

Minute

Policy and Resources Committee

Tuesday, 24 September 2019, 10:30.

Council Chamber, Council Offices, School Place, Kirkwall.



Present

Councillors James W Stockan, Stephen G Clackson, Alexander G Cowie, Norman R Craigie, Robin W Crichton, David Dawson, Andrew Drever, Barbara Foulkes, Steven B Heddle, J Harvey Johnston, Rachael A King, John T Richards, Stephen Sankey, John A R Scott, Gwenda M Shearer, Graham L Sinclair, Magnus O Thomson, Owen Tierney and Duncan A Tullock.

Clerk

- Gillian Morrison, Executive Director of Corporate Services.

In Attendance

- Gavin Barr, Executive Director of Development and Infrastructure.
- Sally Shaw, Chief Officer/Executive Director, Orkney Health and Care.
- James Wylie, Executive Director of Education, Leisure and Housing.
- Gareth Waterson, Head of Finance.
- Gavin Mitchell, Head of Legal Services.
- Hayley Green, Head of IT and Facilities.
- Andrew Groundwater, Head of HR and Performance (for Items 1 to 15).
- Sweyn Johnston, Strategic Projects Director (for Items 12 to 15).
- Jackie Thomson, Development and Regeneration Manager (for Items 17 and 18).
- Stuart Allison, Economic Development Manager (for Items 17 and 18).
- Clare Gee, Cultural Services Manager (for Items 17 and 18).
- Anna Whelan, Strategy Manager (for Items 1 to 10).
- Hazel Flett, Senior Committees Officer.

Observing

- Brian Archibald, Head of Marine Services, Engineering and Transportation (for Items 1 to 8).
- Darren Richardson, Head of Infrastructure and Strategic Projects (for Items 1 to 5).
- Ian Rushbrook, Capital Programme Manager (for Items 1 to 5).
- David Hartley, Communications Team Leader (for Items 1 to 8 and 15 to 18).
- Andrew Hamilton, Performance and Best Value Officer (for Items 1 to 8).

Apologies

- Councillor W Leslie Manson.
- Councillor Kevin F Woodbridge.

Declarations of Interest

- Councillor Robin W Crichton – Item 20.2.
- Councillor J Harvey Johnston – Items 15 and 18.
- Councillor Gwenda M Shearer – Item 17.
- Councillor Graham L Sinclair – Item 17.
- Councillor James W Stockan – Item 17.
- Councillor Duncan A Tullock – Item 15.

Chair

- Councillor James W Stockan.

1. Disclosure of Exempt Information

The Committee noted:

1.1. The proposal that the public be excluded from the meeting for consideration of Items 17 to 21, as the business to be discussed involved the potential disclosure of exempt information of the classes described in the relevant paragraphs of Part 1 of Schedule 7A of the Local Government (Scotland) Act 1973 as amended.

Councillor Owen Tierney joined the meeting at this point.

Councillor Barbara Foulkes, seconded by Councillor John A R Scott, moved that the public should not be excluded for consideration of Item 18, Orkney International Science Festival.

Councillor James W Stockan, seconded by Councillor Robin W Crichton, moved an amendment that the public should be excluded for consideration of Item 18.

On a vote being taken, 14 members voted for the amendment and 4 for the motion, and the Committee:

Resolved:

1.2. That the public be excluded from the meeting for consideration of Item 18, as the business to be discussed involved the potential disclosure of exempt information of the classes described in the relevant paragraphs of Part 1 of Schedule 7A of the Local Government (Scotland) Act 1973 as amended.

2. Revenue Expenditure Outturn

2.1. Policy and Resources

After consideration of a joint report by the Chief Executive, the Executive Director of Corporate Services, the Executive Director of Development and Infrastructure and the Head of Finance, copies of which had been circulated, the Committee:

Noted:

2.1.1. The revenue expenditure outturn statement in respect of the undernoted services for financial year 2018 to 2019, attached as Annex 1 to the joint report by the Chief Executive, the Executive Director of Corporate Services, the Executive Director of Development and Infrastructure and the Head of Finance, indicating a surplus position of £16,500:

- Central Administration.
- Law, Order and Protective Services.
- Other Services.

2.1.2. The explanations given and actions proposed in respect of significant budget variances, as outlined in the Budget Action Plan, attached as Annex 2 to the joint report by the Chief Executive, the Executive Director of Corporate Services, the Executive Director of Development and Infrastructure and the Head of Finance.

2.2. Summary

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

Noted:

2.2.1. The revenue expenditure outturn statement for financial year 2018 to 2019, attached as Annex 1 to the report by the Head of Finance, indicating the following:

- A total General Fund overspend of £367,600.
- A surplus in Sources of Funding for General Fund Services of £122,600.
- A net Non-General Fund surplus of £10,258,500.

2.2.2. The explanations given and actions proposed in respect of significant budget variances across Sources of Funding, as outlined in the Budget Action Plan, attached as Annex 2 to the report by the Head of Finance.

3. Revenue Expenditure Monitoring

3.1. Policy and Resources

After consideration of a joint report by the Chief Executive, the Executive Director of Corporate Services, the Executive Director of Development and Infrastructure and the Head of Finance, copies of which had been circulated, the Committee:

Noted:

3.1.1. The revenue financial summary statement in respect of the undernoted services for the period 1 April to 30 June 2019, attached as Annex 1 to the joint report by the Chief Executive, the Executive Director of Corporate Services, the Executive Director of Development and Infrastructure and the Head of Finance, indicating an underspend position of £166,000:

- Central Administration.
- Law Order and Protective Services.
- Other Services.

3.1.2. The revenue financial detail by Service Area statement for the period 1 April to 30 June 2019, attached as Annex 2 to the joint report by the Chief Executive, the Executive Director of Corporate Services, the Executive Director of Development and Infrastructure and the Head of Finance.

3.1.3. The explanations given and actions proposed in respect of significant budget variances, as outlined in the Budget Action Plan, attached as Annex 3 to the joint report by the Chief Executive, the Executive Director of Corporate Services, the Executive Director of Development and Infrastructure and the Head of Finance.

3.2. Summary

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

Noted:

3.2.1. The summary revenue expenditure statement for the period 1 April to 30 June 2019, attached as Annex 1 to the report by the Head of Finance, indicating the following:

- A total General Fund underspend of £1,640,300.
- A deficit in Sources of Funding of £44,300.
- A net Non-General Fund surplus of £22,000.

3.2.2. The financial detail across individual Sources of Funding for the period 1 April to 30 June 2019, including significant variances identified as Priority Actions, attached as Annex 2 to the report by the Head of Finance.

4. Capital Expenditure Outturn

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

Noted:

4.1. The summary outturn position of capital expenditure incurred against approved programmes for financial year 2018 to 2019, as detailed in section 3.1 of the report by the Head of Finance.

4.2. The detailed analysis of capital expenditure, together with project updates in respect of the General Fund and the Non-General Fund capital programmes, for the period 1 April 2018 to 31 March 2019, attached as Appendix 1 to the report by the Head of Finance.

5. Capital Slippage and Acceleration

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

Noted:

5.1. That, in January 2019, the Head of Finance re-profiled the capital programme based on estimates at that time, when total expenditure of £15,784,000 was re-profiled into financial year 2019 to 2020 and onwards, leaving a revised budget for financial year 2018 to 2019 of £14,463,000.

5.2. That the actual budget out-turn for financial year 2018 to 2019 was £15,083,000, being an overspend of £620,000 on the revised budget of £14,463,000, resulting in a net acceleration position at year-end rather than slippage.

5.3. That the Head of Finance had further re-profiled the existing General Fund and Non-General Fund five-year capital programmes, in order to reflect the net acceleration and current timescales for completion of individual capital projects.

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

5.4. That the sum of £430,000 be accelerated from financial year 2019 to 2020 to financial year 2018 to 2019 in respect of net acceleration on projects contained within General Fund capital programmes.

5.5. That the sum of £167,000 be accelerated from financial year 2019 to 2020 to financial year 2018 to 2019 in respect of net acceleration on projects contained within Non-General capital programmes.

5.6. That the revised five-year capital programmes, attached as Appendix 1 to this Minute, be approved.

6. Chief Executive's Service – Service Plan

After consideration of a report by the Chief Executive, together with an Equality Impact Assessment, copies of which had been circulated, and after hearing a report from the Head of Finance, the Committee:

Resolved to **recommend to the Council** that the Chief Executive's Service's Service Plan 2019 to 2022, attached as Appendix 2 to this Minute, be approved.

7. Corporate Services – Service Plan

After consideration of a report by the Executive Director of Corporate Services, together with an Equality Impact Assessment, copies of which had been circulated, the Committee:

Resolved to **recommend to the Council** that Corporate Services' Service Plan 2019 to 2022, attached as Appendix 3 to this Minute, be approved.

8. Climate Emergency – Council Delivery Plan – Targets

After consideration of a joint report by the Chief Executive and the Executive Director of Development and Infrastructure, copies of which had been circulated, the Committee:

Noted:

8.1. That, on 14 May 2019, in order to reaffirm its existing priority with respect to working towards a carbon neutral economy, the Council declared a Climate Emergency.

8.2. That, following the declaration of a Climate Emergency, the Chief Executive was requested to consider further delivery plan targets associated with the Council Plan priority of a 'vibrant carbon neutral economy which supports local businesses and stimulates investment in all our communities'.

8.3. That, in order to develop achievable and measurable targets, baseline data was required so that progress could be measured.

8.4. The project activity, outlined in section 4 of the joint report by the Chief Executive and the Executive Director of Development and Infrastructure, which was currently underway and which would contribute to the outcome of a carbon neutral economy.

8.5. The role of other stakeholders which would be essential to maximise Orkney's response to the Climate Emergency.

8.6. The proposed next steps, outlined in section 5 to the joint report by the Chief Executive and the Executive Director of Development and Infrastructure, which would seek to increase the effort applied by the Council in responding to the Climate Emergency over the next year.

Councillor Stephen G Clackson joined the meeting at this point.

Councillor Robin W Crichton, seconded by Councillor Stephen Sankey, moved that the Chief Executive should submit a report, to the meeting of the Policy and Resources Committee to be held on 18 February 2020, outlining progress with developing Council Delivery Plan targets in response to the Climate Emergency, together with any resource implications which may arise from this.

Councillor Duncan A Tullock seconded by Councillor David Dawson, moved an amendment that the Council should continue to encourage and support the world leading renewable sector in the islands but should give no resource, be it financial or officer time, to "Climate Emergency".

The result of a recorded vote was as follows:

For the Amendment:

Councillors David Dawson, Andrew Drever, Owen Tierney and Duncan A Tullock (4).

For the Motion:

Councillors Alexander G Cowie, Norman R Craigie, Robin W Crichton, Barbara Foulkes, Steven B Heddle, J Harvey Johnston, Rachael A King, John T Richards, Stephen Sankey, John A R Scott, Gwenda M Shearer, Graham L Sinclair, James W Stockan and Magnus O Thomson (14).

Abstention:

Councillor Stephen G Clackson (1).

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

8.7. That the Chief Executive should submit a report, to the meeting of the Policy and Resources Committee to be held on 18 February 2020, outlining progress with developing Council Delivery Plan targets in response to the Climate Emergency, together with any resource implications which may arise from this.

8.8. That the Chief Executive should submit a report, to the General Meeting of the Council scheduled for 8 October 2019, regarding the principle of seeking to engage with the UK and Scottish Governments in relation to holding an event in Orkney during 2020, linked to the United Nations Conference of the Parties to be held in Glasgow, which would aim to showcase the ongoing projects and activities relating to climate change and a carbon neutral economy.

9. The Orkney Partnership – Annual Report

After consideration of a report by the Executive Director of Corporate Services, copies of which had been circulated, and after hearing a report from the Strategy Manager, the Committee:

Noted:

9.1. That community planning partnerships had legal requirements to develop Local Outcomes Improvement Plans, undertake locality planning and report on progress.

9.2. The Orkney Partnership Annual Report 2018 to 2019, attached as Appendix 1 to the report by the Executive Director of Corporate Services, which reported on progress during the period of the Orkney Community Plan 2018 to 2021, incorporating Orkney's Local Outcomes Improvement Plan.

Councillor David Dawson left the meeting during discussion of this item and rejoined the meeting at this point.

10. Orkney Community Plan

After consideration of a joint report by the Chief Executive and the Executive Director of Corporate Services, together with an Equality Impact Assessment, copies of which had been circulated, and after hearing a report from the Strategy Manager, the Committee:

Resolved to **recommend to the Council** that the Orkney Community Plan 2019 to 2022, incorporating the Local Outcomes Improvement Plan, attached as Appendix 4 to this Minute, be approved insofar as it applied to the Council.

11. Equality Outcomes – Annual Progress Report

After consideration of a report by the Executive Director of Corporate Services, copies of which had been circulated, and after hearing a report from the Head of HR and Performance, the Committee:

Noted:

11.1. That, on 9 October 2018, the Council approved new Equality Outcomes and related action plan for the Council and Education Authority.

11.2. Progress made in respect of the actions set out to support delivery of the three overarching Equality Outcomes 2018 to 2022, as detailed in Appendix 1 to the report by the Executive Director of Corporate Services.

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

11.3. That the Equality Outcomes Action Plan be amended as follows:

- The action to carry out an audit of existing work experience placements, modern apprenticeships and graduate traineeships by protected characteristic be amended to include all pathways, to give greater insight into the outcomes for those experiencing barriers into sustainable employment.
- An action to implement the Integrated British Sign Language Local Plan, following approval, be added to replace the previous action which had been superseded with the merger of the Shared British Sign Language Local Plan and the NHS Orkney British Sign Language Local Plan.

Councillor Stephen Sankey left the meeting during discussion of this item.

12. Evaluation of Service Health and Safety Performance

After consideration of a report by the Executive Director of Corporate Services, copies of which had been circulated, and after hearing a report from the Head of IT and Facilities, the Committee:

Noted the Evaluation of Service Health and Safety Performance for 2018 to 2019, attached as Appendix 1 to the report by the Executive Director of Corporate Services.

Councillor J Harvey Johnston left the meeting during discussion of this item.

13. Pension Fund Sub-committee, together with Pension Board

After consideration of the draft Minute of the Meeting of the Pension Fund Sub-committee, together with the Pension Board, held on 29 August 2019, copies of which had been circulated, the Committee:

Resolved, on the motion of Councillor James W Stockan, seconded by Councillor Rachael A King, to approve the Minute of the Meeting of the Pension Fund Sub-committee, together with the Pension Board, held on 29 August 2019, attached as Appendix 5 to this Minute, as a true record.

14. Police and Fire Sub-committee

After consideration of the draft Minute of the Meeting of the Police and Fire Sub-committee held on 3 September 2019, copies of which had been circulated, the Committee:

Resolved, on the motion of Councillor Andrew Drever, seconded by Councillor David Dawson, to approve the Minute of the Meeting of the Police and Fire Sub-committee held on 3 September 2019, attached as Appendix 6 to this Minute, as a true record.

Councillor Stephen Sankey rejoined the meeting at this point.

15. Orkney's Community Wind Farm Project

Community Benefit – Guiding Principles

Councillor Duncan A Tullock declared a non-financial interest in this item, in that a close family member was involved in a potential project, and was not present during discussion thereof.

After consideration of a joint report by the Chief Executive and the Executive Director of Development and Infrastructure, together with an Equality Impact Assessment, copies of which had been circulated, and after hearing a report from the Strategic Projects Director, the Committee:

Noted:

15.1. That the Scale Wind project had been rebranded as Orkney's Community Wind Farm project to better reflect the aims of the project.

15.2. That community engagement events held earlier in 2019 to launch the project identified a positive level of support for the project and sites proposed, with analysis of the responses received at the events suggesting that the public wanted more clarity on the method and type of community benefit that could result from the project.

15.3. That, as the organisational structure to be utilised for delivering the project, be that within the Council or at arms-length from the Council, and the overall scale of project able to be delivered remained subject to a number of uncertainties, it was not possible to define the methodology or scale of community benefit that could be delivered from Orkney's Community Wind Farm project at this time.

15.4. The proposal to determine general principles of community benefit to be delivered through the project at this time, so that they could be communicated to the public as part of the ongoing consultation process.

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

15.5. That the Council approve and commit to implementing the guiding principles of community benefit from Orkney's Community Wind Farm project, as outlined in Appendix 7 to this Minute.

15.6. That, in accordance with the guiding principles, together with the delivery mechanism options set out in Appendix 7 to this Minute, the Executive Director of Development and Infrastructure should undertake community consultation regarding 'location-specific community benefit', and thereafter submit a report, to a meeting of the Committee no later than November 2020, with resulting findings and recommendations.

Councillor Rachael A King left the meeting during discussion of this item.

16. Exclusion of Public

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

Councillors J Harvey Johnston and Rachael A King rejoined the meeting at this point.

17. Orkney Research and Innovation Campus

Councillors Gwenda M Shearer, Graham L Sinclair and James W Stockan declared non-financial interests in this item, being Council-appointed directors on the Orkney Research and Innovation Campus Limited Liability Partnership, but concluded that their interests did not preclude their involvement in the discussion.

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, 4 and 6 of Part 1 of Schedule 7A of the Act.

After consideration of a report by the Executive Director of Development and Infrastructure, copies of which had been circulated, and after hearing a report from the Development and Regeneration Manager, the Committee:

Resolved to **recommend to the Council** what action should be taken with regard to the Orkney Research and Innovation Campus.

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.

18. Orkney International Science Festival

Councillor J Harvey Johnston declared a non-financial interest in this item, in that a family member was involved in Orkney International Science Festival Limited, and left the meeting at this point.

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

After consideration of a joint report by the Executive Director of Development and Infrastructure and the Executive Director of Education, Leisure and Housing, copies of which had been circulated, and after hearing a report from the Economic Development Manager, the Committee:

Resolved to **recommend to the Council** what action should be taken with regard to the Orkney International Science Festival.

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

Councillor Magnus O Thomson left the meeting during discussion of this item.

19. Pension Fund Sub-committee, together with Pension Board

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

After consideration of the draft Minute of the Meeting of the Pension Fund Sub-committee, together with the Pension Board, held on 12 June 2019, copies of which had been circulated, the Committee:

Resolved, on the motion of Councillor James W Stockan, seconded by Councillor Rachael A King, to approve the Minute of the Meeting of the Pension Fund Sub-committee, together with the Pension Board, held on 12 June 2019, attached as Appendix 8 to this Minute, as a true record.

20. Investments Sub-committee

20.1 Draft Minute of Meeting held on 12 June 2019

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

After consideration of the draft Minute of the Meeting of the Investments Sub-committee held on 12 June 2019, copies of which had been circulated, the Committee:

Resolved, on the motion of Councillor James W Stockan, seconded by Councillor Rachael A King, to approve the Minute of the Meeting of the Investments Sub-committee held on 12 June 2019, attached as Appendix 9 to this Minute, as a true record.

20.2. Draft Minute of Meeting held on 28 August 2019

Councillor Robin W Crichton declared a non-financial interest in this item, in that a close family member was a shareholder in one of the companies referred to in the draft Minute of the Meeting of the Investments Sub-committee held on 28 August 2019, however, as the matter was not discussed, he did not leave the meeting.

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, 4 and 6 of Part 1 of Schedule 7A of the Act.

After consideration of the draft Minute of the Meeting of the Investments Sub-committee held on 28 August 2019, copies of which had been circulated, the Committee:

Resolved:

20.2.1. On the motion of Councillor Rachael A King, seconded by Councillor Alexander G Cowie, to approve the Minute of the Meeting of the Investments Sub-committee held on 28 August 2019 as a true record.

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

20.2.2. That the recommendation at paragraph 7.11 of the Minute of the Meeting of the Investments Sub-committee held on 28 August 2019, attached as Appendix 10 to this Minute, be approved.

21. Asset Management Sub-committee

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

After consideration of the draft Minute of the Meeting of the Asset Management Sub-committee held on 5 September 2019, copies of which had been circulated, the Committee:

Resolved:

21.1. On the motion of Councillor James W Stockan, seconded by Councillor John A R Scott, to approve the Minute of the Meeting of the Asset Management Sub-committee held on 5 September 2019 as a true record.

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

21.2. That the recommendations at paragraphs 8.3 to 8.6 of the Minute of the Meeting of the Asset Management Sub-committee held on 5 September 2019, attached as Appendix 11 to this Minute, be approved.

22. Conclusion of Meeting

At 15:15 the Chair declared the meeting concluded.

Signed: James W Stockan.

	Total Budget £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
General Fund Summary						
A Other Housing	2,500	500	500	500	500	500
B Community Social Services	22,378	4,016	7,967	8,806	1,371	218
C Education	3,067	85	1,498	1,243	228	13
D Cultural and Recreational Services	3,185	62	1,386	1,600	100	37
E Roads	6,626	1,795	1,954	977	950	950
F Transportation Services	641	523	118	0	0	0
G Environmental services	1,318	323	595	300	100	0
H Planning & Protective Services	442	116	326	0	0	0
J Administration Services	18,729	3,717	5,053	3,976	3,012	2,971
Expenditure Total	58,886	11,137	19,397	17,402	6,261	4,689
Other Housing						
Housing Loans	2,500	500	500	500	500	500
A	2,500	500	500	500	500	500
Social Care						
Replacement facilities St Peter's House	7,722	3,858	3,744	120	0	0
New Care Facility, Kirkwall	14,656	158	4,223	8,686	1,371	218
B	22,378	4,016	7,967	8,806	1,371	218
Education						
Extension to St Andrew's School	3,067	85	1,498	1,243	228	13
C	3,067	85	1,498	1,243	228	13
Leisure and Cultural						
Refurb. improve Scapa Flow Visitor Centre and Museum	3,185	62	1,386	1,600	100	37
D	3,185	62	1,386	1,600	100	37
Roads						
Cycling, Walking & Safer Routes / 20 mph scheme	67	30	37	0	0	0
Roads Asset Replacement Programme	5,305	1,093	1,362	950	950	950
Replacement of Tar Plant at Cusiter Quarry	90	90	0	0	0	0
Kirkwall flood prevention scheme	188	188	0	0	0	0
Kirkwall Places and Spaces	976	394	555	27	0	0
E	6,626	1,795	1,954	977	950	950
Transportation						
Electric vehicle charging infrastructure	165	119	46	0	0	0
Airfields Infrastructure	0	0	0	0	0	0
Resurfacing of Westray runway	114	68	46	0	0	0
Resurfacing of North Ronaldsay runway	171	145	26	0	0	0
Resurfacing of Eday runway	191	191	0	0	0	0
F	641	523	118	0	0	0
Central Administration and Asset Replacement						
General Capital Grant	0	0	0	0	0	0
IT replacement programme	2,100	420	420	420	420	420
Plant & Vehicle Replacement	6,000	1,200	1,200	1,200	1,200	1,200
Alterations to Garden House, Kirkwall	980	334	265	368	13	0
Disaster recovery and business continuity suite	420	0	420	0	0	0
Upgrade of PARIS system	26	26	0	0	0	0
J	9,526	1,980	2,305	1,988	1,633	1,620

	Total Budget £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Corporate Property						
Corporate Improvement Programme	9,203	1,737	2,748	1,988	1,379	1,351
J	9,203	1,737	2,748	1,988	1,379	1,351
Planning						
Stones of Stenness Car Park	191	6	185	0	0	0
Arcadia Park	251	110	141	0	0	0
H	442	116	326	0	0	0
Operational Environmental Services						
Burial Grounds - Mainland Extensions	749	34	315	300	100	0
Burial Grounds - Mainland Major Improvements	68	6	62	0	0	0
Burial Grounds - Island Extensions	413	281	132	0	0	0
Burial Grounds - Island Major Improvements	88	2	86	0	0	0
G	1,318	323	595	300	100	0
Non General Fund Summary						
K Housing Revenue Account	4,249	220	2,530	1,415	84	0
L Orkney College	35	35	0	0	0	0
M Scapa Flow Oil Port	16,106	1,564	9,577	4,665	150	150
N Miscellaneous Piers and Harbours	4,328	1,985	1,443	300	300	300
O Strategic Reserve Fund	595	119	119	119	119	119
Expenditure Total	25,313	3,923	13,669	6,499	653	569
Housing Revenue Account						
Carness	4,249	220	2,530	1,415	84	0
K	4,249	220	2,530	1,415	84	0
L Plant & Vehicles	35	35	0	0	0	0
	35	35	0	0	0	0
Scapa Flow Oil Port						
Pilot Vessel	2,236	769	1,467	0	0	0
Replacement Tugs	13,120	645	7,960	4,515	0	0
Minor Improvements	750	150	150	150	150	150
M	16,106	1,564	9,577	4,665	150	150
Miscellaneous Piers						
Minor Improvements	1,500	300	300	300	300	300
Gill Pier Refurbishment	1,629	1,615	14	0	0	0
Low Carbon Transport & Active Travel Hub	839	9	830	0	0	0
Hatston Pier Road Reconstruction	360	61	299	0	0	0
N	4,328	1,985	1,443	300	300	300
Strategic Reserve Fund						
SRF Property Maintenance	595	119	119	119	119	119
O	595	119	119	119	119	119



**Chief Executive's Service
Service Plan
October 2019 to March 2022**

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1. Introducing the Chief Executive's Service and the Service Plan

1.1. Purpose and period of the service plan

This service plan shapes the work of Chief Executive's Service over the three years from October 2019 to March 2022. The service plan describes what the Chief Executive's Service provides, and then based on the priorities of elected members, the performance of the Chief Executive's Service over the last year, and any new external drivers such as new legislation, the service plan sets out the improvements and developments the Chief Executive's Service will strive to make over the period.

The main outputs of the plan are as follows:

Annex 1: Council Plan 2018 to 2023 Targets.

Those Council-level improvements and developments within the Council Delivery Plan 2018 to 2023, for which the Chief Executive's Service has the lead or contributes towards, are listed here for information.

Annex 2: The Service Action Plan.

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

Annex 3: The Service Performance Indicators.

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

Annex 4: The Service Risk Register.

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

Annex 5: The Workforce Plan.

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

Service Plan Monitoring.

In order to ensure that the service plan stays on track, its performance will be monitored by the Chief Executive's Service Senior Management Team at the end of March and September each year, and then reported for scrutiny to the Policy and Resources Committee, at its meetings held in June and November each year. Since changes are always taking place within the Chief Executive's Service, for example, one priority might be completed and another identified, Annexes 2, 3, 4 and 5 will be updated annually, from April 2020.

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

1.2.1. Brief overview of the service

The fundamental purpose of the Chief Executive's Service is to support the Council with delivery of the Council Delivery Plan 2018 to 2023, through the provision of services which are customer centred. We provide Corporate Services, Development and Infrastructure, Orkney Health and Care, and Education, Leisure and Housing with a range of support services, specifically:

Executive Support for the Chief Executive – Executive Support provide an efficient and confidential administrative support service to the Chief Executive, the Head of Executive Support and the Head of Finance. Executive Support also work with staff at all levels in other services and outside bodies, including elected members, in support of the tasks being undertaken by the Chief Executive.

Democratic Services – Democratic Services provide support services to the Convener, Leader, Depute Leader and elected members, the Chief Executive and the Lord Lieutenant, and engage with the Senior Management Team and Corporate Management Team and external partners on a regular basis. Democratic Services also facilitate the establishment, induction and governance of Community Councils and maintain an effective liaison service between Orkney Islands Council and Community Councils and other relevant organisations in addition to co-ordinating ceremonial and special events on behalf of Orkney Islands Council.

Customer Services – Customer Services is considered the “face” of Orkney Islands Council, which works as part of a wider team delivering a front-line service to the Council's external customers and internal staff. The role is multi-functional dealing with queries through face-to-face, telephone and email contact and providing advice and information over a wide range of Council services from two service points; one in Kirkwall and one in Stromness.

Committee Services – Committee Services provide a comprehensive administrative service in respect of the Council, its committees and sub-committees, ensuring that governance procedures are followed. In addition the Orkney Area Support team is administered through Committee Services.

Communications – Communications provide external and internal communication services for the Council. External communications involves proactively highlighting Council activities through press releases, media briefings and the Council's website, as well as responding reactively to enquiries from the national, regional and local media. Communications provide help and support for elected members and officers who come into contact with the media, and also supports internal communications with staff through measures such as staff e-newsletters.

Elections – Elections provide a project team support service to the Returning Officer to ensure well run European, Local, Scottish Parliament and UK Parliament Elections and Referenda for the people of Orkney. Elections provides advice and assistance over a wide range of issues surrounding elections for both prospective candidates and eligible voters, and also works closely with colleagues in the Electoral Registration Office with regards to registration of voters.

Finance – Accountancy Team is responsible for the statutory accounting activity of the Council ensuring that the Council meets its deadlines for the reporting of financial information. The Accountancy team supports the development of the Council's medium and longer term financial plans; arranging insurance cover for the Council; supports development of the Council's corporate budget setting process; management of the Council's corporate budget monitoring process; oversees the treasury management activity to control the Council's liquid cash resources; management of the Orkney Islands Council Pension Fund; administers housing loans and the provision of financial/accountancy advice and support for services and for corporate projects.

Finance – Revenues and Benefits Team is responsible for administration of Housing Benefit for the people of Orkney on behalf of the Department for Work and Pensions. It is also responsible for the administration of the Council Tax Reduction Scheme, the Scottish Welfare Fund and Discretionary Housing Payments. The Revenues and Benefits Team also collect the Council Tax, National Non-domestic Rates and Council House rents.

Finance – Payroll and Pensions Team is responsible for the accurate and timely payments of wages and salaries to all staff, elected members and Council pensioners. The team ensures the appropriate deductions for PAYE and National Insurance and timely remittance and submission of real time information to HMRC.

Finance – Payments Team is responsible for the payment of supplier invoices and contract payments certificates; the deduction of Construction Industry Tax and Aggregates Levy and remittance to HMRC; accounting for VAT and reimbursement of employee expenses.

Change Programme – The Change Programme was established to address the ongoing reductions in public sector funding over the medium term with an estimated funding gap of £9.5 million over the period 2016/17 to 2019/20. The next stage of the programme will build on the work carried out to date and focus on co-ordinating and supporting change reviews of key service areas/activities which will deliver real and significant cash savings over the period of this service plan in order to bridge the identified funding gap.

1.2.2. Customer profile

The customers of the Chief Executive's Service are set out as follows:

Executive Support for the Chief Executive – Chief Executive, elected members, external agencies and partners, Council staff and members of the public and local community.

Democratic Services – elected members, Chief Executive, Council staff, external agencies and partners, and members and clerks of Community Councils.

Customer Services – service users and members of the public, external agencies and Council staff.

Committee Services – elected members, other (non-elected) members of Council committees and sub-committees, Chief Executive, external agencies and partners, Council staff and the public.

Communications – elected members, Council staff, the national, regional and local media, a variety of external customers and users of the Council's website.

Elections – Returning Officer, elected members, prospective candidates, Council staff and eligible voters within Orkney.

Finance – all Council Services and Council Suppliers for payment of invoices and special payments, elected members, Chief Executive, all Council staff for payment of wages, Pensioners, external audit, the public for benefits, local businesses and the public for debtor payments and non-domestic rates collection.

Change Programme - elected members, Senior Management Team, all Council Services, partners and the public.

1.2.3. Vision, values and aims

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

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

Working together for a better Orkney.

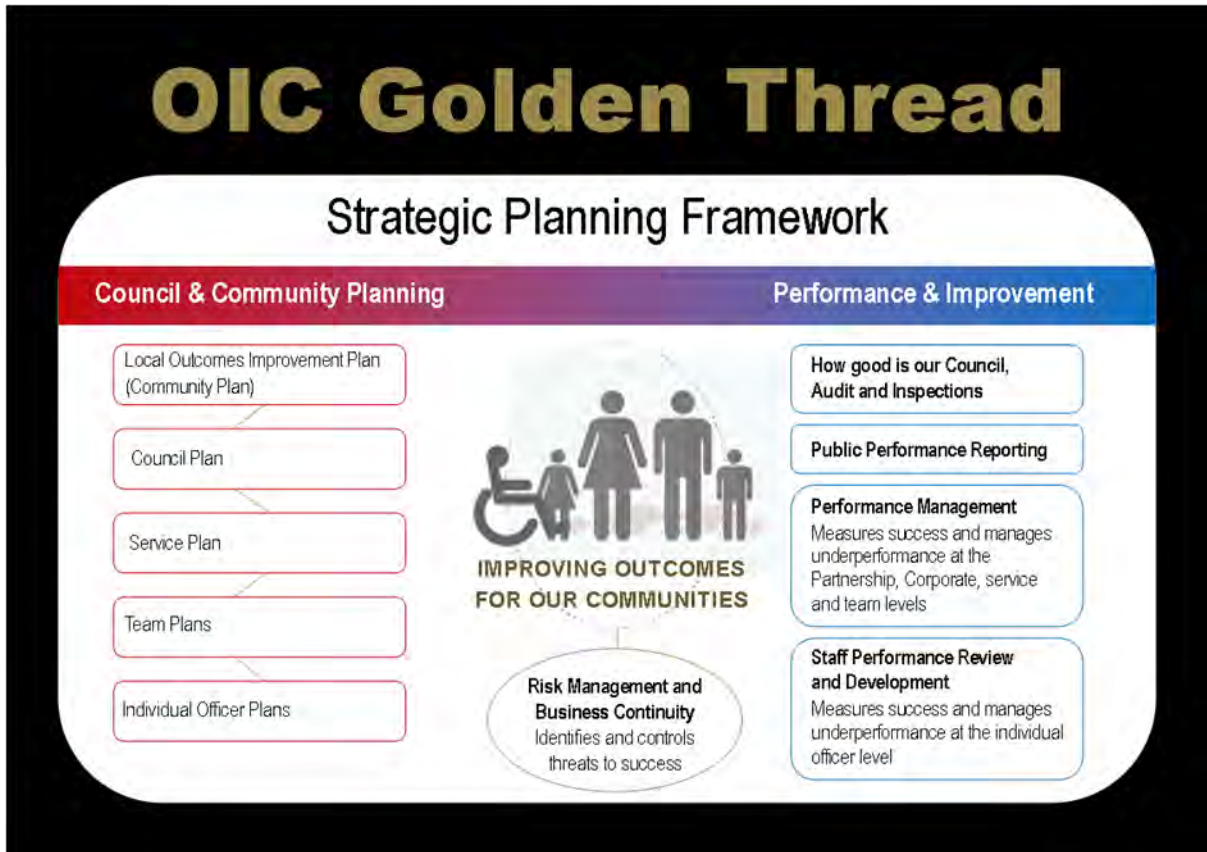
The Council's values as set out in The Council Plan 2018 to 2023 are:

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

- Sustainability.

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

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



1.3. Service resources

1.3.1. Staffing

The total staffing across the Chief Executive's Service is 66.97FTE, with 85 employees, and this includes both permanent and temporary staff.

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

1.3.2. Assets

Update to be provided by service.

The assets attributed to Chief Executive's Service are summarised as follows:

Property Asset	Number
Office	4

Plant, Equipment and Vehicle Asset	Number
Vans	2

1.3.3 Budgets

The table below describes the core services and activities of the Chief Executive's Service, setting out approved service budgets as per the format of the Revenue Estimates document, i.e. by service area, indicating total expenditure, total income and net expenditure budgets.

Service Area.	Total Spend 2019 to 2020 £000.	Total Income 2019 to 2020 £000.	Net Spend 2019 to 2020 £000.
Central Administration.	3,799.0	-72.4	3,726.6
Other Housing.	3,348.4	-3,193.3	155.1
Other Services.	9,669.8	-477.8	9,192.0
Strategic Reserve Fund.	876.7	-6,919.7	-6,043
Pension Fund.	10,042.9	-30,250.8	-20,207.9
Total.	27,736.8	-40,914.0	-13,177.2

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

The Council's Medium Term Resource Strategy 2017/18 to 2021/22 identifies a potential funding gap of £12 million over this 5-year period. Whilst this could change, the estimate was based on funding reductions of £6.1 million and service pressure of £6.4 million. The 2019/20 financial settlement delivered a funding increase of £0.4 million or 0.6% excluding specific grants, which was better than the original estimate. These estimates provide a financial context in respect of the ability of the service to deliver all of its core services and planned developments as set out within the service plan, hence the need to review the service plan on an annual, rolling basis from April 2020.

2. Where are we now?

2.1. Baseline assessment of the service

In order to formulate service priorities for the three years of the service plan, a baseline of the performance of the Chief Executive's Service was established using the methods set out below.

2.1.1. How does the service meet customer expectations?

Customer Services carry out customer services surveys regularly to enable them to analyse the service provided to customers. The responses from these surveys are collated and considered and improvements are made as required. Customer Services also provide customers with comments cards in reception areas in Kirkwall and Stromness to encourage them to provide regular feedback. Information received on comments cards is sent to the relevant services for consideration and action as appropriate.

We will shortly be offering additional online services to customers where they will get the opportunity to rate the service provided and provide feedback to us each time they submit a form or request a service. This feedback will be analysed and improvements will be made as required.

Customer Services Standards and a Charter are in place for Customer Services staff and they ensure that the service is delivered in accordance with these standards. Adherence to these standards is monitored through the aforementioned customer service surveys and comments cards. These standards are now being rolled out to all OIC staff using new engagement techniques such as video clips and animations.

2.1.2. How does the service demonstrate improved outcomes?

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

2.1.3. Key achievements and outcomes

When the 2013/18 Council Plan was approved by the Council on 6 March 2018, 7 key actions were allocated to the Chief Executive's Service. As at 30 June 2019, one of these actions has been progressed to completion:

- To deliver the actions and targets in the BVAR recommended by the Accounts Commission - BV1c Develop a long-term financial plan for the ten-year period 2018 to 2028.

When the 2016 to 2019 Service plan was approved by the Council in July 2016, 8 key actions were agreed for progress. In the first year of the plan to 31 March 2017, four of these actions were completed and are listed below:

- Support for Our Islands Our Future – establish appropriate arrangements regarding lead officers and support for development of the campaign.
- Audiocasting – review the resourcing of audio casting including equipment and staffing requirements, and develop protocols and further guidance for Members and Officers taking part in meetings that are broadcast.
- Empowering Communities – deliver the Empowering Communities Pilot Project to allow fragile island communities the opportunity to have a greater responsibility for the design, management and delivery of Council run services in their area.
- Workforce Planning – identify key challenges facing the Services and develop a workforce plan.

When the 2016 to 2019 Service Plan was updated in June 2017, an additional 8 key actions were agreed to progress over the remaining two years of the plan making a total of 12. In the second year of the plan to 31 March 2018, six of these actions were completed and are listed below:

- Communication Strategy – Review the strategy with support from the short life member officer working group and publish updated version of the strategy.
- Governance Review – undertake a review of governance arrangements.
- Pension system software implement the Heywoods Pension System software and transfer manual service records to the system.
- Induction Programme for Elected Members – Deliver a comprehensive and fit for purpose induction programme for elected members following the Local Government elections in May 2017.
- Community Council Elections – Deliver Community Council elections and appropriate induction programme for Community Council Members.
- Budget Monitoring System – implement a new budget monitoring system for the Council.

When the 2016 to 2019 Service Plan was updated in June 2018, an additional 9 key actions were agreed to progress over the remaining two years of the plan. In addition, two actions were moved from Corporate Services to the Chief Executive's Services making a total of 17. In the third, and last year of the plan to 31 March 2019, seven of these actions were completed and are listed below:

- Review of Audio casting – consider options for expanding the system to all committee meetings and undertake a review of the audiocasting system hardware and software.
- Customer Services – introduce Customer Service Standards across the Council.
- Councillor Training – carry out a review of the current Councillor Induction Programme to identify any gaps in the programme, and/or any areas where development or improvement could be made.
- Investment Strategy – review the investment strategy for the OIC Pension Fund.

- Investment Strategy – review the investment strategy for the Strategic Reserves Fund.
- Long-term Financial Plan – draft a long-term Financial Plan to assist the Council in developing its budget process.

The actions remaining not complete as at 31 March 2019 have been incorporated into the current service plan, or, if now deemed more operational, added to individual team plans within Chief Executive's Service.

Of the eight cross-Council generic performance indicators measured by all services, in Corporate Services, seven were assessed as 'green' and performing well for the end of the March 2019 reporting period, namely:

- Sickness absence - The average number of working days per employee lost through sickness absence, expressed as a percentage of the number of working days available.
- Sickness absence - Of the staff who had frequent and/or long-term sickness absence (they activated the sickness absence triggers), the proportion of these where there was management intervention.
- Staff accidents - The number of staff accidents within the service, per 30 staff per year.
- Budget control - The number of significant variances (priority actions) generated at cost centre level, as a proportion of cost centres held.
- Recruitment and retention - The number of advertised service staff vacancies still vacant after six months from the time of advert, as a proportion of total staff vacancies.
- Recruitment and retention - The number of permanent service staff who leave the employment of Orkney Islands Council – but not through retirement or redundancy – as a proportion of all permanent service staff.
- Invoice payment - The number of invoices that were submitted accurately, and paid within 30 days of invoice date, as a proportion of the total number of invoices paid.

Of the four Local Government Benchmarking Framework indicators for 2017 to 2018 which fall under the remit of Chief Executive's Service, one reported performance as ranked 1 out of 32 Scottish local authorities, namely:

- Percentage of income due from Council tax received by the end of the year. In 2017/18, 97.92% of income due from council tax on Orkney was successfully collected, which is about the same as the 2016/17 figure of 97.95%, and higher than the 2017/18 Scottish average of 96%.

2.1.4. Key drivers

The principal key driver for the Chief Executive's Service, Service Plan 2019 to 2022 is the Council Plan 2018 to 2023, including the priorities, projects and activities on which the Chief Executive's Service leads. The Chief Executive's Service also has a substantial and significant role in supporting achievement of the Council Delivery Plan objectives led by other Services.

Other key drivers for the Chief Executive's Service Service plan include requirements resulting from new legislation or statutory guidance, and requirements resulting from new Council and management decisions. The Chief Executive's Service also has a key role in supporting service developments throughout the Council and within its partnerships.

2.1.5. The Single Authority Model

It has been a long-term ambition of the Council to look at the possibility of delivering local services in new ways, and recently, Orkney's Community Planning Partnership has started to explore this further. The idea is that a range of public agencies, including the Council, could join together as a single authority, merging their governing bodies and senior management to free up more resources for our frontline services.

In 2017, the Scottish Government gave a commitment to support islands authorities that are interested in developing proposals for a single authority delivering local services in ways which 'improve people's lives, create efficiencies and protect local democracy and our NHS'.

The Council has built on this national commitment by setting out the exploration of a single authority as a priority in the Council Plan. To take this forward, the Council has been holding some early discussions with other organisations which provide public services in Orkney, and the Orkney Partnership has set up a steering group to share our thinking and planning.

The ultimate ambition is to improve outcomes for people living and working in Orkney by simplifying how our services are run, making best use of public money and keeping jobs and services locally based.

2.1.6. Brexit

Change goes hand in hand with uncertainty, and never more so than with the implementation of Brexit. As with any big change, Brexit presents both threats and opportunities. Some of the powers to be repatriated to the UK involve matters of crucial importance to Orkney, like agriculture and fisheries. The Council is campaigning for decision-making to be devolved to the level of government closest to the communities concerned, which in some cases might be local councils.

There may also be scope to access new funding streams and the Council will work closely with the Scottish and UK Government in their development of new schemes, in order to maximise opportunities which might benefit Orkney.

2.1.7. Sustainability and the Climate Emergency

The Chief Executive's Service is already committed to supporting the Council Plan, which has adopted sustainability as one of its seven values.

At the Special General Meeting of 14 May 2019, the Council joined other local authorities across the UK and worldwide in declaring a climate emergency. The Council agreed that it will:

- Work with partners to continue raising awareness with the community and promote understanding of the climate emergency.
- Work with partners to identify and implement actions our community can take to contribute to carbon reduction.
- Develop further delivery plan targets for consideration by the Policy and Resources Committee in September 2019.

The Chief Executive's Service will contribute towards these commitments in liaison with other Services. Any specific actions required of Chief Executive's Service will be included in the Service Action Plan.

3. Where do we need to be?

In addition to the Council Delivery Plan 2018 to 2023 actions for which the Chief Executive's Service has the lead as set out within Annex 1, the most urgent priorities have been listed within the service action plan at Annex 2.

4. How do we get there?

4.1. Council Plan targets (Annex 1)

Set out at Annex 1 are those Council level improvements and developments within the Council Delivery Plan 2018 to 2023, for which Chief Executive's Service has the lead or contributes towards.

4.2. Service action plan (Annex 2)

Set out at Annex 2 is the detail of the agreed service priorities for the Chief Executive's Service to be progressed within agreed budget and within the life of the service plan. This comprises high-level actions for scrutiny by elected members at meetings of the Policy and Resources Committee.

4.3. Service performance indicators (Annex 3)

Set out at Annex 3 are the service performance indicators through which the performance of aspects of the Chief Executive's Service core services are to be monitored and managed. The service performance indicators are listed in the following order:

- Cross-Council generic indicators i.e. those performance indicators monitored by all Council services.
- Those Local Government Benchmarking Framework indicators that relate to the service.

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

Set out at Annex 4 is the Chief Executive's Service Risk Register. All services, new development and improvements have risks. The service risk register provides the mechanism for identifying, assessing and controlling any threat to core services and planned developments and improvements. Where a threat is likely and the probable impact is critical, action may need to be taken to mitigate the possible effects. Risks

such as these are assessed as either Amber or Red. All Red and Amber risks have an action plan formulated to minimise likelihood and/or impact.

4.5. Service workforce plan (Annex 5)

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

4.6. Equality Impact Assessment (EqIA)

In common with any new or changed Council policy or plan, the Chief Executive's Service Service Plan has been the subject of EqIA, using the standard Council template.

5. How do we know we are there?

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

In addition, a breakdown of the Council's performance against the Local Government Benchmarking Framework (LGBF) Indicators is reported to the relevant service committees for elected member scrutiny. This includes the Council's performance compared to the previous year and Scottish average, along with graphs for each indicator showing trends in performance over several years for the Council, our benchmarking family, and the Scottish average, and our rank out of all 32 Scottish local authorities. Where performance has varied significantly between the current and previous years, or where we are underperforming compared to our benchmarking family or the Scottish average, officers provide additional contextual information to explain the figures.

Reporting performance against the LGBF indicators not only provides additional scrutiny, it enables the Council to better demonstrate the impact of its actions and activities on the Orkney community

Annex 1 – Council Delivery Plan 2018 to 2023 actions for which Chief Executive’s Service has the lead or contributes towards

Strategic Priority	Target Outcome	Action	Target Date	Lead Officer
Thriving Communities.	An Islands Bill which represents the needs of, and empowers, our community.	Continue to influence the Islands Bill and ensure that it meets the needs of our community. 3.10 We will continue to make representation to influence the Islands Bill and National Islands Plan to achieve the best possible outcome for our Communities.	31 December 2018. Complete.	Chief Executive.
Thriving Communities.	More efficient delivery of services at a local level, with associated local employment opportunities.	Explore how communities can further be empowered to take decisions on services throughout Orkney. 3.11 We will review and develop the Empowering Communities Project to create a sustainable model which will enable and empower communities in the delivery of services and projects in their community.	31 March 2023.	Chief Executive.
		3.12 Pursue the aim of enabling and empowering communities to support the Council in delivery of services as an alternative to current systems and have more involvement in decision making about local services.	31 March 2023.	Chief Executive.

Strategic Priority	Target Outcome	Action	Target Date	Lead Officer
Enterprising Communities.	Transfer of functions and income. Dedicated professional Marine Planning Service.	Continue to develop strategic projects, particularly to capitalise on the renewable sector. 4.5 Establish Crown Estates marine management pilot status and Marine Planning Authority Functions – with focus on Island Authority governance and local expertise model.	31 August 2020.	Chief Executive.
Enterprising Communities.	To prioritise and refine Orkney projects to be submitted for Islands Deal funding.	Progress the Islands Deal to deliver innovative, enterprising and transformational projects. 4.9 Work in partnership with the two other Islands Councils to finalise the Islands Deal.	31 December 2019.	Chief Executive.
Cross-cutting Priorities.	A financially sustainable Council, that is able to deliver services, maintain assets, and achieve its strategic objectives.	To deliver the actions and targets in the BVAR recommended by the Accounts Commission. BV1c Develop a long-term financial plan for the ten-year period 2018 to 2028.	31 December 2018. Complete.	Head of Finance.
	More accessible information on the Council and its services, and the ability to carry out transactions, all on a 24/7 basis, whilst maintaining the option for	To deliver the actions and targets in the BVAR recommended by the Accounts Commission. BV1d(ii) Complete the introduction of the Customer Services Platform, and the Council Website redesign.	Original target 31 March 2019. Revised Target 31 December 2020.	Head of Executive Support.

Strategic Priority	Target Outcome	Action	Target Date	Lead Officer
	non-digital alternatives; and, within the Council, more modern, more efficient, and more cost-effective Council administration.			

Annex 2 – Chief Executive’s Service Action Plan

Strategic Priority	Target Outcome	Action	Target Date	Lead Officer
Enterprising Communities.	The Council’s Twinning arrangements are reaffirmed.	Review of Twinning – Reaffirm the Council’s Twinning arrangements.	30 April 2021.	Head of Executive Support.
Thriving and Enterprising Communities.	Council approves a long-term capital strategy.	Develop a long-term capital strategy.	Original target 31 January 2019. Revised Target 30 April 2020.	Head of Finance.
Thriving and Enterprising Communities.	An Islands Act which represents the needs of, and empowers, our community.	Deliver the agreed joint programme of work with Shetland Islands Council and Comhairle nan Eilean Siar.	31 March 2021.	Head of Executive Support.
Cross-cutting priorities	Elected members have the knowledge and information to make informed decisions.	Councillor Training – Develop and ongoing training and development programme to address any gaps and/or areas in need of development or improvement.	30 April 2022.	Head of Executive Support.
Cross-cutting priorities	The Orkney Community is better informed.	Develop a proactive, multi-media approach to promote for complex external communications. For example, explaining budget setting and the use of the Council Strategic Reserves.	30 April 2020.	Head of Executive Support.
Cross-cutting Priorities.	Orkney Islands Staff are better informed.	Identify and develop improvements to internal communications.	31 December 2020.	Head of Executive Support.

Strategic Priority	Target Outcome	Action	Target Date	Lead Officer
Cross-cutting Priorities.	The Orkney Community has improved access to Council information.	Review new Council Website and identify improvements following one year of operation.	30 April 2021.	Head of Executive Support.
Cross-cutting Priorities.	Change Programme continues to support the delivery of the Council's priorities.	Review the Change Programme workstreams and develop revised programme of work.	31 July 2020.	Head of Executive Support.
Cross-cutting Priorities.	Change Programme projects delivered.	Support the Service leads in the progress to completion of Change programme projects.	30 April 2022.	Head of Executive Support.
Cross-cutting Priorities.	More efficient processing of purchase orders and payments.	Develop and introduce Purchase to Pay system.	30 April 2020	Head of Finance
Cross-cutting Priorities.	Services have up to date feedback from service users.	Development a programme of service user satisfaction surveys across Service.	30 April 2020.	Head of Executive Support.
Cross-cutting Priorities.	The electorate are able to exercise their right to vote.	During uncertain political climate, maintain a higher state of preparedness for a snap election event.	31 October 2020.	Head of Executive Support.
Enterprising Communities.	Policies and Procedures which contribute to achieving a carbon neutral economy.	Review operational procedures and processes within the service and identify changes to contribute to carbon reduction.	31 October 2020.	Head of Executive Support.

Annex 3 – Chief Executive’s Service Performance Indicators

Performance Indicator	Indicator Type	Monitoring Frequency	Target	Lead Officer
CCG 01 – Sickness absence – The average number of working days per employee lost through sickness absence, expressed as a percentage of the number of working days available.	Cross Council Generic.	Six-monthly.	4% or less = Green. 4.1% to 6% = Amber. 6.1% and greater = Red.	Chief Executive.
CCG 02 – Sickness absence – Of the staff who had frequent and/or long-term sickness absence (they activated the sickness absence triggers), the proportion of these where there was management intervention.	Cross Council Generic.	Six-monthly.	90% to 100% = Green. 80% to 89% = Amber. 79% and less = Red.	Chief Executive.
CCG 03 – Staff accidents – The number of staff accidents within the service, per 30 staff per year.	Cross Council Generic.	Six-monthly.	One accident or less = Green. Two accidents or less = Amber. More than two accidents = Red.	Chief Executive.
CCG 04 – Budget control – The number of significant variances (priority actions) generated at subjective group level, as a proportion of cost centres held.	Cross Council Generic.	Six-monthly.	15% or less = Green. 16% to 30% = Amber. 31% and greater = Red.	Chief Executive.
CCG 05 – Recruitment and retention – The number of advertised service staff vacancies still vacant after six months from the time of advert, as a proportion of total staff vacancies.	Cross Council Generic.	Six-monthly.	2% or less = Green. 2.1% to 4% = Amber. 4.1% and greater = Red.	Chief Executive.

Performance Indicator	Indicator Type	Monitoring Frequency	Target	Lead Officer
CCG 06 – Recruitment and retention – The number of permanent service staff who leave the employment of Orkney Islands Council – but not through retirement or redundancy – as a proportion of all permanent service staff.	Cross Council Generic.	Six-monthly.	5% or less = Green. 5.1% to 10% = Amber. 10.1% and greater = Red.	Chief Executive.
CCG 07 – ERD – The number of staff who receive (at least) an annual face-to-face performance review and development meeting, as a proportion of the total number of staff within the service.	Cross Council Generic.	Six-monthly.	90% to 100% = Green. 80% to 89% = Amber. 79% and less = Red.	Chief Executive.
CCG 08 – Invoice payment – The proportion of invoices that were submitted accurately and timeously to the Payments Service, as a proportion of all invoices.	Cross Council Generic.	Six-monthly.	90% to 100% = Green. 80% to 89% = Amber. 79% and less = Red.	Chief Executive.
Local Government Benchmark Framework (LGBF) – Corporate 1 – Support services as a percentage of total gross expenditure.	LGBF	Annually	N/A	Head of Finance.
LGBF – Corporate 4 – The cost per dwelling of collecting Council Tax.	LGBF	Annually	N/A	Head of Finance.
LGBF – Corporate 7 – Percentage of income due from Council Tax received by the end of the year.	LGBF	Annually	N/A	Head of Finance.
LGBF – Corporate 8 – Percentage of invoices sampled that were paid within 30 days.	LGBF	Annually	N/A	Head of Finance.

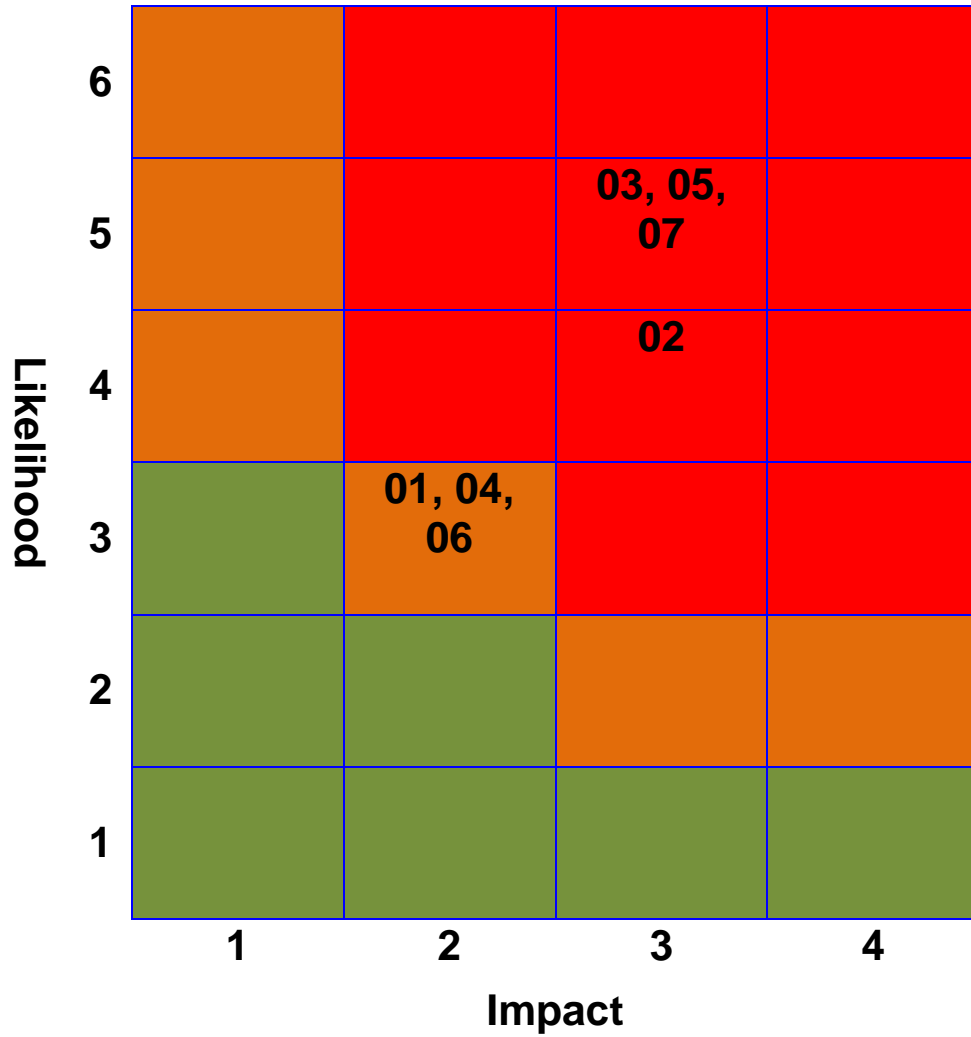
Annex 4 – Chief Executive’s Service Risk Register – 31 March 2019

Strategic Risks

Cluster.	Risk number.	Owner.
Financial.	5, 7	Head of Finance and Head of Executive Support.
Staffing.		
Economic Recovery and Sustainability.		
Political.		
Partnerships.		
Governance.		
Communication.		

Operational Risks

Cluster.	Risk number.	Owner.
Financial.	5.	Head of Finance.
Staffing.	3, 4.	Heads of Service and all Managers.
Economic Recovery and Sustainability.		
Political.		
Partnerships.		
Governance.	6.	Head of Executive Support.
Communication.	1, 2.	Heads of Service and all Managers.



KEY

Impact:
 4 = Catastrophic
 3 = Critical
 2 = Significant
 1 = Negligible

Likelihood:
 6 = Very High
 5 = High
 4 = Significant
 3 = Low
 2 = Very Low
 1 = Almost Impossible

Risk Title: 01 – Internal Communication and Engagement.

Likelihood.	3.	Impact.	2.	RAG.	Amber.	Current Risk Score.	6.	Target Risk Score.	4.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
The Service could improve its internal communication with staff to facilitate improved working relationships and understanding between Services.	We fail to explain clearly to staff key Service and Council information and we fail to meet internal customer's expectations.	Disengagement and resistance to change; Uncertainty among some staff; Poor staff morale; Lack of ownership of the change agenda and the need for change; Unhappy customers; Disruption to achieving Service objectives.	01.1. Monitor at Chief Executive's Service Management Team meetings. 01.2. Development of staff newsletter. 01.3. Progress the actions arising from the Staff Survey in relation to communications. Managers to ensure distribution of correspondence, minutes of meetings.

Risk Title: 02 – Social Media Communication.

Likelihood.	4.	Impact.	3.	RAG.	Red.	Current Risk Score.	12.	Target Risk Score.	9.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
Instant, uncontrollable and unpredictable nature of the medium is highly resource intensive and 24/7.	Failure to manage how we respond to social media.	Reputational risk; Impact on staff directly; Impact on staff morale; Legal implications.	02.1. Ensure Communications staff have the knowledge to respond effectively via social media. 02.2. Communication strategy for budget setting process includes social media.

Risk Title: 03 – Continuity of staffing and knowledge.

Likelihood.	5.	Impact.	3.	RAG.	Red.	Current Risk Score.	15.	Target Risk Score.	9.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
Smaller teams are less resilient and more vulnerable. Recruitment and retention is ongoing challenge due to changing job markets.	Unplanned and planned staff absence; Unexpected and unplanned events.	Impact on staff morale and ability to take leave; Impact on team effectiveness; Poor communication; Impact on management capacity; Inefficient use of staff; Inability to implement planned work and deliver statutory functions.	03.1. Staffing arrangements are constantly under review. 03.2 Take a flexible approach to staffing to help cover workloads. 03.3 Develop a flexible post / job description to cover more than one area in the service.

Risk Title:04 – Staff Training and development.

Likelihood.	3.	Impact.	3.	RAG.	Red.	Current Risk Score.	9.	Target Risk Score.	6.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
Staff may not be fully trained or experienced; Staff may not be aware of or may inadvertently breach Council policy or Code of Practice; Limited access to training budget.	The Service and Council are unable to deliver functions effectively; Lack of corporate consistency.	Lack of resilience; Poor staff morale; Legal and financial implications; Reputational loss; Increased rate of error; Unable to meet professional ERD requirements.	04.1. Continue annual ERDs and review Service and team training plans. 04.2 Promote Council’s Learning and Development programmes and resources.

Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
Staff may not feel valued if no investment in continuing professional development is made.			

Risk Title: 05 – Inability to deliver core services and expand demand-led services in line with expectation.

Likelihood.	5.	Impact.	3.	RAG.	Red.	Current Risk Score.	15.	Target Risk Score.	6.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
The risk of insufficient financial resources to meet current and future demand.	The Council's inability to deliver essential services within the funding package provided by Scottish Government; Expectations outstrip capacity to deliver.	Community unrest; dissatisfied service users and elected members; Unmet demand; Loss of credibility of the Council; Failure to deliver the range of services expected.	05.1. Revenue Budget monitoring process and procedures. 05.2. Communication with Scottish and Westminster Governments including through the Our Islands Our Future campaign. 05.3. Implement strategy for efficiency savings for 2017/18 and work with the Change Programme for longer term strategic planning.

Risk Title: 06 – Insufficient ongoing training and development programme for elected members and co-opted members.

Likelihood.	3.	Impact.	2.	RAG.	Amber.	Current Risk Score.	6.	Target Risk Score.	4.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
An inadequate ongoing training and development programme may lead to decisions which are made with inadequate information or training around governance processes.	Members do not receive relevant information for informed decision making within governance arrangements.	Decisions are made which may be unlawful or ultra vires resulting in reports from the Monitoring Officer. Complaints regarding the conduct of members in respect of governance may be made to the Standards Commission if members are unaware of governance procedures. Increase in Complaints to the Council, Increased number of appeals against planning or licensing decisions.	06.1. Deliver ongoing training and development programme. 06.2. Undertake an annual follow up with individual Councillors to identify any areas for further development or training. 0.6.3. Encourage Councillors to sign up to professional development scheme.

Risk Title: 07 – Failure to deliver Change Programme savings and efficiencies.

Likelihood.	3.	Impact.	5.	RAG.	Red.	Current Risk Score.	15.	Target Risk Score.	4.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
The Change programme projects are ambitious and require transformation of services to deliver significant savings.	Resistance to transformational change by staff and the wider public.	Savings, efficiencies and benefits associated with the programme will not be fully realised.	07.1 Review Change Programme with Senior Management Team and Council. 07.2 Regular communication and engagement in respect of all change programme activities.

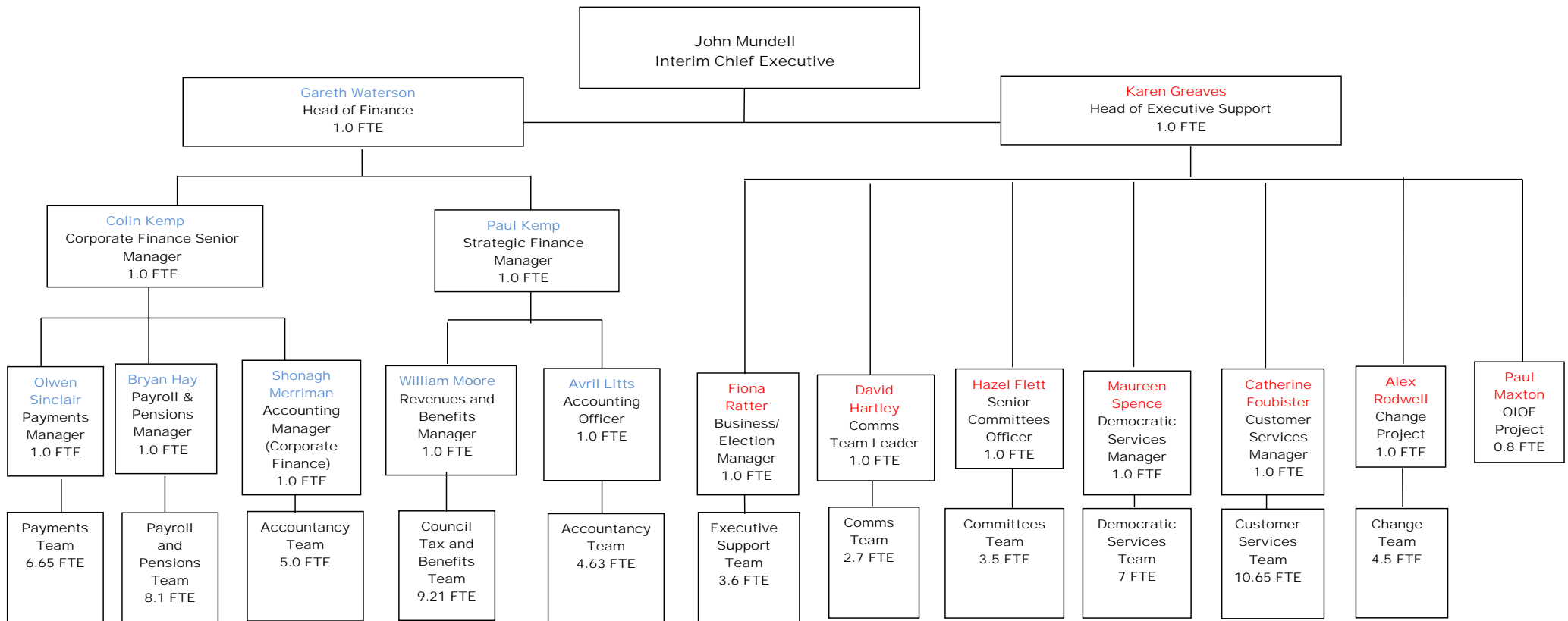
Annex 5 – Chief Executive’s Service Workforce Plan

1. Corporate Workforce Priority: recruiting, retaining and re-shaping our current workforce.				
Expected Outcome.	<i>A stable workforce that we develop into people with the right skills, abilities and potential to deliver the Council priorities.”</i>			
Actions.	Lead Officer.	Resources Required.	Target Date.	Measurement of outcome.
Ensure all managers continue to use the ERD process to review job descriptions and ensure training gaps are identified and addressed.	All managers.	Within existing resources.	31 March 2022.	ERD Performance indicator.
Ensure staff are encouraged to develop skills for the modern workplace such as IT and digital skills and Managing Change.	All managers.	Within existing resources.	31 March 2022	IT/digital related training sessions or courses attended.
Review all vacant post job descriptions to assess criteria and consider graduate trainee posts or modern apprenticeship opportunities.	All Heads of Service.	Within existing resources	231 March 2022	Number of Graduate or Modern Apprentice posts available.

2. Corporate Workforce Priority: Flexibility and exploring new ways of working				
Expected Outcome	For staff to have more flexibility in how and when they work within the constraints of service delivery requirements and available resources.			
Actions	Lead Officer	Resources Required	Target Date	Measurement of outcome
Continue to digitalise services and amend / streamline processes so they can be automated.	All managers.	Within existing resources.	31 March 2022.	Number of internal manual processes converted to digital process. (CSP / Integra)
Consider flexibility when reviewing job descriptions and person specifications for roles - subject to service provision constraints.	All managers.	Within existing resources.	31 March 2022.	Number of posts reviewed and amended to include more flexible ways of working subject to service provision.
Where service provision allows, include home and remote working practices for staff.	All managers.	Within existing resources.	31 March 2022.	Number of staff utilising home and remote working.

3. Corporate Workforce Priority: Enhancing Capacity and Improving Performance				
Expected Outcome	Staff will have leadership and management skills, and all employees will feel encouraged to do their best at all times.			
Actions	Lead Officer	Resources Required	Target Date	Measurement of outcome
Support staff in the development of their leadership skills by identifying courses for managers to attend as part of their annual ERD.	All managers.	Within existing resources.	2022.	No of ERD's. No of managers attending Leadership courses.
Ensure managers promote employee's health, safety and wellbeing campaigns.	All managers.	Within existing resources.	2022.	Information in respect of campaigns circulated timeously.
Review the Service Learning Plan on an annual basis.	All managers.	Within existing resources.	2022.	Service Learning Plan reviewed.
Develop internal communications with staff to provide a structured consistent approach across all services.	Head of Executive Support.	Within existing Resources.	2022.	Internal Communications Strategy and Plan.

Annex 6 – Chief Executive’s Service Organograms



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All managers are available via main switchboard on 01856 873535 or email firstname.lastname@orkney.gov.uk



Corporate Services Service Plan

October 2019 to March 2022

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1. Introducing Corporate Services and the Service Plan

1.1. Purpose and period of the Service Plan

This service plan shapes the work of Corporate Services over the three years from October 2019 to March 2022. The service plan describes what Corporate Services provide, and then based on the priorities of elected members, the performance of Corporate Services over the last year, and any new external drivers such as new legislation, the service plan sets out the improvements and developments Corporate Services will strive to make over the period.

The main outputs of the plan are as follows:

Annex 1: Council Plan 2018 to 2023 Targets.

Those Council-level improvements and developments within the Council Delivery Plan 2018 to 2023, for which Corporate Services has the lead or contributes towards, are listed here for information.

Annex 2: The Service Action Plan.

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

Annex 3: The Service Performance Indicators.

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

Annex 4: The Service Risk Register

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

Annex 5: The Service Workforce Plan

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

Service Plan Monitoring

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

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

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

1.2.1. Brief overview of the service

The fundamental aims and purpose of Corporate Services are to support the Council with delivery of the Council Plan 2018 to 2023, through the provision of services which always place the customer first. We aim to take a positive, flexible and strategic approach, using entrepreneurial and corporate thinking. We provide the Chief Executive's Service, Development and Infrastructure, Orkney Health and Care, and Education, Leisure and Housing with a range of support services, specifically:

Legal Services – In addition to providing the Council and officers with legal advice, Legal Services includes responsibility for registration, records management, data protection, information requests, complaints and licensing.

HR and Performance – The HR and Performance section includes human resources, learning and development, staff engagement, equalities, union liaison, best value, self-evaluation and performance reports.

IT and Facilities – The IT and Facilities section includes information and communications technology (ICT), estates and property asset management, procurement, building cleaning, catering, health and safety, major emergency procedures and contingency arrangements including discharging its duties under the Counter Terrorism and Security Act 2015, business continuity and development of the Council's risk management policy, strategy and operational arrangements.

Internal Audit – Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

Strategy and Community Planning–provides strategy and policy services including co-ordination of the Orkney Partnership, compiling, monitoring and reporting on Orkney's rolling Community Plan and Local Outcomes Improvement Plan, policy advice and development and corporate support to the third sector.

Other contributions –the Executive Director of Corporate Services has the corporate lead in relation to police and fire liaison, is the Single Point of Contact for Counter-Terrorism and is the Strategic Information Risk Owner.

1.2.2. Customer profile

The customers of Corporate Services are set out as follows:

All service areas provide support for elected members, Chief Executive, executive directors, managers and staff. Specific customers are as follows:

Legal Services – professionals, partnerships, and service users (for licensing, registration and information services).

HR and Performance – existing and potential Council employees, equalities groups, the trades unions, external and internal audit.

IT and Facilities – All Council services and partner organisations as users of ICT, property assets, service users (catering and cleaning services), internal and external tenants of Council owned property, the Orkney Partnership, Police Scotland, Scottish Fire and Rescue Service and all Category 1 and 2 responders under the Civil Contingencies Act 2004.

Internal Audit – the Monitoring and Audit Committee, external audit and Council employees.

Strategy and Community Planning – community planning partner organisations, ministers and officers of the Scottish Government, and other external stakeholders in the public, private and third sectors.

1.2.3. Vision, values and aims

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

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

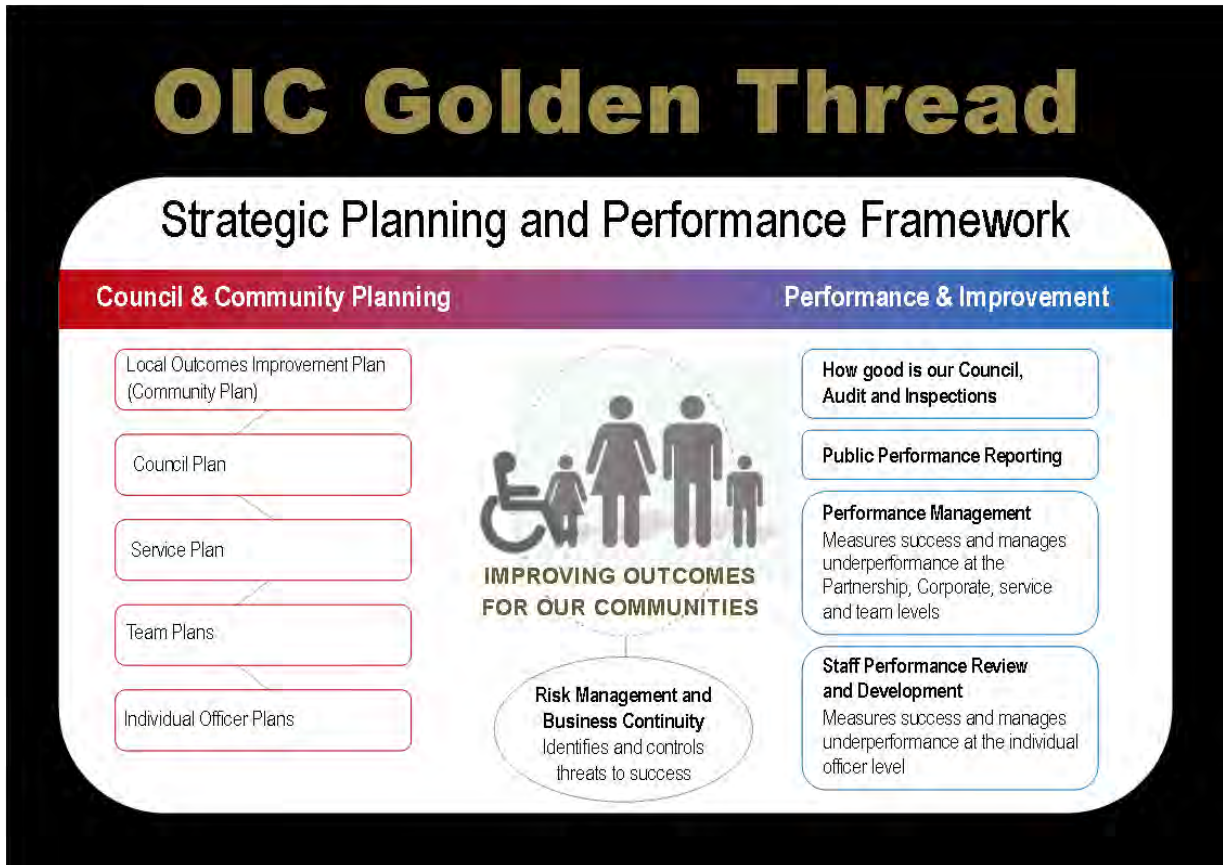
Working together for a better Orkney.

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

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

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

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



1.3. Service resources

1.3.1. Staffing

The total staffing across Corporate Services is 163.3 FTE, with 248 employees, and this includes both permanent and temporary staff.

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

1.3.2. Assets

All property and fleet assets that are directly designated to Corporate Services are accounted for within IT and Facilities including the Council Offices at School Place, Kirkwall. The other functions within Corporate Services share facilities at the Council Offices as do all the other Council services.

The assets attributed to IT and Facilities are summarised as follows:

Property Asset.	Number.
Office.	3.
Workshop.	0.
Sports field.	0.
Total.	3.

Plant, Equipment and Vehicle Asset.	Number.
Vans.	5.
Tractors.	0.
Trucks.	0.
Total.	5.

1.3.3 Budgets

The table below describes the core services and activities of the Corporate Services, setting out approved service budgets as per the format of the Revenue Estimates document, i.e. by service area, indicating total expenditure, total income and net expenditure budgets.

Service Area.	Total Spend 2019 to 2020 £000.	Total Income 2019 to 2020 £000.	Net Spend 2019 to 2020 £000.
Central Administration.	5,180.6	-1,780.3	3,400.3
Education.	1,702.4	-693.1	1,009.3
Law, Order and Protective Services.	115.7	0.0	115.7
Other Services.	1,202.4	-201.7	1,000.7
Total.	8,708.7	-3,813.7	4,895.0

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

The Council's Medium-Term Resource Strategy 2017 to 2018 to 2021 to 2022 identifies a potential funding gap of £12.0 million over this five-year period. Whilst this could change, the estimate was based on funding reductions of £6.1 million and service pressure of £6.4 million. The 2019 to 2020 financial settlement delivered a funding increase of £0.4 million or 0.6% excluding specific grants, which was better than the original estimate. These estimates provide a financial context in respect of the ability of the service to deliver all of its core services and planned developments as set out within the service plan, hence the need to review the service plan on an annual, rolling basis from April 2020.

2. Where are we now?

2.1. Baseline assessment of the service

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

2.1.1. How does the service meet customer expectations?

Corporate Services include a wide range of functions. Some services are provided direct to customers, such as catering, cleaning, registration and licensing, and some are services which provide support services and professional advice such as IT, HR and Legal Services to elected members and frontline services. Customer feedback is integral to maintain service quality, and this is obtained through customer questionnaires, surveys and informal feedback. The Corporate Services directorate team held a series of meetings with other Council service directorates in 2018 and 2019 to ensure optimal support is provided within available resources.

2.1.2. How does the service demonstrate improved outcomes?

The managers within Corporate Services use a self-evaluation process called 'How Good is Our Council?' to evaluate performance and to identify areas for improvement. This process was carried out two months prior to the creation of this service plan. This process has highlighted several areas of work included in this service plan. In addition, elements of the performance of Corporate Services are routinely monitored and managed through Local Outcomes Improvement Plan indicators, nationally set indicators called Local Government Benchmarking Framework indicators, cross-Council generic indicators, and other national or local performance indicators. Audit Scotland also co-ordinates inspection and scrutiny activity for Orkney Islands Council. Corporate Services takes account of any areas which need to be addressed within the service improvement targets.

2.1.3. Key achievements and outcomes

When the Council Plan 2018 to 2023 was approved by the Council on 6 March 2018, 10 key actions were allocated to Corporate Services. As at 30 June 2019, three of these actions were progressed to completion:

- Where appropriate, make explicit the link between Council committee recommendations and the Local Outcomes Improvement Plan.
- Report Local Government Benchmark Framework Indicators to Service Committees.
- Review the Orkney Partnership's performance management and reporting procedure to ensure that it is focused on the Partnership's strategic priorities and outcomes.

When the 2016 to 2019 Corporate Services Service Plan was approved by the Council in June 2016, 34 key actions were agreed for progress. In the first year of the plan to 31 March 2017, 20 of these actions were completed and are listed below:

- Health and Social Care Governance – If required to do so, under the governance arrangements of the Integration Joint Board yet to be confirmed, establish necessary procedures for an Internal Audit service.
- Internal Audit Standards – In order to increase compliance with the Public Sector Internal Audit Standards, formulate an action plan, and progress to completion those actions considered to be achievable with existing capacity.

- The Orkney Partnership's Delivery Groups – Support the Delivery Groups to progress, and The Orkney Partnership (TOP) Board to review the Partnerships strategic priorities.
- Cross Council Consultation and Engagement – Through the establishment of an Orkney Public Consultation Group, and a Corporate Communication and Engagement Strategy, co-ordinate public consultation and engagement across the Council.
- Budget Setting – Carry out public engagement to seek the public's input into the budget setting process from 2017 to 2018 onwards.
- Phase 1 Change Reviews – Support and co-ordinate Phase 1 of the high-level Change Reviews.
- Medium-Term Resource Strategy – With the Chief Financial Officer, update the Medium-Term Resource Strategy 2016 to 2017 to 2019 to 2020.
- Registration of Authority Owned Land – With Development and Infrastructure, scope the resource needed to expedite progress of registration of Authority owned land by the statutory deadline of 8 December 2019.
- Freedom of Information Webpage – Create a page on the Council's website featuring frequent Freedom of Information request and information provided.
- Licensing – Develop guidance handbooks for members of the Licensing Subcommittee and Orkney Islands Area Licensing Board following the local government elections in 2017.
- Complaints Monitoring – Publish on a quarterly basis the outcomes of complaints, trends in complaints and any actions taken in response to complaints.
- Recruitment Portal Rollout – Progress to completion the rollout of the recruitment portal.
- Workforce Planning – Develop workforce plans for the Council and for Corporate Services.
- Training Efficiency Review – Develop service training plans and budgetary changes through the Training Officers Group.
- PRD Scheme Review – Undertake a full review of the approach to employee performance, review and development.
- Equality Outcomes – Produce a new set of Equality Outcomes for the Council.
- Audit of Best Value Workshops – Design, prepare and deliver a series of workshops for managers throughout the Council on forthcoming approach to the Accounts Commission's refreshed approach to the Audit of Best Value to ensure the Council is adequately prepared.
- Change Review of Staff and Workforce Planning – Progress to completion the Change Review of Staff and Workforce Planning.
- Change Review of Asset Management – Progress to completion Phase 1 of the Change Review of Asset Management.
- Change Review of Procurement – Progress to completion Phase 1 of the Change Review of Procurement.

When the 2016 to 2019 Service Plan was updated in June 2017, an additional 20 key actions were agreed for progress over the remaining two years of the plan making a total of 34. In the second year of the plan to 31 March 2018, 15 of these actions were completed and are listed below:

- Welfare Reform – Co-ordinate Orkney Islands Council's response to new Welfare Reform Legislation.
- Local Outcomes Improvement Plan – Review and update the Local Outcomes Improvement Plan and the Orkney Partnership's Terms of Reference.
- Records Management Plan – Arrange for the implementation of the Records Management Plan.
- Electronic Documentation and Records Management System – Arrange for the introduction of an Electronic Document and Records Management System using SharePoint.
- Council website information development – Collaborate with services to publish information on the Council's website, including information that it frequently the subject of Freedom of Information.
- Asset management – Assess the impact of the Community Empowerment (Scotland) Act 2015, with particular reference to Community Asset Transfer, and develop a policy (if needed) and procedures that support the Council's obligations.
- Area network – Deliver the Council's Wide Area Network including replacement of the Pathfinder North network, PSN connectivity and transition to SWAN.
- Change review of modernising IT and digital shift – Progress to completion phase 1 of the change review modernising IT and digital shift.
- Corporate Services Workforce Plan – Redesign Corporate Services workforce on an incremental basis to respond to service changes associated with the Council's financial decisions (phase 1).
- Service Training Priorities – Co-ordinate the development of service and corporate training plans based on the learning and development priorities identified.
- Local Government Benchmark Framework – Review the Council's approach to the Local Government Benchmark Framework by creating a local framework to maximise benefits.
- Phase 2 change reviews – Support and co-ordinate phase 2 of the high-level change reviews during the implementation period.
- Phase 1 Change Reviews – Support and co-ordinate phase 1 of the change reviews during the scoping, option appraisal and recommendations period.
- Medium-term budget process – Support the Senior Management Team in the development, planning and co-ordination of the medium-term budget process alongside the Chief Financial Officer.
- Budget setting – Support the development of an effective public engagement strategy to both raise awareness and take account of the views of customers and service users.

When the 2016 to 2019 Service Plan was updated in June 2018, an additional four key actions were agreed for progress over the final year of the plan, while two actions were moved from Corporate Services to the Chief Executive's Service, making a total of 21. In the last year of the plan, six of these actions were completed and are listed below:

- General Data Protection Regulation – Prepare for the General Data Protection Regulation coming into law in summer 2018.
- Alcohol Licensing Policy – Develop and publish a Statement of Alcohol Licensing Policy.
- Participation Requests – Implement the Council's new Participation Requests Policy and publish the Council's first statutory annual report.
- Equality Outcomes – Review and develop a new set of Equality Outcomes for the Council.
- Best Value – Co-ordinate the Council's Best Value Improvement Plan.
- Video Conferencing Facilities – Review usage of video conferencing facilities across the council.

In summary, of the 34 original actions in the 2016 to 2019 Service Plan, 29 have been completed – a success rate of 85%. The 5 remaining actions have either been incorporated in the current service plan or, if now deemed more operational, added to individual team plans within Corporate Services.

Of the eight cross-Council generic performance indicators measured by all services, in Corporate Services, four were assessed as 'green' and performing well for the end of the March 2019 reporting period, namely:

- Recruitment and retention – The number of advertised service staff vacancies still vacant after six months from the time of advert, as a proportion of total staff vacancies.
- Recruitment and retention – The number of permanent service staff who leave the employment of Orkney Islands Council – but not through retirement or redundancy – as a proportion of all permanent service staff.
- ERD – The number of staff who receive (at least) an annual face-to-face employee review and development (ERD) meeting, as a proportion of the total number of staff within the service.
- Invoice payment – The proportion of invoices that were submitted accurately and timeously to the Payments Service, as a proportion of all invoices.

Of the four Local Government Benchmarking Framework indicators for 2017 to 2018 which fall under the remit of Corporate Services, one reported performance in the top quartile of Scottish local authorities, namely:

- Sickness absence days per employee (non-teacher) – In 2017 to 2018 this was an average of 8.98 days per employee, compared to the 2016 to 2017 figure of 9.49 days, and the 2017 to 2018 Scottish average of 11.41. In 2017 to 2018 the Council ranked third in Scotland, compared to fifth the previous year, for this indicator.

2.1.4. Key drivers

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

The Service Plan will also contribute to addressing the following recommendation arising from the Council's Best Value Assurance Report, which was published in December 2017:

- The Council should set out how its activities will contribute to improved outcomes for communities so that it can evidence and monitor the impact.

2.1.5. The Single Authority Model

It has been a long-term ambition of the Council to look at the possibility of delivering local services in new ways, and recently, Orkney's Community Planning Partnership has started to explore this further. The idea is that a range of public agencies, including the Council, could join together as a single authority, merging their governing bodies and senior management to free up more resources for our frontline services.

In 2017, the Scottish Government gave a commitment to support islands authorities that are interested in developing proposals for a single authority delivering local services in ways which 'improve people's lives, create efficiencies and protect local democracy and our NHS'.

The Council has built on this national commitment by setting out the exploration of a single authority as a priority in the Council Plan. To take this forward, the Council has been holding some early discussions with other organisations which provide public services in Orkney, and the Orkney Partnership has set up a steering group to share our thinking and planning.

The ultimate ambition is to improve outcomes for people living and working in Orkney by simplifying how our services are run, making best use of public money and keeping jobs and services locally based.

2.1.6. Brexit

Change goes hand in hand with uncertainty, and never more so than with the implementation of Brexit. As with any big change, Brexit presents both threats and opportunities. Some of the powers to be repatriated to the UK involve matters of crucial importance to Orkney, like agriculture and fisheries. The Council is campaigning for decision-making to be devolved to the level of government closest to the communities concerned, which in some cases might be local councils.

There may also be scope to access new funding streams and the Council will work closely with the Scottish and UK Government in their development of new schemes, in order to maximise opportunities which might benefit Orkney. While Corporate Services is leading on the strategic and tactical preparations for a no deal Brexit, responsibility for dealing with the response should there be a no deal Brexit sits with Economic Development colleagues. There is close working between the two teams

to make sure that any transition from Corporate Services to Development and Infrastructure is as smooth as possible.

2.1.7. Sustainability and the Climate Emergency

Corporate Services is already committed to supporting the Council Plan, which has adopted sustainability as one of its seven values.

At the Special General Meeting of 17 May 2019, the Council joined other local authorities across the UK and worldwide in declaring a climate emergency. The Council agreed that it will:

- Work with partners to continue raising awareness with the community and promote understanding of the climate emergency.
- Work with partners to identify and implement actions our community can take to contribute to carbon reduction.
- Develop further delivery plan targets for consideration by the Policy and Resources Committee in September 2019.

Corporate Services will contribute towards these commitments in liaison with other Services and through its role as a facilitating partner in The Orkney Partnership. Any specific actions required of Corporate Services will be included in the Service Action Plan.

3. Where do we need to be?

In addition to the Council Delivery Plan 2018 to 2023 actions for which Corporate Services has the lead, as set out within Annex 1, the most urgent priorities have been listed within the service action plan at Annex 2.

4. How do we get there?

4.1. Council Plan targets (Annex 1)

Set out at Annex 1 are those Council level improvements and developments within the Council Delivery Plan 2018 to 2023, for which Corporate Services has the lead or contributes towards.

4.2. Service action plan (Annex 2)

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

4.3. Service performance indicators (Annex 3)

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

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

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

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

4.5. Service workforce plan (Annex 5)

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

4.6. Equality Impact Assessment (EqIA)

In common with any new or changed Council policy or plan, the Corporate Services service plan has been the subject of EqIA, using the standard Council template.

5. How do we know we are there?

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

In addition, a breakdown of the Council's performance against the Local Government Benchmarking Framework (LGBF) Indicators is reported to the relevant service committees for elected member scrutiny. This includes the Council's performance compared to the previous year and Scottish average, along with graphs for each indicator showing trends in performance over several years for the Council, our benchmarking family, and the Scottish average, and our rank out of all 32 Scottish local authorities. Where performance has varied significantly between the current and previous years, or where we are underperforming compared to our benchmarking family or the Scottish average, officers provide additional contextual information to explain the figures.

Reporting performance against the LGBF indicators not only provides additional scrutiny, it enables the Council to better demonstrate the impact of its actions and activities on the Orkney community.

Annex 1 – Council Delivery Plan 2018 to 2023 actions for which Corporate Services has the lead or contributes towards

Strategic Priority.	Target Outcome.	Action.	Target Date.	Lead Officer.
Thriving Communities.	The Orkney community is able to access work, learning and leisure through a modern, robust infrastructure which supports all our communities and meets the requirements of twenty-first century life.	3.13. Explore new ways to deliver public services within Orkney.	31 March 2023.	Executive Director.
Cross-cutting Priorities.	Continuing to fulfil our duties as an employer, carer, educator and corporate parent.	6.1. Continuous improvement in all measures associated with public safety and staff wellbeing and safety across Council assets and services. This will include delivery of a proactive Health and Safety Policy and Plan.	31 March 2023.	Executive Director.
Cross-cutting Priorities.	Continuing to fulfil our duties as an employer, carer, educator and corporate parent.	BV1a. Develop detailed Council-wide and service workforce plans that consider future workforce needs, current capacity, supply and recruitment, skills and financial constraints.	31 March 2019.	Head of HR and Performance.
Cross-cutting Priorities.	Continuing to fulfil our duties as an employer, carer, educator and corporate parent.	BV1d(i). Implement the Digital Strategy and IT Strategy, and associated workplans.	31 March 2020.	Executive Director.

Strategic Priority.	Target Outcome.	Action.	Target Date.	Lead Officer.
Cross-cutting Priorities.	Continuing to fulfil our duties as an employer, carer, educator and corporate parent.	BV2. Review the Council's self-evaluation arrangements and develop a revised How Good is Our Council? model encompassing corporate-level and well as service-level self-assessments.	28 February 2019.	Head of HR and Performance.
Cross-cutting Priorities.	Continuing to fulfil our duties as an employer, carer, educator and corporate parent.	BV4a. Within the Council Plan 2018 to 2023, and the new 2019 to 2022 service plans, make explicit the intended impact of Council and service priorities and targets on Orkney's communities.	30 June 2019.	Executive Director.
Cross-cutting Priorities.	Continuing to fulfil our duties as an employer, carer, educator and corporate parent.	BV5a. Within the context of the Strategic Planning Framework, review the Council's performance management system to ensure its ability to identify the impact of Council services and activities on Orkney's communities.	31 December 2018.	Executive Director.

Annex 2 – Corporate Services Service Action Plan

Strategic Priority.	Target Outcome.	Action.	Target Date.	Lead Officer.
Cross-cutting Priorities.	Continuing to fulfil our duties as an Employer, Carer, Educator and Corporate Parent.	HR / Payroll System Development - Complete Phase 2 of the HR / Payroll System Development.	30 June 2020.	Head of HR and Performance.
Cross-cutting Priorities.	Sustainable pay and grading structure in place.	Pay and Grading Structure Review – Undertake a review of the Council’s pay and grading structure in line with national commitments.	31 March 2022.	Head of HR and Performance.
Cross-cutting Priorities.	To deliver the actions and targets in the BVAR recommended by the Accounts Commission.	Review of Benchmarking arrangements – Conduct a review across Council services of how benchmarking is currently used in supporting improvement and implement recommendations for a future framework.	30 June 2021.	Head of HR and Performance.
Cross-cutting Priorities.	Action plan in place to address the Council’s gender pay gap and occupational segregation.	Gender Pay Gap Action Plan – To develop an action plan to address the Council’s gender pay gap and occupational segregation.	30 June 2020.	Head of HR and Performance.
Cross-cutting Priorities.	An agreed approach to the Office Accommodation Review. Should this progress following the options appraisal and costing, this action will be revisited.	Office Accommodation Review - Establish a fully costed options analysis (Pre-CPA1) for Council Headquarters at School Place, which also takes account of the outcomes of the Change Review into Asset Management.	31 December 2019.	Head of IT and Facilities.
Thriving Communities.	Reduction in the number of Council Property Assets.	Asset Management - Progress where possible Phase 2 of the Change Review of Asset Management.	31 March 2022.	Head of IT and Facilities.

Strategic Priority.	Target Outcome.	Action.	Target Date.	Lead Officer.
	Evidence of community bodies benefiting from the programme.			
Thriving Communities. Enterprising Communities.	Effective procurement which contributes to a reduction in Council costs. Support for local businesses, where possible.	Procurement - Progress where possible Phase 2 of the Change Review of Procurement.	31 March 2022.	Head of IT and Facilities.
Connected Communities.	A more digitally developed and confident workforce.	Digital Strategy - Review and update the current Digital Strategy and develop a new Digital Strategy Delivery Plan. Focus for this second iteration to be on practical service improvements for Orkney citizens.	31 March 2020.	Head of IT and Facilities.
Cross-cutting Priorities.	A successful test of the Business Continuity Plan.	Business Continuity Plan – A table-top exercise to test the Business Continuity Plan will be held.	30 September 2020.	Head of IT and Facilities.
Thriving Communities.	More participations by communities in mainstream budgeting.	Participatory Budgeting - Working with colleagues in Finance, explore options to further develop Participatory Budgeting in line with national policy drivers and the Council's strategic plan, and move the Council towards readiness to meet its 1% budget target for mainstream PB. Inclusion of mainstream PB in Council budget for 2021 to 2022.	31 March 2021.	Strategy Manager.
Thriving Communities.	Demonstrable reduction in socio-economic disadvantage	Locality Plan - Progress the Locality Plan 2018 to 2021 for the non-linked isles. Working with colleagues in Development	31 March 2022.	Strategy Manager.

Strategic Priority.	Target Outcome.	Action.	Target Date.	Lead Officer.
	experienced by residents of Orkney's non-linked isles. Published Locality Plan for a second locality.	and Marine Planning, widen the use of the Place Standard for consultation and analysis of local communities across Orkney and develop one or more locality plans for additional selected areas to be agreed by the Orkney Partnership Board.		
Cross-cutting Priorities.	Support compliance with statutory obligations and deliver improvements in service efficiency and effectiveness.	Electronic Document and Records Management System - Develop an Electronic Document and Records Management System for the Council.	31 March 2023.	Head of Legal Services.
Cross-cutting Priorities.	Improved customer experience and service efficiency.	Online Applications for Licensing – Develop online facility for submission of licence applications as Phase 2 of the Customer Service Platform project.	31 March 2023.	Head of Legal Services.
Cross-cutting Priorities.	Support compliance with statutory obligation.	Gambling Policy – Review and publish Gambling Policy.	31 March 2022.	Head of Legal Services.

Annex 3 – Corporate Services Service Performance Indicators

Performance Indicator.	Indicator Type.	Monitoring Frequency.	Target.	Lead Officer.
CCG 01 – Sickness absence – The average number of working days per employee lost through sickness absence, expressed as a percentage of the number of working days available.	Cross Council Generic.	Six-monthly.	4% or less = Green. 4.1% to 6% = Amber. 6.1% and greater = Red.	Executive Director.
CCG 02 – Sickness absence – Of the staff who had frequent and/or long-term sickness absence (they activated the sickness absence triggers), the proportion of these where there was management intervention.	Cross Council Generic.	Six-monthly.	90% to 100% = Green. 80% to 89% = Amber. 79% and less = Red.	Executive Director.
CCG 03 – Staff accidents – The number of staff accidents within the service, per 30 staff per year.	Cross Council Generic.	Six-monthly.	One accident or less = Green. Two accidents or less = Amber. More than two accidents = Red.	Executive Director.
CCG 04 – Budget control – The number of significant variances (priority actions) generated at subjective group level, as a proportion of cost centres held.	Cross Council Generic.	Six-monthly.	15% or less = Green. 16% to 30% = Amber. 31% and greater = Red.	Executive Director.
CCG 05 – Recruitment and retention – The number of advertised service staff vacancies still vacant after six months from the time of advert, as a proportion of total staff vacancies.	Cross Council Generic.	Six-monthly.	2% or less = Green. 2.1% to 4% = Amber. 4.1% and greater = Red.	Executive Director.

Performance Indicator.	Indicator Type.	Monitoring Frequency.	Target.	Lead Officer.
CCG 06 – Recruitment and retention – The number of permanent service staff who leave the employment of Orkney Islands Council – but not through retirement or redundancy – as a proportion of all permanent service staff.	Cross Council Generic.	Six-monthly.	5% or less = Green. 5.1% to 10% = Amber. 10.1% and greater = Red.	Executive Director.
CCG 07 – ERD – The number of staff who receive (at least) an annual face-to-face performance review and development meeting, as a proportion of the total number of staff within the service.	Cross Council Generic.	Six-monthly.	90% to 100% = Green. 80% to 89% = Amber. 79% and less = Red.	Executive Director.
CCG 08 – Invoice payment – The proportion of invoices that were submitted accurately and timeously to the Payments Service, as a proportion of all invoices.	Cross Council Generic.	Six-monthly.	90% to 100% = Green. 80% to 89% = Amber. 79% and less = Red.	Executive Director.
LGBF CORP1 – Support services as a percentage of total gross expenditure.	LGBF.	Annually.	N/A	Executive Director
LGBF CORP3b – Percentage of the highest paid 5% employees who are women.	LGBF.	Annually.	N/A	Head of HR and Performance.
LGBF CORP3c – The gender pay gap (%).	LGBF.	Annually.	N/A	Head of HR and Performance.
LGBF CORP6b – Sickness absence days per employee (non-teacher)	LGBF.	Annually.	N/A.	Head of HR and Performance.

Performance Indicator.	Indicator Type.	Monitoring Frequency.	Target.	Lead Officer.
CSSS 09 – Improve procurement and tendering arrangements – Actual spend committed against pre-established contract arrangements as a percentage of procurement spend.	Service Specific.	Annually.	60% to 100% = Green. 50% to 59% = Amber. 49% and less = Red.	Head of IT and Facilities.

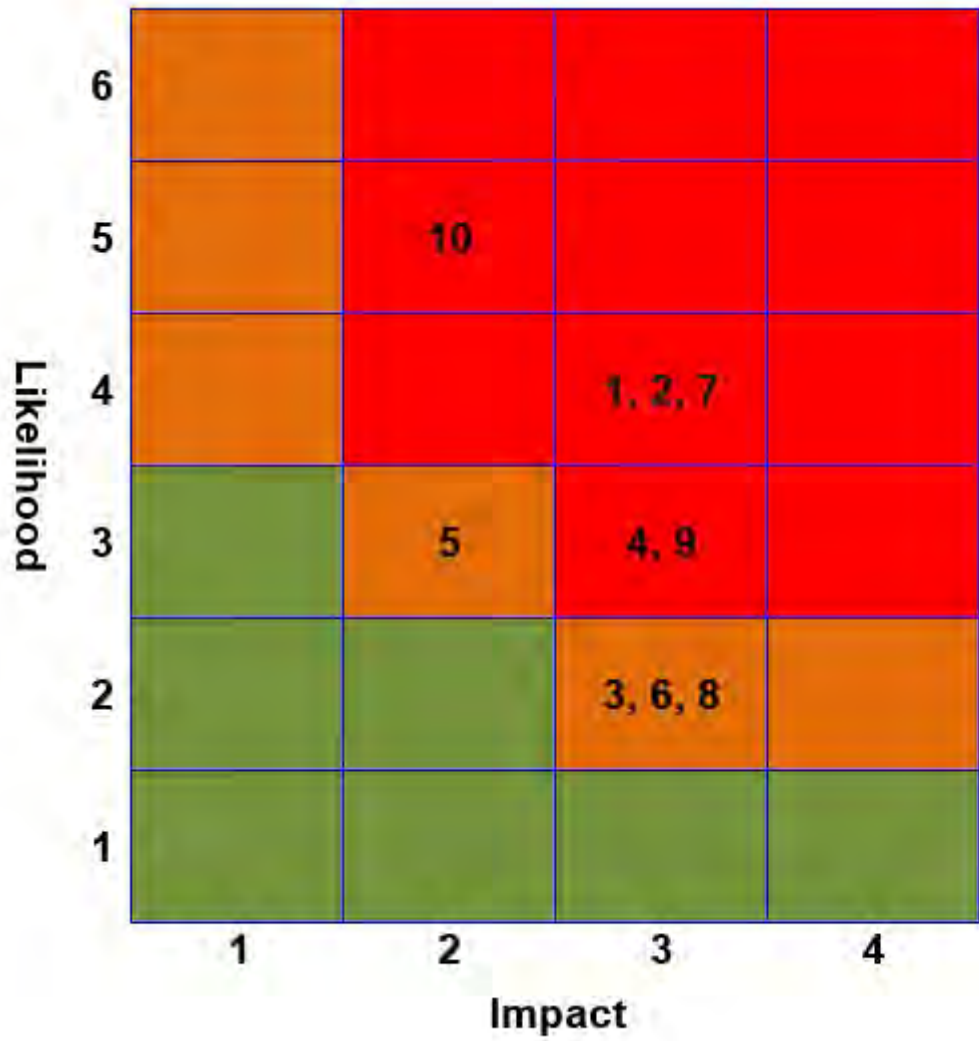
Annex 4 – Corporate Services Risk Register – May 2019

Operational Risks.

Cluster.	Risk number.	Owner.
Financial.		
Staffing.	4.	Head of HR and Performance.
Economic Recovery and Sustainability.		
Political.		
Partnerships.		
Governance.		
Communication.	7.	Head of IT and Facilities.

Strategic Risks.

Cluster.	Risk number.	Owner.
Financial.	2, 3.	Head of IT and Facilities.
Staffing.	1.	Head of HR and Performance.
Economic Recovery and Sustainability.		
Political.		
Partnerships.	10.	Executive Director of Corporate Services.
Governance.	5, 6, 9.	Head of Legal Services and Head of IT and Facilities.
Communication.	8.	Strategy Manager.



KEY

Impact:
 4 = Catastrophic
 3 = Critical
 2 = Significant
 1 = Negligible

Likelihood:
 6 = Very High
 5 = High
 4 = Significant
 3 = Low
 2 = Very Low
 1 = Almost Impossible

Risk Title: S01 – Workforce planning – lack of skills, experience and capacity.

Likelihood.	4.	Impact.	3.	RAG.	Red.	Current Risk Score.	12.	Target Risk Score.	6.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
Insufficient workforce planning actions underway. Capacity issues make it difficult for the service to realise its priorities.	The service does not have the right staff, in the right place, at the right time, to deliver set priorities and / or statutory functions.	Corporate Services cannot manage within its resources; Existing workforce becomes overstretched and demoralised; Service standards drop and vulnerable people are placed at risk; Senior officers get tied up in operational work; The service is reactive rather than proactive; An increased risk in legal challenges and complaints; Risk of financial penalties.	1.1 Workforce plan was put in place for Corporate Services in 2017. 1.2 A new corporate Workforce plan was agreed in April 2019. 1.3 Workforce planning priorities for Corporate Services will be included in the refreshed service plan for 2019 to 2022.

Risk Title: S02 – Council IT and Property assets – to ensure we obtain maximum benefit from the Council’s assets.

Likelihood.	4.	Impact.	3.	RAG.	Red.	Current Risk Score.	12.	Target Risk Score.	6.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
The Council may not have sufficient funds to sustain assets, replace ageing assets and develop key assets. Essential buildings and infrastructure for communications etc. have to be maintained to ensure property, IT, telecoms and other infrastructure continue to be able to support the Council’s services. The risk continues and increases over time.	The Council cannot maintain or develop its essential assets to provide public services; The Council cannot implement an asset management strategy; The public is unable to communicate with services; Professionals are unable to communicate with each other to provide effective services.	Buildings deteriorate; IT infrastructure cannot support services; Unused/ surplus buildings; Services are not delivered; Vulnerable people are at risk; Communication is not possible between agencies to co-ordinate services; Council’s reputation at risk.	2.1 All IT and property assets are proactively managed. 2.2 The work to make sure that we obtain maximum benefit from the Council's property assets is now integrated in overall Estates team programme of work. 2.3 IT assets are proactively monitored through an annual Capital Replacement Programme (£420,000 per annum). 2.4 The Corporate Asset Management Plan for 2019 to 2023 was updated in early 2019. 2.5 The Property Asset Management Plan is due to be updated in Autumn 2019. 2.6 The IT Asset Management Plan is due to be updated in Winter 2019.

Risk Title: S03 – Procurement – Procurement compliance and sustainable communities.

Likelihood.	2.	Impact.	3.	RAG.	Amber.	Current Risk Score.	6.	Target Risk Score.	6.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
<p>Financial and non-financial savings have not yet been fully explored. Further work to be done to support local businesses to help them participate in procurement opportunities, building on the Meet the Buyer events held in 2016, 2017 and 2018.</p>	<p>Legal challenge is a possibility unless the Procurement Regulations are complied with and processes followed; Officers fail to understand the limitations that the Procurement Regulations place on the Council; Officers do not follow due process and tendering has to be repeated; Anticipated savings may not be fully realised through collaborative contracts. The local economy may not be as well supported as it could be; Member/officer disharmony due to lack of understanding of responsibilities.</p>	<p>Financial loss due to legal challenge; Reputational harm; Delays in services being procured due to re-tendering or court action; Loss to the local economy; Loss of effectiveness and efficiency; Lost opportunity in terms of savings.</p>	<p>3.1 Continue to roll out induction courses as required. 3.2 The Council's procurement policies to enhance local economic sustainability and community benefit have been reviewed, and an annual Meet the Buyer event initiated in 2016. 3.3 Contract Standing Orders updated in March 2018, with a review due to start in Summer 2019. 3.4 The Service was audited in the year 2017 to 2018 and received positive feedback. Any actions arising have been addressed. 3.5 The Sustainable Procurement Policy was approved at the General Meeting of the Council in March 2018. 3.6 The Procurement Manual was updated in May 2019, with work to cascade all changes to relevant staff due to start in June 2019.</p>

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Risk Title: O04 – HR systems – inadequate development or use of existing electronic systems.

Likelihood.	3.	Impact.	3.	RAG.	Red.	Current Risk Score.	9.	Target Risk Score.	6.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
Inefficient processes and lack of capacity to develop new processes.	Too much time spent on administrative processes.	Failure to provide a comprehensive HR service.	4.1 Phase 2 development of the HR / Payroll system project his ongoing and due for completion in 2020. 4.2 Continue to develop use of e-processes on Recruitment Portal as resources allow.

Risk Title: S05 – Data protection – lack of awareness of data protection rules and information security best practice throughout the organisation.

Likelihood.	3.	Impact.	2.	RAG.	Amber.	Current Risk Score.	6.	Target Risk Score.	3.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
A lack of staff resources to give to this matter the attention it needed has been addressed and awareness of the issues is growing throughout the Authority, although further work is needed.	There is a risk of the Council breaching its obligations under the Data Protection Act 2018 or the General Data Protection Regulation.	National and local reputational damage; Maximum financial penalties will increase; Staff resource required to respond to any complaint against the Council relating to a breach of its obligations under the Data Protection Act 2018 or the	5.1 New Data Protection Policy 2018 in place to reflect new legislation. 5.2 New mandatory data protection course available on iLearn and completion by staff is monitored. 5.3 Staff are required to participate in mandatory training on information security.

<p>The General Data Protection Regulation and Data Protection Act have replaced the Data Protection Act 1998 and have introduced new duties for the Council.</p>		<p>General Data Protection Regulation (opportunity cost). Council not responding to Subject Access Requests efficiently and appropriately.</p>	<p>5.4 Self-evaluation questionnaires are being completed by Services to ensure that any remedial measures can be identified and actioned. 5.5 Compliance with corporate policies and guidance is monitored on a regular basis.</p>
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Risk Title: S06 – Public Records Act – failure to comply with the Public Records (Scotland) Act 2011.

Likelihood.	2.	Impact.	3.	RAG.	Amber.	Current Risk Score.	6.	Target Risk Score.	4.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
<p>The lack of staff resources to give this matter the attention it needs has been addressed. A new Records Management Plan has been submitted to the Keeper of the Records of Scotland for approval.</p>	<p>Failure to implement records management plan.</p>	<p>Local and reputational damage; Opportunity costs due to inefficient records management system; Failure to respond to information requests within statutory timescales; Increased risk of breaching data protection rules. Council spending more money on records storage than it needs to; inefficient use of Council assets.</p>	<p>6.1 A Records Management policy is in place and the Information Governance Group meets monthly. 6.2 A new Records Management Plan, to implement the Records Management Plan, has been approved by the Corporate Management Team and has been submitted to the Keeper of the Records of Scotland for approval. In the meantime, progress against the actions in the current Records Management Plan is reported on a regular basis to the Executive Director of Corporate Services. 6.3 Work is currently underway to develop and implement an Electronic Document and Records Management System which</p>

			will support compliance by the Council with its statutory obligations. Delivery of the project is overseen by a Project Board and political governance is provided by elected members through the Policy and Resources Committee and the Change Forum.
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Risk Title: O07 – ICT infrastructure and support insufficient to support the level of digital transformation required.

Likelihood.	4.	Impact.	3.	RAG.	Red.	Current Risk Score.	12.	Target Risk Score.	6.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
<p>The ICT infrastructure and support capacity is better understood.</p> <p>Future digital requirements are better understood</p> <p>Capacity within the ICT team is running below establishment levels, although recruitment is underway.</p>	<p>The ICT infrastructure is not sufficient to effectively run the required systems.</p> <p>The ICT staff cannot provide a suitable level of support for ongoing digital transformation or to deliver the ICT strategy for 2017 to 2020.</p>	<p>Existing systems could suffer reduced performance or fail.</p> <p>New systems not implemented.</p> <p>End users may be unable to properly utilise systems.</p> <p>Potential reputational damage with both staff and public.</p> <p>Failure to deliver efficiencies.</p> <p>OIC fails to make the necessary cultural changes to facilitate the switch to Digital delivery and Digital Transformation</p>	<p>7.1 Improved Management oversight in place and the service team structure has been reviewed to add in additional capacity.</p> <p>7.2 ICT Capital Replacement programme is delivering improvements to the infrastructure. The 3-year Disaster Recovery and Business Continuity Project began on 1 April 2018.</p> <p>7.3 A revised Digital Strategy was presented to the Asset Management Subcommittee on 31 May 2018, and progress on delivery of the Strategy is regularly reported to Senior Managers and elected members.</p>

			7.4 Digital Maturity Assessment completed in November 2018, and a day's workshop on outcomes and next steps with the Digital Officer has been arranged for May 2019.
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Risk Title: S08 – Public / Community engagement – lack of evidence of active engagement.

Likelihood.	2.	Impact.	3.	RAG.	Amber.	Current Risk Score.	6.	Target Risk Score.	4.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
Public sector bodies and Community Planning Partnerships are subject to increasing pressure to demonstrate active engagement with communities, most recently from the guidance regarding participation requests.	The Council and / or CPP may be required to produce evidence of community input into decision-making and co-production of services. Decisions may be challenged on grounds of lack of evidence of engagement.	Decisions made by the Council and/or CPP could lack the full benefit of community input Increased level of scrutiny from external auditors and inspectors. Loss of public support for Council and/or CPP decisions. Loss of public credibility.	8.1 The Consultation and Engagement Officers Group met on 6 July 2018, 31 Oct 2018 and 30 Jan 2019 to review progress in all actions associated with this risk. 8.2 The Council adopted a new Community Consultation and Engagement Policy in Feb 2019, to complement the Orkney Partnership's guidelines already adopted by the Council. 8.3 The Consultation and Engagement Officers Group delivered staff refresher training courses on 13 June 2018 and 22 Feb 2019. 8.4 Progress in Orkney Opinions was reported to Committee on 19 June 2018 and the pilot was extended for a further year, with 8 surveys issued to end of March 2019. A further report is to be

			<p>considered by Policy and Resources Committee in June 2019.</p> <p>8.5 The Participation Requests Policy is in operation and two Participation Requests have been received to date, with one granted and one refused. Decision notices were posted online in accordance with the statutory timetable, and an associated outcomes improvement process is nearing completion.</p>
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Risk Title: S9 – Cyber security – with an increase in the use of publicly visible technology, there is an increased risk of exposure to threats from criminal and other malicious parties.

Likelihood.	3.	Impact.	3.	RAG.	Red.	Current Risk Score.	9.	Target Risk Score.	6.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
Failure to implement and maintain suitable controls to protect assets.	Disclosure or loss of data.	Financial and legal implications. Reputational risk, direct implications for staff, inability to access information when required.	<p>10.1 Adopt recognised standards to counteract cyber threats including the UK Government Cyber Essentials scheme.</p> <p>10.2 Implement suitable security controls to support efficient functioning of OIC ICT infrastructure.</p> <p>10.3 Develop co-operative connectivity with public sector and third sector bodies.</p> <p>10.4 Develop a culture of security by raising awareness of personnel to vulnerabilities, risks and threats from</p>

			<p>cyberspace and the need to protect information systems.</p> <p>10.5 Actively participate in the national initiatives for sharing intelligence.</p> <p>10.6 PSN reaccreditation was achieved in August 2018.</p> <p>10.7 Cyber Essentials + accreditation was achieved in April 2019.</p> <p>10.8 Succession planning with ICT underway, with external training and qualifications being explored.</p> <p>10.9 Planned exercise to test the Council's cyber security to be completed by 31 December 2019.</p>
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Risk Title: S10 – Single Authority Model (SAM).

Likelihood.	5.	Impact.	2.	RAG.	Red.	Current Risk Score.	10.	Target Risk Score.	6.
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Vulnerability.	Trigger.	Consequences.	Mitigating Actions.
SAM is dependent on multiple agencies being able and willing to commit to permanent changes in governance. This could be hindered by a wide range of internal or external	Scottish Government Ministers fail to commit collectively to SAM and/or to convey unambiguous directives to participating SG departments, local	Local partner agencies withdraw commitment to SAM. Failure to deliver optimally joined-up services. Failure to maximise resources for delivery of front-line services.	11.1 Maintain and support an active and engaged SAM Steering Group. 11.2 Initiate and maintain pro-active engagement with Scottish Ministers. 11.3 Initiate early engagement with staff groups and Unions.

<p>factors. It could potentially be stalled by a change in policy or personnel on the part of any of the key players.</p>	<p>agencies and other bodies. Lack of buy-in from staff of participating bodies. Change in policy by the Council or any participating Board.</p>		<p>11.4 Demonstrate potential benefits of SAM for the Orkney community and Scottish Government.</p>
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Annex 5 – Corporate Services Workforce Plan

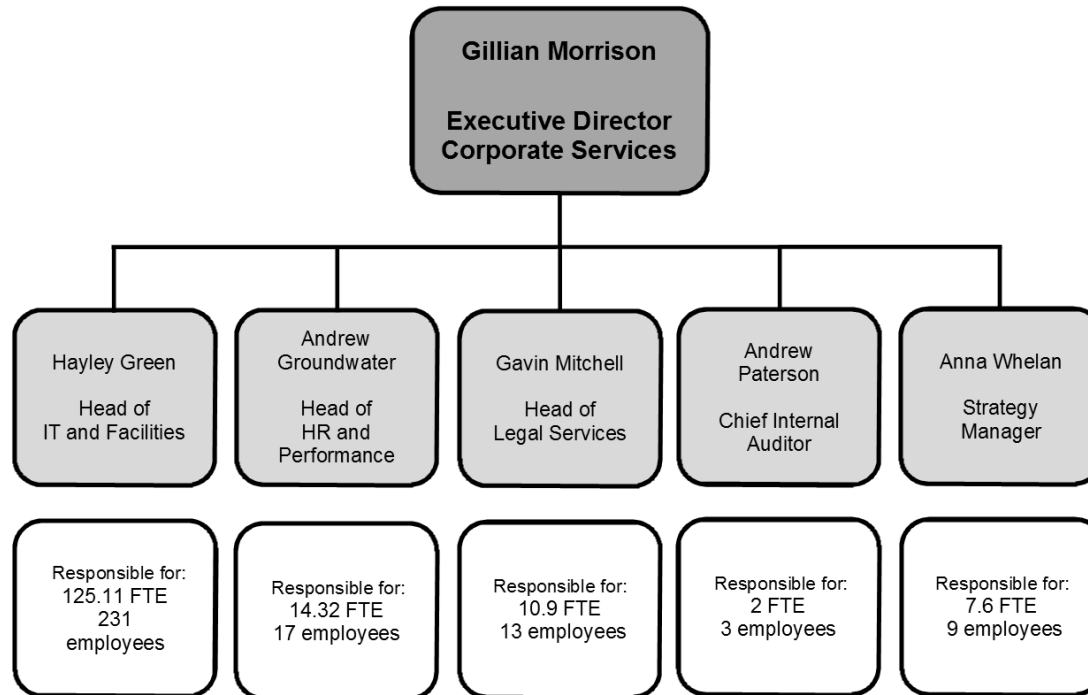
1. Corporate Workforce Priority: retaining and re-shaping our current workforce.				
Expected Outcome.	Staff within Corporate Services are trained for the roles they undertake, within the context of changing service delivery.			
Actions.	Lead Officer.	Resources Required.	Target Date.	Measurement of outcome.
Ensure all managers continue to use the ERD process to review job descriptions and ensure training gaps are identified and addressed.	All managers.	Within existing resources.	31 March 2022.	ERD performance indicator.
Ensure all managers take responsibility for identifying the digital support needs of their staff where they are leading digital service developments.	All Heads of Service.	Within existing resources.	31 March 2022.	ERD review for key staff. Survey of staff, compared against the baseline in the Digital Maturity Assessment undertaken in November 2018.
Ensure all managers review posts when they become vacant as an opportunity to make service savings and improve service efficiency.	All Heads of Service.	Within existing resources.	31 March 2022.	Appropriate savings made through staff turnover.
Where roles cease or are required to change significantly, ensure redeployment training opportunities are available.	All Heads of Service.	Within existing resources.	Ongoing, depending on budget setting decisions.	Number of staff who wish to be redeployed are suitably prepared for alternative roles.
Review the Council's approach to redeployment and re-skilling (Corporate Workforce Plan Action).	Head of HR and Performance.	Within existing resources.	Ongoing.	Number of staff redeployed into suitable alternative roles.

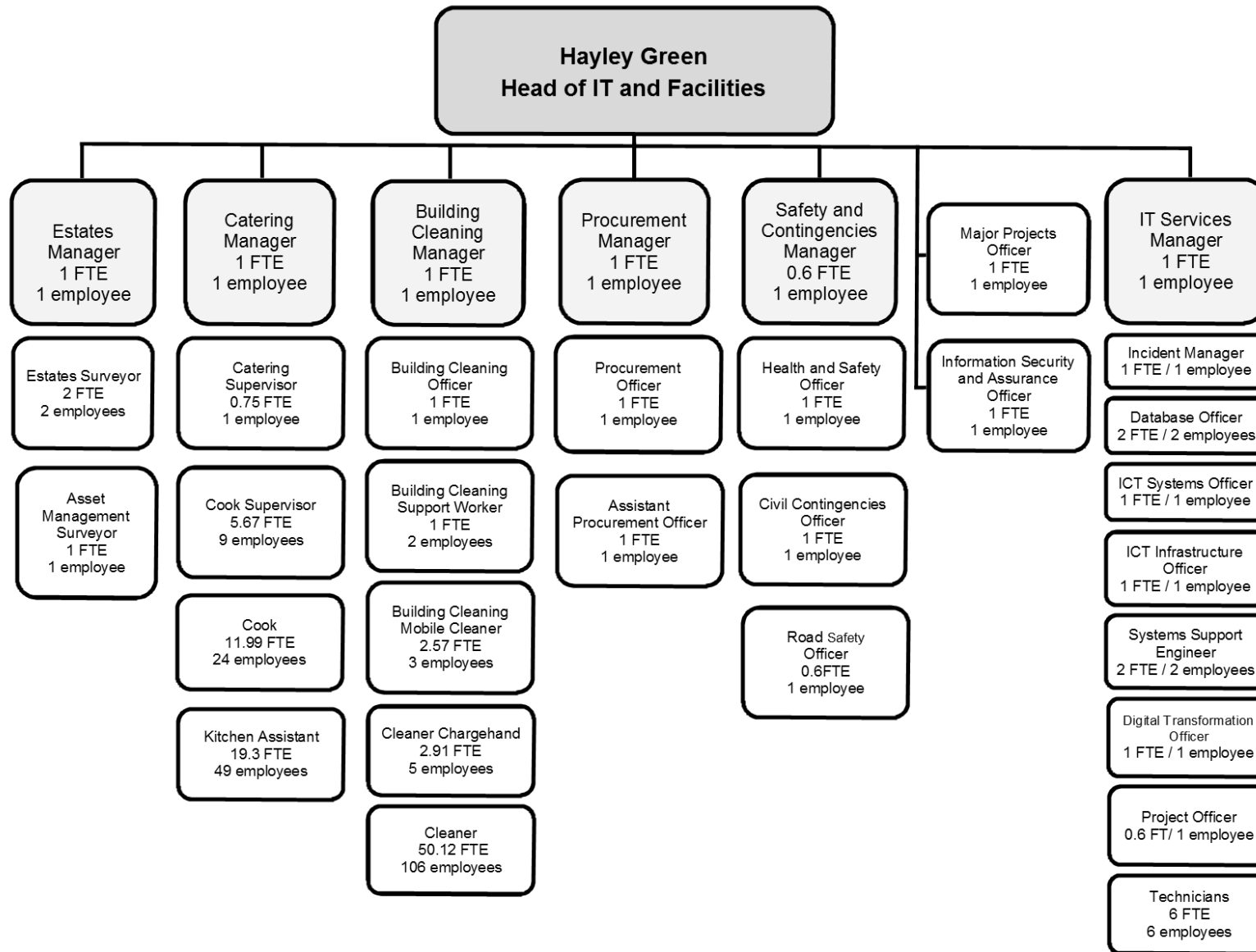
2. Corporate Workforce Priority: providing opportunity for our young people and making the Council an attractive employer of choice.				
Expected Outcome.	Full employment is achieved in service areas where there are 'hard to fill' posts within Corporate Services.			
Actions.	Lead Officer.	Resources Required.	Target Date.	Measurement of outcome.
Using the Council's corporate workforce action plan, use opportunities to encourage people in Orkney and beyond to apply for diverse 'hard to fill' posts from cleaning to legal services.	Relevant Head of Service.	Within existing resources.	Ongoing.	Number of vacancies which have been unfilled for more than six months.

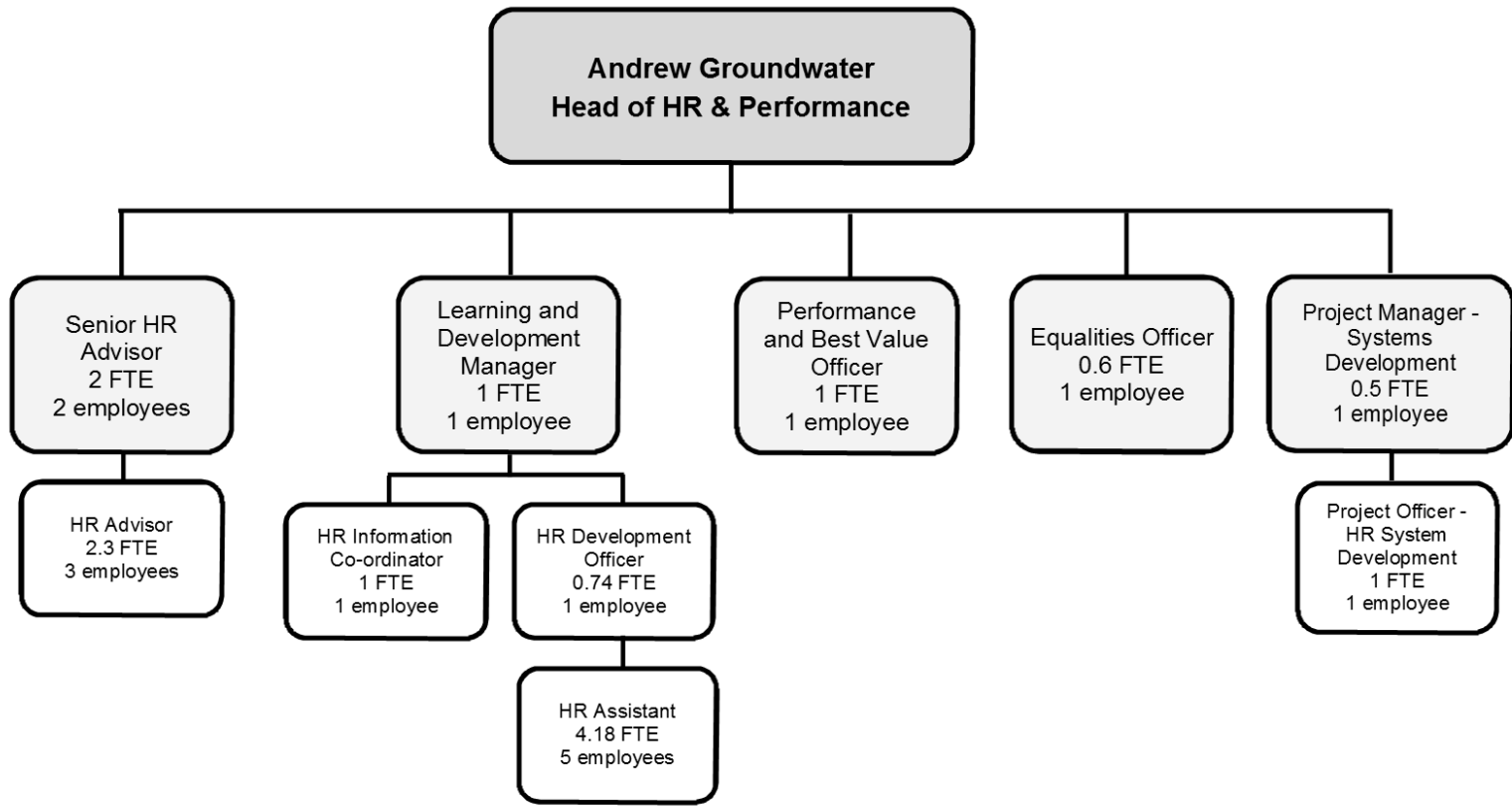
3. Corporate Workforce Priority: flexibility and exploring new ways of working.				
Expected Outcome.	Recruitment and retention in Corporate Services is enhanced by flexibility and exploring new ways of working.			
Actions.	Lead Officer.	Resources Required.	Target Date.	Measurement of outcome.
Develop and seek to further integrate existing electronic systems in Corporate Services where possible.	Head of IT and Facilities.	Within existing resources.	31 March 2022.	Reduction in the number of electronic systems used across Corporate Services.
Explore full use of the technology and IT resources available to encourage and promote flexible working for all relevant staff.	Head of IT and Facilities.	Within existing resources.	31 March 2022.	Staff feedback. Increase in staff working flexibly across Corporate Services.

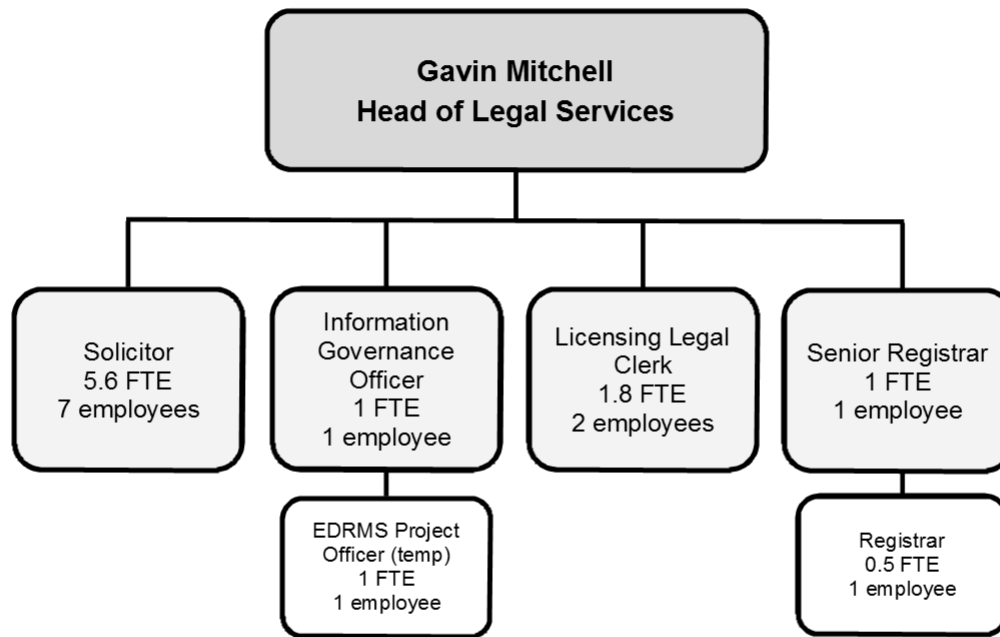
4. Corporate Workforce Priority: enhancing capacity and improving performance.				
Expected Outcome.	Staff in Corporate Services are supported by a positive approach to health and wellbeing.			
Actions.	Lead Officer.	Resources Required.	Target Date.	Measurement of outcome.
Supporting employees' health, safety and wellbeing by running regular awareness campaigns.	Head of IT and Facilities.	Within existing resources.	Ongoing provision of campaigns.	Staff feedback. Reduction in staff sickness for areas which have been targeted by an awareness campaign.

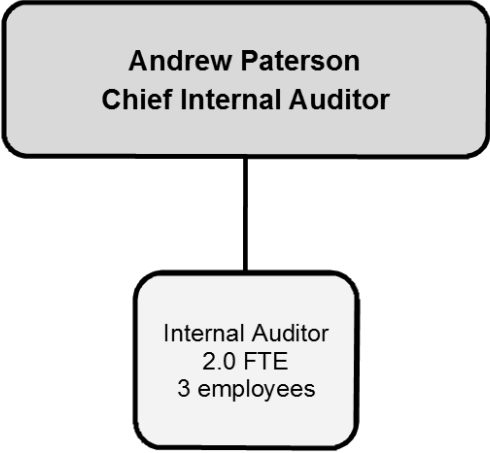
Annex 6 – Corporate Services Service Organograms

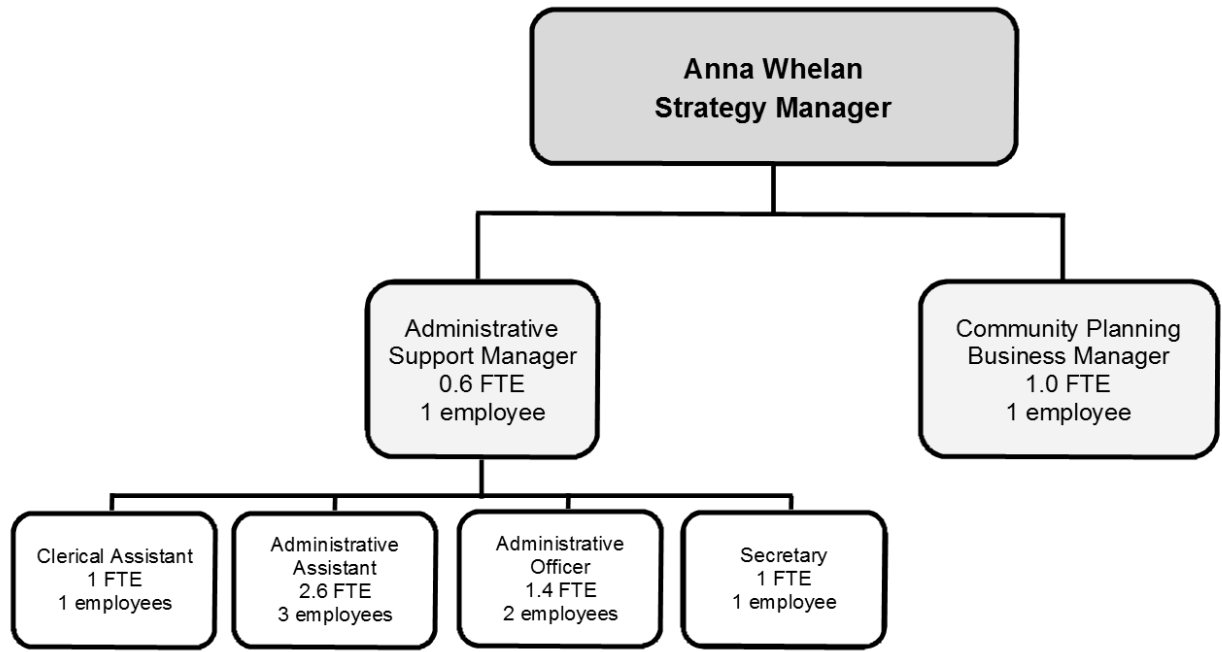














The Orkney Partnership

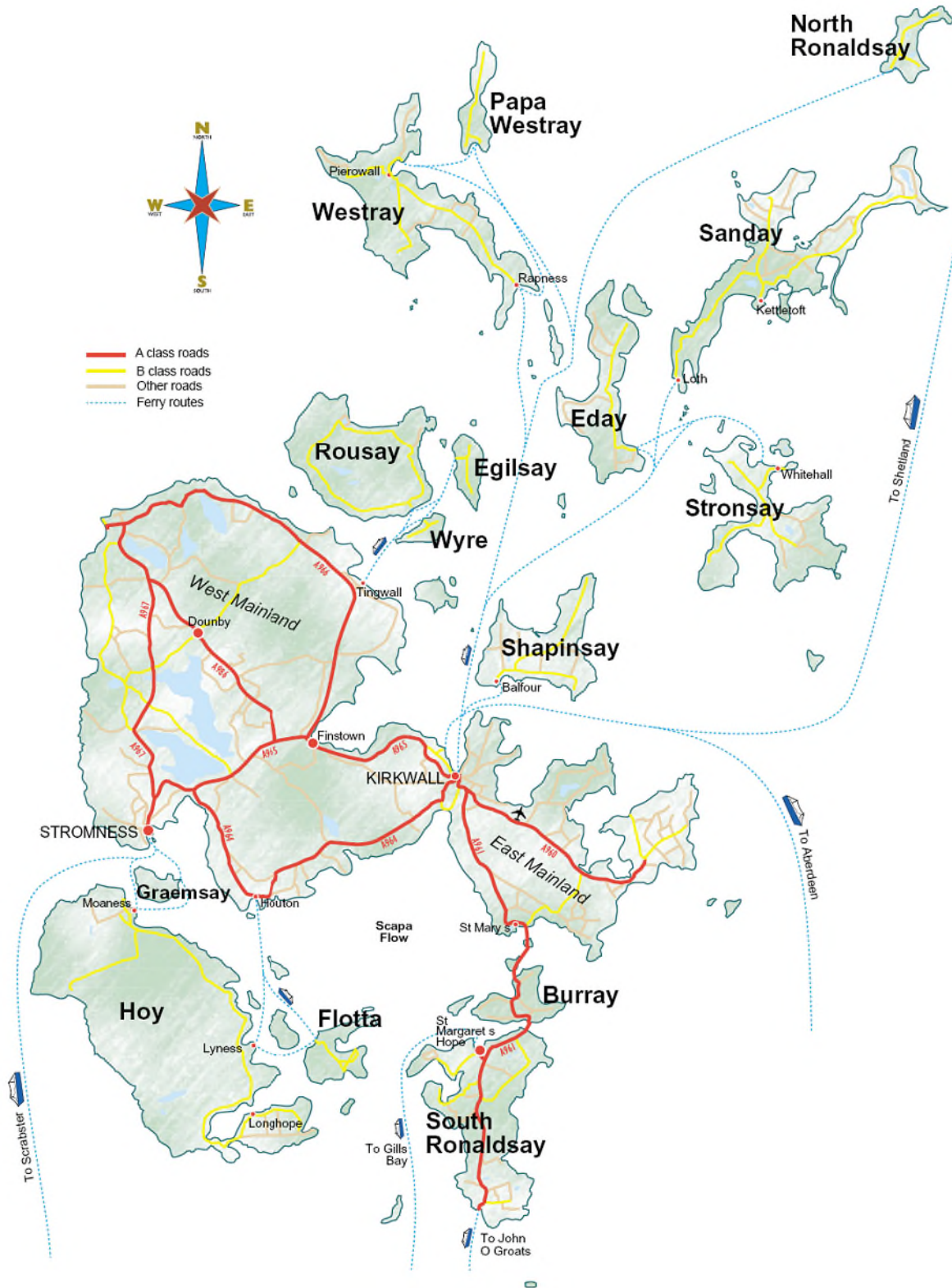
Working together for a better Orkney

Orkney Community Plan

Incorporating Orkney's

Local Outcomes Improvement Plan

2019 to 2022



If you would like this plan in a different language or format, please contact the Community Planning Business Manager, Orkney Islands Council, School Place, Kirkwall KW15 1NY. Tel: 01856 873535 ext 2153. Email: corporateservices@orkney.gov.uk

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1. Introduction

Welcome to Orkney's Community Plan for 2019 to 2022.

The purpose of community planning is for providers of public services to work together with the community to plan and deliver services that will improve long term outcomes for individuals, families, and communities where inequality persists.

Orkney Community Plan shares the ambition of Orkney's Local Development Plan:

“To strengthen and support Orkney's communities by enabling those developments which will have a positive and sustainable socio-economic impact, and utilise locally-available resources, whilst striving to preserve and enhance the rich natural and cultural heritage assets upon which Orkney's economy and society depends.”

The principle of prevention is central to our plan. By focusing collaboratively on early intervention, we can reduce negative outcomes for families and individuals, and reduce future demand for costly crisis services.

Orkney's community planning partners want everybody in Orkney to have an equal opportunity to share in its success, in accordance with our mission and values. Our shared mission is:

Working together for a better Orkney

Our seven key values guide the way we work, together or independently, and influence everything we do:

Resilience
Enterprise
Equality
Fairness
Innovation
Leadership
Sustainability

Through this Plan, we commit to coordinating our resources to tackle the challenges that come our way and provide services that meet the needs of our communities as effectively and efficiently as possible.

The Orkney Partnership is designed to focus the collective resources of the Partnership on a small number of strategic priorities at any one time. At present, our strategic priorities are:

- Strong Communities
- Living Well
- Vibrant Economy



Orkney Partnership Board

Five of our partners have a collective duty to facilitate community planning:



Other partners have a duty to participate in community planning:



Our Board also includes some local and co-opted partners:



Orkney
Community
Justice
Partnership



3. Executive summary

Every community planning partnership is required to publish a Local Outcomes Improvement Plan (LOIP). Orkney Community Plan incorporates Orkney's LOIP and is a three-year rolling plan which is refreshed, updated and reissued every year. It describes what we aim to achieve by working together in partnership, and how this adds value to what we can achieve as individual organisations.

Section 4 of this plan (starting on page 7), provides a statistical profile of Orkney. This evidence base, along with the views of a wide range of stakeholders, underpins the selection of the Orkney Partnership's current strategic priorities for action:

- Strong Communities
- Living Well
- Vibrant Economy

Our priorities are based upon the principle that working together in partnership makes it easier to resolve the large and complex issues in our community, and this plan presents a concerted effort to tackle these challenges. In the LOIP we are not trying to describe everything that the partners do together. It does not record partnership working in areas where it is already working well, but focuses exclusively on problem areas which will take imagination and innovation to resolve.

The National Census of 2011 evidenced a welcome rise in Orkney's population to 21,349, and recent estimates suggest that it now stands at more than 22,190. Although the population as a whole is increasing, the Census showed a continuing drift in population away from the isles. All of Orkney's smaller isles rank among the most deprived 10% of communities in Scotland with regard to access to services, which is the main reason for this trend. Consequently, our first priority is "strong communities". We want all our communities to have growing, sustainable and inclusive populations, with access to services, facilities and resources.

Delivery of services is a perennial issue, particularly challenging in the outer isles, where it is difficult to maintain a sustainable health and care workforce. While it is welcome news that we are living longer, Orkney's demographic profile has aged significantly in recent years. Inequality and social isolation also impinge on individual and community well-being. Our second priority, "living well" takes a holistic view of how we can address these issues collectively for the benefit of all of Orkney's communities. We want people to have the support they need to adopt healthy lifestyles throughout their lives and take responsibility for their wellbeing. We also want people to live in safe, warm, homely settings. Not only will this improve individual lives, it will prevent increasing demand for support services in future years.

Despite our challenges we have a lot to offer. We want Orkney to be a location of choice for employment, tourism, living, leisure, learning and investment. Orkney has a unique opportunity to position itself as a location for innovation and the application of experimental thinking in sustainable development in an island context. We would like our economy to offer a broad range of employment opportunities in all localities. Maintaining a "vibrant economy" is key to this ambition and is our third priority.

Our strategic priorities are being progressed by three Delivery Groups, and their visions and outcomes are detailed in this plan. Progress towards our planned outcomes is regularly reviewed and regular updates are posted to the Partnership's website at <http://www.orkneycommunities.co.uk/COMMUNITYPLANNING/news.asp>

4. A profile of Orkney

Orkney comprises 70 or so islands and skerries, of which up to 19 may be inhabited depending on the time of year. The total land area of approximately 1,000 square kilometres raises some of the best livestock in Scotland, and Orkney enjoys an outstanding natural environment with clean air and water, fine scenery, diverse wildlife and a unique cultural heritage. But Orkney is not immune to the difficulties facing other remote and rural communities, including an ageing population, under-employment, low wages, a high cost of living, limited affordable housing, fuel poverty and access to essential services.

The National Records of Scotland Orkney Islands Council Area Profileⁱ gives a snapshot of Orkney's demographic profile:

- The estimated total population of Orkney as at 30 June 2018 was 22,190, an increase of 0.9% from 22,000 in 2017.
- Population projections show that between 2016 and 2026 the age group that is projected to increase the most is the 75+ group. In terms of size, the 45 to 64 group is projected to remain the largest.
- 186 births were registered in Orkney in 2018, an increase of 1.1% from 184 births in 2017.
- 226 deaths were registered in 2018, an 18.1% decrease from 276 deaths in 2017.
- Female life expectancy at birth (81.7 years) is greater than male life expectancy (79.5 years), and both are greater than the Scottish average.
- In 2017-18 there was an average net inflow of 253 people into Orkney per year, the highest level being in the 30 – 34 age group.
- 95 marriages were registered in Orkney in 2018, including 3 same sex marriages.
- In 2018 Orkney had an estimated 10,506 households, an increase from 10,385 in 2017. The number of dwellings was estimated to be 11,192 in 2017.

5. Our strategic priorities

Orkney Partnership Board selects its strategic priorities in the light of a number of criteria, including the evidence base set out in section 4, community consultation feedback, issues in need of joint action and/or joint resourcing, problems which no existing agency or partnership can solve on their own, the need for preventative action to limit future demand on services and our shared mission to tackle inequalities.

All public bodies support the Scottish Government's National Outcomes, revised in 2018, in the work they do, individually and in partnership. The following table shows how the Orkney Partnership is supporting the new National Outcomes through its strategic priorities.

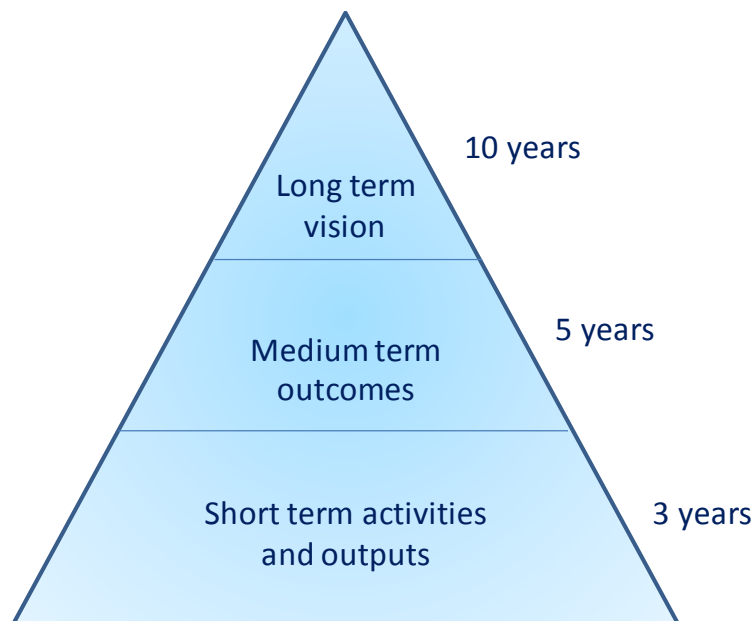
 Local Strategic Priorities	 New National Outcomes
<p>Strong Communities</p> <p>Orkney's communities and individuals are fulfilling their potential.</p> <ul style="list-style-type: none"> • Our communities have vibrant, innovative, sustainable and inclusive populations. • Our communities have access to the services, facilities and resources they require to enable them to lead, develop and innovate. • Partners and communities share trusting relationships and understand their own and others' accountability, responsibility and capacity. 	<ul style="list-style-type: none"> • We live in communities that are inclusive, empowered, resilient and safe • We value, enjoy, protect and enhance our environment • We are creative and our vibrant and diverse cultures are expressed and enjoyed widely • We are open, connected and make a positive contribution internationally
<p>Living Well</p> <p>Our people are resilient and live well.</p> <ul style="list-style-type: none"> • People live in safe, warm, homely settings. • People have the support they need to adopt healthy lifestyles throughout their lives, and take responsibility for their wellbeing. 	<ul style="list-style-type: none"> • We grow up loved, safe and respected so that we realise our full potential • We respect, protect and fulfil human rights and live free from discrimination • We are healthy and active
<p>Vibrant Economy</p> <p>Orkney has a vibrant economic environment.</p> <ul style="list-style-type: none"> • Orkney is a location of choice for people to live, work, learn, visit and invest. • Orkney is widely recognised as a location for innovation and the application of experimental thinking in an island context. • Orkney's economy offers a broad range of employment opportunities in all localities. 	<ul style="list-style-type: none"> • We have a globally competitive, entrepreneurial, inclusive and sustainable economy • We have thriving and innovative businesses, with quality jobs and fair work for everyone • We are well educated, skilled and able to contribute to society • We tackle poverty by sharing opportunities, wealth and power more equally

Each strategic priority is the responsibility of a Delivery Group to plan, progress and report back to the Board. The Delivery Groups may include representatives of any organisations in Orkney which can help to achieve their outcomes. Their current chairs are:

Strong Communities	Gail Anderson, Chief Executive, VAO
Living Well	Gerry O'Brien, Chief Executive, NHS Orkney
Vibrant Economy	Graeme Harrison, Area Manager, HIE

The Chairs of the Delivery Groups, working with their stakeholders, compile plans comprising their planned outcomes and the actions needed to achieve them. Each Delivery Group selects a suite of high level performance indicators, aligned to their activities and outputs, which demonstrates how well they are progressing towards their planned outcomes. The resources, in cash and kind, which are needed to implement planned actions are documented collectively in a Joint Resourcing Plan.

Delivery Group plans use the planning triangle model:



5.1 Strong Communities

Long term vision

	Orkney's communities and individuals are fulfilling their potential.
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Medium term outcomes

A.	Our communities have vibrant, innovative, sustainable and inclusive populations.
B.	Our communities have access to the services, facilities and resources they require to enable them to lead, develop and innovate.
C.	Partners and communities share trusting relationships and understand their own and others' accountability, responsibility and capacity.

Key performance indicators

SC1	The total population of the isles is sustained¹ (source: Census 2011 and Census 2021)			
	2018-19 Baseline	2019-20	2020-21	2021-22
	2,862 (Total isles' population 2011)	Maintain or improve	Maintain or improve (Census 2021)	Maintain or improve
SC2	% of the population engaged in unpaid community activity (source: Scottish Household Survey results 2017 published 2019, next due 2020)			
	2018-19 Baseline	2019-20	2020-21	2021-22
	32% (Scottish average 28% in 2017)	Maintain above Scottish average	Maintain above Scottish average	Maintain above Scottish average
SC3	Satisfaction rating² for 'Facilities and amenities' (source: Locality Plan Place Standard Consultation Results 2016 , next due 2020)			
	2018-19 Baseline	2019-20	2020-21	2021-22
	5	5	5	5
SC4	Satisfaction rating for 'Housing and community' (source: Locality Plan Place Standard Consultation Results 2016 , next due 2020)			
	2018-19 Baseline	2019-20	2020-21	2021-22
	3	3	4	4
SC5	Satisfaction rating for 'Work and local economy' (source: Locality Plan Place Standard Consultation Results 2016 , next due 2020)			
	2018-19 Baseline	2019-20	2020-21	2021-22
	4	4	5	5
SC6	Satisfaction rating for 'Influence and engagement' (source: Locality Plan Place Standard Consultation Results 2016 , next due 2020)			
	2018-19 Baseline	2019-20	2020-21	2021-22
	4	4	5	5

¹ Note that the Strong Communities Delivery Group is measuring population on an individual island basis

² Rating scale of 1 to 7 where:

1 = needs a great deal of improvement

7 = does not need a great deal of improvement

5.2 Living Well

Long term vision

	Our people are resilient and live well.
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Medium term outcomes

A.	People live in safe, warm, homely settings.
B.	People have the support they need to adopt healthy lifestyles throughout their lives, and take responsibility for their wellbeing.

Key performance indicators

LW1	Fuel poverty rates by local authority (source: Scottish House Condition Survey published 2015-17 Local Authority Data published 2019, next due February 2020)			
	2018-19 Baseline	2019-20	2020-21	2021-22
	57% (National average 24.9%)	Improve	Improve	National average (source: Orkney Fuel Poverty Strategy 2017-2022)
LW2	Access to Child and Adolescent Mental Health Services - waiting period of 18 weeks or less from referral to treatment (source: Orkney Health and Care 2017-19 Strategic Commissioning Plan Refresh published 2017, 2019-2022 Plan due 2020)			
	2018-19 Baseline	2019-20	2020-21	2021-22
	90% of referrals (NHS Delivery Standard)	Meet standard	Meet standard	Meet standard
LW3	Percentage of children at primary 1 at a healthy weight (source: Information Services Division Scotland published 2018, next due 2019)			
	2018-19 Baseline	2019-20	2020-21	2021-22
	75.1%	Improve	Improve	Improve

LW4	Percentage of adults participating in some form of sport or exercise, including walking, in previous 4 weeks (source: Scottish Household Survey results 2017 published 2019, next due 2020)			
	2018-19 Baseline	2019-20	2020-21	2021-22
	84%	84%	88%	88%
LW5	Satisfaction rating* for 'Being and staying well' (source: Locality Consultations Orkney Island and Mainland Summary published by VAO 2017, next due 2020)			
	2018-19 Baseline	2019-20	2020-21	2021-22
	5	5	5	5
LW6	Satisfaction rating for 'Health and care – getting help when I need it' (source: Locality Consultations Orkney Island and Mainland Summary published by VAO 2017, next due 2020)			
	2018-19 Baseline	2019-20	2020-21	2021-22
	Island and West Mainland	4	5	5
	East Mainland	5	5	5

* Rating scale of 1 to 7 where:

1 = needs a great deal of improvement

7 = does not need a great deal of improvement

5.3 Vibrant Economy

Long term vision

	Orkney has a vibrant economic environment.
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Medium term outcomes

A.	Orkney is a location of choice for people to live, work, learn, visit and invest.
B.	Orkney is widely recognised as a location for innovation and the application of experimental thinking in an island context.
C.	Orkney's economy offers a broad range of employment opportunities in all localities.

Key performance indicators

VE1	Employment rate (16-64 years) (source: NOMIS Official labour market statistics published 2019, next due 2020)			
	2018-19 Baseline	2019-20	2020-21	2021-22
	88.7%	>85%	>85%	>85%
VE2	% of 16-19 year olds participating in education, employment and other training and development activities (source: Skills Development Scotland, Annual Participation Measure August 2019)			
	2018-19 Baseline	2019-20	2020-21	2021-22
	95.4%	Maintain	Maintain	Maintain
VE3	Modern Apprenticeships starts (source: Skills Development Scotland Making Skills Work for Orkney Islands published 2019, next due 2020)			
	2018-19 Baseline	2019-20	2020-21	2021-22
	140 (16-24 years - 83 25+ years - 57)	Improve	Improve	Improve
VE4	Town Centre Vacancy rate Kirkwall (source: Scottish Local Authorities Economic Development Indicators Framework Report 2017-18 published 2018, next due 2019)			
	2018-19 Baseline	2019-20	2020-21	2021-22
	3.7%	<5%	<5%	<5%
VE5	% premises unable to access 10Mbps/s Broadband (source: Scottish Local Authorities Economic Development Indicators Framework Report 2017-18 published 2018, next due 2019)			
	2018-19 Baseline	2019-20	2020-21	2021-22
	26.1%	20%	15%	0 ¹
VE6	Satisfaction rating² for 'Digital Connectivity' (source: Locality Plan Place Standard Consultation Results 2016 next due 2020)			
	2018-19 Baseline	2019-20	2020-21	2021-22
	2.39	2.39	4	4

¹ [Scottish Government R100 commitment](#)

² Rating scale of 1 to 7 where:

1 = needs a great deal of improvement

7 = does not need a great deal of improvement

6. Working together for a better Orkney

6.1 Resilience

Orkney's resilience is reinforced by its strong communities, represented by a network of community councils, development trusts, community associations, voluntary organisations and communities of interest. Orkney's community council network is the most active in Scotland, with all 20 areas normally contested. Eleven local development trusts, each focused on one island or mainland locality, initiate and manage new community development, business ventures, social enterprises and other projects. The [Community Directory](#) maintained by Voluntary Action Orkney lists around 600 local organisations, of which more than 90 maintain active websites on the [Orkney Communities](#) platformⁱⁱ.

In 2015, the Council initiated an "Empowering Communities" pilot on Stronsay and Papa Westray. This scheme promotes resilience by facilitating the co-production of services between service providers and users on the smaller isles. Following the success of the pilot, the initiative was rolled out to Hoy and Sanday in 2018.

A research report, "Enabling Our Next Generation: Young People in the Highlands and Islands: Maximising Opportunities", was published by Highlands and Islands Enterprise in 2018. This reported that, while overall young people in the region have a good connection with their local communities, in Orkney 81% participate in their local community in some form. This is the highest figure compared to the regional average of 62%. All respondents from Orkney agreed that their community is a good place to bring up a family and that there is a good quality of life.

6.2 Enterprise

An enterprising approach is essential in tackling Orkney's most challenging problems, where obstacles stand in the way of all partner agencies, both individually and collectively. The biggest cross-cutting challenges locally are **digital connectivity, transport, housing and fuel poverty**, which impact on everything we do. The Board has oversight of the shared challenges and ensures that relevant aspects are being addressed by relevant bodies, and where appropriate by any or all of the Delivery Groups.

One initiative with the ability to address these cross-cutting challenges is the Islands Deal, a joint proposal from the three islands councils (Orkney, Shetland and the Western Isles) to the Scottish and UK Governments, which is modelled on the lines of a City or Regional Deal but with elements unique to the islands. Deals are the UK and Scottish Governments' vehicles for adopting strategic approaches to improving regional economies and their intent is to tackle economic barriers and maximise opportunities to drive local, regional and national economic growth. By working together, the islands councils are able to maximise the impact of their collective resources in progressing the key issues which are of critical importance to all of our islands.

The Islands Deal is structured around five interlinked Innovation Programmes that seek to play to the islands' strengths, challenges and shared opportunities:

- Leading the way to a low carbon future
- World Class visitor destinations
- Supporting growth and future industries

- Thriving sustainable communities
- Digital Islands

An integrated suite of projects is being prepared for inclusion in the Deal proposal. All projects proposed must contribute to the core agenda of the Islands Deal in terms of transformational change to demographic balance and/or economic prosperity. Selected projects will develop innovative approaches to intractable problems and support UK and Scottish Government objectives by maximising the identified “Islands Advantage”. They will optimise opportunities for additional income to Orkney from both UK and Scottish Governments, and from private and other public sector agencies.

The Islands Deal is being developed in partnership with key community planning partners, notably Highlands and Islands Enterprise and Skills Development Scotland. It is anticipated that all partners will be involved to a greater or lesser degree as the Deal is agreed and implemented. Orkney Partnership Board is fully committed to the Islands Deal and its target outcomes, along with partner Boards in Shetland and the Western Isles. All three community planning partnerships will ensure that the Islands Deal is harmonised with their Local Outcomes Improvement Plans.

The Islands Deal is one of many strands of activity promoting enterprise in Orkney. All partners will support their implementation wherever they can be instrumental in helping to achieve our strategic priority of a vibrant economy.

6.3 Equality

Scotland’s Census is our most comprehensive and accurate source of equalities data for Orkney, but is only available every 10 years. The following table shows some of the demographic changes which occurred between 2001 and 2011. This table will be updated following the next Census in March 2021.

Equalities census data for Orkney	2001	2011	% change
Total population	19,245	21,349	10.93
Population living on the Orkney mainland and linked South Isles	16,526	18,487	11.88
Population living on the non-linked isles	2,701	2,862	5.96
Total male population	9,497	10,566	11.26
Total female population	9,748	10,783	10.62
Children (under 16)	3,840	3,626	-5.57
Retirement age and over (65 and over)	3,804	4,219	10.91
Average (median) age of the total population	40	42.6	6.50
People with a limiting long-term illness	3,354	4,029	20.13
Carers (people who provide unpaid care)	1,706	1,978	15.94

Peripherality—being on the edge—is a significant equality issue in Orkney because access to goods and services can depend very much on where you live. We are disadvantaged in accessing national services due to the high travel costs of crossing the water: isles residents doubly so. The "Our Islands Our Future" campaign succeeded in putting this issue on the national agenda and the Islands (Scotland) Act 2018 embedded in legislation a requirement for new national policy to be "island-proofed" at the developmental stage. This means that any unfair or unintended consequences of proposed new legislation or regulation can be identified in time to mitigate these effects prior to enactment. Island-proofing may also be applied retrospectively to existing legislation or regulation on application by an islands' authority, and the Partnership expects to make active use of this provision.

The Orkney Partnership "isles-proofs" its own policy as a routine part of its equality impact assessment process, in line with the procedure followed by Orkney Islands Council.

6.4 Fairness

The Orkney Partnership has a statutory duty under the Community Empowerment (Scotland) Act 2015 to identify areas whose residents are relatively disadvantaged in terms of social and economic opportunities. The Partnership must then prepare and publish one or more locality plans setting out what we will do to improve socio-economic outcomes in each area.

The effects of unequal life circumstances can be seen in the Scottish Index of Multiple Deprivation, which is updated every four yearsⁱⁱⁱ. The SIMD measures relative deprivation against seven domains: income, employment, health, education, skills and training, geographic access to services, crime and housing. It divides Scotland into 6,976 small areas, or data zones, and ranks them for each domain, with 1 the most deprived and 10 the least deprived.

Orkney has 29 datazones, each containing around 350 households, which vary in size from a few streets in central Kirkwall to several of the outer isles grouped together. In the 2016 release of the SIMD, Orkney's data zones range in position from 2,061 (Hoy, Walls, Flotta and Graemsay) to 6,380 (St Ola – East). The non-linked isles score particularly badly on access to services and housing, and were chosen as the subject of the Partnership's first Locality Plan, which can be viewed [here](#).

The Partnership used the Place Standard model to consult residents in the non-linked isles as to their local priorities for action, followed up by island visits. These priorities are all critical to achieving the Locality Plan's overall target outcome: a sustainable demographic balance in the populations of each of the non-linked isles.



In parallel with the consultation, the Partnership conducted a Participatory Budgeting pilot exercise, Your Island Your Choice, funded by the Scottish Government's Community Choices fund and topped up by partner agencies. This enabled the isles communities to select some of their own priorities to address immediately, within the resources available to the pilot. A second round of Community Choices funding, Your Island Your Choice 2, saw more projects chosen to be implemented during 2019-20.

The Locality Plan has been adopted by the Orkney Partnership Board and the actions in it assigned to the Delivery Groups, with progress reported to, and scrutinised by, the Board. Progress reports are included in our regular community planning newsletters and posted on the Partnership's website on Orkney Communities. During the lifetime of this Community Plan, the Board will periodically review local socio-economic data with a view to selecting an area for a second locality plan.

Orkney's communities are not inclined to describe themselves as deprived or disempowered, but focus instead on what they need to get on with their lives: better transport connections, housing and jobs. In choosing where to focus its resources, the Partnership engages closely with Orkney's communities so as to ensure that its interventions are fair, equitable and have the full backing of the communities concerned.

6.5 Innovation

In line with the Scottish Government's challenge to community planning partnerships to move from incremental to transformational change, our emphasis for improvement has shifted over recent years from performance management to innovation.

Public services in Orkney cover a very wide scope. Few local authorities on the Scottish mainland are responsible for harbours, an oil port, airfields, an air service, a ferry fleet and a pilotage service, as well as putting in place the infrastructure required to support a rapidly growing marine renewables industry. Even the regular range of public services in Orkney – health, schools, emptying the bins – present significant challenges when the public to whom they must be delivered are distributed across 18 islands.

Accepted practice elsewhere is that neighbouring public authorities should get together and pool services as the optimum approach to public sector reform but, in a remote island region, it makes much better sense to look to coterminous local partners for synergy and efficiency gains. In a partnership which bridges both approaches, the three islands councils – Orkney, Shetland and the Western Isles – have been working together since 2010 to develop a new model for islands governance. The joint campaign "Our Islands, Our Future" called for greater subsidiarity for each island group, with more devolved decision making. More recently, Orkney has focused on the potential of a Single Authority Model to bring together many of the public services delivered on each island group, and to streamline their planning and delivery. We look forward to further exploration of innovation in governance over the lifetime of this plan.

6.6 Leadership

The Orkney Partnership has a wide range of community planning partners onto the Orkney Partnership Board. Membership of the Partnership includes all the community planning partners listed in the Community Empowerment (Scotland) Act 2015 with a duty to facilitate or participate in community planning, together with some key local and co-opted partners. Documentation relating to the Partnership, including terms of reference, minutes of meetings, joint plans and strategies, adopted policies and guidelines, reports and more, may be found on the Partnership's website hosted by the Orkney Communities platform.^{iv}

There is a number of priority areas for the Partnership where the issues are too big for local action alone. Here, working together means working closely with the Scottish and UK Governments, and with European Union associations such as the Conference of Peripheral Maritime Regions. Innovative solutions are being pursued to break down barriers and enable Orkney to maximise its contribution to national progress. Board members are currently addressing the following priorities in partnership with government:

- a. Strengthening Orkney's grid capacity to support its renewable energy industry.
- b. Securing essential investment in Orkney's internal ferry fleet, and possibly a new management model.
- c. Establishing parity of funding for all Scottish islands authorities.
- d. Supporting remote and rural housing development
- e. Extending the National Concessionary Travel Scheme to include ferry travel.

- f. Finding a partnership solution to the provision of ambulance services on the smaller isles.
- g. Ensuring equality of access to fast, reliable and affordable broadband in remote, rural areas.
- h. Filling in the gaps – or "not-spots" – in mobile telephone networks.
- i. Restoring business travel to the Air Discount Scheme.
- j. Extending the Road Equivalent Tariff scheme to Orkney's outer islands.
- k. Addressing fuel poverty.

6.7 Sustainability

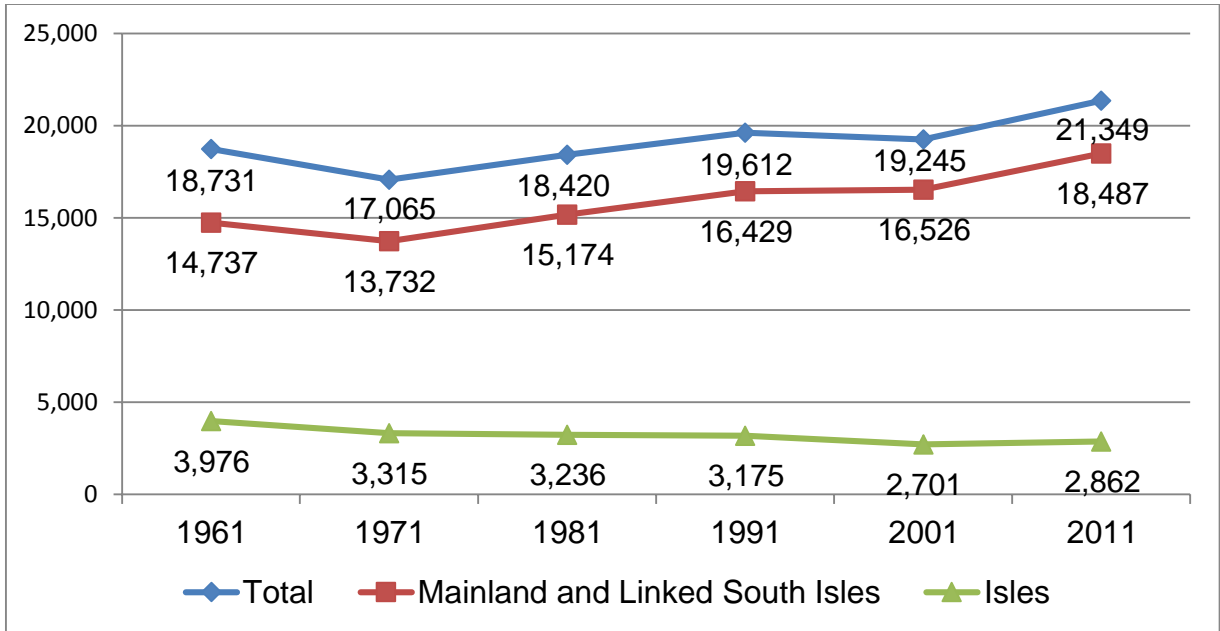
Orkney's natural and cultural heritage illustrates how natural processes and human activity together have shaped the islands as we see them today. The social and economic sustainability of the islands is heavily dependent on the continued health and diversity of the features which collectively make up 'the environment' of Orkney. In turn, the future of our natural environment is equally dependent upon being recognised and valued by the community, both for its contribution to our quality of life and as an economic and educational resource.

Maintaining a sustainable population is essential to the survival of any island community. From a peak of 32,339 in the 1861 census^v, Orkney's resident population declined to a low of 17,077 in 1971. Since then, the population has recovered steadily. The natural growth rate (births minus deaths) is still negative, but birth numbers have been increasing and inward migration has boosted the population. Figures released during 2013 from the 2011 census results^{vi vii} showed some dramatic changes since 2001^{viii}.

	2001 Census	2011 Census	% change
Total population	19,245	21,349	10.9%
Population aged under 15	3,572	3,316	-7.2%
Population aged 15-64	12,453	13,814	10.9%
Population aged 65+	3,220	4,219	31.1%
Population aged 85+	405	479	18.3%
Number of households *	8,340	9,730	16.7%
Average household size (people)	2.28	2.05	-4.0%

* *Household Data are rounded to the nearest ten*

The increase in population aged over 65 was the largest such increase in Scotland and has been very significant in planning future services. Of equal concern is the drift in population from the smaller isles to the Orkney mainland:



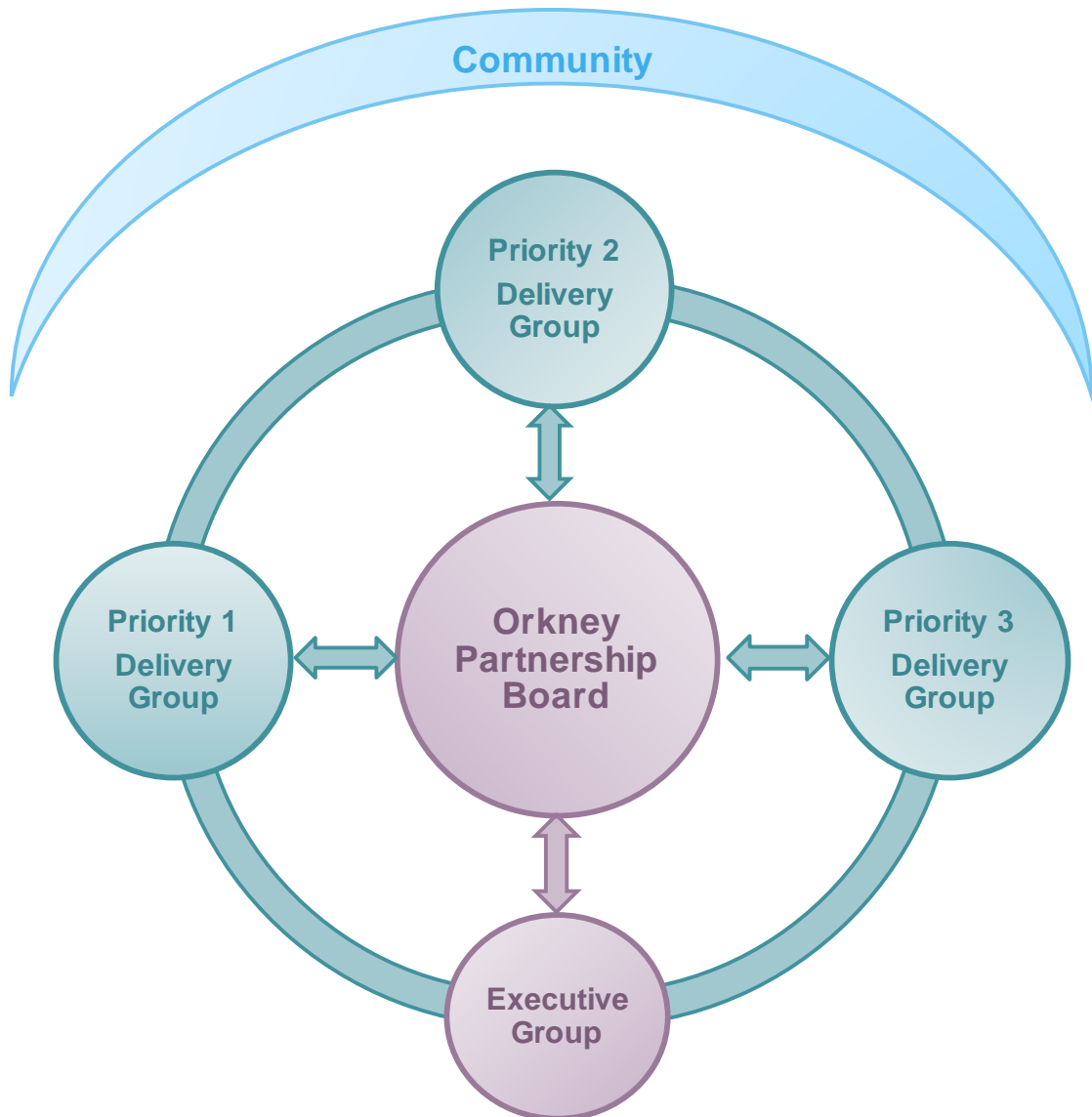
Access to services is a key driver behind this trend, with all of Orkney's smaller isles ranking among the most deprived 10% of communities in Scotland in this regard^{ix}. Local development trusts in several of the isles have taken decisive action to improve their sustainability by investing in community wind turbines. This is generating income to invest in local enterprises, services and projects of benefit to the community. Wind and increasingly marine renewable energy have huge potential to revolutionise the sustainability of Orkney as a whole for generations to come.

Environmental sustainability has moved rapidly up the international agenda in the past year. At a Special General Meeting of 17 May 2019, Orkney Islands Council joined other local authorities across the UK and worldwide in declaring a climate emergency. Councillors agreed that the Council would:

- Work with partners to continue raising awareness with the community and promote understanding of the climate emergency.
- Work with partners to identify and implement actions our community can take to contribute to carbon reduction.

During 2019-20, Orkney Partnership Board will share the knowledge and understanding which partners currently hold with regard to climate change, and consider how it might collectively add value to the actions which partners are undertaking individually to address the climate emergency.

7. Our partnership structure



Membership of the Board comprises all of the partner agencies shown on page 5 of this plan. The Executive Group supports the Board and comprises the five partners with a duty to facilitate community planning. Each of the Board's strategic priorities is assigned to a Delivery Group. At present there are three, but this number could change. The Delivery Groups are chaired by members of the Board.

The Orkney Partnership works in tandem with two other statutory partnerships: the Integration Joint Board for Health and Social Care (Orkney Health and Care) and the Orkney Community Justice Partnership. Each of these partnerships is represented on the Orkney Partnership Board.

The Partnership is supported by the Community Planning Business Manager, a jointly-funded post which is based at the Council Offices. Contact details for the Business Manager are on page 2 of this plan.

8. Endnotes

-
- i <https://www.nrscotland.gov.uk/files/statistics/council-area-data-sheets/orkney-islands-council-profile.html>
 - ii <http://orkneycommunities.co.uk/>
 - iii <http://www.gov.scot/Topics/Statistics/SIMD>
 - iv <http://www.orkneycommunities.co.uk/COMMUNITYPLANNING/>
 - v <http://www.orkneyfhs.co.uk> (Orkney Family History Society)
 - vi [Scotland's 2011 Census Results](#)
 - vii [2011 Census Reconciliation Report - Households GRO Scotland](#)
 - viii Scotland's 2001 Census Results
 - ix Scottish Index Of Multiple Deprivation (SIMD) 2016: Geographical Access to Services

Minute

Pension Fund Sub-committee, together with Pension Board

Thursday, 29 August 2019, 10:30.

Council Chamber, Council Offices, School Place, Kirkwall.



Present

Pension Fund Sub-committee:

Councillors W Leslie Manson, Alexander G Cowie, Steven B Heddle, Rachael A King, Stephen Sankey and James W Stockan.

Pension Board:

Employer Representatives:

Councillors J Harvey Johnston, Owen Tierney and Duncan A Tullock, Orkney Islands Council.

Clerk

- Sandra Craigie, Committees Officer.

In Attendance

- John W Mundell, Interim Chief Executive.
- Gareth Waterson, Head of Finance.
- Shonagh Merriman, Accounting Manager (Corporate Finance).
- Michael Scott, Solicitor.

Audit Scotland:

- Patricia Fraser, Audit Manager.

Apologies

Pension Fund Sub-committee:

- Councillor Graham L Sinclair.

Pension Board:

Employer Representative:

- Andrew Blake, Orkney Ferries Limited.

Trade Union Representatives:

- Sally George (Unison).
- Eoin Miller (Unite).

Not Present

Pension Board:

- Karen Kent, Trade Union Representative.
- Mark Vincent, Trade Union Representative.

Declarations of Interest

- No declarations of interest were intimated.

Chair

- Councillor W Leslie Manson.

1. Pension Fund – Draft Annual Accounts

After consideration of a report by the Head of Finance, copies of which had been circulated, on the motion of Councillor Rachael A King, seconded by Councillor James W Stockan, the Sub-committee:

Resolved, in terms of delegated powers, that, subject to typographical errors and other amendments proposed by members:

1.1. The Annual Governance Statement, comprising pages 15 to 22 of the draft Annual Report and Accounts of the Orkney Islands Council Pension Fund for financial year 2018 to 2019 be approved.

1.2. The draft Annual Report and Accounts of the Orkney Islands Council Pension Fund for financial year 2018 to 2019, attached as Appendix 1 to the report by the Head of Finance, be approved.

2. Conclusion of Meeting

At 10:57 the Chair declared the meeting concluded.

Signed: L Manson.

Minute

Police and Fire Sub-committee

Tuesday, 3 September 2019, 14:00.

Council Chamber, Council Offices, School Place, Kirkwall.



Present

Councillors Andrew Drever, David Dawson, J Harvey Johnston, Gwenda M Shearer and Kevin F Woodbridge.

Clerk

- Sandra Craigie, Committees Officer.

In Attendance

- Gillian Morrison, Executive Director of Corporate Services.
- Anna Whelan, Strategy Manager.

Police Scotland:

- Chief Inspector Matthew Webb, Area Commander.

Scottish Fire and Rescue Service:

- Iain MacLeod, Local Senior Officer.
- John McKenna, Group Manager.

Observing

- Bob Walker, Station Manager, Scottish Fire and Rescue Service (for Item 1).

Apology

- Councillor Alexander G Cowie.

Not Present

- Councillor Magnus O Thomson.

Declaration of Interest

- Councillor Andrew Drever – Item 2.

Chair

- Councillor Andrew Drever.

1. Scottish Fire and Rescue Service

Performance Against Orkney Fire and Rescue Plan

After consideration of a report by Iain Macleod, Local Senior Officer, copies of which had been circulated, and after hearing a report from John McKenna, Group Manager, the Sub-committee:

Scrutinised the statistical performance of the Scottish Fire and Rescue Service, Orkney Islands area, for the period 1 April to 30 June 2019, detailed in the Quarterly Performance Report, attached as Appendix 1 to the report by the Local Senior Officer for Orkney, Shetland and the Western Isles, and obtained assurance.

2. Performance Against Local Policing Plan

Councillor Andrew Drever declared a non-financial interest in this item, in that he was Chair of Orkney Drugs Dog, but as the matter was not discussed in detail, he did not leave the meeting.

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

Noted:

2.1. The briefing note on Mobile Working Introduction, attached as Appendix 2 to the report by the Area Commander.

The Sub-committee scrutinised:

2.2. Progress made against the objectives set within the Orkney Islands Local Policing Plan 2017 to 2020 Year 3, attached as Appendix 1 to the report by the Area Commander, for the period covering 1 April to 30 June 2019, and obtained assurance.

3. Conclusion of Meeting

At 15:05 the Chair declared the meeting concluded.

Signed: A Drever.

Appendix 7.

Orkney's Community Wind Farm Project

Guiding Principles for Community Benefit

It is recommended that the following guiding principles be adhered to in delivery of community benefit by Orkney's Community Wind Farm Project, if developed to operation:

- The key purpose of the Orkney Community Wind Farm Project is to generate profit to be used for the benefit of the people of Orkney.
- Community benefit from the project will be delivered via a 'Community Fund' with funding distributed in accordance with the principles of Section 69 (e) of the Orkney County Council Act 1974.
- Financing of the project will be structured to achieve a profit which can be used for community benefit as soon as reasonably practicable in the project lifecycle, noting that any wind farm constructed must pay-off its own construction costs and provide a return on capital invested.
- Profit may be retained for the purpose of extending the life of the 'Community Fund', such as through developing new projects, or repowering existing projects.
- The Orkney Community Wind Farm Project is for the benefit of the whole community with benefit delivered through the distribution of funds. It will not be possible for private individuals to take a shareholding in any project.
- Communities located closest to projects will be impacted most by developments. It is therefore considered appropriate to provide these communities with a 'location-specific community benefit payment'.
- In determining the level and geographic extent of any 'location-specific community benefit payment', the principles outlined by the Scottish Government in *Community benefits from onshore renewable energy developments: Guidance on good practice principles for communities, businesses, local authorities and others* (2019) ([available at this link](#)) will be used. This commits the Council to undertaking community consultation on the geographic extent of 'location-specific community benefit payments' as well as on delivery mechanisms for such payments.
- Receipt of a 'location-specific community benefit payment' by any area will not impact on the likelihood of an area receiving further community benefits from the 'Community Wind Farm Fund'.

Location-specific Community Benefit Payment

Delivery Mechanism Options

Using the Scottish Government 'Good Practice Principles for Community Benefits from Onshore Renewable Energy Developments' as a guiding document, there are four potential broad options for delivery of the location-specific community benefit payment, namely:

- The wind energy project owner providing funding to existing organisations such as a community councils or development trusts within the area.
- The wind energy project owner providing funding to a new community body established specifically for the role, which may be a community company with or without charitable status or a Scottish Charitable Incorporated Organisation (SCIO).
- The wind energy project owner providing funding to a specialist third party organisation that provides fund governance services.
- The wind energy project owner holding the fund, maintaining governance responsibility for it, and dispersing monies to projects in the relevant areas, either with or without a panel of local representatives.

Minute

Pension Fund Sub-committee, together with Pension Board

Wednesday, 12 June 2019, 10:30.

Council Chamber, Council Offices, School Place, Kirkwall.



Present

Pension Fund Sub-committee:

Councillors W Leslie Manson, Alexander G Cowie, Rachael A King, Stephen Sankey, Graham L Sinclair and James W Stockan.

Pension Board:

Employer Representatives:

Councillors Owen Tierney and Duncan A Tullock, Orkney Islands Council.
Andrew Blake, Orkney Ferries Limited.

Trade Union Representatives:

Karen Kent (Unison) and Eoin Miller (Unite).

Clerk

- Sandra Craigie, Committees Officer.

In Attendance

- Gareth Waterson, Head of Finance.
- Colin Kemp, Corporate Finance Senior Manager.
- Bryan Hay, Pensions Manager (for Items 1 and 2).
- Shonagh Merriman, Accounting Manager (Corporate Finance).
- Michael Scott, Solicitor.

Apologies

Pension Sub-committee:

- Councillor Steven B Heddle.

Pension Board:

Employer Representative:

- Councillor J Harvey Johnston, Orkney Islands Council.

Trade Union Representatives:

- Sally George (Unison).
- Mark Vincent (GMB).

Declarations of Interest

- No declarations of interest were intimated.

Chair

- Councillor W Leslie Manson.

1. Disclosure of Exempt Information

The Sub-committee noted the proposal that the public be excluded from the meeting for consideration of Item 3, as the business to be discussed involved the potential disclosure of exempt information of the class described in the relevant paragraph of Part 1 of Schedule 7A of the Local Government (Scotland) Act 1973 as amended.

2. Pensions Administration – Performance

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

Noted:

2.1. That the Orkney Islands Council Pension Fund invested and administered pensions on behalf of six current and former employers, including Scheduled Bodies brought into the Fund by legislation and Admitted Bodies who were permitted to join the Fund.

2.2. Pension Fund administration performance for the period 1 April 2018 to 31 March 2019, as detailed in sections 4 to 11 of the report by the Head of Finance.

3. Statement of Managed Pension Funds

On the motion of Councillor W Leslie Manson, seconded by Councillor James W Stockan, the Sub-committee resolved that the public be excluded from the meeting for this item on the grounds that it involved the disclosure of exempt information as defined in paragraph 6 of Part 1 of Schedule 7A of the Local Government (Scotland) Act 1973 as amended.

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

Noted:

3.1. The review of the investment manager's performance for the quarter to 31 March 2019, attached as Appendix 1 to the report by the Head of Finance, prepared by Hymans Robertson, the Council's appointed investment advisors.

3.2. That Pension Fund investments returned a gain of 9.7% over the quarter to 31 March 2019, being 2.9% ahead of benchmark, which was considered excellent.

3.3. That the value of the Pension Fund had increased by 6.2% over the 12-month period to 31 March 2019, being 1.9% behind the benchmark, which was considered poor performance.

3.4. That an average return of 10.4% per annum for the Pension Fund remained 1.7% ahead of the benchmark over the five-year period.

3.5. The performance review commentary provided by the Fund Manager, attached as Appendix 2 to the report by the Head of Finance.

3.6. The Governance Summary extracted from the Fund Manager's performance report for the quarter ending 31 March 2019, attached as Appendix 3 to the report by the Head of Finance.

3.7. The Multi-Asset Stewardship report from the Fund Manager for the quarter ending 31 March 2019, attached as Appendix 4 to the report by the Head of Finance.

4. Conclusion of Meeting

At 11:30 the Chair declared the meeting concluded.

Signed: L Manson.

Minute

Investments Sub-committee

Thursday, 12 June 2019, 14:15.

Council Chamber, Council Offices, School Place, Kirkwall.



Present

Councillors W Leslie Manson, Alexander G Cowie, Rachael A King, Stephen Sankey, Graham L Sinclair and James W Stockan.

Clerk

Sandra Craigie, Committees Officer.

In Attendance

- Gareth Waterson, Head of Finance.
- Colin Kemp, Corporate Finance Senior Manager.
- Shonagh Merriman, Accounting Manager (Corporate Finance) (for Items 1 to 3).
- Michael Scott, Solicitor.

Observing

- David Hartley, Communications Team Leader.

Apology

- Councillor Steven B Heddle.

Declarations of Interest

- No declarations of interest were intimated.

Chair

- Councillor W Leslie Manson.

1. Disclosure of Exempt Information

The Sub-committee noted the proposal that the public be excluded from the meeting for consideration of Item 3 as the business to be discussed involved the potential disclosure of exempt information of the class described in the relevant paragraph of Part 1 of Schedule 7A of the Local Government (Scotland) Act 1973 as amended.

2. Temporary Loans

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

Noted:

- 2.1.** The status of the temporary loan portfolio as at 31 March 2019, as detailed in section 3 of the report by the Head of Finance.
- 2.2.** That, for the period 1 April 2018 to 31 March 2019, the temporary loans portfolio made a return of £288,788.47 at an average interest rate of 0.85%.
- 2.3.** That the Treasury Policy Statement was being adhered to by the Finance Service and was producing an acceptable rate of return.

3. Statement of Managed Funds

On the motion of Councillor W Leslie Manson, seconded by Councillor James W Stockan, the Sub-committee resolved that the public be excluded from the meeting for this item on the grounds that it involved the disclosure of exempt information as defined in paragraph 6 of Part 1 of Schedule 7A of the Local Government (Scotland) Act 1973 as amended.

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

Noted:

- 3.1.** The review of investment performance by Hymans Robertson, the Council's appointed investment advisors, for the quarter to 31 March 2019, attached as Appendix 1 to the report by the Head of Finance.
- 3.2.** That the performance of the Strategic Reserve Fund investments was considered good over the quarter to 31 March 2019, with the value of the Fund increasing by 5.9%, being 1.2% ahead of the benchmark.
- 3.3.** That the performance of the Strategic Reserve Fund had also been good over the 12 month period to 31 March 2019, with the value of the Fund increasing by 5.7%, being 0.4% ahead of the benchmark.
- 3.4.** The Sustainable Investment Report as at 31 March 2019, produced by the Equities and Bonds Portfolio Manager, attached as Appendix 2 to the report by the Head of Finance.
- 3.5.** The Global Corporate Guidelines and Engagement Principles report for 2019, produced by the UK Property and Diversified Growth Portfolio Manager, attached as Appendix 3 to the report by the Head of Finance.
- 3.6.** The Investment Stewardship Engagement Priorities report for 2019, produced by the UK Property and Diversified Growth Portfolio Manager, attached as Appendix 4 to the report by the Head of Finance.

4. Conclusion of Meeting

At 15:20 the Chair declared the meeting concluded.

Signed: L Manson.

Minute

Investments Sub-committee

Wednesday, 28 August 2019, 14:15.

Council Chamber, Council Offices, School Place, Kirkwall.



Present

Councillors W Leslie Manson, Alexander G Cowie, Rachael A King, Steven B Heddle, Stephen Sankey and James W Stockan.

Clerk

- Sandra Craigie, Committees Officer.

In Attendance

- Gareth Waterson, Head of Finance.
- Colin Kemp, Corporate Finance Senior Manager.
- Michael Scott, Solicitor.

Hymans Robertson:

- David Walker, Head of Local Government Pension Scheme Investment.

Observing

- Kirsty Groundwater, Press Officer.

Apology

- Councillor Graham L Sinclair.

Declarations of Interest

- No declarations of interest were intimated.

Chair

- Councillor W Leslie Manson.

1. Disclosure of Exempt Information

The Sub-committee noted the proposal that the public be excluded from the meeting for consideration of Items 6 to 9, as the business to be discussed involved the potential disclosure of exempt information of the classes described in the relevant paragraphs of Part 1 of Schedule 7A of the Local Government (Scotland) Act 1973 as amended.

2. Revenue Expenditure Outturn

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

Noted:

2.1. The revenue expenditure outturn statement in respect of Strategic Reserve Fund services for financial year 2018 to 2019, attached as Annex 1 to the report by the Head of Finance, indicating a budget surplus position of £5,590,600.

2.2. The explanations given and actions proposed in respect of significant budget variances, as outlined in the Budget Action Plan, attached as Annex 2 to the report by the Head of Finance.

3. Revenue Expenditure Monitoring

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

Noted:

3.1. The revenue financial summary statement in respect of Strategic Reserve Fund services for the period 1 April to 30 June 2019, attached as Annex 1 to the report by the Head of Finance, indicating a budget deficit position of £156,800.

3.2. The revenue financial detail by Service Area statement for the period 1 April to 30 June 2019, attached as Annex 2 to the report by the Head of Finance.

3.3. The explanations given and actions proposed in respect of significant budget variances, as outlined in the Budget Action Plan, attached as Annex 3 to the report by the Head of Finance.

4. Temporary Loans

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

Noted:

4.1. The status of the temporary loan portfolio as at 30 June 2019, as detailed in section 3 of the report by the Head of Finance.

4.2. That, for the period 1 April to 30 June 2019, the temporary loans portfolio made a return of £76,275.47 at an average interest rate of 1.00%.

4.3. That the Treasury Policy Statement was being adhered to by the Finance Service and was producing an acceptable rate of return.

5. Exclusion of the Public

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

6. Statement of Managed Funds

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

After consideration of a report by the Head of Finance, copies of which had been circulated, and after hearing reports from the Corporate Finance Senior Manager and the Head of Local Government Pension Scheme Investment, Hymans Robertson, the Sub-committee:

Noted:

6.1. The review of investment performance by Hymans Robertson, the Council's appointed investment advisors, for the quarter to 30 June 2019, attached as Appendix 1 to the report by the Head of Finance.

6.2. The Sustainable Investment Report as at 30 June 2019, produced by Equities and Bonds Portfolio Manager, attached as Appendix 2 to the report by the Head of Finance.

6.3. The Investment Stewardship Report as at 30 June 2019, produced by the UK Property and Diversified Growth Portfolio Manager, attached as Appendix 3 to the report by the Head of Finance.

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

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

7. Performance of Local Investments

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, 4 and 6 of Part 1 of Schedule 7A of the Act.

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

Noted:

7.1. That, as at 31 March 2019, 132 Investment Properties were held within the Strategic Reserve Fund, with an open market value of £19,801,300.

7.2. That rental income achieved on Investment Properties leased out during financial year 2018 to 2019 totalled £1,099,000, representing a gross return of 5.6%.

7.3. That, in addition to the rental income totalling £1,099,000, further income of £42,000 was received in respect of fees and charges, while property costs totalling £442,000 were incurred, which equated to a net return of £699,000, or 3.5%, on Investment Properties for financial year 2018 to 2019.

7.4. Details of the net return on the 90 Investment Properties currently occupied by tenants and achieving a rental income, attached as Appendix 1 to the report by the Head of Finance.

7.5. Details of the 42 vacant Investment Properties as at 31 March 2019, attached as Appendix 2 to the report by the Head of Finance.

7.6. That, as at 31 March 2019, other Local Investments held within the Strategic Reserve Fund, had a value of £9,126,600.

7.7. That, as at 31 March 2019, total loans to businesses had a net carrying value of £1,277,100, of which £909,500 and £367,600 related to interest bearing and interest-free loans respectively, as detailed in Appendix 3 to the report by the Head of Finance.

7.8. That the interest rates on the interest-bearing loans, referred to at paragraph 7.7 above, ranged from 5% to 5.5%, and were applicable for the duration of the loan term.

7.9. The investment in companies as at 31 March 2019, as detailed in Appendix 4 to the report by the Head of Finance, which held a net carrying value of £5,161,600, achieving an average annual return of 4%.

7.10. The investment held in fishing quota, as detailed in Appendix 5 to the report by the Head of Finance, which had a net carrying value of £2,687,900, as at 31 March 2019, and achieved an annual return of 6%.

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

7.11. That the Head of Finance should submit a report, to the Policy and Resources Committee, reviewing the governance arrangements for monitoring and reporting on the performance of local investments, together with associated risks and exit strategies.

8. Proposed Investment in Local Company

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

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

Resolved, in terms of delegated powers, what action should be taken with regard to a proposed investment in a local company.

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

Councillor Stephen Sankey left the meeting during discussion of this item.

9. Conclusion of Meeting

At 16:50 the Chair declared the meeting concluded.

Signed: L Manson.

Minute

Asset Management Sub-committee

Thursday, 5 September 2019, 10:30.

Council Chamber, Council Offices, School Place, Kirkwall.



Present

Councillors W Leslie Manson, Norman R Craigie, Robin W Crichton, John A R Scott and James W Stockan.

Clerk

- Hazel Flett, Senior Committees Officer.

In Attendance

- Gillian Morrison, Executive Director of Corporate Services.
- Hayley Green, Head of IT and Facilities.
- Darren Richardson, Head of Infrastructure and Strategic Projects.
- Colin Kemp, Corporate Finance Senior Manager.
- Ian Rushbrook, Capital Programme Manager.
- Gwyn Evans, Surveying Manager.
- Michael Scott, Solicitor.

Apologies

- Councillor Steven B Heddle.
- Councillor Graham L Sinclair.

Declaration of Interest

- Councillor John A R Scott – Items 4 and 5.

Chair

- Councillor W Leslie Manson.

1. Disclosure of Exempt Information

The Sub-committee noted the proposal that the public be excluded from the meeting for consideration of Item 8, as the business to be discussed involved the potential disclosure of exempt information of the classes described in the relevant paragraphs of Part 1 of Schedule 7A of the Local Government (Scotland) Act 1973 as amended.

2. Revenue Expenditure Outturn

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

Noted:

2.1. The revenue expenditure outturn statement in respect of service areas for which the Asset Management Sub-committee was responsible for financial year 2018 to 2019, attached as Annex 1 to the report by the Head of Finance, indicating an underspend of £125,900.

2.2. The explanations given, and actions proposed in respect of significant budget variances, as outlined in the Budget Action Plan, attached as Annex 2 to the report by the Head of Finance.

3. Revenue Expenditure Monitoring

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

Noted:

3.1. The revenue financial summary statement, in respect of service areas for which the Asset Management Sub-committee was responsible, for the period 1 April to 30 June 2019, attached as Annex 1 to the report by the Head of Finance, indicating a budget surplus position of £177,000.

3.2. The revenue financial detail by Service Area statement, in respect of service areas for which the Asset Management Sub-committee was responsible, for the period 1 April to 30 June 2019, attached as Annex 2 to the report by the Head of Finance.

3.3. The explanations given and actions proposed, in respect of significant budget variances, as outlined in the Budget Action Plan, attached as Annex 3 to the report by the Head of Finance.

4. Corporate Asset Maintenance Programmes

Revenue Expenditure Outturn

Councillor John A R Scott declared a non-financial interest in this item, being a Council-appointed trustee of Pickaquoy Centre Trust, but concluded that his interest did not preclude his involvement in the discussion.

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

Noted:

4.1. The summary outturn position of expenditure incurred against the approved corporate asset revenue maintenance programmes for financial year 2018 to 2019, as detailed in section 4.1 of the report by the Head of Finance.

4.2. The summary of larger works undertaken as reactive repairs, attached as Appendix 1 to the report by the Head of Finance.

5. Corporate Asset Maintenance Programmes

Revenue Expenditure Monitoring

Councillor John A R Scott declared a non-financial interest in this item, being a Council-appointed trustee of Pickaquoy Centre Trust, but concluded that his interest did not preclude his involvement in the discussion.

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

Noted:

5.1. The summary position of expenditure incurred, as at 30 June 2019, against the approved corporate asset revenue maintenance programmes, as detailed in section 4.1 of the report by the Head of Finance.

5.2. The summary of larger works undertaken as reactive repairs, attached as Appendix 1 to the report by the Head of Finance.

6. Corporate Asset Improvement and Replacement Programmes

Capital Expenditure Outturn

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

Noted:

6.1. The summary outturn position of expenditure incurred against the approved corporate asset capital improvement and replacement programmes for financial year 2018 to 2019, as detailed in section 4.1 of the report by the Head of Finance.

6.2. The detailed analysis of expenditure figures and project updates, attached as Appendix 1 to the report by the Head of Finance.

7. Corporate Asset Improvement and Replacement Programmes

Capital Expenditure Monitoring

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

Noted:

7.1. The summary position of expenditure incurred as at 30 June 2019 against the approved corporate asset capital improvement and replacement programmes, as detailed in section 4.1 of the report by the Head of Finance.

7.2. The detailed analysis of expenditure figures and project updates, attached as Appendix 1 to the report by the Head of Finance.

8. Change Review – Property Asset Management

On the motion of Councillor W Leslie Manson, seconded by Councillor James W Stockan, the Sub-committee resolved that the public be excluded from the meeting for this item on the grounds that it involved the disclosure of exempt information as defined in paragraphs 2, 6 and 9 of Part 1 of Schedule 7A of the Local Government (Scotland) Act 1973 as amended.

After consideration of a report by the Executive Director of Corporate Services, copies of which had been circulated, and after hearing a report from the Head of IT and Facilities, the Sub-committee:

Resolved to **recommend to the Council** what action should be taken in respect of the Change Review on Property Asset Management.

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.

9. Conclusion of Meeting

At 12:10 the Chair declared the meeting concluded.

Signed: L Manson.