4.	Impact.	4.	RAG.	Yellow.	Current Risk Score.	16.	Target Risk Score.	12.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
<p>Cost of living crisis is likely to exacerbate inability to pay housing costs. Impact of welfare reform and further changes to welfare benefits continue to impact on ability to pay rent and this has been exacerbated by the initial rollout of Universal Credit (2018/19), Tax Credit transition to Universal Credit (rollout to all remaining groups) during 2024 and the impact of the pandemic.</p> <p>Negative impact on those we work to support across E, L & H.</p> <p>Meal provision not chosen by particular groups such as Primary 6 and 7 and including S3 due to cost.</p>	<p>Reduced income for HRA, increased provision for bad debt, increased homelessness.</p> <p>Increased demand for service and inability to meet need.</p> <p>Meal of lower nutritional value chosen instead.</p>	<p>More rent arrears; Increased impact on HRA; Increased homelessness; Loss of staff; Failure to meet SHNZS (Social Housing Net Zero Standard); Damage to reputation re arrears figures (previously were very good); Negative impact on rural/isles area.</p> <p>Reduced Income levels from OIC (rents) and the general public.</p> <p>Rise in children living in poverty.</p> <p>Inability to meet the required needs of communities leading to increasing vulnerability and exacerbating future demand for services.</p> <p>Poor learning and poor school experience and need for additional services in future.</p>	<p>HRA Business Plan to continue to be monitored.</p> <p>Issues of affordability are considered in respect of potential impact of annual rental increase.</p> <p>Monitor situation and continue to pursue rent arrears and also to try and prevent other households from falling into arrears by encouraging payment in advance and seeking to identify vulnerable households at as early a stage as possible.</p> <p>Continue to work with the Cost-of-Living Taskforce and Strategic Children's Services Planning Group.</p> <p>Issues of affordability are considered in respect of potential projects and costs.</p> <p>Continue to increase awareness of free school meal criteria and awareness of anonymity. New ordering system will ensure complete anonymity between those who pay and those who don't. Information re system being disseminated to all users through user groups etc. Includes provision of nutritional advice, recipes etc.</p>

Risk Title: 07 – Tertiary Sector (UHI Orkney) Funding and Business Plan.

Likelihood.	4	Impact.	4	RAG.	Amber	Current Risk Score.	16	Target Risk Score.	12.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
<p>UHI Orkney fails to achieve zero budget.</p> <p>UHI Orkney requires financial support from OIC to continue to operate in a sustainable manner</p> <p>Curriculum and/or staffing cuts are required to balance budget</p>	<p>Flat/capped funding from Scottish Funding Council in Further Education (FE) sector.</p> <p>Challenges in recruiting sufficient Higher Education (HE) students and subsequent shortfall in activity-based funding.</p> <p>Demand for student support services significantly above budgeted provision and rising.</p> <p>Signing up to the National Recognition and Procedure Agreement for Scotland's Colleges.</p> <p>Staff costs at 70% of budget; Distant Islands Allowance not funded by Scottish Funding Council.</p> <p>Rising costs (see Risk 2 which is particularly significant).</p> <p>Expenditure beyond budget on staff costs with limited scope to offset from other budget lines.</p>	<p>UHI Orkney cannot manage within its resources.</p> <p>Falling student satisfaction</p> <p>Student Support expenditure above budget and/or needs go unmet meaning vulnerable students are placed at risk, increased risk in course delivery and practice, additional pressure and strain on teaching staff or refusal/inability to accommodate some students.</p> <p>Reputational damage, increased complaints against the College and legal challenge.</p> <p>Staff exposed to unnecessary risk or harm.</p> <p>Increase in staff absence or sickness.</p> <p>Reduction in staff morale.</p> <p>Lack of skills, experience and capacity (see Risk 4 which is particularly significant).</p> <p>Growth potential lost.</p> <p>Reduced curriculum leads to skill shortages in the local economy</p>	<p>Improve and reinforce budget monitoring.</p> <p>Work with budget holders collaboratively to understand the budget as a whole and take collective responsibility for balancing income and expenditure across the college</p> <p>Ensure appropriate budget profiling and timely invoicing to support budget monitoring.</p> <p>Participation of budget holders in budget setting</p> <p>Ensure all grant and teaching income is claimed.</p> <p>Implement common course viability assessments ensuring all teaching staff resource is directed to income-generating activity, or less viable but locally significant delivery is offset by income elsewhere.</p> <p>Business planning undertaken with commercial/research areas of college.</p> <p>Restructure admissions staff team to ensure timely processing of applications to support student numbers.</p> <p>Increase corporate training via UHI Orkney for OIC staff training.</p> <p>Explore provision of student support via schools for Senior Phase.</p>

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
	<p>Commercial income below budget.</p> <p>Insufficient funding to sustain aging property assets, which are self-financed by UHI Orkney.</p>	<p>and restricted economic growth for Orkney.</p>	<p>Work with College Employers Scotland to support new funding model for college partnerships with Senior Phase.</p> <p>Work with Island Colleagues to request unions to push for Distant Islands Allowance to be incorporated into national pay bargaining for academic staff.</p> <p>Capitalise on the rebranding and strongly promote the strengths of UHI Orkney.</p>

Risk Title: 08 – Significant demand for emergency accommodation and general needs housing.

Likelihood.	5.	Impact.	4.	RAG.	Amber.	Current Risk Score.	20.	Target Risk Score.	16.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
<p>Inability to meet demand for emergency accommodation (double the number of households are in temporary accommodation than was the case pre-pandemic).</p> <p>Increased housing pressure locally impacting on provision of housing irrespective of tenure.</p>	<p>Current lack of capacity and increased demands due to national policy of rapid rehousing, pressure for housing for essential workers etc.</p> <p>Housing pressures generally mean fewer people can meet their own housing need through private sector tenancies etc.</p>	<p>Significant level of homelessness; Increased risk of OIC being unable to meet its statutory requirements in respect of homelessness; Breaches of unsuitable accommodation order; Out of Orkney placement; Substantial unbudgeted increased financial pressure on OIC; Additional demands placed on smaller staffing base (sourcing accommodation and supporting households in transition); Bad publicity; Recruitment issues exacerbated by housing position.</p>	<p>Keep demand under review.</p> <p>Further review of Temporary Accommodation provision through the Rapid Rehousing Transition Plan. Likely to require additional temporary accommodation to be sourced which is contrary to the national policy position.</p> <p>Delivery of local housing strategy (including homelessness and essential workers) and Strategic Housing Investment Plan etc.</p>

Risk Title: 09 – Failure to meet Social Housing Net Zero Standard (following publication of Scottish Government guidance).

Likelihood.	3.	Impact.	4.	RAG.	Amber.	Current Risk Score.	12.	Target Risk Score.	9.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
<p>Substantially reliant on external funding. Risk that funding is not available.</p> <p>Budgetary position within Housing Revenue Account Business Plan is insufficient due to increases in costs.</p>	<p>Some houses will be below the Social Housing Net Zero Standard.</p>	<p>Government criticism for failing the standard.</p> <p>Failure of Scottish Housing Quality Standard and failure to meet requirements of Scottish Housing Regulator.</p> <p>May have sanctions imposed; Negative impact on inspection results; Adverse effect on tenants; Potential for properties to be damaged as a result of damp, mould, inability to heat etc, Bad publicity leading to increased complaints. Increase in fuel poverty.</p>	<p>Review progress on a regular basis (following confirmation of Scottish Government guidance and confirmation of date). Develop detailed plan to ensure properties meet the Social Housing Net Zero Standard within the designated timescale.</p> <p>Monitor through Annual Return against the Charter in line with requirements of Scottish Housing Regulator</p>

Risk Title: 10 –Buildings and Facilities.

Likelihood.	4.	Impact.	4.	RAG.	Amber.	Current Risk Score.	16.	Target Risk Score.	12.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
<p>Council's financial position leads to reduction of spend on repairs and improvements and gradual decline in quality of buildings</p> <p>Buildings will not meet accessibility / equality requirements.</p> <p>Lack of office accommodation and service user space.</p>	<p>Quality of buildings may decline, and condition / suitability does not meet the standard expected.</p> <p>Quality of internal structures become unsuitable for current use eg food preparation.</p> <p>Buildings lack flexibility to meet needs around accessibility and equality requirements.</p> <p>Insufficient desk and office space for employees and no space to undertake the statutory work of CLD.</p>	<p>Reduced spend on repairs and maintenance leading to poorer quality buildings; safety of buildings declines; historic buildings will be lost without investment; lack of investment in catering equipment will lead to failure to deliver / breach of legislative requirements; no maintenance provision will lead to loss of availability of play areas; impact on staffing requirements due to change to national practice by key agencies including Scottish Fire and Rescue Service.</p> <p>Failure to meet legislative requirements / service user needs.</p> <p>Poor working environment which debilitates the prospects and outcomes of staff.</p> <p>Not meeting the occupational standards and health and safety requirements for office space.</p>	<p>Review progress on an annual basis.</p> <p>Work with partners in NSI to make best use of limited resources. Investigate options for additional income / funding to assist with preservation of some buildings / ensure risk assessments are regularly updated / PPE provided / training provided.</p> <p>Consider suitability of existing buildings and ability to source additional funding.</p> <p>Identify additional office space within OIC building.</p> <p>Secure an external functional space for staff and service users to utilise, especially with the loss of The Learning Link building in 2025 due to financial reductions.</p>

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
		No space for working with user groups and vulnerable people keen to benefit from our services support.	

Risk Title: 11 – Island Games.

Likelihood.	4.	Impact.	4.	RAG.	Amber.	Current Risk Score.	16.	Target Risk Score.	9.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
Significant additional challenges of delivering International Island Games during July 2025.	Risks of insufficient accommodation being available; risks of financial calculations being insufficient leading to significant budgetary impact; risk of insufficient suitably trained staffing to deliver requirements; difficulties in ensuring sufficient resources to feed a substantially increased population; difficulties in ensuring sufficient facilities (toilets, showers, temporary furnishings); challenges with staffing provision (also of day to day service provision on top of island games).	Reputational damage; Significant financial impact on existing budgets intended for general service delivery; Inability to provide for basic needs of incoming population; Potentially increased costs; Hygiene etc challenges; Bad publicity leading to increased complaints.	Continue to plan, in partnership with the lead officer for delivering the International Island Games, to progress and review actions, attend meetings of operational group to deliver and seek to deliver responsibilities for this service in accordance with wider Council responsibilities and 2025 Organising Company.



Private Sector Empty Homes Support Scheme

April 2025

Version Control

Document Reference.	Rev.	Issue Date.	Reason for Issue.	Reviewer.	Sign.
HDPOL149.	Draft.	22/10/2024.	New Policy.	Head of Community Learning, Leisure and Housing.	

Contents

Section 1: Private Sector Empty Homes Support Scheme – Context and Policy Objectives	4
Section 2: How the Empty Homes Support Scheme Works	6
Section 3: Implementing the Empty Homes Support Scheme	10
Section 4: Complaints	11
Section 5: Performance Management and Policy Review	12

This document can be made available in various formats such as larger print, audio format and Braille. It can also be made available in other languages, as appropriate.

Section 1: Private Sector Empty Homes Support Scheme – Context and Policy Objectives

1.1. Rationale for an Orkney Empty Homes Support Scheme

The Empty Homes Support Scheme is introduced as part of the Council's Essential Workers Housing Strategy 2024 (EWHs), the Local Housing Strategy 2024-2029, in the context of the Council's existing Empty Homes Strategy 2018-2023 and relevant legislation.

The Essential Workers' Housing Strategy 2024 recognises that housing shortage in Orkney results in difficulty to attract and retain key workers, and other essential workers required to support existing and future communities, including delivery of essential public services and to support the local economy. The challenges of recruitment and retaining essential incoming workers is experienced across sectors. Collaboration with public and private sectors will help achieve flexible and sustainable housing solutions to meet a range of needs, and to provide the economies of scale necessary in a relatively small community to achieve the best value housing options.

The Empty Homes Strategy 2018-2023 sets out the need to increase focus on bringing empty homes back into use. The Housing Needs and Demand Assessment 2023 showed that 10% of all dwellings in Orkney are empty – equating to 1,201 empty properties across all categories including unoccupied exemptions, long-term empty homes and second homes that are vacant. Figures for 2024 show a similar position of 1,191, still at 10% of all Orkney dwellings. This is much higher than the Scottish rate of 4% across all categories of empty homes.

To reflect the importance of bringing empty homes back into use, the Orkney Empty Homes Strategy introduced an Empty Homes Officer to support owners of empty homes to bring their properties back into use. A total of 100 properties have been reported by Orkney Islands Council to the Scottish Empty Homes Partnership as being brought back into use with help from the Council's Empty Homes Officer since the financial year 2016-17 (this figure may be subject to error as there have been periods of time without a dedicated empty homes officer keeping track).

Through the development of the Essential Workers Housing Strategy and the Local Housing Strategy, it has been recognised that some owners of empty homes may need additional incentives to bring properties back into use. These incentives could be financial, combined with non-financial incentives of hands-on support from the Council through information and advice provided by the Empty Homes Officer to enable empty homeowners to let out their property to target essential workers. This may be of particular interest to those empty homeowners who are increasingly put off from long term residential letting due to the increase of regulations in the private rented sector, and the recent introduction of regulation in the short-term let market.

1.2. Legal Context

The legal context for bringing empty homes back into use is:

- Housing (Scotland) Act 1987, Section 86.

- Defines the Tolerable Standard for housing, this was later amended in the Housing (Scotland) Act 2006, Section 11.
- Housing (Scotland) Act 2006.
 - Defines the Repairing Standard for dwellings. It also gives powers to local authorities designed to encourage and assist owners to carry out repairs and maintenance to their property, including dealing with sub-standard housing through Housing Renewal Areas, Works Notices, Closing Orders, Demolition Notices, Demolition Orders and Maintenance Orders.
- Building (Scotland) Act 2003.
 - This legislation gives Local Authorities the power to serve notice requiring the owner to make their property safe where the building is considered dangerous. It also defines the Local Authority's powers to use Compulsory Purchase Orders where the Council has carried out work under a Dangerous Buildings Notice and cannot trace the owner to recoup the cost.
- Housing (Scotland) Act 2010, Section 157.
 - Allowed Council Tax data to be used for the purposes of Empty Homes regeneration enabling EHOs to contact owners directly by post.

1.3 Objectives of the Empty Homes Support Scheme

The purpose of the Empty Homes Support Scheme is to contribute to the Council's housing and wider strategic objectives by:

- Incentivising empty homeowners to bring their properties back into use and letting their property as a private let to target groups of essential workers.
- Helping to retain and attract essential workers to remain or move to the Orkney Islands by providing more private rented housing options.
- Attracting private landlords to contribute to housing essential workers to help support Orkney's communities and economy.
- Increasing the stock of private rented housing which meets the statutory Repairing Standard and which are managed in line with legislation and regulations.

1.4 Summary

This scheme sets out the aim for the Council to incentivise more empty homeowners to bring their properties back into use into the private rented sector, targeted for essential workers.

Section 2: How the Empty Homes Support Scheme Works

2.1. How the Empty Homes Support Scheme works

The Empty Homes Support Scheme works in the following way:

- An owner who has had an empty home for at least 12 months can make an application to Orkney Islands Council for financial support through a loan, alongside information, advice and support from the Council to enable the property to be brought back into use, including advice to let the property as a Private Residential Tenancy to the target tenant group.
- If the application is approved, the empty homeowner must meet Orkney Islands Council's terms and conditions in addition to the statutory requirements of a loan covering 5 and 10 years respectively (see below).
- Works must be completed to the satisfaction of the Council with a schedule of loan drawn down for a maximum of 5 years, set out in the offer of loan aligning to progress of works.
- The owner lets the property as a Registered Landlord to the target group of essential workers (as defined below) for at least 5 years. The landlord will let directly to a tenant through a Private Residential Tenancy.

2.2. Orkney Islands Council Conditions of the Empty Homes Scheme

Council discretionary loans known as Empty Homes Loan would be available for the repair and renovation of empty properties. These loans are subject to Council loan conditions. A specific Empty Homes Loan allocation, funded by an agreed commitment from the Strategic Reserve Fund, will delimit the policy applications.

The undernoted requirements are specific to the Orkney Empty Homes Loan and are **in addition to the statutory loan conditions** outlined in Section 2.4 of this scheme and as explained in detailed operational procedures. These additional Orkney Islands Council conditions apply for **5 years** in addition to the statutory conditions. **There is therefore combined statutory and local conditions which apply for a total of 10 years (5 years Council Conditions plus 5 years Statutory Conditions).**

- The property must currently be a long-term empty dwelling (at least 12 months empty normally as identified through the Council Tax Register or other Council/Scottish Government documentation).
- The property must be in a priority area and be a priority type. Priority areas and types will be established by the Council and may change from time to time in line with the demand for housing. The level of loan available is a maximum of £25,000 per property and will be used to contribute to ensuring the property meets the Repairing Standard (or successive minimum legal condition standard), and in the case of Houses in Multiple Occupation (HMOs) works required to meet the relevant Regulations and Licensing Conditions. In addition, funding can be used for energy efficiency and net zero works as required by relevant Regulations for the private rented sector, but the minimum requirement is to meet the Repairing Standard (that is, the loan cannot be used for energy efficiency/net zero improvement or HMO

requirements if the property does not meet the Repairing Standard). In exceptional circumstances there may be discretion to increase the loan, as set out in procedures.

- The owner may need to contribute their own funding to meet the Repairing Standard in addition to the Council loan.
- Empty Home Loans would not normally be used for, or towards common repairs except for minor repairs e.g. roof work and other works specified in procedures to enable the property to reach the Repairing Standard.
- Dwellings that are improved using the Empty Homes Loan must be made available for private rent. The owner lets the property as a Registered Landlord to the target group (as defined below) for at least 5 years through a Private Residential Tenancy.

2.3. Orkney Islands Council Conditions of the Empty Homes

Dwellings that are improved using the Empty Homes Loan must be made available for a rental level which is affordable for the target tenant group. Affordability of rent will be assessed through an affordability assessment undertaken by the Landlord or their agent for the tenant. In addition, the Council in assessing the loan will ensure the rent is sufficient to cover the loan repayment.

As a guide, rent is typically affordable where rent is up to 30% of net household incomes. As an indication, at Orkney median incomes of around gross £34,000 per annum, most households may be able to afford up to around £600 per month for a 2-bedroom property. Households with higher incomes would be able to afford higher rents, and rents will depend on the type and size of accommodation, and the range of fittings and services offered by the landlord.

The Empty Homes Loan will be repaid by the owner over a term agreed by the Council and set out in the offer of loan. The period of repayment will be appraised on a case-by-case basis, linked to the level of rent secured, and over a maximum period of loan repayment of 5 years. The Council will aim to minimise the period of loan repayment, while ensuring feasibility and affordability for the empty homeowner.

If the owner of the empty home fails to adhere to any of the Council's requirements as outlined in this scheme and offer of loan, the owner may be required to repay all or a proportion of the loan **plus** additional interest at a rate to be determined by the Council, with repayment potentially faster depending on the time that has elapsed since the loan was offered and accepted. Repayment is on a sliding scale as below and will apply from the date of completion of the loan award (i.e. from the date the final payment of loan was made):

- Within 12 months 100% repayment plus interest.
- 12 – 24 months 80% repayment plus interest.
- 24 – 36 months 60% repayment plus interest.
- 36 – 48 months 40% repayment plus interest.
- 48 – 60 months 20% repayment plus interest.

The Statutory Loan Conditions below apply for a further 5 years, after the initial 5 years of Orkney Islands Council conditions of loan (as above).

2.4. Statutory Loan Conditions

The Housing (Scotland) Act 2006 states that where loan funding is provided, it will be subject to the following conditions which will apply for a **period of ten years from the date the works have been completed**:

- Condition A is that the house must be used as a private dwelling; but that does not prevent the use of part of the house as a shop or office or for business, trade or professional purposes.
- Condition B is that the house must not be occupied by the owner or a member of the owner's family (within the meaning of section 83 of the 1987 Act) except as that person's only or main residence.
- Condition C is that the owner of the land or premises must take all practicable steps to keep it in a good state of repair.
- Condition D is that the owner of the land or premises must, if required to do so by the local authority, certify that the conditions A to C are, in so far as they apply, being observed.

These Conditions would be legally secured over the properties by the registration of a Standard Security under the Conveyancing and Feudal Reform (Scotland) Act 1970. Breach of any of these conditions may result in the loan being repaid with additional interest.

The Council may, at any time during the period in which these conditions apply, require the owner to certify that these conditions are being observed.

When the loan has been paid, the Council will arrange for a Notice to be recorded in the Register of Property Deeds, the cost of which is included within the arrangement fee that is deducted from the loan award.

In cases where an Empty Homes Support Scheme Loan has been awarded, the specific Empty Homes requirements will also apply for a period of the first 5 years and with the repayment penalty arrangements set out as above. If the owner or members of their family do not wish to reside in the property after the initial 5 years, the property may continue to be let to the target client group in line with the Orkney Islands Council Empty Homes Loan conditions for a further 5 years until the expiry of the statutory conditions period.

2.5. Eligibility and Priority for tenants of private lets where the Empty Homes Loan is used

Priority for tenants living in dwellings improved through an Empty Homes Loan will be given to essential workers required to sustain and develop Orkney's communities and local economy. These may be existing Orkney residents or incoming residents.

Priority will be given to the following workers, ranked in priority as listed below:

- Social care staff – employees of Orkney Islands Council and employees of agencies providing social care services on behalf of Orkney Islands Council.
- Council staff required to deliver essential public services.
- Health staff – employees of NHS Orkney and employees of agencies providing health services on behalf of NHS Orkney.

- Other employees or contractors required to deliver essential public services.
- Construction workers required to support Orkney's local economy.
- Hospitality workers required to support Orkney's local economy.
- Other workers who can demonstrate their working status is essential to help sustain Orkney's communities and local economy.

Prospective tenants must show evidence of their employment contract to meet these eligibility requirements, assessed by the Registered Letting Agent.

Preference will be given to those who have permanent or fixed term employment in excess of one year and residence in the Orkney Islands, rather than short-term employment contracts of less than one year.

If employees or contractors are already living in Orkney and are living in unsuitable accommodation, they may be considered for tenancies let under the Empty Homes Support Scheme if they have taken up employment no more than six months previously. Unsuitable accommodation is determined with reference to the homelessness legislation and the Council's housing allocation policy.

Future employees/contractors can be considered for tenancies let under the Empty Homes Support Scheme from the point at which their contract is confirmed, with accommodation provided from a maximum of one month before the employment contract commences.

2.6. Summary

The Empty Homes Support Scheme provides a financial incentive for empty homeowners to bring long term empty properties (over 12 months) back into use for the benefit of essential workers required to support Orkney's communities and local economy. Specific Orkney Islands Council and statutory loan conditions apply for a total of 10 years (5 + 5 years).

Section 3: Implementing the Empty Homes Support Scheme

3.1. Procedures

The operation of the scheme will be governed through detailed procedures which will be developed and periodically reviewed by the relevant Heads of Service. These will detail:

- Empty Homes Loan application procedures, loan assessment and payment details.
- Offer and conditions of loan.
- How tenants will be prioritised for properties that have been improved through an Empty Homes Loan.

3.2. Working in partnership

There is currently a shortage of housing in many areas of Orkney and there is strong competition amongst individual households for housing, and between employers seeking to secure housing for employees and contracting staff.

Orkney Islands Council will work collaboratively with other public agencies and the private sector seeking to secure accommodation for its workforce, with the aim of maximising economies of scale and benefits to secure a stable workforce to support Orkney's communities and local economy. This will include widescale advertising of the Empty Homes Support Scheme and tenant eligibility.

3.3. Summary

Detailed procedures will be used to run the Empty Homes Support Scheme which may be reviewed periodically. Opportunities to work collaboratively across public and private sectors will be used to obtain economies of scale to secure housing for incoming workers.

Section 4: Complaints

4.1. Complaints

Complaints may come through various sources in implementing this scheme:

- Empty homeowners applying for the Council loan.
- Tenants of private landlords.

A complaints procedure is provided in the detailed procedures developed for the Empty Homes Support Scheme. A Registered Letting Agent will have a complaints procedure in place and will manage the relationship between tenants and private landlords.

4.2. Summary

Complaints procedures will be put in place for the various relationships involved in the scheme. The Council has a corporate complaints policy which is available from our website.

Section 5: Performance Management and Policy Review

5.1. Consultation

Consultation on the development of the Essential Workers Housing Strategy, and its various mechanisms including this loan scheme was undertaken through the Housing Market Partnership. The Housing Market Partnership will have a continuing interest in the effectiveness of the scheme through the ongoing review of the Local Housing Strategy implementation.

5.2. Performance Management

The performance of the Empty Homes Support Scheme will be monitored through Local Housing Strategy monitoring framework which will set key performance indicators for each element of the strategy, including the Empty Homes Loan scheme.

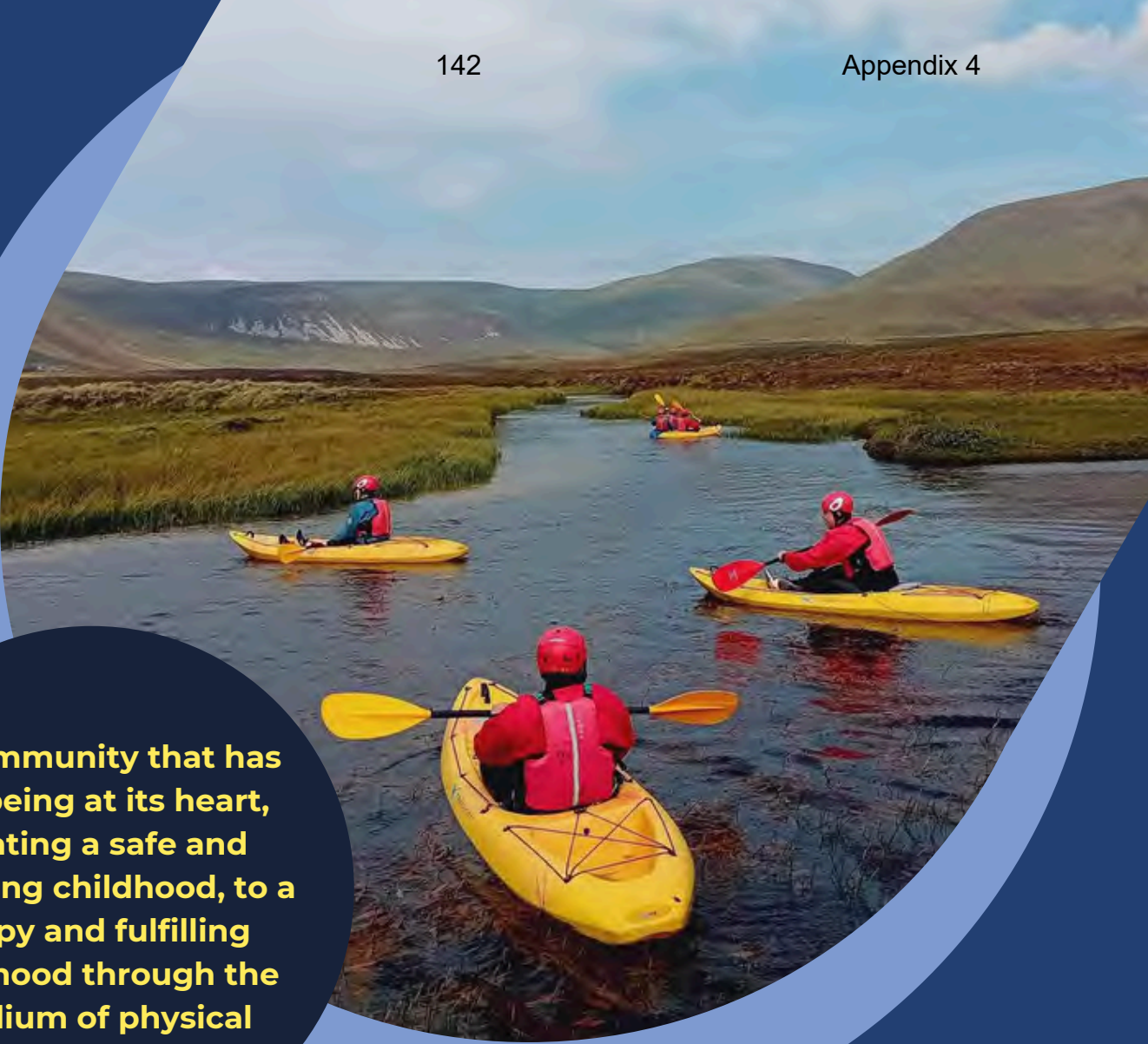
5.3. Scheme Review

The scheme will be reviewed five years from approval, or before as required, for example if funding is fully allocated.


Detailed procedures required to implement the scheme will be reviewed periodically as required by the relevant Heads of Service.

5.4 Summary

The scheme and associated procedures will be reviewed as required, and no more than five years after policy approval.

A photograph showing four people in yellow kayaks on a river. They are wearing red helmets and life jackets. The river flows through a lush green landscape with hills in the background. The image is framed by a large blue circular graphic on the left and a large blue circular graphic on the right.

“A community that has wellbeing at its heart, creating a safe and enriching childhood, to a happy and fulfilling adulthood through the medium of physical activity and sport”

A large, stylized graphic of the Orkney flag, featuring a red field with a yellow saltire (cross) and a blue saltire (cross) superimposed on it.

ORKNEY'S PHYSICAL ACTIVITY & WELLBEING STRATEGY



**PARTNERS OF THE
WHOLE SYSTEM**

Orkney Islands Council
NHS Orkney
Sportscotland
Public Health Scotland
Voluntary Action Orkney
Orkney Community Planning Partnership
Orkney 2025
The Pickaquoy Centre



TABLE OF CONTENTS

P4 Foreword

Oliver Reid, Chief Executive,
Orkney Islands Council
Laura Skaife-Knight, Chief Executive,
NHS Orkney.

P6 Introduction

Councillor John Ross Scott
Chair of Orkney Physical Activity
and Wellbeing Advisory Group.

P7 Our Vision for Orkney

Orkney Physical Activity and
Wellbeing Groups Vision and
Priorities.

P8 Our Principles and Values

Orkney Physical Activity and
Wellbeing Groups principles and
values.

P9 Orkney in Numbers

Data figures.

P10 Local Context

Orkney Islands Council, NHS
Orkney, The Orkney Partnership.

P12 National Context

COSLA, Scottish Government,
Public Health Scotland and
Sportscotland.

P16 Acknowledgements

Acknowledgments and
contributions towards this strategy.

FOREWORD

Welcome to Orkney's Physical Activity and Wellbeing Strategy.

Physical activity, sport and wellbeing are at the very heart of our communities. They play a vital role in enhancing the quality of life and well-being of individuals, fostering social cohesion, and contributing to the overall development of communities in multifaceted ways. This is something that we see across Orkney with thousands of people across the County playing, watching and enjoying sport and physical activity every day - it's central to Orkney's identity.

People's physical and mental health is a priority in Orkney, and it's important that we remember how much the facilities and services delivered by Orkney Islands Council and its partners contribute to that. The wellbeing benefits of participation in physical activity and sport are now well established, and it was to them that many people turned to during the worst of the COVID - 19 Pandemic. Physical activity and wellbeing clearly matter to the people and communities of Orkney and I suggest that their value considerably outweighs their costs.

The commitment, dedication and professionalism of staff, volunteers and coaches from across all partners is supported by a range of long standing partnerships who have a shared commitment to improving standards and learning to ensure that at all times everything possible is being done to support everyone to be and stay active throughout their lives.



This strategy provides a multi agency approach to increasing and improving opportunities for people to be active by using a systems approach, something that is being increasingly used to respond to complex priorities such as physical activity and wellbeing.

Partnership working is key to tackling some of the complex challenges we face, and I'm confident that the partners involved and priorities detailed in this strategy will make Orkney an even more physically active place to live and work.

Oliver Reid
Chief Executive, Orkney Islands Council

FOREWORD

Being active is incredibly important for our mental, physical and social health. We know from the available evidence that physical activity can help prevent disease and improve wellbeing. Everyday activity can play a vital role, and whilst increasing participation in sport and formal exercise is important, we also need to recognise the importance of being more active in our everyday routines. This can include walking, cycling and active play. These activities don't need to be costly, and we can make them an integral part of our lives based on what works for us as individuals. Active travel can also help us reduce carbon emissions and can be fun.

In my spare time, I enjoy getting out in the fresh air and exploring Orkney and this beautiful place in which we are incredibly lucky to live and work. Being active brings social benefits too, enabling me to connect with friends and family. Sport has also played a hugely important role in my life and has contributed to making me the leader I am today, with a strong focus on teamwork, team spirit and working together towards a common and shared goal, as well of course as the significant benefits for my own personal health and wellbeing and benefits that having a circle of friends and teammates around you can bring.

The Island Games in 2025 will bring a focus on sporting activities and will showcase Orkney – something we look forward to, with NHS Orkney having a hugely important part to play in the planning and preparedness which we remain focused on, working with our multi-agency partners. It will provide an opportunity to further raise the profile of local sports and athletes, and also the importance of recreational physical activity. This is an exciting and unique opportunity and one we very much want to make the most of.



I welcome the collaborative working that has taken place to date to develop this strategic plan and more importantly the whole systems approach that is being taken. The strategic plan covers multiple sectors beyond health and a wide range of settings. We increasingly recognise how our physical environment, our places and spaces, can support people becoming more physically active and we need to continue to work on reducing the barriers to enable everyone to benefit from being more active. It will be key moving forward to follow progress on the ambitions and actions outlined to ensure we are doing all we can to support physical activity in Orkney across all ages.

As a system leader in Orkney, I am completely committed to playing my part in inspiring others when it comes to role modelling the benefits of wellbeing, recognising we have some way to go, and remaining mindful of the positive benefit this can have when it comes to improving health and wellbeing and health outcomes for our wonderful local community.

By working together and in partnership, which is one of Orkney's many strengths, I know that we can do it and make a positive difference

Laura Skaife-Knight
Chief Executive, NHS Orkney

INTRODUCTION

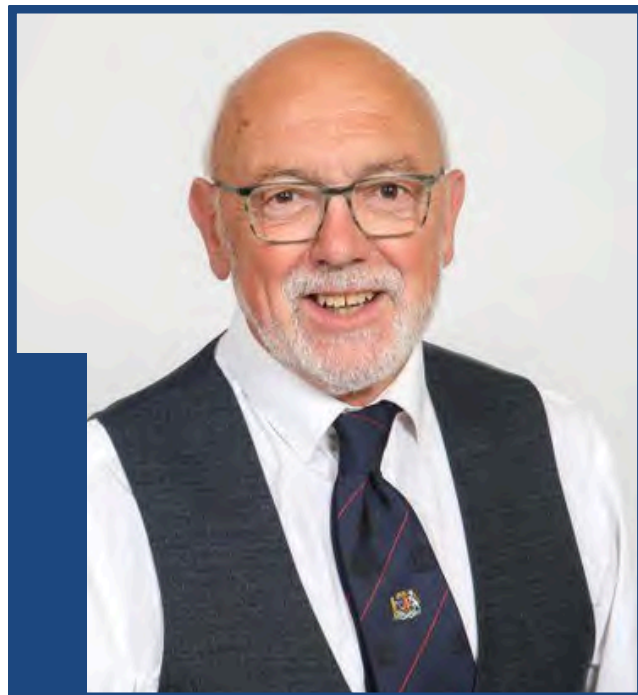
The link between physical activity and health has been well established for years but recent worldwide events like the Covid-19 pandemic and the obesity crisis, have put an even greater emphasis on our health and the need for us all to get more exercise and, in so doing, improve our mental and physical wellbeing.

Orkney has a lot to be proud of in its sport and exercise culture with great facilities, strong clubs and dedicated volunteers who develop and encourage participation and, while not everyone is reached, the philosophy that physical activity provides benefits and long-term outcomes for health is established, with more people walking, cycling and enjoying outdoor and indoor activities.

This Physical Activity and Wellbeing Strategy, developed over many months by a range of partners committed to the cause, aims to make sure that everyone in Orkney has the opportunity to take part in physical activities that suit their abilities and motivations, ensuring a sustainable long-term active-life approach here in Orkney.

To make this happen a wide range of local and national partners and stakeholders will now work collaboratively to plan, resource and deliver the priorities and outcomes that are set out in the framework.

We will focus on reducing the barriers to participation; getting everyone to understand the benefits of being physically active; encouraging a legacy of exercise; helping friends, families and communities to enjoy being active together, and making exercise a normal part of daily life.



Above all, we want the Physical Activity and Wellbeing Strategy – which is aligned closely to the Active Scotland framework and includes NHS Orkney's priorities and sportscotland's outcomes – to be a living document that is reviewed annually and not left to gather dust on a shelf.

Like the people of the county we want it to have a long healthy and, above all, active life and therefore I commend to you the established vision, principles and values within this strategy.

Councillor John Ross Scott
Chair of the Orkney Physical Activity
and Wellbeing Advisory Group

OUR VISION FOR ORKNEY

Our Vision

A community that has wellbeing at its heart, creating a safe and enriching childhood, to a happy and fulfilling adulthood through the medium of physical activity and sport.

Our Priorities

Our priorities have been identified through engagement with partners and stakeholders, and reflect the ambitions of partners and the times that we live in.

Our priorities are:

- **To have a physically and mentally healthy and active community**

We will promote development opportunities for the people across Orkney at every age to be active and promote both physical and mental wellbeing as a way of life in Orkney.

- **To develop, educate and empower our people**

To have vibrant communities that are self-sustaining and provides opportunities for all, we will prioritise, developing people and put them at the heart of our community.

- **To design an inclusive pathway in physical activity and sport**

We will use these opportunities and events to galvanise the community, remove barriers, encourage participation, and inspire the whole of Orkney's Islands to be physically active.

Our priorities associate to the National Physical Activity for Health framework and our action plan sets out a clear alignment to the framework objectives under the 8 strategic delivery outcome headings of: Active Systems, Active Places of Learning, Active Travel, Active Places & Spaces, Active Healthcare, Active Sport & Recreation, Active Communications and Active Workplaces.



OUR PRINCIPLES AND VALUES

We have identified principles and values which describe the way that we will deliver our strategy: We will:



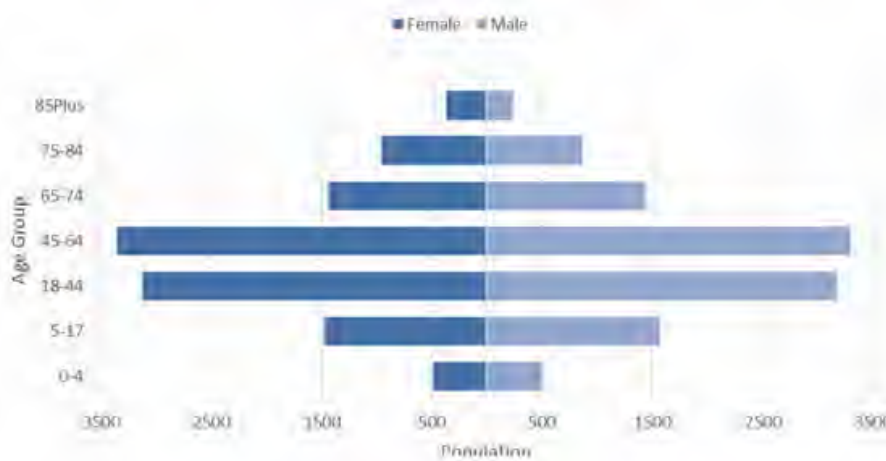
Our approach will be to focus on achieving the aspirations of the people of Orkney and meet the needs of our unique community.

ORKNEY IN NUMBERS

On 30 June 2022, the population of Orkney Islands was 22,020.



Source: National Records of Scotland



Source: NHS Orkney Clinical Strategy 2022-27

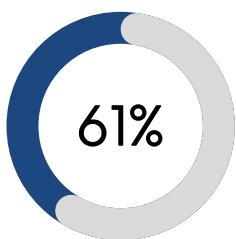
According to the most recent Scottish Household Survey 2022 88% of the population in Orkney take part in sport including walking (82% Nationally)



Source: Scottish Household Survey 2022



Source: Orkney Travel Matters 2023



In Orkney 61% of people (55% of females and 67% of males) meet current physical activity guidelines, compared to 65% for Scotland as a whole. Being physically active helps to prevent heart disease, strokes, diabetes, and several cancers; it plays an important part in helping maintain a healthy weight; and reduces the risk of developing depression.

Source: NHS Orkney Clinical Strategy 2022-27

The age profile in Orkney is changing, resulting in fewer younger and more older people. National Records Scotland has estimated that there will be 618 fewer children and young people in 2035 than in 2020, a drop of 15%. The number of people aged between 18 and 64 is expected to fall by 1,255, a drop of 10%. However, there is expected to be an increase of 1,716 people aged 65+, which is a 30% increase in this age group overall. Within this population aged over 65, the biggest rate of increase will be in the numbers of people aged 85+, which are expected to double by 2035.

The chart on the left shows the population distribution of the Orkney Islands (source National Records of Scotland).

40%

of the 2023/24 school roll participated in Active Schools Activities

Source - Active Schools Monitoring



LOCAL CONTEXT

The following strategic priorities support the improvement of the Orkney Numbers.

WORKING TOGETHER FOR A BETTER ORKNEY



Our promise to you,
our community, and to
Team Orkney

Delivering what matters to our community: 2024-2028

NHS Corporate Strategy 2024-28

Strategic Objectives:

5 strategic objectives (the 5Ps):

1. People By 2028 we will: ensure NHS Orkney is a great place to work.
2. Patient safety, quality and experience By 2028 we will: consistently deliver safe and high quality care to our community.
3. Performance By 2028 we will: within our budget, ensure our patients receive timely and equitable access to care and services and use our resources effectively.
4. Potential By 2028 we will: ensure innovation, transformation, education and learning are at the forefront of our continuous improvement.
5. Place By 2028 we will: be a key partner in leading the delivery of place-based care which improves health outcomes and reduces health inequalities for our community.

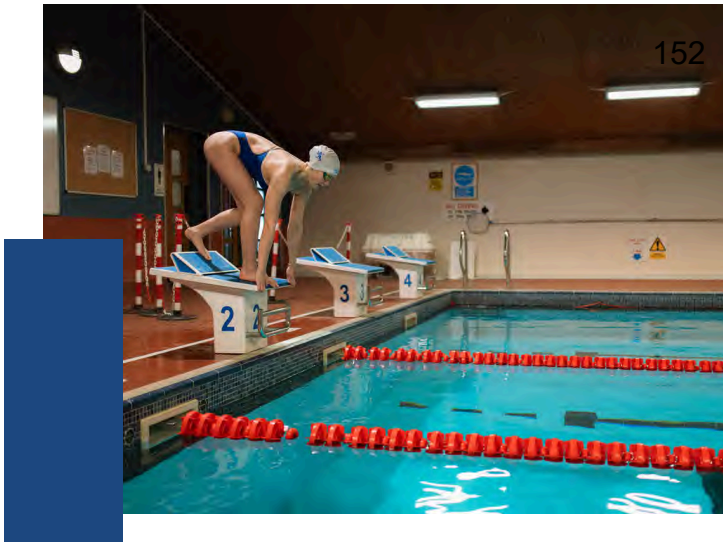
Orkney Islands Council Plan 2023-2028



Strategic Priorities:

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

- Protecting our environment and combating climate change.
- Equality, fairness and inclusion, particularly 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.



Community planning brings together local providers of public services to improve outcomes for individuals, families, and communities, and especially to combat inequality and prevent disadvantage. Orkney's Community Plan describes what the members of the Orkney Partnership aim to achieve by working together, and how this adds value to what we can achieve as individual organisations. Our plan also serves as our statutory:- Orkney Community Plan - Local Outcomes Improvement Plan 2023-2030



Resilience
Enterprise
Equality
Fairness
Innovation
Leadership
Sustainability

Orkney Community Planning Partnership endorse this strategy and its performance on the outcomes set out within the action plan, and are accountable to the Orkney Partnership.



NATIONAL CONTEXT

The following national organisations worked collaboratively with local organisations to establish this strategy. In doing so the following national strategies were used.



In May 2021 COSLA, Public Health Scotland and **sportscotland** published 'The Positive Contribution of Physical Activity and Sport to Scotland'

Which highlights the benefits of physical activity to local government are substantial and conversely, local government is key to enabling individuals and communities to be more physically active, by weaving physical activity across their relevant functions, including health and social care, education and children's services, community sport and leisure, spatial and neighbourhood planning, transport infrastructure, economic development and regeneration.

There is robust evidence to show that regular physical activity provides a range of physical, mental, social, environmental and economic benefits; reducing the risk of many long-term conditions, managing existing conditions, maintaining musculoskeletal health, developing and maintaining physical and mental function, enabling people to retain independence in later life, supporting social inclusion, helping maintain a healthy weight and reducing inequalities particularly for people with long-term conditions.



NATIONAL PHYSICAL ACTIVITY FOR HEALTH FRAMEWORK

More People, More Active, More Often

A framework for action, to improve levels of physical activity at both national and local level. It is firmly founded on evidence-based international guidance from the World Health Organization and other global partners as to the approach which is needed to deliver sustainable change. It recognises that plans and strategies across transport, education, planning and the environment have as great an impact as those in health or sport in helping to improve the health and wellbeing of people in Scotland through increasing levels of physical activity.

This document provides a clear collective vision which aims to support and enable more people to be more active, more often. It's vision is based on the recognition that improving levels of activity is vital for the health and wellbeing of the people of Scotland.



A SYSTEMS-BASED APPROACH TO PHYSICAL ACTIVITY IN SCOTLAND: A FRAMEWORK FOR NATIONAL AND LOCAL ACTION

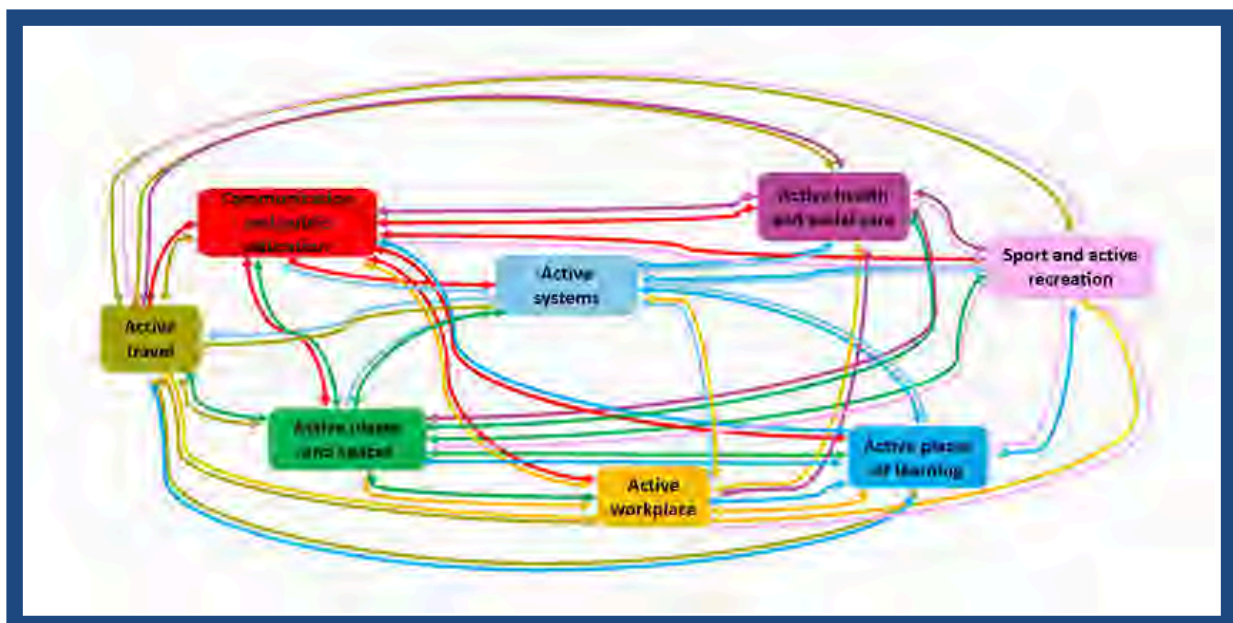
Systems-based approaches are increasingly used to respond to complex public health issues such as physical activity. Public Health Scotland (PHS) led the development of 'A Systems-based Approach' to Physical Activity in Scotland: A Framework for National and Local Action (PHS. 2022). This involved translating the WHO Global Action Plan for Physical Activity (GAPPA) and ISPAH Eight Investments That Work for Physical Activity into a Scottish context.

Underpinned by the core principles of public health, this approach uses methods familiar to policymakers and practitioners including outcomes focused planning, evidence-based knowledge into action and quality improvement methodologies that operate alongside aspects of systems thinking.

A systems-based approach to physical activity moves away from short-term, solitary interventions and shifts our thinking towards strategic cross-sectoral efforts that work in a complementary way to maximise limited resources and facilitate population levels of physical activity. Furthermore, this approach allows partners to achieve the co-benefits of physical activity most likely to resonate with their current priorities. It also enables them to identify their role and to understand how their work contributes to physical activity both by recognising the opportunities that they present for people to be active, as well as acknowledging and overcoming any unintentional barriers that their setting, organisation or sector may present.

Adopted by Scottish Government and national partners, the approach has been used collaboratively to develop the new, National Physical Activity for Health Framework for Scotland.

Working in partnership, sportscotland and Public Health Scotland are supporting local government partners apply the systems-based approach, to guide the development of local evidence-based physical activity and sport strategies and action plans such as this.





SPORT FOR LIFE

Everyone has their own reasons for taking part in sport, whether it's fun, socialising, developing skills, improving our health or winning medals. Sport can change lives and we want people to enjoy as many of its benefits as possible.

Our vision

An active Scotland where everyone benefits from sport.

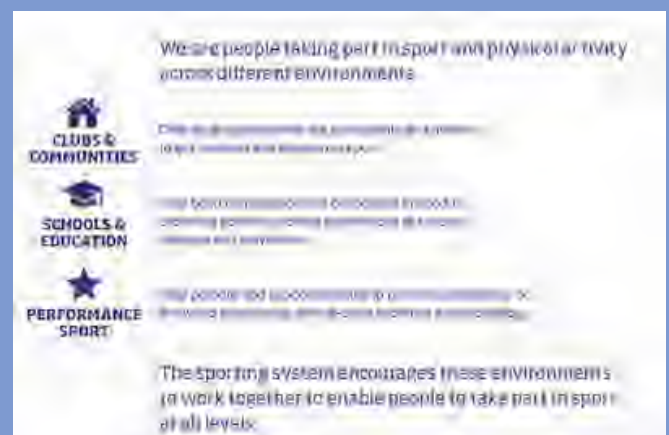
Our mission

To help the people of Scotland get the most from the sporting system.

- Making an impact together
- Making sport more accessible
- Progressing to your level
- Contributing to an active Scotland
- Celebrating the benefits of sport

A sporting system for everyone

We believe in a world class sporting system that makes the best use of Scotland's assets and adapts to change. It helps the people of Scotland take part in sport at the level they choose



Our approach to equality, diversity and inclusion (EDI) brings this commitment to life. It is part of Sport For Life.

We need meaningful, intentional action to drive this change. We won't achieve this alone, and our EDI approach shows how we will play our part.

Our approach to EDI has three strands aligned to our Public Sector Equality Duties (PSED). Our overall approach responds to the findings of our Equality and Sport Research 2020.





'I am delighted to support Orkney's Physical Activity and Wellbeing Strategy. The evidence is overwhelming that keeping active can play a major part in improving our physical and mental wellbeing. The strategy is designed to help everyone, regardless of age or ability, to stay as active as they can, for as long as they can.'

**Stephen Brown - Chief Officer
Orkney Health and Care**



ACKNOWLEDGEMENTS

Strategy supporting document:- The Physical Activity and Wellbeing Action Plan - [click here](#).

We would like to thank all the partners within the Physical Activity and Wellbeing Development Group for the contribution to this document. With special thanks to Flora Jackson from Public Health Scotland and Garry Reid from SportScotland for their input and support.

Co-ordination and Creators of Strategy -

Orkney Islands Council - Sport and Leisure Service.

Designers of Strategy -

Orkney Islands Council





Contributors to the Strategy:-







Orkney's Physical Activity & Wellbeing Strategy – Action Plan

Orkney's Physical Activity and Wellbeing Strategy is underpinned by the understanding that all stakeholders have a responsibility to improve the physical and mental wellbeing of the people of Orkney through the power of physical activity and sport.



Building Blocks of the Orkney's Physical Activity & Wellbeing Strategy

Part of the System	System Objective	Key Actions
Active System	Collaborative actions established, enabling a whole systems approach to physical activity.	Physical Activity and Wellbeing Steering Group will act on behalf of CPP partners to provide leadership and governance for physical activity and sport across the Orkney Islands.
		Through the investment and staging of the Orkney 2025 Island Games, ensure that the event leaves a legacy in terms of participation, people and facilities.
		Develop Physical Activity Champions to lead the charge on change across all sectors.
		Increase awareness and sharing of current monitoring systems in place across sectors in relation to Physical Activity.
		Use data to demonstrate the social value of physical activity and the benefits to Orkney's communities.
		Work with partners to integrate physical activity across Orkney Islands Council and NHS Orkney policies.
Active Health and Social Care	Physical activity embedded into routine NHS health care and social care services.	Implement the National Physical Activity Pathway across the Health and Social Care system.
		Develop a partnership between NHS Orkney and Orkney's physical activity providers to support the provision of appropriate physical activity opportunities and programmes for different patient populations.
		Strengthen the understanding of physical activity's role in all levels of prevention with relevant staff in health, social care, the third sector, physical activity providers and the relevant populations.

Part of the System	System Objective	Key Actions
Active Sport & Recreation for All	Active participation in sport and active recreation increased across the life course through equitable and inclusive access to appropriate places, spaces and services.	Reduce inactivity levels within adults in Orkney.
		Improved support and increase opportunities for children, young people and families with additional support needs (ASN) in Orkney to participate in sport and active recreation to lead active lives.
		Ensure that concessionary access schemes are in place to ensure the most vulnerable in Orkney's communities can access leisure facilities.
		Provide access to equitable and inclusive sport and active recreation opportunities within our most rural communities and linked isles.
		Increased engagement in sport and physical activity within our school sector within the outer isles of Orkney to ensure that our young people get the best start in life.
		Through the investment and staging of the Orkney 2025 Island Games, ensure that the event leaves a lasting legacy in terms of participation, people and facilities.
		The provision of universally accessible programmes appropriate for people of all ages and abilities.
		Increase and develop the skills and knowledge of Orkney's workforce in physical activity and sport to create greater capacity levels for more people to engage.
Active Workplaces	Everyday physical activity enhanced through the workplace.	Provide Leadership by implementing workplace health initiatives.
		We put our colleagues and our communities at the heart of everything we do.
		Create workplaces that are designed to enable employees and visitors to be physically active.

Part of the System	System Objective	Key Actions
Active Travel	Active travel behaviour influenced and infrastructure for walking, wheeling, and cycling prioritised across Scotland.	Create a strategic approach to active travel delivery, incorporating a list of infrastructure projects and behaviour change initiatives to support allocation of investment.
		Engage Orkney's communities in the creation of the Active Travel Strategy.
		Design, develop and implement the Orkney Road Safety Strategy to 2030.
		Prepare a learning and development plan with and for the Sustainable Travel Group, ensuring planning, transport and roads professionals continue their work to develop a shared understanding of how to create and maintain inclusive and equitable active travel infrastructure.
Active Places of Learning	Everyday physical activity enhanced through the workplace.	Review and refresh the Physical Education curriculum to develop knowledge, confidence, competence and motivation to be active.
		Provide active classrooms and outdoor learning that incorporate movement into classroom and outdoor learning experience across the curriculum.
		Out with school high quality physical activity opportunities.
		Workforce development for teachers, staff, partners and volunteers on the value of active play and how to include people with disabilities and the least active.
		Ensure that active places of learning have good quality facilities which are accessible to all.

Part of the System	System Objective	Key Actions
Active Places & Spaces	Places and spaces are appropriately designed, created, and maintained to enable people to be physically active in their community	Create connected, walkable communities, with equitable and inclusive public space, as well as pedestrian access to a diversity of local amenities for daily living (for example, local shops, services, green areas, and educational facilities).
		Prepare an updated Open Space Strategy and Play Sufficiency Assessment as part of the review of the Local Development Plan which can be used to set out developer requirements and use evidence to engage with other council services.
		Highlight evidence of play needs that are set out by communities and lobby for increasing support for new equipment and adequate support of ongoing maintenance.
		Ensure public sector investment in facilities such as schools, health care, sports and recreation, workplaces and social housing are designed to enable people to be physically active.
		Co-locate local services and destinations e.g. schools, healthcare, workplaces, shops, and leisure facilities.
		Ensure that the importance of walking, cycling and other forms of physical activity are a key priority in the spatial strategy and in policies around developer requirements in the review of the Local Development Plan and future Transport Strategies
		Increase the knowledge and skills of planners, transport engineers and architects to create inclusive active environments.
Active Communication & Public Education	Communications and public education established as an integral component of a systems-based approach to physical activity in Scotland.	Develop a greater shared understanding of the importance of physical activity for communities and the benefits thereafter at the highest level of Local & National Government.
		Ensure that messaging around the wider benefits of physical activity is a core element of our communications.
		Develop a shared approach to maintain and enhance data systems that enable population surveillance across all ages and multiple domains with regards to physical activity levels in Orkney, allowing required communications activity to be identified and tailored to specific groups.

1. Active System

Objective: Collaborative actions established, enabling a whole systems approach to physical activity.

Ref No	Emerging Action	Ref No	Tasks (How will it be achieved?)	Timeframe	Lead	Support	Indicator/ Outcome
Evidence Base: Create and strengthen leadership, governance, and accountability for physical activity strategically across the system.							
1.1	Physical Activity and Wellbeing Steering Group will act on behalf of CPP partners to provide leadership and governance for physical activity and sport across the Orkney Islands.	1.1.1	Physical Activity & Wellbeing Strategy is approved by the relevant partner committees (Education Leisure & Housing, Orkney Health and Social Care Partnership and NHS Orkney Board).	Apr 2025	OIC Orkney Health & Social Care Partnership NHS Orkney	NHS Orkney Orkney Islands Council (OIC) Sportscotland Orkney CPP	Scottish Household Survey 2022 SHS+2022+-+Annual+Report+-+Tables+-+5+Physical+activity.ods (live.com)
		1.1.2	Physical Activity & Wellbeing Strategy is adopted by partner agencies.	Apr 2025	Orkney CPP		Number of adults in Orkney participating in sport or physical activity in the previous 4-week period: Including Walking: 88% (National 82%) Excluding Walking: 51% (National 51%)
		1.1.3	Physical Activity & Wellbeing Strategy is reported against annually to the committees outlined in 1.1.1.	Mar 2026	Physical Activity & Wellbeing Partnership Group.		
Evidence Base: Establish collaborative ways of working via multisectoral partnerships as a mechanism to maximise the impact of resources and enable the coordinated implementation of action to increase physical activity and reduce sedentary behaviour.							
1.2	Through the investment and staging of the Orkney 2025 Island Games, ensure that the event leaves a lasting legacy in terms of participation, people and facilities.	1.2.1	A legacy impact report to be produced following the staging of the Orkney 2025 Island Games.	Aug 2025	Orkney 2025 Robert Gordons University	Orkney 2025 sportscotland Voluntary Action Orkney (VAO) Pickaquoy Trust (PCT)	N/A

6

1. Active System

Objective: Collaborative actions established, enabling a whole systems approach to physical activity.

Ref No	Emerging Action	Ref No	Tasks (How will it be achieved?)	Timeframe	Lead	Support	Indicator/ Outcome
Evidence Base:: Strengthen workforce development (knowledge, skills, capability and capacity) across sectors							
1.3	Develop Physical Activity Champions to lead the charge on change across all sectors.	1.3.1	Develop a role and remit for Physical Activity Champions within workplaces that will promote and enhance workplace physical activity.	Dec 2025	NHS Orkney	Orkney CPP	To be established.
Evidence Base: Utilise national and local data and evidence to identify priority populations and enable data driven decision making.							
1.4	Increase awareness and sharing of current monitoring systems in place across sectors in relation to Physical Activity.	1.4.1	Research group established to look at Physical Activity Levels in Orkney and develop consistent data for the on-going monitoring.	Jan 2026	Orkney CPP	OIC NHS Orkney OHAC	To be established.
1.5	Use data to demonstrate the social value of physical activity and the benefits to Orkney's communities.	1.5.1	Work with and commission research partners to develop a report to review the benefits of physical activity to Orkney communities and establish a baseline data for ongoing monitoring.	Apr 2026	OIC	NHS Orkney HIE VAO RGU/HWU/UHI	To identify a baseline.
Evidence Base: Strengthen policy cohesion and finance mechanisms that enable the implementation of policies aimed at increasing physical activity and reducing sedentary behaviour.							
1.6	Work with partners to integrate physical activity across Orkney Islands Council and NHS Orkney policies.	1.6.1	Use the cross policy benefits of physical activity to identify policies/strategies/plans where physical activity has an evidenced role and seek opportunities to integrate this over time.	Jun 2026	Orkney CPP	NHS Orkney OIC (E,L&H)	Number of policies/ strategies/ plans inclusive of physical activity.

2. Active Health and Social Care

Objective: Physical activity embedded into routine NHS health care and social care services.

Ref No	Emerging Action	Ref No	Tasks (How will it be achieved?)	Timeframe	Lead	Support	Indicator/ Outcome
Evidence Base: Integrate the NHS Physical Activity Pathway into routine healthcare and existing clinical pathways as part of treatment and rehabilitation for people diagnosed with long term conditions e.g., heart disease, stroke, diabetes, cancer, and mental health conditions, as well as into the care and services for pregnant women, people with disabilities and older adults.							
2.1	Implementation of National Physical Activity Pathway across Health and Social Care system.	2.1.1	NHS Orkney lead the development and integration of the National Physical Activity Pathway across all appropriate clinical settings.	Mar 2027	NHS Orkney	OHAC	% of identified priority services engaged
		2.1.2	Ensure that the Orkney – A Local Information System for Scotland (ALISS) information is contemporary.	Mar 2026	NHS Orkney	OIC PCT	List of services reflected on ALISS
		2.1.3	Ensure associated resources are accessible to priority clinical areas.	Mar 2027	NHS Orkney	OHAC	% of identified priority services with associated resources available
		2.1.4	Assessment of the quality of services against each standard to identify gaps and areas for improvement with physical activity referral providers and staff across health and social care.	Aug 2025	NHS Orkney	OHAC OIC (E,L&H) PCT	Gap analysis completed
		2.1.5	Development of an improvement plan to better align Orkney provision to the standards.	Mar 2026	NHS Orkney	OHAC OIC (E,L&H) PCT	Plan Developed % actions completed on improvement plan
		2.1.6	Implementation of the improvement plan.	Mar 2027	NHS Orkney	OHAC OIC (E,L&H) PCT	Referral programmes in place
		2.1.7	Development of minimum dataset for physical activity referral.	Mar 2026	NHS Orkney	OHAC OIC (E,L&H) PCT	Number of referrals/participants/success criteria

2. Active Health and Social Care

Objective: Physical activity embedded into routine NHS health care and social care services.

Ref No	Emerging Action	Ref No	Tasks (How will it be achieved?)	Timeframe	Lead	Support	Indicator/ Outcome
Evidence Base: Develop partnerships with NHS Scotland and physical activity providers across Scotland to embed the provision of appropriate physical activity opportunities and programmes for different patient populations.							
2.2	Develop a partnership between NHS Orkney and Orkney’s physical activity providers to support the provision of appropriate physical activity opportunities and programmes for different patient populations.	2.2.1	Create partnerships between healthcare and community-based physical activity services targeting people who are inactive, with or at risk of long-term conditions.	Jan 2026	NHS Orkney OHAC	OIC (E,L&H) PCT VAO CPP	To be established.
Evidence Base: Integrate physical activity into pre-service and in-service training for all healthcare and social care staff and associated roles, that is medics, nurses and allied health professions, healthcare support workers employed by NHS Scotland and all social care staff governed by the Care Inspectorate.							
2.3	Strengthen the understanding of physical activity’s role in all levels of prevention with relevant staff in health, social care, third sector, physical activity providers and the relevant populations.	2.3.1	Increase the uptake of physical activity learning opportunities relevant to the National Physical Activity Pathway such as the PHS eLearning module 'Encouraging and enabling physical activity'.	Mar 2026	NHS Orkney	OHAC	Number of eLearning completions – PHS Data.
		2.3.2	Increase the uptake of Motivation, Action, Prompts (MAP) Health Behaviour Change training to relevant health and social care staff.	Mar 2026	NHS Orkney	OHAC	Number of courses delivered. Number of participants.
		2.3.3	Development and Implementation of a communications plan across partners to raise awareness of physical activity’s role in all levels of prevention.	Mar 2027	NHS Orkney	OHAC OIC (E,L&H) PCT	% actions completed on communications plan.
Evidence Base: Implement the learning from the Care Inspectorate Care About ... Physical Activity Improvement Programme to enable social care providers to build physical activity into the daily lives of those they support within care settings, residential care homes and care at home.							
2.4							

3. Active Sport & Recreation for All

Objective: Active participation in sport and active recreation increased across the life course through equitable and inclusive access to appropriate places, spaces and services

Ref No	Emerging Action	Ref No	Tasks (How will it be achieved?)	Timeframe	Lead	Support	Indicator/ Outcome
Evidence Base: Prioritise the least active as well as retaining existing, and returning, participants.							
3.1	Reduce inactivity levels within adults in Orkney.	3.1.1	Work with NHS Orkney to identify the reasons that people are inactive and subsequently look to address this through appropriate opportunities through sport, physical activity or movement in order to get people more active.	Apr 2026	OIC (E,L&H) PCT NHS Orkney	sportscotland SGBs	Scottish Household Survey 2022: Use of Local Authority Sport & Leisure Facilities 2022 Never Used – 44% (National – 36%)
		3.1.2	Bridge the gap between healthcare and community-based physical activity services targeting people who are inactive, with or at risk of long-term conditions.	Jan 2026	NHS Orkney OHAC	OIC (E,L&H) PCT VAO	Programmes and initiatives provided.
		3.1.3	Establish an Orkney route map to reduce the stigma of Mental Health and provide tools and resources to support and improve mental wellbeing locally.	Sep 2025	OIC (E,L&H)	Sportscotland S.A.M.H NHS Orkney	Route map established.
3.2	Improved support and increase opportunities for children, young people and families with additional support needs (ASN) in Orkney to participate in sport and active recreation to lead active lives.	3.2.1	Engage and provide more targeted support to the non-active and active users with Additional Support Needs and establish an inclusive and accessible pathway in sport and physical activity.	Dec 2025	OIC (E,L&H)	PCT OHAC VAO	Baseline number identified of activities provided in programmes in 2024/25. Number of participants within programmes with ASN.
Evidence Base: Strengthen access to places, spaces and services that enable equitable and inclusive access and reduce inequalities; accessible and appropriate places and spaces (indoor and outdoor facilities and amenities, and opportunities through formal and informal clubs and programs), affordable and tailored programmes, opening of the school estate through the shared use of school facilities, enhance active play to enable healthy growth and development in early childhood and adolescents.							
3.3	Ensure that concessionary access schemes are in place to ensure the most vulnerable in Orkney’s communities can access leisure facilities.	3.3.1	Increase and add more accessible opportunities where resources allow through Active Life Budget scheme membership.	Dec 2025	PCT	OIC (E,L&H)	Active Life Budget Membership Activity Attendance Data

3. Active Sport & Recreation for All

Objective: Active participation in sport and active recreation increased across the life course through equitable and inclusive access to appropriate places, spaces and services

Ref No	Emerging Action	Ref No	Tasks (How will it be achieved?)	Timeframe	Lead	Support	Indicator/ Outcome
Evidence Base: Provide universally accessible programmes and mass participation events for people of all ages and abilities across multiple settings; urban and natural environments, community recreation and sports facilities, schools, workplaces and healthcare settings.							
3.4	Provide access to equitable and inclusive sport and active recreation opportunities within our most rural communities and linked Isles.	3.4.1	Create opportunities for the population in Orkney that live in the outer isles and rural backgrounds to be able to participate in physical activity.	Mar 2027	OIC (E,L&H)	VAO PCT NHSO	Number of opportunities offered evidenced.
3.5	Increased engagement in sport and physical activity within our school sector within the outer isles of Orkney to ensure that our young people get the best start in life.	3.5.1	Engage isles communities in a range of participation events; virtual challenges, inter island/school activities.	Mar 2027	OIC (E,L&H)	PCT VAO SGBs	Record of activities and opportunities
3.6	Through the investment and staging of the Orkney 2025 Island Games, ensure that the event leaves a lasting legacy in terms of participation, people and facilities.	3.6.1	Develop a programme of events and a sustainable infrastructure that creates and increases opportunities to participate in physical activity linked to the Orkney 2025 Island Games .	Aug 2025	OIC (E,L&H)	Orkney 2025 PCT sportscotland SGBs Community Clubs	Legacy Impact Report.
3.7	The provision of universally accessible programmes appropriate for people of all ages and abilities.	3.7.1	Maintain and strengthen the performance pathway and environment for those with athletic potential.	Mar 2027	OIC (E,L&H) PCT	sportscotland SGBs	Increase in performance athletes and podium potential.
Evidence Base: Build workforce capacity; enhance the knowledge, skills and competency of the workforce to engage, motivate and enable, inclusive and equitable opportunities.							
3.8	Increase and develop the skills and knowledge of Orkneys workforce in physical activity and sport to create greater capacity levels for more people to engage.	3.8.1	Develop a programme of education and provide access to learning and development opportunities on Orkney.	Dec 2025	OIC (E,L&H)	VAO NHS Orkney PCT Sportscotland	Baseline to be established

4. Active Workplaces

Objective: Everyday physical activity enhanced through the workplace

Ref No	Emerging Action	Ref No	Tasks (How will it be achieved?)	Timeframe	Lead	Support	Indicator/ Outcome
Evidence Base - Provide leadership by implementing workplace health initiatives to support employees increase physical activity and reduce sedentary behaviour, particularly through increasing incidental physical activity during the working day							
4.1	Provide Leadership by implementing workplace health initiatives.	4.1.1	Build Partnership working to deliver health programmes across Orkney’s Public and Private sector organisations.	Dec 2025	OIC (HR)	NHS Orkney PCT	Develop a workplace activity survey, and monitor outcomes.
		4.1.2	Use the Orkney 2025 Island Games as a springboard for involving colleagues in physical activity that facilities volunteering.	Aug 2025	Orkney 2025	NHS Orkney PCT	Orkney 2025 KPI’s Strategy - volunteering.
		4.1.3	Develop a role and remit for Physical Activity Champions within workplaces that will promote and enhance workplace physical activity.	Dec 2025	NHS Orkney	VAO OIC (HR) PCT	To be developed.
Evidence Base - Develop and disseminate guidance and promote implementation of workplace health programmes aimed at increasing physical activity, reducing sedentary behaviour and promoting incidental physical activity during the working day for employees, in different occupations and settings, with a priority focus on the least active.							
4.2	We put our colleagues and our communities at the heart of everything we do.	4.2.1	Enhance work policies and procedures that ensure colleagues can engage in physical activity in the workplace. For example, Flexible working to allow employees to exercise during the day, especially useful during the shorter days of winter.	Mar 2026	OIC (HR) NHS Orkney PCT	VAO NHS Orkney	Review on work policies and procedures.
		4.2.2	Enhance work policies that provide those with physically and mentally demanding jobs are able to take adequate time for rest, recuperation and rehabilitation.	Mar 2026	OIC (HR) NHS Orkney PCT	VAO NHS Orkney	Review on work policies.

4. Active Workplaces

Objective: Everyday physical activity enhanced through the workplace

Ref No	Emerging Action	Ref No	Tasks (How will it be achieved?)	Timeframe	Lead	Support	Indicator/ Outcome
Evidence Base - Create workplaces that are designed to enable employees and visitors to be physically active in and around the buildings, and access by pedestrians, cyclists and public transport.							
4.3	Create workplaces that are designed to enable employees and visitors to be physically active.	4.3.1	Explore involvement in building design to ensure there are drivers for people to engage in physical activity in the planning applications for commercial buildings, i.e. adequate shower facilities encourage employees to exercise on the way to work and during the day.	Mar 2027	OIC (HR) NHS Orkney	OIC (NS&I)	Compliance with requirements and consideration of recommendations found in the Scottish National Planning Framework 4
		4.3.2	Explore the feasibility of inclusivity by developing workplaces to accommodate physical activity for all.	Mar 2027	OIC (HR) NHS Orkney	OIC (NS&I)	

5. Active Travel

Objective: Active travel behaviour influenced and infrastructure for walking, wheeling, and cycling prioritised across Scotland

Ref No	Emerging Action	Ref No	Tasks (How will it be achieved?)	Timeframe	Lead	Support	Indicator/ Outcome
Evidence base: Continue to prioritise investment in walking, wheeling and cycling infrastructure that enables access to destinations and services, as well as actions that influence active travel behaviour to encourage modal shift.							
5.1	Create a strategic approach to active travel delivery, incorporating a list of infrastructure projects and behaviour change initiatives to support allocation of investment.	5.1.1	Draft an Active Travel Strategy.	Sept 2025	OIC (NS&I)	Sustainable Travel Group (STG)	Orkney Travel Matters 2023 evidence to prepare creation of Active Travel Strategy.
		5.1.2	Active Travel Strategy consultation with key partners, organisations and community.	Feb 2025			
		5.1.3	Active Travel Strategy approval by OIC.	Apr 2026			
		5.1.4	Active Travel Strategy delivery.	Apr 2026			
		5.1.5	Active Travel Strategy reporting (annually).	Mar 2027			
Evidence Base: Engage communities in urban and rural transport planning processes to enhance the design of connected and walkable communities.							
5.2	Engage Orkney’s communities in the creation of the Active Travel Strategy.	5.2.1	Carry out community engagement in draft phase of Active Travel Strategy. As per task 5.1.2 above.	Jul 2025	OIC (NS&I)	STG	Community Engagement Complete.
Evidence Base: Accelerate implementation of policy actions to improve road safety and the implementation and enforcement of traffic speed restrictions (for example 20 mph in residential areas and 30 mph on urban roads).							
5.3	Undertake action in relation to the Orkney Road Safety Strategy to 2030 Plan aspirations with regards to speed limits in towns and villages and that reflect the Scottish Government aspiration to speed limits in built up areas.	5.3.1	Public engagement activities.	Completed Dec 2024	OIC (NS&I)	STG	Committee Report presented.
		5.3.2	Report to NS&I committee setting out results of public engagement.	Feb 2025			
		5.3.3	Any actions arising from NS&I report, following member discussion.	Dec 2025			
Evidence base: Upskill local authority transport and planning workforce to create inclusive and equitable active travel infrastructure.							
5.4	Prepare a learning and development plan with and for the Sustainable Travel Group, ensuring planning, transport and roads professionals continue their work to develop a shared understanding of how to create and maintain inclusive and equitable active travel infrastructure.	5.4.1	Assess training needs of Sustainable Travel Group.	Sept 2025	OIC (NS&I)	STG	Assessment of training needs of the STG.
		5.4.2	Deliver the Learning and Development Plan.	Dec 2025			
		5.4.3	Report on Learning and Development Plan and ongoing needs for training.	Feb 2026			

6. Active Places of Learning

Objective: Whole school approach to physical activity adopted by all places of learning

Ref No	Emerging Action	Ref No	Tasks (How will it be achieved?)	Timeframe	Lead	Support	Indicator/ Outcome
Evidence Base: Whole School Approach to Physical Activity							
6.1	Review and refresh the Physical Education curriculum to develop knowledge, confidence, competence and motivation to be active.	6.1.1	Ensure two hours / periods of quality PE is delivered in 100% of Orkney Schools to increase pupil participation.	Aug 2025	OIC (E,L&H)		Percentage of schools meeting PE provision target: School Healthy Living Survey. Annual monitoring.
		6.1.2	Provide resource and support to ensure all pupils have access to appropriate PE kit.	Sep 2025	OIC (E,L&H)	VAO	Kit for all. Participation levels are reported at around 60% in Primary Schools due to lack of appropriate kit.
		6.1.3	Establish a curriculum syllabus to create a pathway from primary schools swimming/ Learn 2 Swim to club.	Dec 2025	OIC (E,L&H)	sportscotland PCT	Primary school swimming has targets at P4 and P5 classes who have a 7/8-week block of 40-minute lessons. Learn 2 Swim Participation Data OASC Club Statistics.
6.2	Provide active classrooms and outdoor learning that incorporate movement into classroom and outdoor learning experience across the curriculum.	6.2.1	Growth in Outdoor Learning offers for all ages and abilities - Eg. DofE.	Jun 2026	OIC (E,L&H)		Participation Data from Outdoor Education service. CLD statistics for Outdoor Classes.
		6.2.2	Increase the resource and number of pupils participating in Play on Pedals and Bikeability Programmes.	Jun 2026	OIC (E,L&H)	OIC (NS&I) STG	Register/list of participating schools/classes from Active Schools.
		6.2.3	Increase number of schools participating and signed up to the Daily Mile programme.	Jan 2026	OIC (E,L&H)	sportscotland	Register/list of participating classes from schools.
		6.2.4	Work with Education Service Managers to review active movement within the classroom environment and establish next steps if required.	Jun 2026	OIC (E,L&H)		Identify active movement within classrooms.

6. Active Places of Learning

Objective: Whole school approach to physical activity adopted by all places of learning

Ref No	Emerging Action	Ref No	Tasks (How will it be achieved?)	Timeframe	Lead	Support	Indicator/ Outcome
Evidence Base: Whole School Approach to Physical Activity							
6.3	Out with school physical activity opportunities.	6.3.1	Develop volunteers to increase physical activity and wellbeing opportunities.	Jun 2025	OIC (E,L&H)	PCT VAO	Active Schools Monitoring Online Delivers Data DofE/ Saltire Awards/ Youth Achievement/ Coach & Official Development Data
		6.3.2	Transport provision for participants that require help to remove barriers in participation.	Mar 2027	OIC (E,L&H)	sportscotland	Young Scot Card Data School Sport Competitions
Evidence Base: Preservice and in-service workforce development for teachers; enhance knowledge and teaching skills on the value of active play, physical education, adaptative physical activity, fundamental movement skills and physical literacy, and on how to include people with disabilities and the least active.							
6.4	Workforce development for teachers, staff, partners and volunteers on the value of active play and how to include people with disabilities and the least active.	6.4.1	Gain an understanding around teachers, staff, partners and volunteers needs in terms of development.	Mar 2026	OIC (E,L&H)	PCT VAO	Needs Analysis to identify baseline.
		6.4.2	Improve links with partner agencies such as Scottish Disability Sport, to provide Inclusion Training for workforce.	Dec 2025	OIC (E,L&H)	sportscotland VAO PCT	Participation rates on training.
Evidence Base: Develop and implement design guidelines for education and childcare facilities; create accessible and safe environments for children and young people to be physically active.							
6.5	Ensure that active places of learning have good quality facilities which are accessible to all.	6.5.1	Consultation with key stakeholders with regards to physical activity is carried out with all new build education facilities to optimise the opportunity for curriculum and community use for physical activity.	Jan 2026	OIC (NS &I) (E,L&H)	VAO sportscotland NHS Orkney	N/A

16

7. Active Places & Spaces

Objective: Places and spaces are appropriately designed, created, and maintained to enable people to be physically active in their community

Ref No	Emerging Action	Ref No	Tasks (How will it be achieved?)	Timeframe	Lead	Support	Indicator/ Outcome
Evidence Base: Integrate urban design and land-use policies; to enable and promote walking, cycling and other forms of physical activity by creating connected, walkable communities, with equitable and inclusive public space, as well as pedestrian access to a range of local amenities for daily living.							
7.1	Create connected, walkable communities, with equitable and inclusive public space, as well as pedestrian access to a diversity of local amenities for daily living (for example, local shops, services, green areas, and educational facilities).	7.1.1	Develop an evidence base to enhance the baseline knowledge of where there are key gaps in terms of infrastructure relating to movement and show this spatially.	Dec 2025	OIC (NS&I)	Hi-trans	To be develop evidence bases which aligns to National Islands Plan Survey: final report - gov.scot Main Findings 3.3.2
		7.1.2	Local Development Plan will set out priority areas and policies to facilitate connected walkable communities in our towns and villages where people can access a range of services without the need to use a car.	Dec 2025	OIC (NS&I)	Hi-trans	The Orkney Local Development Plan Delivery Plan will measure progress of policy implementation.
Evidence base: Strengthen access to good quality public and green open spaces, green networks, recreational spaces (including blue spaces such as river and coastal areas), play spaces and sports amenities through spatial design and community engagement.							
7.2	Prepare an updated Open Space Strategy and Play Sufficiency assessment as part of the Review of the Local Development Plan which can be used to set out developer requirements and use evidence to engage with other council services.	7.2.1	Undertake community engagement to prepare a play sufficiency assessment and updated open space strategy.	Dec 2025	OIC (NS&I)	OIC (E,L&H) VAO	Robust evidence base established to inform future priority areas.
7.3	Highlight evidence of play needs that are set out by communities within the Council and lobby for increasing support for new equipment and adequate support of ongoing maintenance.	7.3.1	Work with Community groups and organisations to develop successful funding bids to improve the community play provision.	Jul 2025	OIC (E,L&H) OIC (NS&I)	VAO	Annual funding awarded to different communities and organisations to improve community play facilities.

7. Active Places & Spaces

Objective: Places and spaces are appropriately designed, created, and maintained to enable people to be physically active in their community

Ref No	Emerging Action	Ref No	Tasks (How will it be achieved?)	Timeframe	Lead	Support	Indicator/ Outcome
Evidence Base: Develop and or apply design guidelines for public amenities; schools, health care, sports and recreation facilities, workplaces and social housing, designed to enable people to be physically active.							
7.4	Ensure public sector investment in facilities such as schools, health care, sports and recreation, workplaces and social housing are designed to enable people to be physically active.	7.4.1	Use procurement process to ensure these types of requirements are outlined in contracts for tenders.	Jan 2026	OIC (NS&I)	NHS Orkney	Improved facilities within public buildings.
7.5	Co-locate local services and destinations e.g. schools, healthcare, workplaces, shops, and leisure.	7.5.1	Use place-based engagement to facilitate cross service discussions that look at future investment and opportunities for co-location.	Dec 2025	OIC (NS&I)	NHS Orkney	Creation of investment plans to deliver co-location.
Evidence Base: Co-locate local services and destinations e.g schools, healthcare, workplaces, shops and leisure.							
7.6	Ensure that the importance of walking, cycling and other forms of physical activity are a key priority in the spatial strategy and in policies around developer requirements in the review of the Local Development Plan and future Transport Strategies.	7.6.1	Undertake extensive engagement with different key stakeholders including transport officers and the sustainable travel group for input in the Local Development Plan and Transport Strategy.	On-going to Mar 2027	OIC (NS&I)		The Local Development Plans and Transport Strategy's established key opportunities.
Evidence Base: Increase the knowledge and skills of planners, transport engineers and architects to create inclusive active environments.							
7.7	Increase the knowledge and skills of planners, transport engineers and architects to create inclusive active environments.	7.7.1	Use the Sustainable Travel Group to put in place and to encourage cross-service learning.	Dec 2025	OIC (NS&I)		Number of Sustainable Travel Group meetings held. 18

8. Active Communication & Public Education

Objective: Communications and public education established as an integral component of a systems-based approach to physical activity in Scotland.

Ref No	Emerging Action	Ref No	Tasks (How will it be achieved?)	Timeframe	Lead	Support	Indicator/ Outcome
Evidence Base: Follow the ‘best practice principles’ for physical activity communications to develop and implement a physical activity for health communications plan that operates alongside the proposed actions identified across physical activity system.							
8.1	Develop a greater shared understanding of the importance of physical activity for communities and the benefits thereafter at the highest level of Local & National Government.	8.1.1	Develop an Orkney cross agency communications group to look at the promotion of physical activity and its benefits .	Dec 2025	Orkney CPP	OIC (Comm’s) NHS Orkney PCT	Orkney Agency Communications Group Established.
		8.1.2	Develop a greater shared understanding of the importance of physical activity for communities and the benefits thereafter at the highest level of Local & National Government.	July 2026	NHS Orkney	OHAC OIC (Comm’s) Sportscotland PCT	Group communication ahead of 8.1.3.
		8.1.3	Development of communications plan across partners to raise awareness of physical activity’s role in all levels of prevention .	Jan 2027	NHS Orkney	OHAC OIC (Comm’s) Sportscotland PCT	Utilise the University of Edinburgh Physical Activity Messaging Framework Guide to evidence-based physical activity messaging and communication to create communications plan.
		8.1.4	Ensure that clear and consistent positive messaging around Health & Wellbeing is coming from the highest level and cascading down organisations.	Mar 2027	NHS Orkney	OHAC OIC (Comm’s) Sportscotland PCT	Timeline to be identified.

8. Active Communication & Public Education

Objective: Communications and public education established as an integral component of a systems-based approach to physical activity in Scotland.

Ref No	Emerging Action	Ref No	Tasks (How will it be achieved?)	Timeframe	Lead	Support	Indicator/ Outcome
Evidence Base: Follow the ‘best practice principles’ for physical activity communications to develop and implement a physical activity for health communications plan that operates alongside the proposed actions identified across physical activity system.							
8.2	To ensure that communications activity on physical activity and sports is coordinated across the community amongst local authority services, schools, local leisure facilities and clubs.	8.2.1	Create a calendar of communications, activity to be shared across all partner agencies, for example key events such as Orkney 2025 and national campaigns such as Women and Girl in Sports week.	Dec 2025	OIC (Comm’s)	PCT VAO NHS Orkney	Creation of Communication Calendar.
		8.2.2	Improve information available on the Council website about sport and leisure in Orkney, thereby providing a central resource for signposting and promotion.	Sep 2025	OIC (Comm’s)	PCT VAO NHS Orkney	Website Traffic/ Engagement.
		8.2.3	Create a hashtag for physical health and wellbeing promotion in Orkney, thereby allowing activity to be tracked online and on social media channels.	Aug 2025	OIC (Comm’s)	PCT VAO NHS Orkney	Hashtag engagement records.
8.3	To ensure that communications are better targeted across the community, ensuring that specific groups are accessed through planned out and tailored communications activity, particularly those described as ‘hard to reach’ or unlikely to engage with physical activity services.	8.3.1	Carry out training to embed the OASIS framework (identification of Objectives, Audiences, Strategy, Implementation and Scoring/Evaluation) across all communications planning.	Dec 2025	OIC (Comm’s)	PCT VAO NHS Orkney	Training Dates and Opportunities.
		8.3.2	Identify opportunities to provide and promote inclusive communications including the availability of other formats such as languages other than English, BSL and braille.	Dec 2025	OIC (Comm’s)	PCT VAO NHS Orkney	Increased formats of communication.
		8.3.3	Expand the social media channels that are used to Instagram and TikTok.	Dec 2025	OIC (Comm’s)	PCT VAO NHS Orkney	Social Media Channels created.

8. Active Communication & Public Education

Objective: Communications and public education established as an integral component of a systems-based approach to physical activity in Scotland.

Ref No	Emerging Action	Ref No	Tasks (How will it be achieved?)	Timeframe	Lead	Support	Indicator/ Outcome
Evidence Base: Follow the ‘best practice principles’ for physical activity communications to develop and implement a physical activity for health communications plan that operates alongside the proposed actions identified across physical activity system.							
8.4	Ensure that messaging around the wider benefits of physical activity is a core element of our communications.	8.4.1	Development and Implementation of a communications plan across partners to raise awareness of physical activity’s role in all levels of prevention.	Mar 2027	NHS Orkney	OIC (Comm’s) PCT	Development of communications plan.
		8.4.2	Include details on the wider benefits of physical activity in the marketing materials for the Active Life/Active Islands scheme.	May 2026	PCT	OIC (Comm’s)	Number of marketing materials including physical activity benefits.
8.5	Develop a shared approach to maintain and enhance data systems that enable population surveillance across all ages and multiple domains with regards to physical activity levels in Orkney, allowing required communications activity to be identified and tailored to specific groups.	8.5.1	Increase awareness of current monitoring systems in place across sectors and establish a shared approach to data management.	April 2026	OIC (Comm’s)		To be collated and shared.
		8.5.2	Use data to demonstrate the Social value of physical activity and the benefits to communities.	April 2026	OIC (Comm’s)	NHS Orkney HIE VAO	Social Value Engine analysis.