



**ORKNEY**  
ISLANDS COUNCIL

**Item: 13**

**Policy and Resources Committee: 17 February 2026.**

**Performance Monitoring – Council Delivery Plan.**

**Joint Report by Chief Executive, Director of Education, Communities and Housing, Director of Enterprise and Resources, Director of Infrastructure and Organisational Development and Chief Officer, Orkney Health and Social Care Partnership.**

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## **1. Overview**

- 1.1. The Council Plan 2023-28, approved in March 2023, outlines the Council's priorities for this five-year period, what needs to be done to address these priorities, and how success will be measured.
- 1.2. The Delivery Plan to support the Council Plan contains priority actions indicating the work which will be undertaken to achieve the identified outcomes.
- 1.3. As outlined in the Council's Strategic Planning and Performance Management Framework, performance in respect of the Council Delivery Plan actions and performance measures are reported to the Policy and Resources Committee on a six-monthly basis, in June and November.
- 1.4. On 9 December 2025, when considering the six-monthly update in respect of the Council Deliver Plan actions and relevant performance measures, the Council deferred consideration to the next meeting of the Policy and Resources Committee.
- 1.5. Annex 1 provides revised updates in respect of the Council Delivery Plan actions and the relevant performance measures to those reported in December 2025.

## **2. Recommendations**

- 2.1. It is recommended that members of the Committee:
  - i. Note progress made in respect of the Council's priorities and performance measures detailed within the Council Plan and Delivery Plan 2023 to 2028, for the reporting period 1 April to 30 September 2025, as set out in Annex 1 to this report.
  - ii. Approve closure of the Delivery Plan projects noted at paragraph 3.3.

### 3. Council Delivery Plan Performance Monitoring

- 3.1. The Council Plan progress report, attached as Annex 1 to this report, provides the detail of the agreed priorities, as expressed in the Council Delivery Plan 2023 – 2028.
- 3.2. A summary of progress is as follows:
- Actions at Blue (Closed) – 1.
  - Actions at Blue (Complete) – 4.
  - Actions at Red – 1.
  - Actions at Amber – 1.
  - Actions at Green – 25.
  - Total – 32.
- 3.3. Based on progress during this reporting period, it is recommended that the following Delivery Plan projects be closed:
- E1(iii) Net zero and decarbonisation – Local Heat and Energy Efficiency Strategy.
  - I11 Capital strategy – review and prioritisation.

### 4. Council Plan Performance Measures

- 4.1. Council Plan performance measures provide the mechanism through which the performance of aspects of the services provided year on year are monitored. The monitoring report is shown as part of the Council Plan Progress Report attached as Annex 1.
- 4.2. Table 1 below sets out the status of each indicator broken down by the Council plan themes.

<b>Council Plan Themes</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	<b>Total</b>
Growing our Economy	2	3	2	7
Strengthening our Communities	2	7	3	12
Developing our Infrastructure	5	1	2	8
Transforming our Council	3	3	4	10
	12	14	11	37

**For Further Information please contact:**

William Moore, Service Manager (Improvement and Performance), Extension 2104, Email [william.moore@orkney.gov.uk](mailto:william.moore@orkney.gov.uk).

**Implications of Report**

1. **Financial:** none arising directly from this report.
2. **Legal:** none arising directly from this report.
3. **Corporate Governance:** not applicable.
4. **Human Resources:** not applicable.
5. **Equalities:** An Equality Impact Assessment is not required for performance monitoring.
6. **Island Communities Impact:** An Island Communities Impact Assessment is not required for performance monitoring.
7. **Links to Council Plan:** the proposals in this report support and contribute to improved outcomes for communities as outlined in the following Council Plan strategic priorities:
  - ☒ Growing our Economy.
  - ☒ Strengthening our communities.
  - ☒ Developing our Infrastructure.
  - ☒ Transforming our Council.
8. **Links to Local Outcomes Improvement Plan:** the proposals in this report support and contribute to improved outcomes for communities as outlined in the following Local Outcomes Improvement Plan priorities:
  - ☒ Cost of Living.
  - ☒ Sustainable Development.
  - ☒ Local Equality.
  - ☒ Improving Population Health.
9. **Environmental and Climate Risk:** not applicable.
10. **Risk:** not applicable.
11. **Procurement:** not applicable.
12. **Health and Safety:** not applicable.
13. **Property and Assets:** not applicable.
14. **Information Technology:** not applicable.
15. **Cost of Living:** not applicable.

**List of Background Papers**

Council Plan 2023-28.

Council Delivery Plan 2023-28.

General Meeting of the Council, 9 December 2025 – Item 22.3.

**Annex**

Annex 1 –Council Plan Progress Report to 30 September 2025.



**Council Plan 2023 – 2028**  
**Progress Report to 30 September**  
**2025**



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# 1. Introduction

The Council adopted an ambitious plan in 2023 to outline what our priorities were for the five-year period ahead, what we would do to address these priorities, and how we would measure our achievements.

This report details the Council's progress towards meeting the targets in the Council Plan 2023 – 2028, and progress towards completing the actions set out in the Council Delivery Plan 2023 – 2028, which will help us to meet those targets.



The Council Plan 2023 – 2028 was drafted at a time where there was a huge amount of uncertainty due to ongoing events such as the cost-of-living crisis. The priorities in our plan reflect some of that context.

We recognise the need to review the plan and remain flexible so we can adapt it to the changing circumstances over the life of the plan, and we will make changes to the plan where needed.

The strategic priorities in our plan have three key themes:

- **Growing our economy**
- **Strengthening our communities**
- **Developing our infrastructure**

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

Our Progress Report shows the most recent data available for the Performance Measures listed under each strategic priority in the Council Plan, and our progress towards achieving the projects under each priority in the Delivery Plan.

The detailed Delivery Milestones under each project are shown in the 2023 – 2028 Delivery Plan.

## 1.1 How we demonstrate progress

We use blue, red, amber and green status to show how we are progressing with the projects in our Council Delivery Plan, and we use red, amber and green status to show our assessment of the most up-to-date data we have relating to the performance measures in our Council Plan.

What each status means is shown below.

### **Delivery Projects BRAG System**



Complete: we have achieved what we set out to achieve.



Progressing well: we expect to achieve what we set out to achieve.



Progress issues: we may not achieve what we expected.



Progress at risk: we are unlikely to achieve what we expected.

### **Performance Measures RAG System**



We are missing our target for this performance measure, and there is a significant risk we will not meet our target without taking further action.








We are missing our target for this performance measure, and there is a low to moderate risk that we will not meet our target without taking further action.





We are likely to meet or exceed our target for this performance measure.

## 2 Growing our Economy.

### 2.1 Council Plan Performance Measures

ID	Description	Baseline 2020/21	Current Status		Target 2027/28
101	Claimant count as a percentage of Working Age Population	3%	1.5%		2.5%
The low claimant count is linked to the very high employment rate which is a result of multiple job opportunities and an aging population meaning fewer people in the labour market. Shortage of housing contributes to this as it can be difficult for people to move to Orkney to take up job opportunities.					
102	Employment (16 – 24 Years)	82%	88.3%		90%
Local Employability Partnership (LEP) partners are using local and national data to ensure young people not in employment are identified early and offered one to one or group support to meet their needs.  There are a variety of partnership initiatives including Pathway Planning meetings, transition programmes, bespoke employability programmes, and careers fairs.					
103	Percentage of dwellings in Orkney in fuel poverty	31%	31%		19%
Our work in this area is challenging due to the energy and cost of living crises. The Council is promoting energy efficiency in new and existing properties, alongside initiatives from the Community Planning Partnership, via the Cost-of-Living Taskforce, to support householders impacted by low incomes and high energy costs.  <i>Note – the most recent data for this measure relates to the 2019 year. The most recent Scotland-wide data shows an increase from 31% to 34% during the 2023 year.</i>					
104	Percentage of children living in poverty (after housing costs)	18%	18.6%%		9%
Our progress towards reducing the number of children in poverty is challenging due to the cost-of-living crisis and this is the case across the country.  Work is being done across the Community Planning Partnership, via the Cost-of-Living Taskforce, to address this, but increases in food and energy costs in recent years have meant that the number of children living in poverty has increased.					
105	Percentage of procurement spent on local enterprise	38%	40.4%		45%
We support local suppliers to access procurement opportunities. Often, the specification of a service or product required by the Council can only be met by suppliers based outside of Orkney.					

ID	Description	Baseline 2020/21	Current Status	Target 2027/28
106	CO <sub>2</sub> emissions area wide per capita (in tonnes)	5.64	5.43 	9
<p>The latest data for this performance indicator are from the 2023 report which show an overall increase to the emissions figure.</p> <p>The Council is limited in what we can do to affect the overall emissions in Orkney, but we are working where we can to reduce emissions.</p> <p>We are working with the Islands Centre for Net Zero to develop projects to minimise emissions of the three Island Groups.</p> <p>Works on new network interconnector, will enable more renewable projects in Orkney.</p> <p><i>Note: the target for this performance measure will be reviewed in the near future, as the method for calculating emissions has changed since we set our target, and the new target will reflect the current method.</i></p>				
107	CO <sub>2</sub> emissions area wide: emissions within scope of local authority area per capita (in tonnes)	4.47	4.24 	4
<p>Work we have carried out includes:</p> <ul style="list-style-type: none"> <li>• Completion of the extension to St Andrews Primary School and conversion of the heating system from oil to Ground Source Heat Pumps.</li> <li>• Progress on the external insulation of Stromness Academy.</li> <li>• Completion of the Orkney Library re-lighting with LED and improvements to the building air tightness testing.</li> </ul>				

## 2.2 Council Delivery Plan Projects

### E1i\_Net-zero and de-carbonisation

**Lead:** Head of Enterprise and Economic Growth



Progress towards net-zero and the de-carbonisation of operations through:

- Working with partners in the renewable research and innovation community.
- Finalisation, approval and implementation of relevant actions in the Orkney Sustainable Energy Strategy and Action Plan.
- Supporting uptake of renewable energy, smart energy, or energy efficient solutions for homes and businesses.

#### Progress

The Islands Centre for Net Zero, funded through the Islands Deal and situated within the European Marine Energy Centre (EMEC), has had its full business case approved and is operational.

This is the key group where partners in the renewable research and innovation community can work together to progress towards net-zero and the de-carbonisation of operations. Additionally, the Council is participating in the UK Government's Net-Zero Living project which is providing additional resource towards de-carbonisation activities.

The Orkney Sustainable Energy Strategy Action Plan was approved by the Stakeholder Group in March 2024, and a working group between public sector and industry is established.

### E1ii\_Net-zero and de-carbonisation

**Lead:** Head of Strategic Housing, Housing Operations and Homelessness



Progress towards net-zero and the de-carbonisation of operations through:

- Progressing delivery plan to meet Energy Efficiency Standard for Social Housing 2 by 2032 in line with Scottish Government priorities and availability of funding.
- Supporting uptake of renewable energy, smart energy, or energy efficient solutions for homes and businesses.

#### Progress

The Scottish Government has recalled their Energy Efficiency Standard for Social Housing 2 (ESSH2) guidance and consulted on a new Social Housing Net Zero Standard (SHNZS). The consultation closed in March 2024, and revised guidance is awaited.

In the meantime, the Council continues to report on progress against ESSH1. As at 31 March 2025, out of our stock of 1,025 properties, 957 achieved the standard. Of the remaining 68 properties, 34 were exempt and out-of-scope, leaving only properties not achieving compliance – a compliance rate of 97%.

With respect to Council Housing properties, the service operates a fabric first approach to reduce the demand for heating housing. However, in preparation for

the new guidance, a range of property types have benefited from insulation works to test solutions to improve energy performance.

### **E1iii\_Net-zero and de-carbonisation**

**Lead:** Head of Property and Asset Management



Progress towards net-zero and the de-carbonisation of operations through:

- Decarbonisation of Council buildings and properties with reference to the Scottish Government Local Heat and Energy Efficiency Strategy.
  - a) Write the Local Heat and Energy Efficiency Strategy for Orkney and the Delivery Plan.

#### **Progress**

This action is now completed.

The Orkney Local Heat and Energy Efficiency Strategy (OLHEES) and the Delivery Plan were presented to the Policy and Resources Committee in February 2025 and thereafter approved by Council and subsequently submitted to Scottish Government.

### **E1iv\_Net-zero and de-carbonisation**

**Lead:** Head of Infrastructure Services



Progress towards net-zero and the de-carbonisation of operations by:

- Working with the Scottish Government and other stakeholders to ensure that the benefits of the Carbon Neutral Islands project are shared across all other Orkney islands.

#### **Progress**

The team continues to monitor movement in the market technology and will take advantage of any opportunities that arise to bring in zero carbon vehicles: The Service Manager (Fleet), as part of their work to manage the overall fleet, has picked up the specific action around opportunities to decarbonise the vehicle fleet. The project to trial an electric HGV, through grant funding being managed by teams from Enterprise and Sustainable Regeneration is underway.

### **E1v\_Net-zero and de-carbonisation**

**Lead:** Head of Planning and Regulatory Services



Progress towards net-zero and the de-carbonisation of operations by:

- The development and deployment of the Council's Climate Change Strategy and Action Plan

#### **Progress**

A consultant has been appointed to undertake the independent study to identify indicative Council transition pathways with work underway throughout 2025. The first stage outputs from the study will be reported to the Policy and Resources

Committee in November 2025, with the final phase expected to be concluded early 2026. Development of the Climate Strategy will follow this work. Work on the Climate Strategy and Action Plan will take place.

#### **E1vi\_Net-zero and de-carbonisation**

Lead: Head of Planning and Regulatory Services



Progress towards net-zero and the de-carbonisation of operations by:

- The evaluation of baseline data relating to the Council's carbon emissions in order to provide an accurate and consistent approach to the reporting and management of total corporate emissions.

#### **Progress**

A consultant has been appointed to undertake the independent study to identify indicative Council transition pathways to Net-Zero with work underway throughout 2025. The first stage outputs from the study will be reported to Policy and Resources Committee in November 2025, with the final phase expected to be concluded early 2026. Work on the Climate Strategy and Action Plan will take place.

#### **E1vii\_Net-zero and de-carbonisation**

Lead: Head of Planning and Regulatory Services



Progress towards net-zero and the de-carbonisation of operations by:

- Working with the Scottish Government and other stakeholders to ensure that the benefits of the Carbon Neutral Islands project are shared across all other Orkney islands

#### **Progress**

An update report was presented to the Climate Change Consultative Group on 6 July 2023. Council Officers visited Hoy on 3 August 2023 to meet with the Carbon Neutral Islands (CNI) Project Officer to discuss projects emerging from the Hoy Climate Change Action Plan.

Scottish Government officials with responsibility for the CNI Project visited Hoy in June 2024 and met with Council Officers. The Hoy project benefits from co-ordination and alignment with wider carbon neutral projects taking place across Scottish islands and to support this. A Local Authority Advisory Group has been established with officer representation from across all relevant local authorities, including OIC. The Scottish Government has also established a 2024/25 Carbon Neutral Islands Capital Fund which is available to the 6 islands making up the CNI project. Whilst it has not been possible to submit any Hoy projects for the current round of funding, work is continuing to develop projects to a position where they are ready to submit for future Scottish Government funding bids, or for submission for alternative sources of funding.

Additional capital funding has been provided from the Scottish Government for delivery of projects during the financial year 2025-26. This will extend the capability of the Council's asset replacement programme to deliver low carbon projects this

year. £50,000 of the total allocation is also to be utilised to enable solar system as part of the Birsay Campsite project and to install EV charging point in Hoy.

## **Support for local business (E2)**



**Lead:** Head of Enterprise and Economic Growth

Update Supporting and investing in businesses across Orkney and working in partnership with our key industry sectors including:

- Addressing primary producer challenges including farming and fishing.
- Developing the blue / green economies and maximising support for innovation.
- Sustainable development of tourism, hospitality, and destination management.
- Encouraging SME business start-up and development.
- Supporting internationalisation and marketing for our key sectors.
- Developing mechanisms to support business uptake of renewable energy, smart energy, and energy efficiency solutions.
- Enabling Orkney to tap into the opportunities presented by renewable energy developments, particularly offshore wind, by supporting development of the local supply chain including research and development and innovation activity.






This includes supporting circular economy and community wealth building principles.







### **Progress**


The Enterprise and Resources directorate continues to support local business through advice provided by Business Gateway and with direct support through Development Grants.

## 3.0. Strengthening our Communities.

### 3.1 Council Plan Performance Measures

ID	Description	Baseline 2020/21	Current Status	Target 2027/28
201	Community Council satisfaction with their involvement in community development and engagement	64%	100% 	90%
From the most recent survey in May 2025, of 22 potential respondents we received 6 responses, all of which indicated satisfaction with their involvement.				
202	Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided	62%	68.1% 	93%
<p>The most recent data, which relates to 2023/24, shows that 68.1% of adults supported at home agree that they are being supported to live as independently as possible. This is better than the Scottish average of 59.6% and Orkney Islands Council ranked 4th best among Scottish councils on this measure.</p> <p>We always endeavour to involve individuals in their care plan at the point of assessment and at any subsequent review.</p>				
203	Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life	81%	79.6% 	93%
<p>The most recent data for this measure, which relates to 2023/24, shows that 79.6% of adults surveyed agreed that their services and support had an impact in improving or maintaining their quality of life.</p> <p>This is better than the Scottish average of 69.8%, and Orkney Islands Council ranks second among Scottish councils in relation to this measure.</p> <p>We continue to work to ensure support services are suitable to meet individual needs, and the good performance against this measure demonstrates that, despite considerable demand, the service is working well.</p>				
204	Percentage of adult protection referrals made by the public	1%	3.75% 	3%
From 1 January to 31 March 2025, 3.75% of referrals were from the community, which is above our target of 3%.				
205	Percentage of children being looked after in the community	76%	70% 	85%
There are currently 23 children being looked after and accommodated. Of those, 70% are in community settings, and 30% are within residential settings. Of the 23 children in total, 30% are looked after at home in the care of their parent/s. Every placement is considered based on the needs of the child and the supports available in their network of care. There is a current foster care recruitment drive				

ID	Description	Baseline 2020/21	Current Status	Target 2027/28
underway to increase the number of foster carers in Orkney, to then reduce the need for residential care and foster care/residential placements out with Orkney.				
206	Percentage of pupils gaining 5+ awards at level 5	73%	73%	 80%
This measure is derived from the attainment of all pupils who would be in S6 in the relevant year, including those who left school before S6. In 2022/23, 73% of these pupils gained 5 or more qualifications at level 5. This equals the 2020/21 baseline and is a 2-point improvement over 2021/22.				
207	Percentage of P1, P4 and P7 pupils combined achieving expected Curriculum for Excellence level in literacy	68%	78%	 85%
The most up-to-date data from December 2025 is not yet available, however progress in this area has been significant and we continue to work towards improving the number of pupils achieving the standard.				
208	Percentage of P1, P4 and P7 pupils combined achieving expected Curriculum for Excellence level in numeracy	75%	85%	 90%
The most up-to-date data from December 2025 is not yet available, however progress in this area has been significant and we continue to work towards improving the number of pupils achieving the standard.				
209	Percentage of young people maintaining a positive destination after 6 months	96.5%	96.7%	 97%
Robust post school monitoring mechanisms are in place with Skills Development Scotland taking the lead to gather this data. Partners continue to work together to monitor and track initial destinations and offer bespoke support if young people are at risk of not sustaining their initial destination.				
210	School attendance rate (looked after children)	88%	82.6%	 90%
The latest information covers attendance in the 2023-24 year with further updates due for publication in the winter of 2025-26.  We are working closely with looked after children to ensure their attendance at school whenever possible and this is impacted by a number of factors including placement moves, which can lead to interruptions to attendance and learning. The small number of children included in the reporting means that when one child has a prolonged illness which stops them from attending school, this has a disproportionate impact on the percentage.				
211	Proportion of pupils entering positive destinations	98%	93.9%	 98%
School Leaver statistics are published in February and reflect numbers of school leavers that are in a positive destination 3 months after the end of the school year the previous August.  Orkney's positive destination rate was generally above the national rate pre-covid but has been slightly below for the past 3 years. Whilst still below the national				

ID	Description	Baseline 2020/21	Current Status	Target 2027/28	
<p>average, Orkney’s 2023/24 rate is 0.9 percentage points up on 2022/23 figures, and the gap between Orkney and National rates has narrowed from 1.5 percentage points in 22/23 to 0.4 in 2023/24.</p> <p>The recent introduction of the Skills Development Scotland (SDS) 16+ Participation Portal will enable school, Community Learning and Development (CLD) and SDS staff to share real-time information on young people’s destinations and work together to target support for those not in a positive destination</p>					
212	Percentage of adults participating in some form of sport or exercise including walking, in previous four weeks	86%	79%		90%
<p>The Council collaborates with a diverse range of local and national partners and stakeholders to enhance physical activity and expand opportunities within our community which contributes to the Orkney Physical Activity and Wellbeing Strategy.</p>					

## 3.2 Council Delivery Plan Projects

**C1\_Social care / community led support.**

**Lead:** Head of Health and Community Care



Working with communities and partners to collaboratively design services with a focus on prevention, early intervention and on enabling people to be as independent as possible. This will strengthen integrated health and social care provision, improve mental health and wellbeing support, bolster partnership working and drive further development of community-led support / care in a co-designed approach.

### Progress

Whilst good progress has been made in engaging with geographical and communities of interest to help inform service development (most notably in areas such as suicide prevention, addictions, mental health and care experienced young people) there is still much to do in other important areas.

Due to financial pressures within Orkney Health and Care, we have been unable to recruit to the Community Led Support post that would assist in driving the agenda.

**C2\_Living independently.**

**Lead:** Head of Health and Community Care



Redesign services to support people to live in their own homes longer and safely by improving the range of, and access to, supports relating to dementia and frailty and further enhancing support to unpaid carers.

Delivery of a holistic service, in partnership with people and linked partners.

### Progress

We have worked with Age Scotland Orkney and Dementia UK to introduce an Admiral Nurse in Orkney, the first one in Scotland. We have created a GP with Special Interest in Dementia role that has assisted hugely in reducing the waiting times for dementia diagnosis from 14 months to 3 months. Work has begun to review the existing Post Diagnostic Support provision.

Money has been received from Scottish Government to enhance the frailty provision in Orkney and a workstream has been established to ensure this enhancement aligns with the work of our Intermediate Care Team, telecare provision, and recently begun exploration of telehealth.

### C3\_Development of learning provision and pathways



**Lead:** Head of Education

Develop and promote sustainable learning provision and pathways, considering improvement based on local needs and skills gaps. Providing all age holistic, bespoke, and person-centred support and opportunities to increase confidence, skills, and knowledge to ensure individuals progress into positive destinations. Orkney College functions as a core part of this learning provision.

#### Progress

Our ongoing work with the Local Employability Partnership focuses on delivering all holistic, bespoke and person-centred support and opportunities to increase confidence, skills and knowledge to ensure individuals progress into positive destinations.

We report annually to elected members on progress the Community Learning and Development Service is making, and our 2024-25 annual report details all of the work we are doing.

### C4\_Improve education standards (Scottish attainment challenge)



**Lead:** Head of Education

Excellence through raising attainment and improving outcomes: ensuring that every child and young person achieves the highest standards in literacy and numeracy, as well as the knowledge and skills necessary to shape their future as successful learners, confident individuals, responsible citizens, and effective contributors.

Achieving equity: ensuring every child and young person has the same opportunity to succeed, no matter their background or shared protected characteristics, with a particular focus on closing the poverty related attainment gap.

#### Progress

Good progress in relation to the targets set is being made. Tracking in the primary sector allows analysis (and support) at cohort, class and individual level to be activated. Further improvement will likely be achieved by focusing on where marginal gains can be achieved.

The annual attainment report has been presented to elected members. This demonstrates both the significant strengths within the sector, as well as the areas that require continued and sustained focus.

Stretch aims set and agreed continue to provide relevant challenge.



Provide childcare in an affordable way in locations that are convenient including:

- Continuing to develop a new 50-place 0-5 nursery in Kirkwall.
- Continuing to offer free non-eligible 2-year-old places in island settings with capacity (staffing and registered number).
- Supporting individuals to take up child-minding; supporting practising child-minders to develop practice as well as meet and maintain the National Standard; recruiting and supporting child-minders working in partnership with the local authority to provide statutory childcare (including qualifications).
- Establishing a 'grant and subsidy' approach for child-minders in hard to sustain locations (for example where numbers are very small making the business non-viable).
- Extending local authority (statutory) provision in-line with Scottish Government policy directives (as funding and workforce permits).
- Piloting provision for school-aged childcare and childcare for children aged 1 and 2, including childcare for children with additional support needs, in order to test demand, availability of workforce and model.

### Progress

The new nursery building is now complete and has been handed over to the Council.

Two procurement processes have been undertaken. The most recent process closed with no identified operator. Currently, the temporary provision is in a building that is increasingly prone to water ingress and heating failures. The service will now go back to elected members for a decision on the future operation of the new nursery.

Due to staffing capacity and Safe Staffing legislation, as per the current Early Learning and Childcare Policy, 2 year old spaces for non-eligible 2s are offered only in settings where one eligible child attends to create a social cohort and not to a wider group.

The Council is working with the Scottish Childminding Association to support the recruitment of up to 7 new childminders in Orkney. Training and support for childminders continues to be offered by the Early Learning And Childcare service, including monthly evening sessions. We have six childminders in partnership, with two more childminders about to enter partnership to deliver funded early learning and childcare. UHI Orkney has delivered an evening SVQ 3 (Children and Young People) for unqualified partnership childminders, and three have successfully undertaken the qualification.

No further expansion of early learning and childcare has been undertaken, as there has been no Scottish Government extension of provision and accompanying government funding. Provision in Orkney will not be extended unless this happens.

## C6\_Embed the vision and outcomes of the Promise.

**Lead:** Head of Health and Community Care



Delivery of The Promise\* to support children and young people who are care experienced.

- Establish a Promise Board.
- Develop workforce capacity and support.
- Strengthen Family Support.

*\*[About the promise - The Promise](#) exists so that children and young people in Scotland can grow up loved, safe, and respected.*

### Progress

Children's Services continue to progress and embed Scotland's Promise to all children and young people.

The Promise Board meets on a minimum of a quarterly basis, at present more frequently, as they are actively updating Orkney's Parenting Plan 2020-25 (Corporate Parenting Plan) in preparation for a new plan to be implemented in 2026. The Board have full multi-agency representation across statutory and voluntary sector services. The Chief Social Work Officer chairs the board. The board took the decision that support would be offered to all care experienced individuals if need presents, even if they are beyond the age of 26 (statutory age limit for aftercare support). Young people, who are in our local residential care, are afforded the opportunity to remain in their care placement beyond the age of 18, in line with the Scottish Promise. This provides them with consistency of care and support and continuation of a place of belonging.

The Promise Board also considers Orkney Islands Council's compliance with the United Nations Convention on Rights of a Child (UNCRC) (incorporation) (Scotland) Act 2024. Notable progress has been made in this area.

Children's advocacy work continues to be a priority area, with advocacy being tracked closely and regular reports submitted to Orkney Public Protection committee to ensure decision making and service delivery is informed by the voice, choice and participation of children and young people. Advocacy update rates in Orkney continue to be excellent (the service is opt out rather than opt in), across child protection and our care and experienced population. For those children who do not wish to engage with advocacy, their attendance at meetings and other forms of feedback i.e. feedback forms are encouraged and utilised.

Over the summer of 2025, a competitive commissioning exercise was undertaken for the Children's Rights and Advocacy Service, with Who Cares? Scotland securing a further three-year contract.





Orkney Health and Care's child friendly complaints protocol has been recently reviewed by key stakeholders and is at the point of ratification. This will ensure children who feel the need to complain understand the process and are supported appropriately with a trauma informed approach.



Children who have required independent legal advice are provided with it, when required.



An in-person multi-agency Promise development session was set up in Spring 2025 which is supported by the Children's Advocate and the Care Experienced Attainment Co-ordinator. The group feeds into the Promise Board.

## 4.0 Developing our Infrastructure.

### 4.1 Council Plan Performance Measures

ID	Description	Baseline 2020/21	Current Status		Target 2027/28
301	Percentage of Council homes that meet the Scottish Housing Quality Standard	82% (2021/22)	93.9%		90%
In late 2022, an issue was identified around interlinked heat and smoke alarms, and electrical installation condition reports (EICR). This meant a higher number of properties not meeting the standard than would be usual. A programme of works was instigated to ensure the final remaining households had their interlinked smoke alarms fitted and electrical installation checks before the end of 2023, which means that the number of homes meeting the standard has increased.					
302	Percentage of Council dwellings that are energy efficient	88%	97%		90%
Of the Council's housing stock of 1,025 properties, 957 met the Energy Efficiency Standard on 31 March 2025. Of the remaining 68, 34 were exempt or out of scope due to factors such as disproportionate cost or those because the tenant does not want or feel able to cope with any works.					
303	Houses built in Orkney (all sectors). Target and geographical breakdown to be identified as part of the housing needs analysis	82	60		2027 – 125
Sixty houses were built in Orkney during the 2024 calendar year. The Council's Strategic Housing Investment Plan 2025/26 to 2029/30 and Housing Need and Demand Assessment 2023 outline plans for building houses in the coming period <i>Note: we intend to review the target of 125 properties in 2027 to bring this figure in line with the targets in the Strategic Housing Investment Plan.</i>					
304	Percentage of Orkney residents whose internet connection is fast enough to do what they want online – Orkney Mainland	70%	70%		91%
The ongoing Scottish Government Reaching 100% (R100) Programme has brought full fibre services to 1864 premises on mainland Orkney. 421 premises scheduled for build in the East Mainland, South Ronaldsay & Burray ward by end of June 2028. 146 premises are planned in the West Mainland ward. The UK Government's Project Gigabit is currently in procurement and targets premises not included in R100 - the procurement scope includes 8739 properties across Orkney.					

ID	Description	Baseline 2020/21	Current Status		Target 2027/28
305	Percentage of Orkney residents whose internet connection is fast enough to do what they want online – Ferry-linked isles	45%	45%		84%
<p>The ongoing Scottish Government Reaching 100% (R100) Programme has brought full fibre services to 1046 premises across Rousay, Shapinsay, Westray, Sanday and Eday (as of 29/07/25). Works on Stronsay have begun, with 197 premises within build plans. North Ronaldsay is not part of R100 plans but is within the procurement scope for the UK Government's Project Gigabit, this process is still underway.</p> <p>In Papa Westray, nearly every business and resident can now receive speeds comparable to less rural areas of Scotland through using funding from the Scottish Broadband Voucher Scheme, part of the Reaching 100% (R100) programme. Hoy and Flotta are expected to have R100 works completed by June 2028, 378 premises are included in R100 build plans for Hoy and Flotta.</p> <p><i>Note: the baseline and current figures relate to the same survey data, as the survey has not been repeated since 2020. We intend to review the data collection for this performance measure.</i></p>					
306	Percentage of Orkney residents who agree "When I make journeys to or from my home, it is easy connecting between different forms of transport" – Orkney Mainland	46%	46%		60%
<p>All inter island ferry services are linked by subsidised public bus services and where possible, external ferry routes are met by services which are operated on a commercial basis. A frequent half hourly service also operates to and from Kirkwall Airport to provide connectivity for internal and external air services (with the exception of school transport times in the afternoon during term time). Additional resources and hence budget, would be required to improve connectivity further.</p> <p><i>Note: the baseline and current figures relate to the same survey data, as the survey has not been repeated since 2020. We intend to review the data collection for this performance measure.</i></p>					

ID	Description	Baseline 2020/21	Current Status		Target 2027/28
307	Percentage of Orkney residents who agree “When I make journeys to or from my home, it is easy connecting between different forms of transport” – Ferry-linked isles	29%	29%		45%
<p>All inter island ferry services are linked by subsidised public bus services and where possible, external ferry routes are met by services which are operated on a commercial basis. A frequent half hourly service also operates to and from Kirkwall Airport to provide connectivity for internal and external air services (with the exception of school transport times in the afternoon during term time). Additional resources and hence budget, would be required to improve connectivity further.</p> <p><i>Note: the baseline and current figures relate to the same survey data, as the survey has not been repeated since 2020. We intend to review the data collection for this performance measure.</i></p>					
308	Percentage of Islands Deal Programme Delivered	0%	20%		50%
<p>All three of the joint Islands Deal Programmes have had their Full Business Cases at Programme level approved and are now delivering. Of the four Orkney specific projects, one is close to getting their Full Business Case approved subject to planning permission in 2025/early 2026, with an updated programme Outline Business Case expected for another in 2025/26. A refresh of the Islands Growth Deal has been undertaken with one project proposed for removal and another being reconsidered.</p>					

## 4.2 Council Delivery Plan Projects

I1i\_Improve Isles transport links.

**Lead:** Head of Marine Services, Transportation and Harbour Master



Developing integrated, effective, sustainable, and reliable inter-islands connectivity through the development and maintenance of transport infrastructure and links. This modernisation will be considered through the lens of 'net zero.' Areas to be considered include:

- Review level of service and options.
- Consider options like 'fixed links' and 'Sustainable Aviation Test Environment' (SATE).
- Isles Transport Solutions e.g. Ferry replacement or alternative solutions.
- Lobbying for funding.
- Smaller piers and harbours improvements across Orkney as outlined and agreed in the Harbours Master Plan.
- Aircraft.

### Progress

Following agreement at the General Meeting of the Council in July 2025 to proceed with the purchase of an aircraft and landing craft vessel, progress continues to be made in strengthening Orkney's inter-island transport resilience. Procurement of the landing craft is underway and a roller has been acquired to support maintenance of island airfields. While procurement of the third aircraft is slightly behind schedule, work remains ongoing to bring this forward.

The Leader and senior officers continue to engage constructively on the future replacement of the county's ageing ferry fleet, through regular meetings of the Ferries Task Force. Upgrades to Stromness, Hatston and North Isles linkspans and a replacement pontoon for Kirkwall will be reported to the appropriate committees during October and November 2025.

Phase 2 of the Harbours Master Plan is now live, with appointed contactors actively assessing infrastructure requirements.

I1ii\_Improve Isles transport links.

**Lead:** Head of Infrastructure Services



Developing integrated, effective, sustainable, and reliable inter-islands connectivity through the development and maintenance of transport infrastructure and links. Areas to be considered include:

- Carry out reconstruction of pavement surface on Barrier No 1.

### Progress

The pavement surface of Churchill Barrier No 1 was resurfaced and lined in June 2023 and as a result there are no ongoing concerns regarding the pavement. The consultant's report confirmed that there are no structural issues with this barrier. As a result, it is intended to do no further work in the meantime, although the road

surface will continue to be inspected and monitored. This action has been closed and has moved to business as usual.

#### I2\_Free ferry travel for island young people

**Lead:** Head of Marine Services, Transportation and Harbour Master



Introduce free ferry travel for island young people to allow them to access sport and entertainment opportunities already available to mainland young people. The ferry is the equivalent of the bus to islanders. This will involve exploring how this can be funded, including potential lobbying of Government if required.

#### Progress

Free Ferry travel now approved by the Scottish Government and funded – this action is now complete.

#### I3\_Work towards integrating our transport networks.

**Lead:** Head of Marine Services, Transportation and Harbour Master



Integrate our transport networks to improved operational connectivity and reduce vulnerabilities.

#### Progress

Two new bus services are being trialled for South Ronaldsay and for Kirkwall Airport, filling a gap in the existing timetable allowing connections with inter-island air services during term time. These trials have been supported by funding from the Scottish Government and the Council's Sustainable and Green Transport Fund.

However, technical difficulties with the electric vehicles intended for these routes have significantly limited their deployment. Both vehicles are currently out of service, and as a result, the intended service improvements have not been fully realised and the connectivity gaps remain.

#### I4\_Supporting Economic Growth through Harbours Infrastructure

**Lead:** Head of Marine Services, Transportation and Harbour Master



Ensuring major harbours infrastructure is designed and developed to support economic growth and community benefits across Orkney with a focus on projects as set out and agreed in the Harbours Master Plan. This includes the following proposed developments:

- Deep Water Quay within Scapa Flow: New multi-user deep-water pier and quayside facility with laydown area.
- Hatston Pier: New pier and quayside infrastructure, ship lift, fuel facility, and land for harbour operations.
- Kirkwall: New quayside infrastructure, marina expansion, and waterfront development area.
- Stromness: Marina expansion and dedicated cruise tender pontoon.

## Progress

The Scapa Deep Water Quay project continues to progress following the award of a Pre-Construction Services Agreement (PCSA) in April 2025. This phase includes detailed design work, ground and marine investigations and site surveys. Critically, the PCSA will also deliver a firm budget estimate and a clear build-out strategy, both of which are essential to informing the fundraising phase of the project.

In parallel, the planning process is advancing, with Supplementary Environmental Information (SEI) submitted to NatureScot as part of the Environmental Impact Assessment. Planning consent will be required from the local authority for terrestrial elements of the development, alongside marine licensing from the Scottish Government's Marine Directorate.

## I5\_Digital connectivity

**Lead:** Head of Enterprise and Economic Growth



Support and enable the delivery of digital connectivity across Orkney including;

- Implement relevant actions in the Orkney Islands Council Digital Strategy (2022-2026), and input into digital Strategy Delivery Plan as appropriate.
- Facilitate commercial telecoms infrastructure investment and stimulate market demand.
- Raise awareness of available schemes, including the provision of advice and support to individuals, community groups, and telecom providers, to support the development of gigabit capable telecom networks for all of Orkney.
- Milestones will need to adapt to complex funding landscape.

## Progress

The Enterprise Service is taking forward a number of initiatives that are aiming to deliver on the Council's digital connectivity aims. This includes significant lobbying activity and a local advisory service.

## I6\_Social housing

**Lead:** Head of Strategic Housing, Housing Operations and Homelessness



Invest in social housing to endeavour to address waiting lists and improve temporary housing availability, including:

- Developing social housing across Orkney in line with housing need and demand.
- Ensuring all future housing is energy efficient in line with Scottish Government requirements.

## Progress

The Local Housing Strategy 2024-2029, as underpinned by a robust and credible Housing Need and Demand Assessment, was approved in June 2024. The

Strategic Housing Investment Plan was approved in December 2024. Plans to develop affordable housing are progressing through the Housing Market Partnership, with relevant partners, accordingly and subject to Scottish Government grant being available.

The Scottish Government has recalled their Energy Efficiency Standard for Social Housing 2 (ESSH2) guidance and consulted on a new Social Housing Net Zero Standard (SHNZS). The consultation closed in March 2024, and revised guidance is awaited.

In the meantime, the Council continues to report on progress against ESSH1. As at 31 March 2025, out of our stock of 1,025 properties, 957 achieved the standard. Of the remaining 68 properties 34 were exempt and out-of-scope, leaving only 34 properties not achieving compliance – a compliance rate of 97%.

### I7\_Mid-market rental properties

**Lead:** Head of Strategic Housing, Housing Operations and Homelessness



To investigate the potential for the development of an affordable programme of mid-market rent (MMR) properties across Orkney;

- To ensure this additional form of housing is available in the market.
- Provide accommodation for inward migration and to support provision of housing for existing workforce.
- Provision of housing for those employed on Orkney including essential workers.
- Building out with Kirkwall in line with housing need and demand.
- Through our Local Housing Strategy we will continue to support vulnerable and island communities to access the Scottish Government's Rural and Island Housing Fund to seek to address their own housing aspirations / demand for private sector accommodation.
- This includes an enhanced analysis of housing need and demand across all tenures to focus on areas such as key worker needs and link to the Local Housing Strategy.

### Progress

The Essential Worker Housing Strategy was recommended for approval by the Education, Leisure and Housing Committee in March 2024, with the funding requirements to be considered by the Policy and Resources Committee. The Housing Need and Demand Assessment was signed off by the Scottish Government as robust and credible in October 2023.

The Local Housing Strategy has been developed, through the Housing Market Partnership, and was recommended for approval by the Education, Leisure and Housing Committee in June 2024. Discussions are ongoing with other housing providers on the potential to develop additional housing including mid-market rent properties in Orkney. Once the outcome of these discussions is known, a report will be presented to the Policy and Resources Committee regarding the funding

requirements of delivering the Essential Worker Housing Strategy which includes the potential development of mid-market rent properties in Orkney.

#### I8\_Orkney's Community Wind Farm Project

**Lead:** Head of Enterprise and Economic Growth



Deliver Orkney's Community Wind Farm Project, maximising community benefit and securing a transmission connection for Orkney. Delivery subject to relevant approvals.

#### Progress

The Council's wind farm sites all have planning permission and grid connection agreements in place. A decision on project progression was taken to the Council in February 2025. The Council approved an investment decision for Quanterness, but requested reappraisal of the Hoy project, with options to be taken back to the Council. Faray remains under development.

#### I9\_Islands Growth Deal projects

**Lead:** Head of Enterprise and Economic Growth



Ten-year package of investment with suite of projects that will seek to drive economic growth and the creation of sustainable jobs across Shetland, Orkney, and the Outer Hebrides. Key objectives – job creation, leveraging investment and net zero.

#### Progress

The Islands Growth Deal is in its second year since the Full Deal was entered into in 2023 with UK and Scottish Governments and the tripartite agreement signed with Comhairle nan Eilian Siar and Shetland Islands Council.

During 2025/26 a refresh of the Islands Growth Deal has been undertaken working with Governments to maximise opportunities for delivery in what has been and continues to be a challenging economic environment. This is anticipated to be complete for the beginning of financial year 2026/27.

There are 3 joint islands programmes:

1. The Islands Centre for Net Zero Full Business Case was approved in 2023 and is delivering across the three islands, led through the European Marine Energy Centre with Heriot-Watt University, Community Energy Scotland and Aquatera as key partners along with the three local authorities. It aims to support the decarbonisation of the islands.
2. The Creative Islands and Wellbeing Programme Full Business Case was approved in 2024 with the Pier Arts Centre a key capital project within this. A draft Full Business Case has been submitted and work on a final version is taking place.
3. TalEntEd is led by UHI in a partnership with Robert Gordon University and Heriot Watt University. Their Full Business Case was approved in 2025 and

programmes focussed on skills development, entrepreneurship and commercialisation, which are being delivered.

In addition to the three joint programmes there are Orkney-specific projects:

1. The Orkney World Heritage Site Programme which is led by Orkney Islands Council in partnership with Historic Environment Scotland. It has recently changed from a project to a programme consisting of a number of elements that will be used to attract and draw down funding to safeguard the sites, improve access to the Orkney World Heritage Site, Heart of Neolithic Orkney and the wider experience.
2. Orkney Research Innovation Campus led by Highlands and Islands Enterprise is expected to submit their Full Business Case shortly subject to planning decisions.
3. Scapa Flow Future Fuels Hub and the Vertical Farm Project have been proposed to be withdrawn from the Islands Growth Deal as part of the refresh process and progressed through other funding channels where opportunities exist.

#### I10\_Integrated waste facility

**Lead:** Head of Infrastructure Services



Review and prioritisation of the capital programme. This will result in the list of capital projects, including new build and building refurbishment projects, being considered and prioritised for delivery. The programme covers a diverse range of projects, for example the construction of new buildings, the refurbishment of leisure facilities and the development of critical infrastructure across Orkney, including the ferry linked isles

#### Progress

The Council was unsuccessful with a funding bid to develop the Integrated Waste Facility (IWF). Staff re-evaluated this project and presented a report to committee. The recommendation was not to proceed with the development due to cost, but rather to develop an integrated waste strategy. This action is now closed.

#### I11\_Capital Strategy – Review and Prioritisation

**Lead:** Head of Property and Asset Management



Review and prioritisation of the capital programme. This will result in the list of capital projects, including new build and building refurbishment projects, being considered and prioritised for delivery. The programme covers a diverse range of projects, for example the construction of new buildings, the refurbishment of leisure facilities and the development of critical infrastructure across Orkney, including the ferry linked isles.

- Deliver the new Capital Investment Strategy.

#### Progress

This action is now complete.







The existing capital programme continues to be delivered, the title for this programme has been changed to Capital Strategy which is part of the ongoing





review of the process and was agreed by the Corporate Leadership Team on 29 April 2024. An update on capital slippage and a revised Capital Project Appraisal process has been developed through working with the finance team in partnership with whom a review of the programme has been done, with projects which could not be progressed at present being removed from the programme (following consideration by the Policy and Resources Committee in June 2024), which reduces artificial items of slippage. The updated Capital Strategy and updated Capital Project Appraisal process were presented to the Policy and Resources Committee in November 2024 and subsequently approved.

The Capital Project Appraisal process and the engagement with the Capital Projects Board ensures that any new projects go through the proper process before they can be approved.

## 5.0. Transforming our Council

### 5.1 Council Plan Performance Measures

ID	Description	Baseline 2020/21	Current Status		Target 2027/28
401	Level of customer satisfaction experienced by the public with queries handled by the customer service	87%	93%		95%
A customer services pulse survey was carried out over a two-week period from 22 April to 6 May 2025. The survey consisted of one question “considering your experience with us today, on a scale of 1 – 5, how satisfied are you with the way that customer services advisor handled your enquiry today”? A total of 381 responses were received and those with a rating of 4 (satisfied) and 5 (very satisfied) were combined to get 93%.					
402	Orkney Islands Council recognised as an Investors in People (IiP) Platinum Organisation	N/A	Standard Achieved		Platinum Achieved
The Investors in People (IiP) assessment process only takes place every 3 years, so no change will take place on this until the next assessment in early 2026.					
403	Overall staff satisfaction with working at Orkney Islands Council	58%	76%		80%
A recent pulse survey of staff has shown a significant improvement over the last 12 months in terms of staff satisfaction with working at the Council which is valuable feedback that we are on the right track in terms of the organisational priorities we have been progressing.					
404	Staff satisfaction with our leadership style and culture	58%	66%		80%
The same recent staff survey provided evidence of improved staff satisfaction with the leadership style and culture which provides some early reassurance that the work around organisational values and culture has been having a positive impact.					
405	Percentage of operational buildings that are suitable for their current use	88%	90%		90%
We have made improvements in the way we manage operational buildings and we continue to keep this under review.					
406	Actual outturn as a percentage of staff budget	100%	99.3%		100%
The actual spend recorded in the budget outturn reports for 2023/24 was £104,923,600. The original budget was £100,981,000 A percentage spend against the original budget of 103.9%. The revised budget, including redeterminations and contributions from reserves, was £103,630,900 reducing the percentage spend against budget to 99.3%					

ID	Description	Baseline 2020/21	Current Status		Target 2027/28
407	Recruitment and retention, staff turnover	5.14%	2.14%		4%
Turnover, measured as people leaving the organisation entirely, and not including people leaving for other Council jobs, has shown a significant downturn in the last measuring period which is welcome given the recruitment challenges many services are facing.					
408	Cost of agency worker as a percentage of our staff budget	3.7%	6.59%		4%
The increase in this indicator is not unexpected, given the need to use agency workers to temporarily fill gaps in the Council's workforce, largely in social work and social care services.					
409	Sickness absence days per teacher	4.2	10.76		6
Sickness absence has increased in recent years, which is consistent with the picture elsewhere in the country. The Corporate Leadership Team has agreed to have a renewed focus on reducing absence, and new initiatives in terms of health and wellbeing continue to be rolled out to help support attendance.					
410	Sickness absence days per employee (non-teacher)	10.3	14.13		9
Sickness absence has increased in recent years, which is consistent with the picture elsewhere in the country. The Corporate Leadership Team has agreed to have a renewed focus on reducing absence, and new initiatives in terms of health and wellbeing continue to be rolled out to help support attendance.					

## 5.2 Council Delivery Plan Projects

<p><b>T1_Staff recognition and retention</b></p> <p><b>Lead:</b> Head of Human Resources and Organisational Development</p>	
<p>Improve staff recognition and engagement so staff feel more valued. Improve openness and transparency so it is a safe place to raise concerns. Provide a suite of work options and terms and conditions that meet the needs of the organisation, our customers and service users, providing the flexibility, wellbeing support, and recognition that our employees desire.</p>	
<p><b>Progress</b></p>	
<p>The suite of flexible working related policies is currently under consultation including input from the Equally Safe at Work working group as part of the Council's accreditation process under that scheme.</p>	
<p><b>T2_Reduce bureaucracy.</b></p> <p><b>Lead:</b> Head of Corporate Governance, Head of Performance and Business Support</p>	
<p>Reduce bureaucracy within and between agencies wherever possible improving working between partners. Consideration of Public Sector Reform is included as part of this work.</p>	
<p>Reduce bureaucracy and improve ways of working through the implementation of corporate administration and the delivery of the corporate administration improvement agenda.</p>	
<p><b>Progress</b></p>	
<p>The Business Support teams are working together to streamline processes and reduce bureaucracy.</p>	
<p>The Council is in active dialogue with NHS Orkney, the Integration Joint Board and Scottish Government on the development of a routemap to reform of public services in Orkney, in line with the Scottish Government's Programme for Government and Public Sector Reform commitments.</p>	
<p><b>T3_Invest in staff development opportunities.</b></p> <p><b>Lead:</b> Head of Human Resources and Organisational Development</p>	
<p>Create a programme for equal access to growth and learning opportunities for employees to develop their full capability aligning with our organisational goals, workforce planning, and talent management priorities, with a particular focus on areas where there are skills gaps.</p>	
<p><b>Progress</b></p>	
<p>A co-ordinated approach to our Learning and Development approach has been agreed and is now being implemented. This will be reflected in the revised</p>	

workforce strategy. Work has also been undertaken on reviewing the Council's Values.

#### T4\_Recruitment including trainee programme.

**Lead:** Head of Human Resources and Organisational Development



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

#### Progress

The remaining actions from the recruitment taskforce are close to being complete. The final launch of the new branding has been delayed until October and November 2025 to allow further time to transfer content. There is a focus on Orkney Health and Care (OHAC) priorities around recruitment and retention issues which HR have been working closely with OHAC senior management on.

#### T5\_Staff working locations, operational property and estates assets review and development.

**Lead:** Head of Property and Asset Management



Review Council estate, disposing of unwanted assets and transforming required assets so they are fit for purpose. This will include School Place and Hatston depot and garage. Diversify spread of Council working locations across rural and isles communities.

- Complete the Strategic Asset Review of Council Property

#### Progress

The Property Asset Management Plan 2024 has been developed, and papers are currently being prepared relating to the disposal of properties for consideration by the Asset Management Sub-committee on a case-by-case basis as individual properties are proposed for disposal.

**T6\_Improving our processes through the development of our systems.**

**Lead: Head of Performance and Business Support**



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

Corporate systems such as:

- Digital service delivery (the Customer Service Platform / Microsoft 365 tools).
- Electronic Document and Records Management System Implementation.
- Finance (Integra Centros).
- HR and Payroll (Resource Link / MyView).
- Service systems such as:
  - Health and Social Care (Paris).
  - Housing (Northgate Housing).
  - Infrastructure Services (New Horizons replacement).
  - Planning system (IDOX).
  - Property Assets Management (Concerto).
  - Revenue and Benefits (NEC Revenue and Benefits).
  - Schools Education System (SEEMiS).

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

### **Progress**

Delivery of the 2023-2026 Digital Strategy is ongoing, and various actions have already been carried out. This includes a full review of the software inventory which has been tiered so that efforts can be focused on the Council's most critical systems. Continuing priorities are development of the Health and Social Care system (PARIS), and the Customer Service Platform, known to the public as MyOrkney. Further work to approve a programme of development for core corporate systems and core business processes has commenced.