

Council Plan 2023-2028

2026 mid-term review



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Foreword

Welcome and thank you for taking the time to read this refreshed Orkney Islands Council Council Plan mid-term review.

Building on the foundations of our 2023-2028 Council Plan, this updated version sets out where we will focus our efforts over the next two years, while keeping sight of the long-term ambitions we share for Orkney.

Since first launching the Plan, we have made significant progress across a wide range of priorities. This has been made possible by the commitment and professionalism of our workforce, whose contribution remains central to everything we achieve.

Over the past year we have refreshed the Council's organisational values. These now provide a clearer sense of who we are, how we work, and the standards our community can expect from us.

They underpin the positive direction of travel we are taking as an organisation and reinforce our focus on delivering high quality services for Orkney.

We have also taken this opportunity to refresh the look, feel and style of the Plan, making it more accessible and engaging to the community we serve.

This updated Plan offers an optimistic and confident vision of Orkney's future. It highlights the progress we have made as a Council - and as a community - while also acknowledging the major opportunities and challenges ahead.

By continuing to work closely with partners, communities and our dedicated staff, we are well placed to deliver on the priorities that matter most and to help shape a strong, sustainable and vibrant future for our islands.



Cllr Graham Bevan
Convener



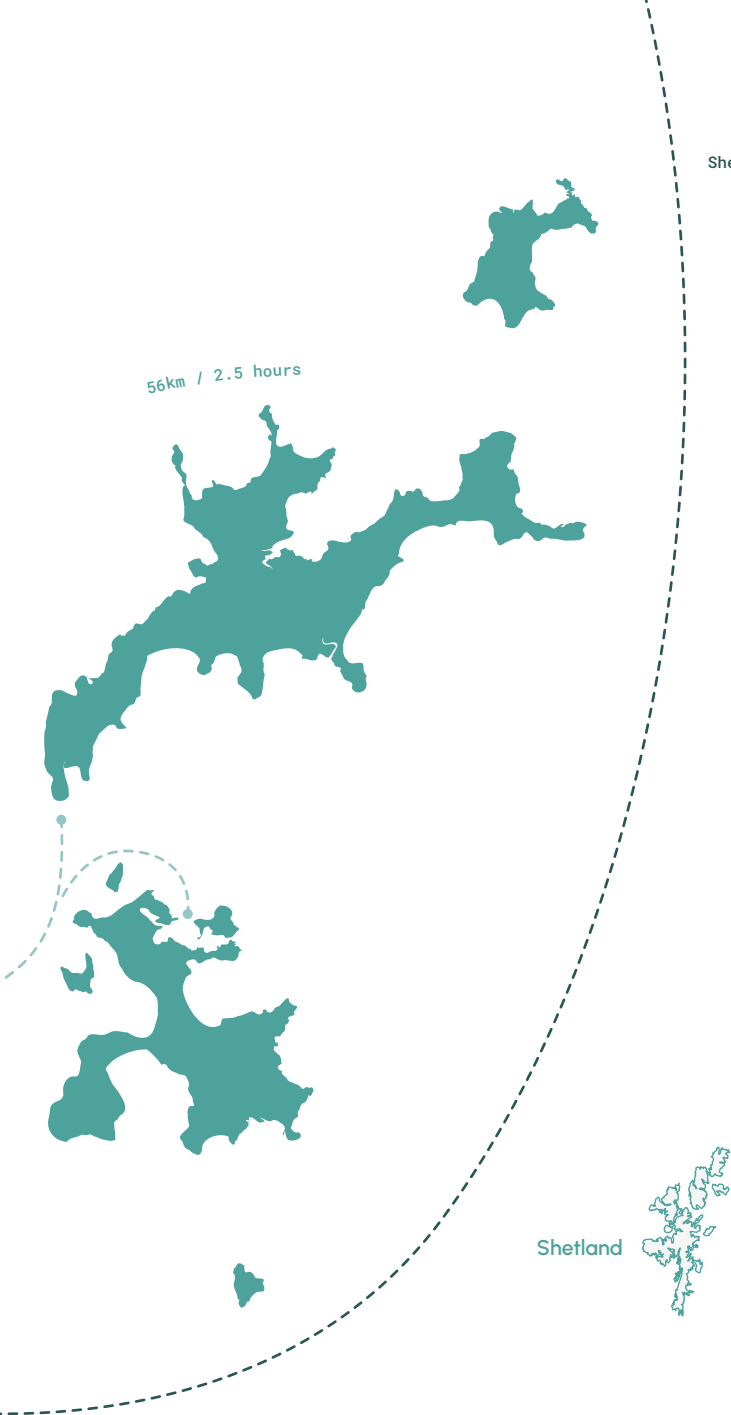
Oliver Reid
Chief Executive

Our islands

Orkney is home to around 22,000 people spread across twenty inhabited isles. One in ten lives on a ferry linked isle - each community distinct, shaped by its own geography, history and people.

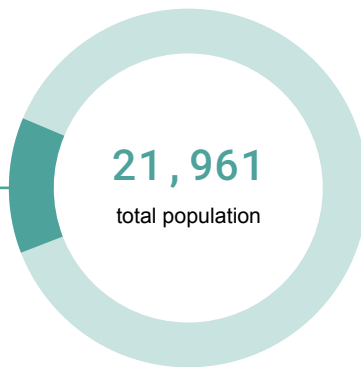
That diversity defines us - it creates unique challenges for how we deliver services, but it also reflects a resilience and independence that is distinctly Orcadian.





Shetland / 7 hours

56km / 2.5 hours

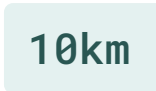


12%
live on a ferry
linked isle

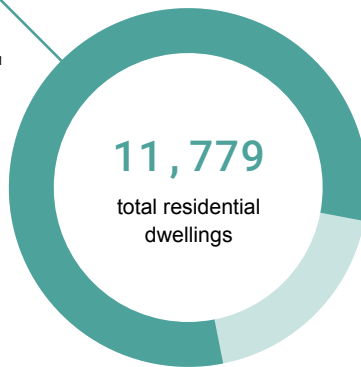
km of road per 1,000 residents



Orkney



Scottish
average



83%
Council Tax
Band D or below¹

Shetland

Orkney

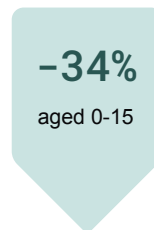
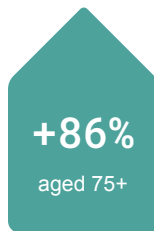
Western
Isles

Inverness

Aberdeen

Edinburgh
342km

Projected population change by 2043²



¹ ~75% Scottish average

² -12.9% (0-15 yrs) / +80% (75+) Scottish average

What makes Orkney unique

While Orkney is Scotland's smallest local authority, with 21 Elected Members, no other Council in Scotland does what we do.

Responsibility for ferries, airfields and harbours as well as schools, social care and waste collection reflects a breadth of responsibility no other authority has to reckon with.

Our islands have been continuously inhabited for well over five thousand years - longer than the pyramids have stood - shaping a culture that is confident, outward-looking and restless with ideas.

Three world-class universities have established a research presence here, leading the way in renewable energy, marine science, agronomy and archaeology at a national and international level.

Orkney is home to the European Marine Energy Centre - the world's only grid-connected open-sea test facility for wave and tidal technologies.

While the rest of the world works towards Net Zero, Orkney is already demonstrating Net Zero innovation in practice.



29 piers and harbours



Scotland's largest local authority owned port network, keeping communities connected with lifeline ferry services carrying over 320,000 passengers a year

Active and involved communities



Orkney has one of Scotland's highest rates of volunteering and active community bodies per head of population, including community Councils, development trusts and community associations.

A world-leading research hub



UHI, Heriot-Watt and RGU all have campuses here - drawn by Orkney's history, unique geography and community skillset

Islands Growth Deal



Part of a £393 million Islands Growth Deal unlocking a decade of investment across Orkney, Shetland and the Outer Hebrides

Leading the energy transition



Orkney has led clean energy innovation for over 70 years - from the UK's first grid-connected wind turbine, to tidal, wave and sustainable fuel projects today

6 airfields and 3 aircraft



We operate our own inter-island air service, maintaining vital links between mainland Orkney and the outer north isles year round

The world's second largest natural harbour



Scapa Flow's deep, sheltered waters offer significant wet storage capacity and the potential to become a major hub for Scotland's rapidly growing offshore wind and marine renewables industry

A UNESCO World Heritage Gateway



Orkney's Neolithic sites, including Skara Brae, are older than the pyramids and among the world's most significant prehistoric landscapes

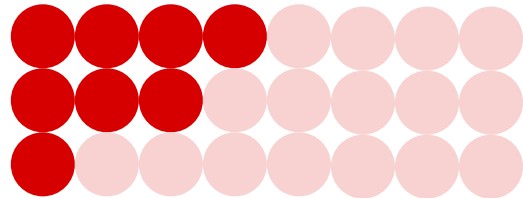
Years lived in good health

Oradians spend more of their lives in good health than anywhere else in Scotland. A strong sense of community, an active outdoor culture and ready access to green and blue space are all recognised contributors.



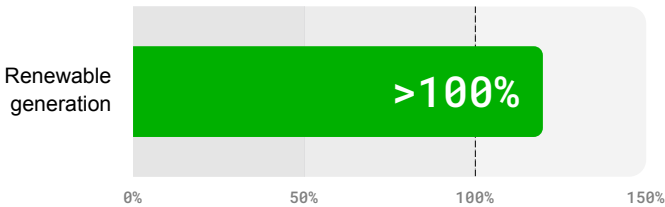
Deaths nearly double births

In 2023/24, Orkney recorded 277 deaths against just 146 births. Like many island communities, we face a long-term natural population decline without sustained inward migration.



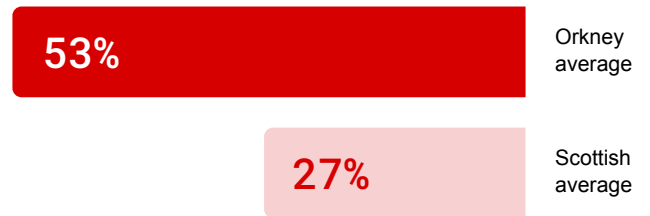
Energy self-sufficient

Orkney generates more renewable electricity than it consumes - a position we have held for over a decade. A new 220MW interconnector, due to be energised around 2028, will significantly increase our ability to export that surplus to the national grid.



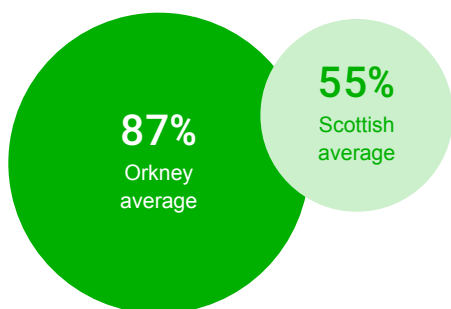
High fuel poverty rate

Orkney's fuel poverty rate is nearly double the Scottish average, driven by older housing stock, off-gas-grid properties and higher energy costs. Despite generating surplus renewable energy, most households cannot access it at a lower cost.



High quality of life

87% of Orkney residents rate their area as a very good place to live, compared to 55% across Scotland, with locals consistently citing safety, community, scenery and pace of life as reasons Orkney stands apart.



Poor digital connectivity

Only 84% of Orkney premises have access to super-fast broadband, compared to 98% coverage across Scotland. Reliable connectivity is essential for island businesses, remote workers and public service delivery.



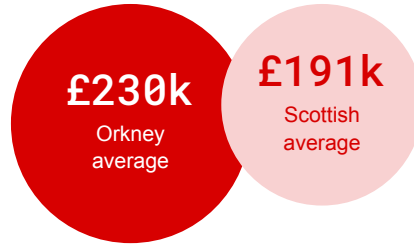
High employment rate

Orkney holds the highest employment rate of any council area in Scotland. A diverse local economy spanning agriculture, tourism and renewables underpins this strong performance.



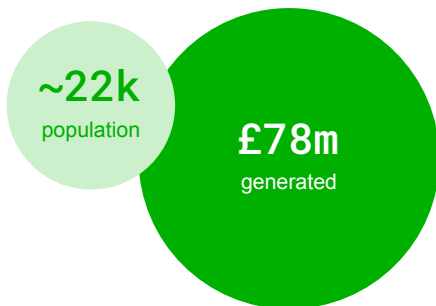
House prices rising

Orkney has seen the steepest house price rise of any local authority in Scotland since 2020, with a 64% increase. This is pricing local residents - particularly young people and key workers - out of the market.



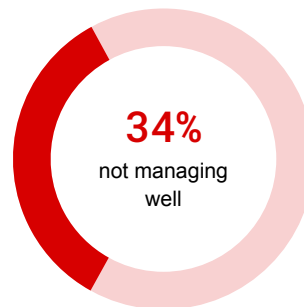
Strong tourism economy

Despite comprising just 0.4% of Scotland's population, Orkney generates around 2% of national visitor spend. Tourism is a critical pillar of the local economy, supporting jobs and supply chains across the islands.



Rising financial hardship

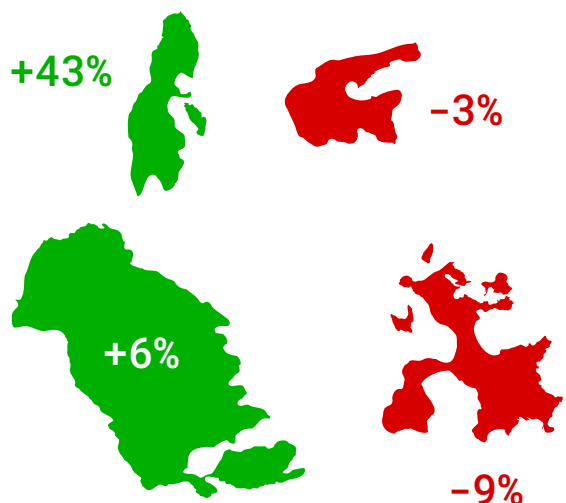
4% of households are not managing well financially, and 23% of children are living in poverty. Cost of living pressures hit island communities particularly hard, where transport and energy costs leave households with less disposable income.



Diverging island populations

Between 2001 and 2022, Hoy and Stronsay - two of Orkney's larger inhabited islands - saw populations shift by +6.1% and -8.7% respectively. On smaller islands, percentage swings can be more pronounced: Papa Westray grew by 43.4% over the same period, while Flotta fell by 2.5%.

Islands not to scale



The cost of delivery

Like households across Orkney, the Council is managing rising costs with a budget that hasn't kept pace.

In 2026/27, the Scottish Government provided £120 million of our £153 million budget - and this year we will again draw £20 million from reserves to balance the books - the same figure as previous years, but a smaller share of a growing budget.

The two biggest pressures are Orkney Health and Care and education. The Council contributes £28.7 million to the joint health and care partnership each year, serving an ageing population whose needs are growing.

In our schools, the number of pupils requiring additional support has risen from approximately 30% to 40% of all pupils in recent years - each one representing a significant and unavoidable cost that standard funding settlements do not fully account for.

Behind those headline pressures sit costs that are simply harder to bear on an island.

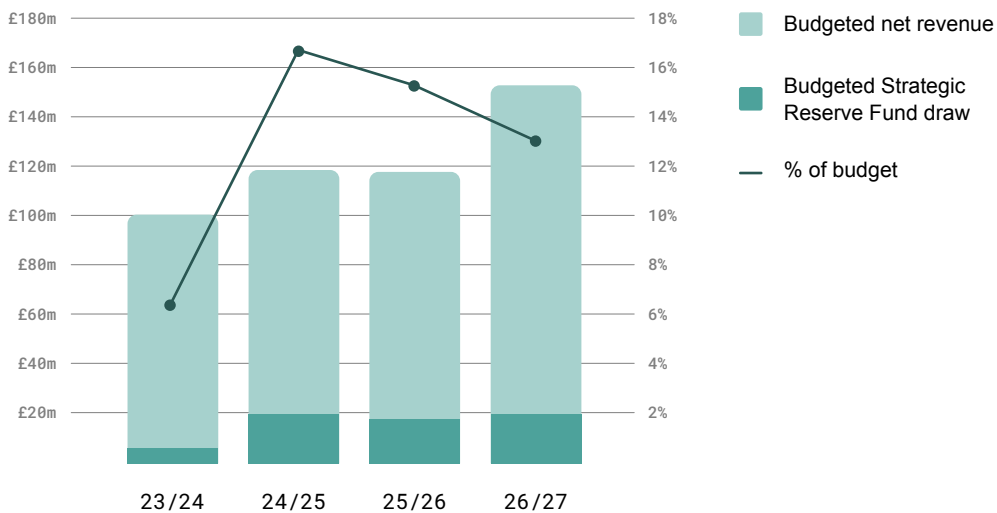
We employ the Full Time Equivalent of 1,911 people, making us the largest employer in Orkney, and recruiting and retaining staff - such as teachers, care workers and marine engineers - carries significant costs in transport, relocation and training.

Our estate is expensive to run and costs thousands of pounds a year in energy and utilities alone. Fuel and supply costs are higher in island communities, and the Council has limited capacity to absorb shocks that larger mainland authorities can spread across a wider base.

We are not standing still. The Quanterness Wind Farm and other income-generating projects will help close the gap over time.

But the case for fairer funding - funding that reflects what it actually costs to deliver effective public services in Orkney - remains one of the most important arguments this Council needs to make.

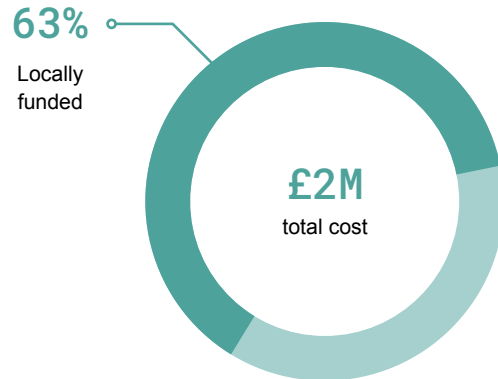
Strategic Reserve Fund as % of Net Budget



Free school meals

We serve 343,634 school meals a year at an average cost of £8.44 per meal - higher due to unique island costs - well above the national funding rate.

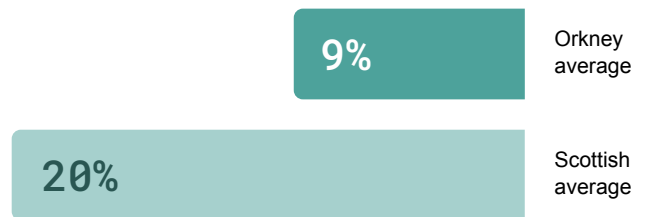
The Scottish Government covers 37% of that cost, leaving the remaining 63% - around **£1.3 million** - met by the Council across 23 school sites. That gap alone is equivalent to 1% of our entire Scottish Government revenue settlement, or a 10% rise in Council Tax.



Council Tax

We raise around 9% of our budget - just **£14.3 million** - from Council Tax, under half the Scottish average of 20%.

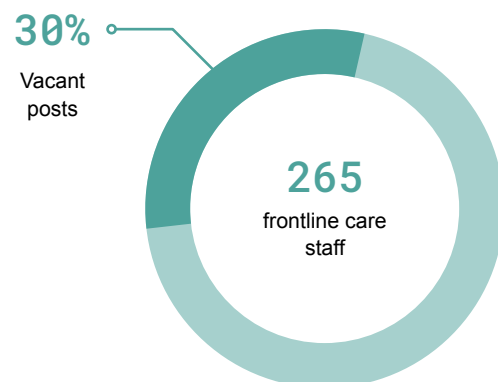
With 78% of our funding coming from Scottish Government grants, against a national average of 60%, we have limited room to absorb cuts to central funding locally.



Health and care staffing

Nearly a third of our frontline care posts are vacant - 80.5 unfilled FTE roles that we cannot leave empty.

To keep services running safely, we rely on agency staff to fill the gap. In 2024-25, that cost us **£5.8 million** - a bill inflated by the travel and accommodation costs of bringing workers to Orkney that mainland Councils simply don't face.



Community and heritage

Orkney's story stretches back over 5,000 years. From the Neolithic settlement of Skara Brae and the Ring of Brodgar, to St Magnus Cathedral and the Churchill Barriers, our history and heritage is woven into the fabric of everyday island life. Our Nordic past has shaped a culture that is distinctive, resilient and unmistakably Orcadian.

Orkney's fertile soil supports one of Scotland's most productive agricultural sectors, underpinning a food and drink industry – from award-winning cheese and whisky to some of Scotland's finest seafood – with a reputation far beyond our shores.

That same spirit runs through our cultural and community life. The St Magnus International Festival, founded in 1977, has grown into one of Britain's most highly regarded arts events - celebrating its 50th anniversary in 2026.

The Orkney International Science Festival, running since 1991, draws leading thinkers from around the world each September, blending ideas with Orkney's landscape and history in a way that could only happen here.

Each May, Kirkwall proudly hosts one of the few official Norwegian Constitution Day celebrations held outside of Norway, while the Orkney Folk Festival draws musicians and audiences from across the world to Stromness.

Our welcoming spirit showed on a global stage in 2025, when Orkney hosted the International Island Games – the largest event in the islands' modern history, and a demonstration of what Orcadian community and hospitality can achieve.



Innovation and renewables

Orkney has been at the forefront of energy for over seventy years – so is well placed to meet the challenges of transitioning from oil and gas to renewable energy over time.

Indeed, the UK's first grid-connected wind turbine was tested here in 1951 and today we are now generating over 120% of the islands' electricity needs from renewables.

One in ten residents generates their own power, and Orkney leads the country for heat pump installations and electric vehicle ownership per head - a level of community participation in clean energy unmatched anywhere in the UK.

Orkney is home to the European Marine Energy Centre (EMEC), the world's only grid-connected open-sea testing facility for wave and tidal technologies, attracting researchers and investment from across the world.

Construction is expected to begin in 2027 on what will be the UK's largest publicly owned wind farm. Scapa Flow's deep, sheltered waters position Orkney as a natural hub for offshore wind construction and maintenance across Scotland and beyond.

The Flotta oil terminal has the infrastructure, workforce and location to become a base for the offshore energy economy of the future, and our Offshore Energy Development Strategy sets out how we intend to make that happen.

A thriving offshore sector means local jobs, a resilient supply chain and long-term economic transformation for our islands - the kind of return that justifies sustained investment in Orkney's infrastructure and connectivity.



“ Orkney Islands Council's sustained leadership in championing the renewables sector - most notably through its pivotal role in progressing the interconnector and enabling projects such as the Quanterness Windfarm - has been central to strengthening Orkney's position as a world-leading hub for clean energy innovation.

EMEC

Housing and population

Housing is fundamental to sustaining Orkney's communities and economy. Rising demand, high prices and a limited rental market have created real pressure - particularly for young people, key workers and those with caring responsibilities, who depend on flexible, affordable housing to remain in the communities they call home.

The Local Housing Strategy 2024-2029 targets 1,030 new homes over ten years, with a 60/40 split between affordable and private housing.

Getting housing right goes far beyond bricks and mortar. It supports long-term population retention, one of our most important investments - especially as Orkney's population grows and ages, with forecasts pointing to more older residents and rising demand for care.

Delivery will prioritise mixed communities, placemaking and energy efficiency, alongside flexible, adaptable homes that meet changing needs, including specialist accommodation within care settings where required.

Good housing enables independent living. Our allocation policies aim to create communities of care, keeping families and support networks together - and with 2,500 additional workers needed in Orkney by 2035, retaining working-age people has never been more important.

We are working with partners including Orkney Housing Association, Places for People Scotland and local development trusts - some pursuing community ownership models that put housing decisions in local hands - to drive housebuilding, alongside measures to bring empty homes back into use and raise housing quality across Orkney.



Infrastructure and connectivity

Infrastructure is the backbone of island life, whether that be roads, ferries or air services.

Maintaining our road network is a significant challenge, particularly as our roads attract no specific national funding or maintenance provision, relying entirely on local investment.

Air and ferry links provide lifeline connections between islands, enabling access to work, education, healthcare and essential goods. Our network includes 29 piers and harbours - including Hatston, which handles freight and cruise traffic - alongside airfields that maintain vital links between Kirkwall and the Outer North Isles.

These connections also support tourism, agriculture and local businesses, making transport infrastructure central to the health and wealth of the wider economy.

Replacing Orkney's ageing ferry fleet is one of the most significant infrastructure commitments in this plan.

Scottish Government funding has been secured for Phase 1 - covering new vessels for the Outer North Isles routes - with Phase 2, covering the remaining fleet and harbour infrastructure, progressing in parallel.

Digital connectivity matters just as much as physical transport. Working with the Scottish Government's Reaching 100% (R100) programme, full fibre broadband is being extended to more than 3,000 homes and businesses across Orkney, with further coverage expected through the upcoming Project Gigabit procurement.



“ The Council securing funding for a new ferry fleet was a major relief - nothing matters more to the isles than reliable connectivity.

The new, more accessible boats will serve families and folk with mobility needs, and they give us a sustainable future.

Adam Baird

Westray Community Council

Our workforce

A stable, skilled workforce is what makes good services possible for Orkney's communities, and investing in our people is central to everything else we want to achieve.

Our workforce mirrors our population, meaning that around a third of our employees - an estimated 600 people - are aged 55 or over, with many expected to retire over the next decade.

At the same time, whilst our workforce is broadly the right size, it is not the right shape. We have critical gaps in key areas, especially in health and social care, where we are relying on agency workers to keep essential services running - at significant cost, and in a way that is not sustainable.

Filling those gaps is only part of the challenge. Attracting workers to a remote island community is difficult without action on housing, childcare and support for those with caring responsibilities, and offering clear development pathways and competitive pay matters just as much.

Through redesign of jobs and creating opportunities for trainees and apprentices and a wide programme of continuing professional development, we are taking action to grow our own - helping people build skills, progress their careers and take on greater responsibility.

We are creating pathways into hard-to-fill areas, developing the next generation of leaders, and ensuring that people who join us have every reason to stay and grow with us.

Being an outstanding employer, developing our people and supporting change are the three themes shaping our new Workforce Strategy. Recognised with Disability Confident accreditation and the Armed Forces Covenant Silver Award, we are committed to being an employer that people choose, and stay with.

Our values have been refreshed to make them easier to remember, understand and put into practice - shaped directly by our people, distilling what matters most into four values that everyone can own. Underpinning all of this, they reflect the culture we are working to build: one where everyone can contribute, develop and do their best work.

Values

Accountable

Reliable

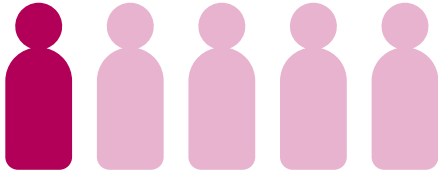
Considerate

Collaborative

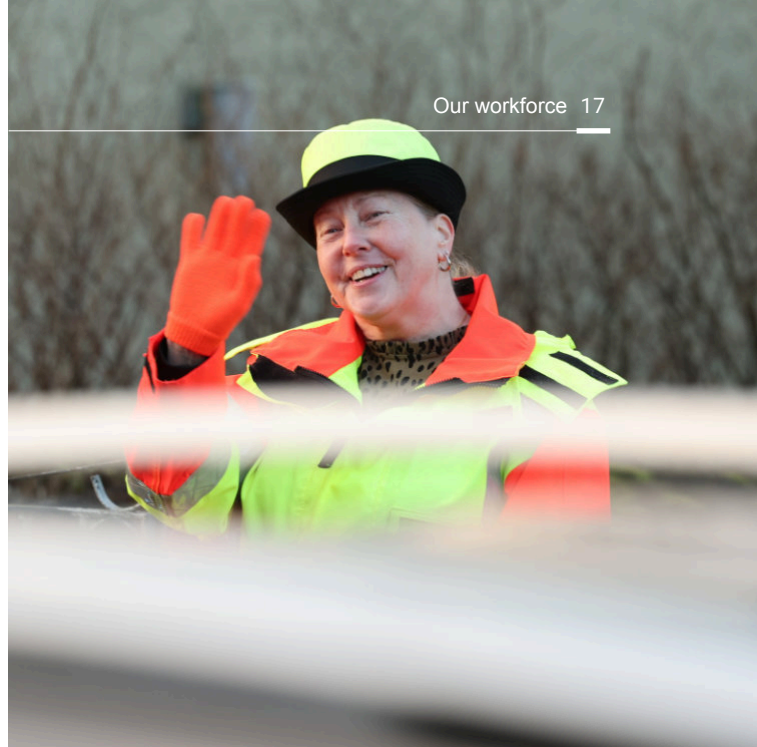
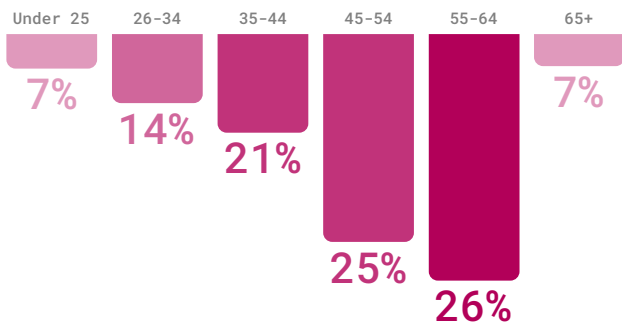


1,911 FTE employees

Around 1 in 5 of Orkney's working population



Workforce age profile



“ I joined the Council as an admin in 2018 - since then I've been supported through a Business Management degree alongside my work, and encouraged into new roles along the way. I'm now the Cruise Operations and Marketing Coordinator, and I got here because of that investment in me.

Hannah Drummond

Cruise Operations and Marketing Co-ordinator

Our plan

Orkney is a remarkable place to live and work. Our job is to make sure it stays that way - and this plan sets out how we will do that through to 2028.

We make three pledges to the people of Orkney:



Maintain our existing high standards of service wherever possible



Improve services and outcomes for the people of Orkney where needed



Develop and deliver projects for the benefit of our communities

We will honour those pledges through everything we do - from the services people rely on every day, like schools, roads and waste collection, to those that are there when life gets harder, like social care. Where services are better delivered by others, whether partners, community groups or third sector organisations, we will work with them to make that happen.

Our priorities are built around four themes:



Growing the economy

E

Building a strong local economy that works for all who live and works here



Strengthening communities

C

Supporting strong, resilient communities across Orkney's islands and mainland



Developing infrastructure

I

Keeping Orkney connected and investing in the infrastructure that underpins island life



Transforming the Council

T

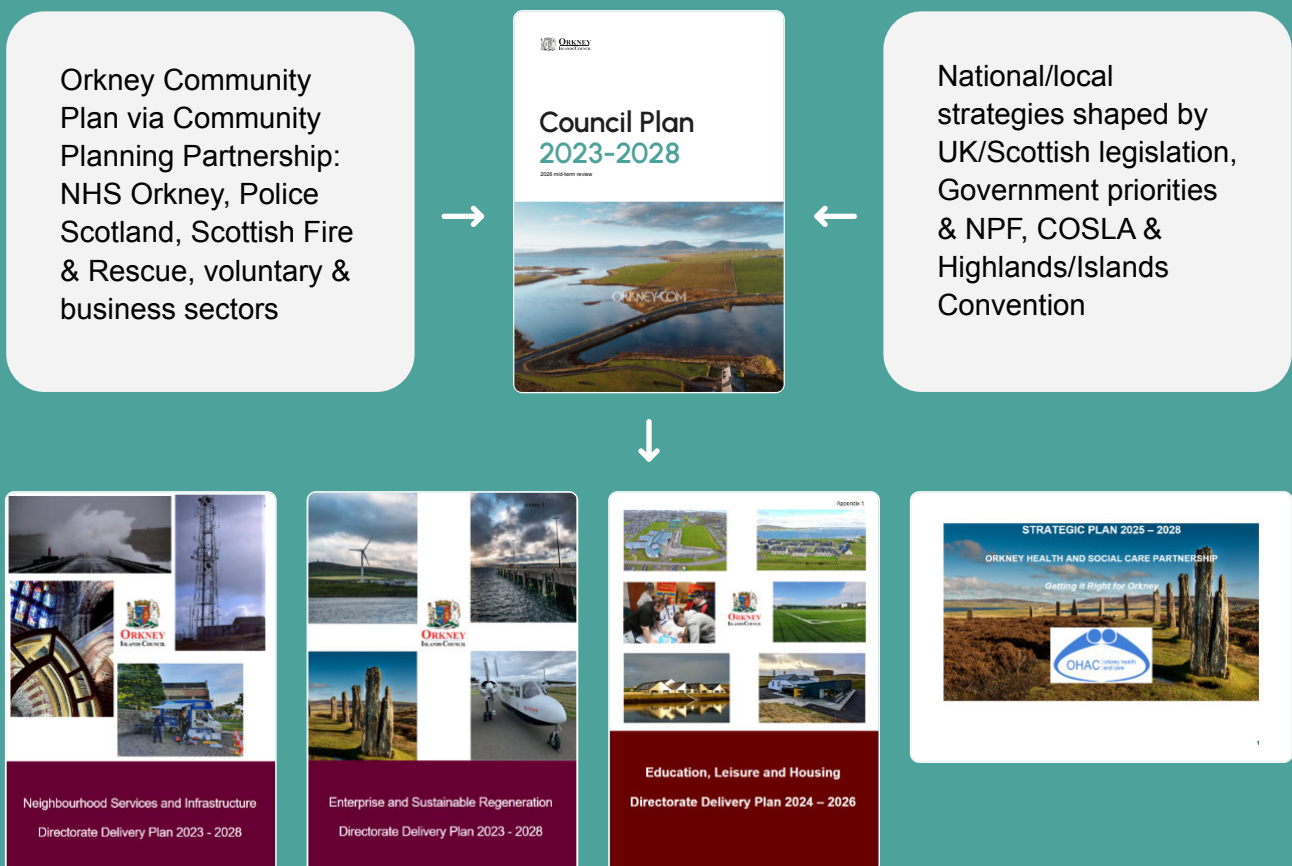
Improving how we work so we can serve residents, businesses and communities better

Every decision will be guided by shared principles:

- Equality, fairness and inclusion, particularly for vulnerable and remote communities like the ferry-linked isles
- Sustainable and accessible services for all
- Community wellbeing and mental health
- Community wealth building for future generations
- Delivering best value for money
- Working in partnership with local public bodies and third sector organisations.
- Protecting our environment and combating climate change

For each theme, we have set performance measures drawn from the Local Government Benchmarking Framework, reported annually so residents, elected members and partners can see clearly how we are doing. As part of this midterm refresh, we have reviewed those measures - removing some national indicators that have not been updated as frequently as anticipated, and replacing them where needed to ensure every measure has a reliable, regular data source. Each theme includes a set of actions detailed in the delivery plan. Reference icons are used to clearly identify which delivery plan action is being referred to.

Our Council Plan sits at the heart of a two-way relationship - shaped by national priorities and local partnerships, and driving delivery through our directorate delivery plans.



Since 2023, we have made strong progress across all three priority themes - delivering major projects, investing in communities and services, and securing commitments that will shape Orkney's future for decades to come.

Progress so far



Ferry replacement programme

Secured Scottish Government funding for business case following strategic lobbying by Council leadership



New aircraft and freight ferry

Secured funding for third aircraft and additional landing craft ferry, plus electric ferries pilot



Quanterness community wind farm

Final investment decision made on UK's largest community wind farm, generating income for Council and communities



Free ferry travel for under-22s

Successfully lobbied Scottish Government to deliver free internal ferry travel for young people



Public service reform partnership

Secured £300,000 with Scottish Government, NHS Orkney and IJB to drive significant reform in public service delivery.



International Island Games hosted

Successfully supported the delivery of major multi-sport event, showcasing Orkney to international visitors and athletes



Kirkjuvagr House care home

New 40-bed care facility at Soulisquoy, replacing St Rognvald House



New Kirkwall nursery

Invested £3 million in a new purpose-built nursery for children aged 0 to 5



Stromness Community Centre transfer

Supported community takeover of Stromness Community Centre, securing Scottish Land Fund backing for the purchase



Island development trust housing

Supported delivery of affordable homes on the outer isles through development trust partnerships and Islands Housing Fund



New housing supply partnership

Secured partnerships to deliver 1,030 new homes over the next decade, 60% of which will be affordable housing



Attainment gap progress

Exceeded stretch aim targets for reducing the poverty-related attainment gap across Orkney schools

Growing the economy

Orkney's economy is built on strong foundations - agriculture, food and drink, tourism and a growing renewables sector. But economic pressures are real, and the cost of living remains one of the biggest concerns for our communities. Our job is to create the conditions for sustainable growth that keeps young people here, attracts new residents, and generates lasting benefit for future generations.

Our priorities

1. We will reduce poverty and disadvantage and minimise the effects of the cost-of-living crisis.
2. We will create favourable conditions for sustainable economic growth.
3. We will work towards becoming Net Zero.

Our actions

Net Zero and decarbonisation

E1

Progressing towards net-zero and decarbonising our operations

Support for local business

E2

Supporting and investing in businesses across Orkney

Our performance measures

↘ Arrows signify preferred future direction of performance

| Performance measure | Baseline 2020/21 | Latest data | Target 2027/28 | National average | |
|-------------------------------------------------------------------------------|------------------|-------------|----------------|------------------|---|
| Claimant rate as a percentage of Working Age Population | 3% | 1.5% | 2.5% | 3.1% | ↘ |
| Claimant rate as a % of 16-24 population | 6% | 2.7% | 2.5% | 3.3% | ↘ |
| % of children living in poverty (after housing costs) | 18% | 19% | 15% | 21% | ↘ |
| Percentage of procurement spent on local enterprises | 38% | 40% | 45% | 32% | ↗ |
| CO2 emissions area wide per capita | 5.73t | 5.43t | 4.75t | 4.59t | ↘ |
| CO2 emissions area wide: emissions within scope of local authority per capita | 4.53t | 4.24t | 3.75t | 4.04t | ↘ |
| Number engaged with Council employability support | 39 | 121 | 121 | - | ↗ |

Strengthening communities

Strong, connected communities are one of Orkney's greatest assets. This theme is about building on that strength - supporting people to live well and independently, raising standards in education and care, and ensuring our services meet the needs of every person across the islands, regardless of where they live or their background.

Our priorities

1. We will support communities to develop local solutions and deliver what is important to them.
2. We will establish the highest standards of public support and protection.
3. We will establish the highest standards of learning, achievement and wellbeing.

Our actions

Social care / community led support C1

Designing services around prevention, early intervention and independence

Living independently C2

Helping people live safely at home for longer

Development of learning provision and pathways C3

Building skills and confidence for people of all ages

Improve Education Standards (Scottish attainment challenge) C4

Excellence through raising attainment and closing the poverty-related gap

Childcare C5

Supporting affordable, accessible childcare across Orkney

Embed the vision and outcomes of the Promise C6

Supporting children and young people who are care experienced

Our performance measures

↘ Arrows signify preferred future direction of performance

| Performance measure | Baseline 2020/21 | Latest data | Target 2027/28 | National average | |
|-----------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------|----------------|------------------|---|
| % of adults supported at home who agree that they had a say in how their help, care or support was provided | 62% | 68% | 70% | 60% | ↗ |
| % of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life | 81% | 80% | 84% | 70% | ↗ |
| % of adult protection referrals made by the public | 1% | 3.8% | 3% | - | ↗ |
| % of children being looked after in the community | 76% | 70% | 85% | 89% | ↗ |
| % of pupils gaining 5+ awards at level 5 | 73% | 73% | 80% | 53% | ↗ |
| % of P1, P4 and P7 pupils combined achieving expected Curriculum for Excellence level in literacy | 68% | 78% | 85% | 75% | ↗ |
| % of P1, P4 and P7 pupils combined achieving expected Curriculum for Excellence level in numeracy | 75% | 85% | 90% | 80% | ↗ |
| School attendance rate (looked after children) | 88% | 83% | 90% | 84% | ↗ |
| Proportion of pupils entering positive destinations | 98% | 94% | 98% | 96% | ↗ |
| Number of adults receiving nationally recognised accreditation through CLDE activity | 19 | 82 | 82 | - | ↗ |
| Number of young people receiving nationally recognised accreditation through CLDE activity | 29 | 385 | 390 | - | ↗ |

Developing infrastructure

Infrastructure is the backbone of island life - the buildings, roads, transport links and digital networks that hold our communities together. Investing in it is not just about maintenance; it is about creating the conditions for Orkney to grow, attract people and remain connected for generations to come.

Our priorities

1. We will ensure and enable investment in quality homes, supporting choice, inclusion and economic growth.
2. We will remove barriers to digital connectivity and vital transport.
3. We will invest in projects that further our economic ambitions.

Our actions

Delivered

- Free internal ferry travel for under 22's across the islands (I2)
- Review and prioritisation of capital projects across Orkney (I11)

Not proceeding

- Integrated waste facility - investigated and decided not to proceed at this time (I10)

Improve isles transport links I1

Developing integrated, sustainable and reliable inter-island transport

Work towards integrating our transport networks I3

Improving operational connectivity and reducing vulnerabilities across our networks

Supporting economic growth through harbours infrastructure I4

Developing harbours infrastructure to support economic growth and community benefit across Orkney

Digital connectivity I5

Supporting and enabling digital connectivity across Orkney

Social housing

16

Investing in social housing to address waiting lists and improve temporary housing

Mid-market rental properties

17

Developing an affordable programme of mid-market rent properties across Orkney

Islands Growth Deal projects

19

Driving economic growth and creating sustainable jobs across the islands

Orkney's Community Wind Farm Project

18

Delivering Orkney's Community Wind Farm, maximising community benefit

Our performance measures

↗ Arrows signify preferred future direction of performance

| Performance measure | Baseline 2020/21 | Latest data | Target 2027/28 | National average | |
|---------------------------------------------------------------------------------|------------------|-------------|----------------|------------------|---|
| Percentage of Council dwellings that met the Scottish Housing Quality Standard | 2021/22 - 82% | 94% | 90% | 83% | ↗ |
| Percentage of Council dwellings that are energy efficient | 88% | 97% | 90% | 88% | ↗ |
| Houses built in Orkney (all sectors) | 82 | 60 | 2027 - 103 | - | ↗ |
| Super-fast and Fibre Coverage | 66% | 86% | 89% | 98%* | ↗ |
| Percentage of Islands Deal Programme delivered | 0% | 20% | 50% | - | ↗ |
| Percentage of young people with free travel entitlement of their YoungScot card | 0%** | 79% | 82% | 82% | ↗ |

*Average for Na h-Eileanan an Iar, Shetland Islands and Orkney Islands is 85.4%

**Scheme started in 2022

Transforming the Council

Delivering this plan requires a Council that is fit for the future - with the right people, the right culture and the right tools to serve Orkney's communities well. This theme is about building that foundation: investing in our staff, reducing bureaucracy and making our services easier to access for everyone.

Our priorities

1. We will develop ways of working that put people at the heart of what we do.
2. We will establish a culture that motivates staff to do the right things at the right time.
3. We will develop business approaches that are fit for purpose and give people direct access to services wherever possible.

Our actions

Staff recognition and retention T1

Improving recognition, engagement and wellbeing for our people

Reduce bureaucracy T2

Reducing bureaucracy and driving forward public sector reform

Invest in staff development opportunities T3

Creating equal access to learning and growth for all employees

Recruitment including trainee programme T4

Developing recruitment pathways and learning and development programmes

Staff working locations, operational property and estates T5

Transforming our estate so they are fit for purpose and diversifying working locations across Orkney

Improving our processes through the development of our systems T6

Improving service delivery through better digital systems

Our performance measures

↘ Arrows signify preferred future direction of performance

| Performance measure | Baseline 2020/21 | Latest data | Target 2027/28 | National average | |
|---------------------------------------------------------------------------------------------------------|------------------|-------------|----------------|------------------|---|
| Level of customer satisfaction experienced by the public with queries handled by customer service staff | 2022/23 - 87% | 93% | 95% | - | ↗ |
| Percentage of operational buildings that are suitable for their current use | 88% | 90% | 90% | 86% | ↗ |
| Actual outturn as a percentage of budgeted expenditure | 103% | 99% | 100% | 100% | ↘ |
| Staff turnover | 5.1% | 2.1% | 4% | - | ↘ |
| Cost of agency workers as a percentage of our staff budget | 3.7% | 6.6% | 2% | - | ↘ |
| Sickness absence days per teacher | 4.2 | 10.8 | 6 | 7.8 | ↘ |
| Sickness absence days per employee (non-teacher) | 10.3 | 14.3 | 9 | 14.5 | ↘ |



Delivery Plan

2023-2028

2026 mid-term review

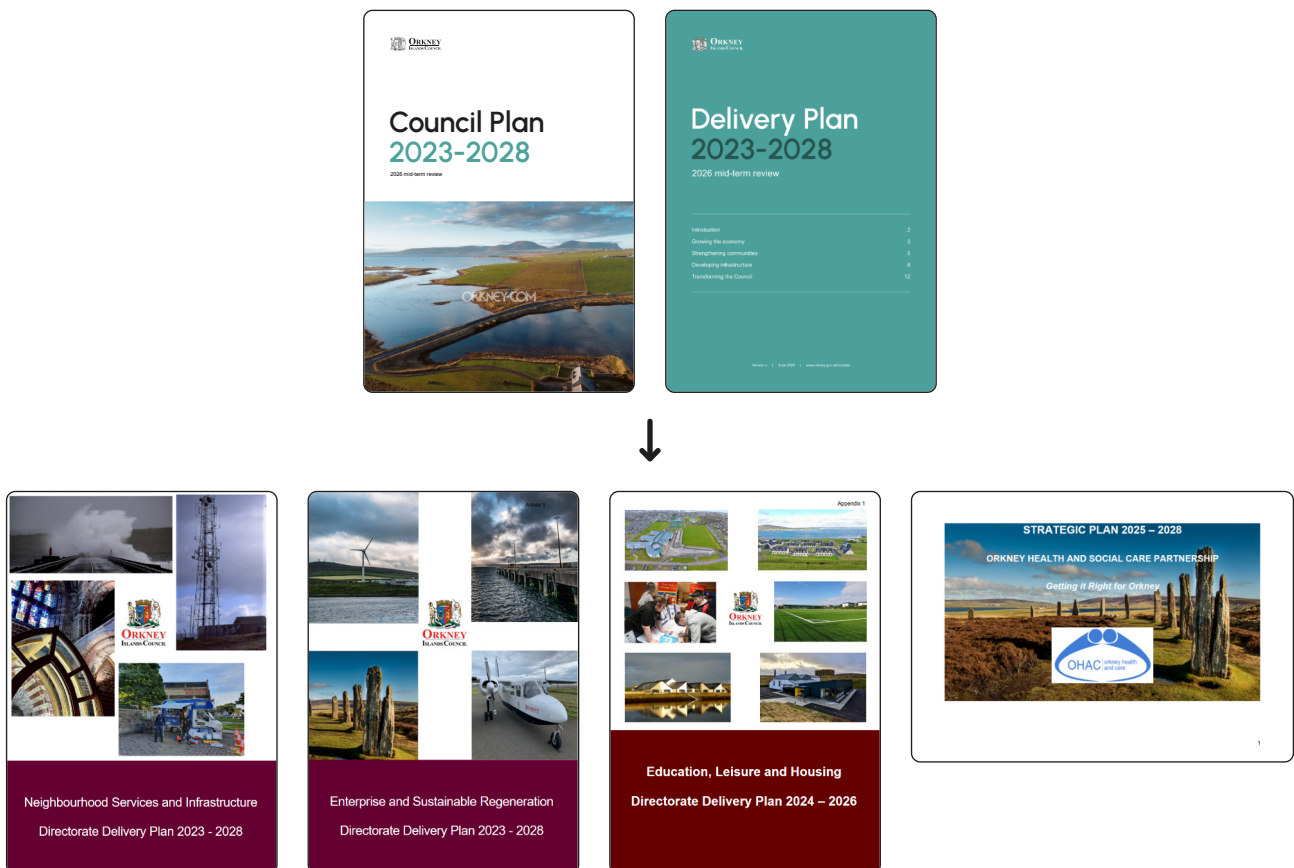
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| Transforming the Council | 12 |

Introduction

The Council Delivery Plan explains how Orkney Islands Council will deliver its priorities over the next two years. It sets out the main work, services and projects that will turn these priorities into real results for people in Orkney. The Plan focuses on four key areas: **Growing Our Economy, Strengthening Our Communities, Developing Our Infrastructure,** and **Transforming Our Council.**

For each priority, the Plan explains what we want to achieve and the main actions that we will be focusing on up to 2028. It sets out how progress will be tracked, including the measures we will use, while recognising the impact of funding pressures and other external factors.

The Delivery Plan is supported by Directorate and Service Plans, which set out how different services across the Council contribute within their agreed budgets and timescales (as shown in the diagram below).



Progress on this delivery plan is reported every six months to the Policy and Resources Committee, with updates in June and November. The June report includes the latest performance data. Service Committees review progress as part of wider performance arrangements of relevant directorate plans.

Growing the economy

Key challenges

- Rising costs continue to strain households, local businesses and the Council itself.
- Attracting and retaining young people and skilled workers is becoming harder.
- Moving to a Net Zero economy while protecting traditional industries needs careful, long-term planning.

E1 Net Zero and decarbonisation

Working toward our goal of becoming a Net Zero organisation by 2045, reducing and decarbonising our operations where practical and affordable.

Actions

- Working with partners in the renewable research and innovation community.
- Finalising and implementing actions from the Orkney Sustainable Energy Strategy and Action Plan.
- Helping homes and businesses adopt renewable, smart and energy-efficient solutions.
- Delivering against the plan to meet the Energy Efficiency Standard for Social Housing 2 by 2032, in line with Scottish Government priorities and available funding.
- Developing our Climate Change Strategy and Delivery Plan.
- Decarbonising our vehicle fleet.
- Decarbonising our buildings and ICT infrastructure.
- Decarbonising public transport, marine vessels and shoreside operations.
- Working with the Scottish Government and partners to extend the benefits of the Carbon Neutral Islands project across all Orkney islands.

E2 Support for local business

Supporting and investing in Orkney businesses, working closely with our key industry sectors.

Actions

- Addressing challenges facing primary producers, including farming and fishing.
- Encouraging SME business start-up and development.
- Supporting internationalisation and marketing for our key sectors.
- Growing the blue and green economies and maximising support for innovation.
- Helping businesses adopt renewable, smart and energy-efficient solutions.
- Helping Orkney capitalise on renewable energy opportunities, particularly offshore wind, by developing the local supply chain, research and innovation capacity.
- Maintaining regular engagement with the offshore wind supply chain.
- Supporting an effective transition from oil and gas to Net Zero industries.
- Supporting the sustainable development of tourism, hospitality and destination management.
- Promoting and lobbying for tourism levies that reflect island circumstances, including point of entry levies.
- Developing a strategic tourism infrastructure plan.
- Reviewing the Orkney marketing programme.
- Reviewing our actions in the 2020-2030 Tourism Action Plan.
- Reviewing sector group support.
- This includes supporting circular economy and community wealth building principles.

Strengthening communities

Key challenges

- Demand for health and social care keeps increasing as the population ages and the number of people with complex needs grows.
- Closing attainment gaps and supporting learners with additional needs.
- Ensuring consistent access to childcare, services and opportunities across all islands.

C1 Social care and community led support

Designing services that prioritise prevention, early support and greater independence.

Actions

- Working with communities and partners to design services that focus on prevention, early intervention and enabling people to live as independently as possible - strengthening integrated health and social care, improving mental health and wellbeing support, and developing community-led care.
- Establishing a social prescribing programme for Orkney, where GPs can refer people to non-clinical activities - such as exercise - that benefit health and wellbeing.
- Establishing a joined-up approach to health and wellbeing support with NHS Orkney, Active Schools, Community Learning and Development, and Arts, Culture and Libraries.
- Maintaining and developing the Active Schools and Community Sports Hub programmes.
- Supporting people with caring responsibilities, both in our workforce and across our communities.

C2 Living independently

Supporting people to live safely and independently at home for longer.

Actions

- Redesigning services to help people stay in their own homes safely for longer, with better support for those living with dementia.
- Delivering joined-up services in genuine partnership with people and partner organisations.
- Ensuring new social housing is accessible and flexible enough to meet residents' changing needs.
- Ensuring housing allocation policies support the development of communities where people can care for and support one another.
- Making greater use of digital and AI tools to support people to live independently.
- Developing better respite arrangements and enhanced support for unpaid carers.

C3 Development of learning provision and pathways

Supporting people of all ages to build their skills and confidence.

Actions

- Developing and promoting sustainable learning provision and pathways based on local needs and skills gaps, offering tailored support for people of all ages to build their confidence, skills and knowledge and progress into work, further education or training - with Orkney College playing a central role.
- Expanding adult numeracy learning opportunities.
- Developing an Orkney-wide Adult Learning Strategy.

C4 Improve education standards (Scottish attainment challenge)

Driving excellence through higher attainment and closing the poverty-related gap.

Actions

- Raising attainment and improving outcomes so that every child and young person reaches the highest standards in literacy and numeracy and develops the skills and knowledge to shape their future.
- Ensuring every child and young person has the same opportunity to succeed, regardless of their background or personal characteristics, with a focus on closing the poverty-related attainment gap.
- Ensuring the Pupil Equity Fund is used effectively across all schools.
- Improving attainment and outcomes for care-experienced young people.
- Establishing a joined-up approach to pupil and staff health and wellbeing with NHS Orkney, Active Schools, Community Learning and Development, and Arts, Culture and Libraries.

C5 Childcare

Providing affordable childcare in convenient locations.

Actions

- Continuing to develop a new 50-place nursery for children aged 0-5 in Kirkwall.
- Encouraging people to become childminders, supporting existing childminders to develop their practice and meet the National Standard, and recruiting childminders to work in partnership with us to deliver statutory childcare.
- Introducing grants and subsidies for childminders in locations where low demand makes the service difficult to sustain commercially.
- Establishing viable, year-round childcare that allows families to work and meet other caring responsibilities.

C6 Embed the vision and outcomes of The Promise

Improving support for care-experienced children and young people by delivering on [The Promise \(www.thepromise.scot/keeping-the-promise\)](http://www.thepromise.scot/keeping-the-promise) - Scotland's commitment that all children and young people will grow up loved, safe and respected .

Actions

- Developing workforce capacity and support.
- Strengthening family support.
- Developing a trauma-informed workforce.
- Improving attainment for looked after children.
- Ensuring care-experienced children and young people have a meaningful voice in decisions that affect them, evidenced by high satisfaction rates.
- Stabilising placement and accommodation for care-experienced young people.

Developing infrastructure

Key challenges

- Ageing ferries, piers and air services need major investment to stay reliable.
- Digital connectivity remains uneven, limiting opportunities for businesses and residents.
- Affordable, energy-efficient housing is not being built fast enough to meet demand.

C1 Improve Isles transport links

Developing integrated, effective and sustainable inter-island transport by improving and maintaining the infrastructure and links our communities rely on, with all modernisation shaped by our Net Zero ambitions, where practical and affordable

Actions

- Reviewing levels of service and options, including fixed links and the Sustainable Aviation Test Environment (SATE).
- Progressing Isles Transport Solutions - including progressing tender and procurement for ferry replacement and alternative options.
- Developing community-supported plans for investment and fleet renewal for the Outer North Isles.
- Continuing to work with the Scottish Government to secure funding for all isles transport and ferry requirements.
- Piloting zero emission vessel infrastructure (ZEV) for smaller and mid-sized island vessels.
- Ensuring adequate freight resilience across the islands.
- Delivering piers and harbours improvements across Orkney as outlined in the Harbours Master Plan phase 2.
- Procuring a third aircraft to enhance the inter-island air service and improve resilience for outer isles communities.
- Taking active steps to sustain island populations and prevent further community decline.

13 Work towards integrating our transport networks

Improving how our transport networks connect and operate, while reducing vulnerabilities across the system

Actions

- Integrating our transport networks to improve operational connectivity and reduce vulnerabilities, including roads.
- Expanding the Community Transport Grant to serve more of the community.
- Trialling flexible, door-to-door community transport in areas not currently served by public transport, subject to securing external funding.
- Seeking external funding to enhance public bus services.

14 Supporting economic growth through harbours infrastructure

Planning and developing major harbour infrastructure to drive economic growth and community benefit across Orkney, with a focus on the Harbours Master Plan projects and maximising Scapa Flow's potential to support offshore energy and its supply chain.

Actions

- **Scapa Deep Water Quay:** developing a new multi-user deep water pier and quayside facility with laydown area, subject to confirmation, costing and consultation to inform a final investment decision.
- **Hatston Pier:** developing new pier and quayside infrastructure, a ship lift, fuel facility and land for harbour operations.
- **Kirkwall:** delivering new quayside infrastructure, marina expansion and a waterfront development area.
- **Stromness:** expanding the marina and developing a dedicated cruise tender pontoon.
- **Scapa Flow floating storage:** developing a dedicated facility to support offshore energy operations and supply chain logistics.
- **Lyness:** developing pier and harbour facilities to support maritime operations and the growing offshore energy sector.

15 Digital connectivity

Supporting and enabling the rollout of improved digital connectivity across Orkney.

Actions

- Implementing relevant actions from our Digital Strategy (2022-2026) and contributing to the Strategy Delivery Plan.
- Facilitating commercial telecoms infrastructure investment and stimulating market demand.
- Raising awareness of available schemes and providing advice and support to individuals, community groups and telecoms providers to help develop gigabit-capable networks across Orkney.
- Making the case to the Scottish and UK Governments for investment in high-speed digital connectivity for Orkney's communities, households and businesses.

16 Social housing

Investing in social housing to help reduce waiting lists and improve the availability of temporary accommodation.

Actions

- Building social housing across Orkney in line with local need and demand.
- Ensuring all new housing is energy-efficient in line with Scottish Government requirements.
- Delivering social housing in partnership with housing providers through the Strategic Housing Investment Plan.
- Ensuring new social housing is accessible and flexible enough to meet residents' changing needs.
- Ensuring housing allocation policies support the development of communities where people can care for and support one another.
- Developing better respite arrangements for unpaid carers.

17 Mid-market rental properties

Exploring the potential to develop an affordable mid-market rent programme across Orkney.

Actions

- Ensuring mid-market rental properties are available across Orkney.
- Providing accommodation to support people relocating to Orkney for work, as well as those already in the workforce.
- Ensuring housing is available for people employed in Orkney, including essential workers.
- Building homes outside Kirkwall in line with local need and demand.
- Using our Local Housing Strategy to help vulnerable and island communities access the Scottish Government's Rural and Island Housing Fund to meet local demand for private sector accommodation.

18 Orkney's community wind farm project

Taking forward Orkney's Community Wind Farm to ensure it brings the greatest possible benefit to our communities.

Actions

- Delivering the Quanterness wind farm.
- Making a final investment decision on the Faray and Hoy wind farms.

19 Islands Growth Deal projects

Promoting economic growth and helping create sustainable employment opportunities across the islands.

Action

- Delivering a ten-year package of investment across Shetland, Orkney and the Outer Hebrides, including the Pier Arts Centre, World Heritage Gateway and World Heritage refresh, with a focus on job creation, leveraging investment and achieving net zero.

Transforming the Council

Key challenges

- Recruiting and retaining staff is increasingly difficult across many services.
- Financial pressures continue to restrict flexibility and long-term planning.
- Updating digital systems and reducing bureaucracy is essential but takes time, planning and innovative solutions.

T1 Staff recognition and retention

Improving how we recognise, engage with and support the wellbeing of our staff.

Actions

- Improving staff recognition and engagement so people feel valued, creating a culture where concerns can be raised openly, and offering flexible working options and terms and conditions that meet the needs of the organisation and our people.
- Embedding our organisational values across the workforce.
- Establishing the Council as an employer of choice.

T2 Reduce bureaucracy

Reducing bureaucracy and helping to drive wider public service reform.

Actions

- Reducing bureaucracy within and between agencies to improve how we work with partners, as part of a broader programme of public service reform.
- Improving ways of working through better corporate administration and delivery of the business support improvement programme.
- Exploring a corporate approach to fleet management.
- Expanding our online channels - including My Orkney - and our website to make it easier for people to self-serve.

T3 Invest in staff development opportunities

Ensuring all employees have equal access to learning and development opportunities.

Actions

- Creating a programme that gives all employees equal access to learning and development, aligned with our organisational goals and workforce planning priorities, with a focus on closing skills gaps.
- Exploring how our partnership with UHI Orkney can support this.

T4 Recruitment including trainee programme

Building clearer recruitment pathways and enhancing learning and development opportunities.

Actions

- Reviewing our recruitment approaches to attract candidates to Council posts, and developing clear pathways for trainees - including induction, skills and leadership programmes - that support effective integration and reflect our organisational values.
- Updating our structures to support career planning, succession and employee development.

T5 Staff working locations, operational property and estates assets review and development

Transforming our estate so it is fit for purpose, while expanding and diversifying working locations across Orkney.

Actions

- Reviewing our estate, disposing of assets we no longer need and transforming those we do - including School Place and the Hatston depot and garage - and diversifying our working locations across rural Orkney and the isles.
- Completing the Strategic Asset Review of Council property.
- Exploring a corporate approach to asset management and our landlord responsibilities.

T6 Improving our processes through development of our systems

Strengthening how we deliver services by using digital systems more effectively.

Actions

- Improving service delivery through better digital systems and processes, including the ethical use of artificial intelligence (AI).
- Developing and implementing our next digital and data strategy.
- Completing the upgrade of core corporate systems.
- Developing road maps for core corporate systems.



Standing Orders

For the Regulation of Proceedings and
Business of Orkney Islands Council

Review/Updates to Standing Orders.

| Date. | Committee. | Review/update – amendments made. |
|-------------------|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 17 April 2018. | Policy and Resources. | Update – Constitutional Arrangements of Orkney Health and Care Committee – Standing Orders 6.2.2.1 and 6.2.3.1 amended. |
| 19 June 2018. | Policy and Resources. | Update – Method of Voting at Meetings – Standing Orders 92.1, 108, 109 and 134.1 amended. |
| July 2018. | Not applicable. | Annual Review: <ul style="list-style-type: none"> • Amendments made to Standing Orders 1.21, 1.24, 3, 20, 22, 23, 60, 68.1, 90, 99 and 100. • New Standing Orders – 1.21.1 and 94.2. Additional clarification and/or factual accuracy. |
| December 2019. | Special General Meeting. | Addition – Protocol for Appointment of Chief Officers. |
| 6 May 2020. | Special General Meeting. | Annual Review and Update, including complete renumbering. |
| 6 October 2020. | General Meeting. | Addition – Protocol for Remote Attendance. |
| 23 November 2021. | Policy and Resources Committee. | Amendments: <ul style="list-style-type: none"> • Disestablishment of Orkney Health and Care Committee – Standing Order 1.1.26 and Appendix 1 – Scheme of Appointment of Members to Committees. • Audio Casting – Appendix 6 – Protocol for Audio Casting Council and Other Meetings. |
| 20 February 2024. | Policy and Resources Committee. | Amendments: <ul style="list-style-type: none"> • Remote attendance. • Standing Order 12.4 (standing while speaking at General Meetings) rescinded (subsequent Standing Orders renumbered). |

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| 1. Definitions | | |
|-----------------------|--------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.1. | In these Standing Orders, the following words and expressions shall have the following meanings: | |
| | 1.1.1. | "1973 Act" means the Local Government (Scotland) Act 1973. |
| | 1.1.2. | "1985 Act" means the Local Government (Access to Information) Act 1985. |
| | 1.1.3. | "1994 Act" means the Local Government etc. (Scotland) Act 1994. |
| | 1.1.4. | "2003 Act" means the Local Government in Scotland Act 2003. |
| | 1.1.5. | "Agenda" means the summons calling Members to attend Meetings, together with a list of business to be considered at Meetings of the Council, and its Committees and Sub-committees. |
| | 1.1.6. | "Chief Executive" means the Chief Executive of the Council, or any authorised official representing or acting for him/her. |
| | 1.1.7. | "Clerk to the Council" means the Monitoring Officer, as defined in Standing Order 1.1.28 below. |
| | 1.1.8. | "Clerk to the Meeting" means the official in attendance, authorised by the Chief Executive, with responsibility for the administration of the Council, and its Committees and Sub-committees. |
| | 1.1.9. | "Clear Days" means week days, excluding weekends and public holidays, the date of publication of a notice of Meeting, and the date on which the Meeting, of which notice has been given, is held. |
| | 1.1.10. | "Committee" means a Committee of the Council appointed in accordance with these Standing Orders, and the Council's Scheme of Administration. |
| | 1.1.11. | "Confidential Information" means information as defined in Appendix 2 to these Standing Orders. |
| | 1.1.12. | "Convener" means the Chair of the Council, elected by the Council in accordance with section 4 of the 1994 Act, and the Council's civic head, as designated for the purposes of the Local Governance (Scotland) Act 2004 (Remuneration) Regulations 2007. |
| | 1.1.13. | "Council" means Orkney Islands Council, constituted in terms of the 1973 and 1994 Acts, and having its principal offices at Council Offices, School Place, Kirkwall, Orkney, KW15 1NY. |
| | 1.1.14. | "Councillor" means a Member of the Council duly elected at an election or by-election and who has made and delivered to the Proper Officer of the Council a Declaration of Acceptance of Office in accordance with section 33A of the 1973 Act. |
| | 1.1.15. | "Depute Convener" means the Councillor appointed to deputise for the Convener and shall be the same person as the Depute Leader, unless they are unavailable, in which case the Convener shall |

| | | | |
|--|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | nominate an alternative Councillor to deputise as Convener on an ad hoc basis. | |
| | 1.1.16. | "Depute Leader" means the Councillor appointed to deputise for the Leader and shall be the same person as the Depute Convener, unless they are unavailable, in which case the Convener shall nominate an alternative Councillor to deputise as Convener on an ad hoc basis. | |
| | 1.1.17. | "Director" means a Director of the Council, or any authorised official representing or acting for him/her. | |
| | 1.1.18. | "Exempt Information" means information as defined in Appendix 3 to these Standing Orders. | |
| | 1.1.19. | "Leader" means the Councillor elected and designated by the Council in accordance with section 5 of the 1994 Act as Leader for the purposes of the Local Governance (Scotland) Act 2004 (Remuneration) Regulations 2007. | |
| | 1.1.20. | "Meeting" means a Meeting of the Council, its Committees or Sub-committees, formally constituted in accordance with the 1973 Act. | |
| | | 1.1.20.1. | For the purposes of Standing Order 12.10, "Meeting" means a Meeting of: <ul style="list-style-type: none"> • The Council. • Any Committee or Sub-committee of the Council. • Any joint committee, joint board or other body that is discharging the functions of the Council. Or • A meeting of any body of persons where the Member is attending as a representative of the Council. |
| | 1.1.21. | "Member" means, in relation to the Council, a Councillor, and, in relation to any Committee or Sub-committee of the Council, any person validly appointed who is not a Councillor, whether or not entitled to vote. | |
| | 1.1.22. | "Minute" means the summary of the business transacted at Meetings of the Council and its Committees and Sub-committees. This will not be a verbatim record. | |
| | 1.1.23. | "Participate" means attendance, speaking and/or voting, whether in person or remotely, at a Meeting by a Member. | |
| | 1.1.24. | "Public" means a member of the general Public and/or representatives of the press or media industries. | |
| | 1.1.25. | "Scheme of Administration" means the scheme which sets out the powers and functions of the Council, its Committees and Sub-committees. | |
| | 1.1.26. | "Scheme of Delegation to Officers" means the scheme which sets out the powers delegated to Chief Officers. | |

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| | 1.1.27. | "Service Committee" means the following: <ul style="list-style-type: none"> • Policy and Resources Committee. • Enterprise and Infrastructure Committee. • Education, Communities and Housing Committee. |
| | 1.1.28. | "Standing Committee" means the Service Committees listed at Standing Order 1.1.27 above, together with the following: <ul style="list-style-type: none"> • Monitoring and Audit Committee. • Planning Committee. • Local Review Body. • Licensing Committee. |
| | 1.1.29. | "Statutory Officer" means the following officials: <ul style="list-style-type: none"> • "Chief Financial Officer" as referred to in section 95 of the 1973 Act who has responsibility for the financial affairs of the Council. • "Monitoring Officer" as referred to in section 5 of the Local Government and Housing Act 1989. • "Chief Social Work Officer" as referred to in section 3 of the Social Work (Scotland) Act 1968. • "Chief Education Officer" as referred to in section 25 of the Education (Scotland) Act 2016. • "Chief Internal Auditor", being the senior officer responsible for operating and managing the internal auditing service in accordance with recognised standards and practices. • "Chief Planning Officer", as referred to in section 1A of the Town and Country Planning (Scotland) Act 1997. |
| 2. Interpretation | | |
| 2.1 | These Standing Orders are made under section 62 and paragraph 8 of Schedule 7 of the 1973 Act and, subject to the provisions of that Act, apply to meetings and proceedings of the Council and its Committees and Sub-committees. | |
| 2.2. | The Interpretation Act 1978 will apply to interpretation of these Standing Orders, in that references to the male shall include the female and, unless the context otherwise requires, words importing the singular shall include the plural and vice versa. | |
| 3. Commencement | | |
| 3.1. | These Standing Orders will apply and have effect on and after TBC. | |

| 4. Applicability of Standing Orders | |
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| 4.1 | These Standing Orders shall apply to Committees and Sub-committees in the same way as they apply to the Council, with the substitution of references to Committee or Sub-committee as the case may be and to the Chair and Vice Chair of the Committee or Sub-committee, except for the following Standing Orders (marked with an asterisk) which will apply only at Meetings of the Council: |
| | <ul style="list-style-type: none"> • Standing Order 5 – Meetings of the Council – The Statutory General Meeting. • Standing Order 5 – Meetings of the Council – Special Meetings. • Standing Orders 13.1.5 and 13.1.6 – Proceedings at Meetings – Order of Business. • Standing Order 15.5 – Minutes – Accuracy of Minutes. • Standing Orders 16.4 and 16.5 – Minutes – Amendments at General Meetings of the Council. • Standing Orders 16.6 to 16.8 – Minutes – Consideration of Recommendations at General Meetings. |
| 4.2. | Standing Order 16.9 will not apply at Meetings of the Planning Committee, the Local Review Body and the Licensing Committee. |
| 5. Meetings of the Council | |
| The Statutory General Meeting* | |
| 5.1. | The Council will hold its first General Meeting within 21 days of the date of a Local Government Election. |
| 5.2. | The Chief Executive will determine the date and time of the Meeting. |
| 5.3. | At the Meeting, the Council will: |
| | 5.3.1. Note the persons elected as Councillors for the wards within the Orkney local government area following the ordinary election of Councillors. |
| | 5.3.2. Elect the Convener, the Leader and the Depute Leader (who shall also be the Depute Convener). |
| | 5.3.2.1. The Convener, who shall hold office for two years and be eligible for re-election, shall be Chair of the Council, and shall, ex officio, be a Member of every Service Committee of the Council. |
| | 5.3.2.2. The Leader, who shall hold office until the next Local Government Election, shall ex officio be Chair of the Policy and Resources Committee, and shall, ex |

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| | | | officio, be a Member of every Service Committee of the Council. |
| | | 5.3.2.3. | The Depute Leader, who shall hold office for two years and be eligible for re-election, shall ex officio be Vice Chair of the Policy and Resources Committee. |
| | 5.3.3. | | Elect the Chair of each Service Committee of the Council and such other Committees, Sub-committees, boards or other bodies as the Council may determine. |
| | | 5.3.3.1. | A Chair shall hold office for two years, and shall be eligible for re-election. |
| | | 5.3.3.2. | The order of election of Chairs shall be determined following the drawing of lots by the Chief Executive. |
| | | 5.3.3.3. | The results of Standing Order 5.3.3.2 will be given to Members with the Agenda for the Meeting. |
| | 5.3.4. | | Appoint Members to Committees and Sub-committees, in terms of the Scheme of Appointment of Members to Committees, which forms Appendix 1 to these Standing Orders. |
| | | 5.3.4.1. | Unless the Council shall otherwise resolve, all such appointments shall be for two years, with the exception of the Licensing Committee, which shall be until the next Local Government Election. |
| | 5.3.5. | | Appoint or nominate, as appropriate, members of joint committees, joint boards and community planning partnerships of which the Council is a member, members of the Licensing Board and all other bodies and representative organisations on which the Council is entitled, or is invited, to be represented. |
| | | 5.3.5.1. | All such appointments, or nominations, shall be for two years, unless otherwise provided by statute, or unless the Council shall otherwise resolve. |
| | 5.3.6. | | Deal with any urgent and competent business. |
| Ordinary Meetings | | | |
| 5.4. | The Council shall hold such number of Meetings in each year for the transaction of business as it may determine. | | |
| 5.5. | The Chief Executive will determine the date and times of Meetings of the Council. | | |
| 5.6. | No meetings will be held on a Saturday or Sunday or on public holidays observed by the Council. | | |
| 5.7. | It will be within the discretion of the Chief Executive to cancel, advance or postpone a meeting to another date if, in his/her opinion, acting reasonably, there is good reason for so doing. | | |

| Special Meetings* | | |
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| 5.8. | A special Meeting of the Council will be called by the Chief Executive at any time: | |
| | 5.8.1. | Upon receipt of a written request to do so from the Convener. Or |
| | 5.8.2. | Upon receipt of a written request from at least one quarter of Members of the Council, rounded up to the nearest whole number. |
| 5.9. | The request, referred to at Standing Order 5.8 above, must specify the business which is proposed to be transacted at the Meeting. | |
| 5.10. | The special Meeting will be held within 14 clear days of receipt of the written request, referred to at Standing Order 5.8 above. | |
| 6. Notice of Meetings | | |
| Place of Meetings | | |
| 6.1. | Meetings of the Council shall normally be held within Council Offices, Kirkwall, but may be held at such other places as the Chief Executive may decide. | |
| Publication of Time and Place of Meeting | | |
| 6.2. | At least three Clear Days before a Meeting, and normally seven days before a Meeting, the Chief Executive must: | |
| | 6.2.1. | Publish, at the Council Offices, Kirkwall, the time and place of the Meeting. And |
| | 6.2.2. | Issue the Agenda to Members. |
| 6.3. | If the Meeting is held at short notice, the time and place of the Meeting will be published and the Agenda issued as soon as possible. | |
| Method of Sending Agenda | | |
| 6.4. | The Agenda, signed by the Chief Executive, shall be sent to Members by one or more of the following methods. | |
| | 6.4.1. | By post to their normal place of residence or at such other address as a Member may specify. |
| | 6.4.2. | By leaving at a designated post box within the Council Offices, Kirkwall for the Member to collect. Or |
| | 6.4.3. | By e-mail to an address provided by Council. |
| 6.5. | Where a Meeting is called in terms of Standing Order 5.8 above, the Agenda will be signed by those Members who requested the Meeting. | |
| 6.6. | The Agenda will be left at, or sent by post to, each Member's normal place of residence unless a Member writes to the Chief Executive: | |

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| | 6.6.1. | Indicating that the Agenda be sent to some other address. |
| | 6.6.2. | Indicating that the Agenda be left at a designated post box within the Council Offices, Kirkwall, for the Member to collect. Or |
| | 6.6.3. | Electing to receive the Agenda by e-mail. |
| 6.7. | If an Agenda is not received by any Member, the Meeting will still be valid. | |
| Agenda to Specify Business to be Transacted | | |
| 6.8. | The Agenda shall specify the business to be transacted at the Meeting and the proposed order for dealing with business. | |
| 6.9. | Reports relating to business to be transacted at the Meeting will normally be issued with the Agenda. | |
| 6.10. | Reports relating to business to be transacted at the Meeting not issued with the Agenda can still be considered at the Meeting. | |
| 6.11. | Business not specified on the Agenda will not be considered, unless: | |
| | 6.11.1. | It is brought to the Meeting, as a matter of urgency, in terms of Standing Order 13.3 below. Or |
| | 6.11.2. | The business must be considered at the Meeting by law. |
| Withdrawal of Item of Business | | |
| 6.12. | The Chief Executive can withdraw any item of business from the Agenda, following consultation with the Chair. | |
| 7. Attendance by Public at Meetings | | |
| Admission of Public | | |
| 7.1. | Except where specified in Standing Orders 7.2 and 7.3 below, every Meeting of the Council will be open to the Public. | |
| Confidential Information | | |
| 7.2. | The Public must be excluded from a Meeting when an item of business is being considered and it is likely that, if the Public were present, Confidential Information, as defined in Appendix 2 to these Standing Orders, would be disclosed to them in breach of an obligation of confidence. | |
| Exempt Information | | |
| 7.3. | The Public may be excluded from a Meeting when an item of business is being considered, if it is likely that Exempt Information, as defined in Appendix 3 to these Standing Orders, would be disclosed. | |

| Disorderly Conduct | |
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| 7.4. | A member of the Public may be excluded from a Meeting in order to prevent or stop disorderly conduct. |
| 7.5. | A member of the Public may be kept out of a Meeting or the Chair may require them to leave, if they are hindering or are likely to hinder the work of the Council. |
| 7.6. | If a member of the Public interrupts any Members, the Chair may warn that person. |
| | 7.6.1. If the member of the Public continues the interruption, the Chair may order the person to be removed from the room where the Meeting is being held. |
| 7.7. | If there is general disturbance in any part of the room that is open to the Public, the Chair may order that part to be cleared. |
| 8. Attendance by Councillors at Meetings | |
| Attendance by Councillors | |
| 8.1. | Unless Standing Order 8.5 below applies, any Member of the Council may attend a Meeting of a Committee, or Sub-committee, of which s/he is not a Member. |
| | 8.1.1. Such a Member cannot take part in the deliberations of the Committee, or Sub-committee, nor may s/he vote. |
| 8.2. | Should the Member remain present during the discussion of items containing Confidential Information or Exempt Information, his/her presence will be recorded in the Minute. |
| Invitation by Chief Executive to Attend Meeting | |
| 8.3. | If a Member has been invited by the Chief Executive to attend the Meeting and has been issued with the Agenda and relevant reports, it is competent for that Member to participate in the deliberations of the Committee, or Sub-committee, in respect of the items for which s/he has been invited. |
| 8.4. | The Member may not make, or second, a motion or an amendment, nor may s/he vote. |
| Exclusion of Members from Meetings | |
| 8.5. | If a Member is not a Member of a Committee, or Sub-committee, s/he may not attend a Meeting where: |
| | 8.5.1. It is decided that Confidential Information or Exempt Information will be disclosed and the Public have been excluded from the Meeting. Or |

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| | 8.5.2. | A matter where the decision of the Committee, or Sub-committee, may affect the interests or rights of any person as an individual, or a commercial undertaking. Or |
| | 8.5.3. | The decision is made after a hearing and the person has the right to be heard in person or through a representative |
| Meetings Conducted by Hearings | | |
| 8.6. | If a Committee, Sub-committee or other panel has a hearing at, or subsequent to, which a decision of a quasi-judicial or regulatory nature is to be made, a Member of the Committee, Sub-committee or other panel, as the case may be, may only participate and/or vote on the matter if s/he has been present throughout consideration of the whole item of business. | |
| 8.7. | Should a Member leave the Meeting during any part of the hearing, s/he shall not be permitted to re-enter the Meeting during the remaining part of the hearing and the subsequent decision making process. | |
| Planning Applications | | |
| 8.8. | Elected Members shall take no part in the decision making process in respect of planning applications to be determined by officers in terms of delegated powers. | |
| Remote Attendance | | |
| 8.9. | While in-person attendance at Meetings remains the default position, where the law allows and proper facilities are available, and subject always to Standing Orders 8.11 and 8.12, a Member may be regarded as being present at a Meeting if s/he is able to participate from a remote location by a video or other communication link. | |
| | 8.9.1. | The Protocol for Remote Attendance, attached as Appendix 4 to these Standing Orders, will apply to all Meetings where access to the Meeting is through the Microsoft Teams platform. |
| 8.10. | A Member participating in a Meeting from a remote location will be counted for the purposes of deciding if a quorum is present. | |
| 8.11. | A Member will not, except with the prior express approval of the Chair, whom failing, the Vice Chair, be permitted to participate in an item at a Meeting from a remote location where, in respect of that item, a party has a right to be heard in person or through a representative and the decision to be made, in respect of that item, is as a result of a quasi-judicial or regulatory hearings process, such as a planning application or an appeal. | |
| 8.12. | A Member participating in a Meeting from a remote location will not be entitled to participate when an item of business is being considered and it is likely that Confidential Information and/or Exempt Information will be disclosed, unless the Member declares that: <ul style="list-style-type: none"> • S/he is in a room with no other persons present. | |

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| | <ul style="list-style-type: none"> • No persons can overhear the discussions. • S/he will not answer any other calls or attend to any other business whilst participating in the meeting. • The camera will be kept on all times without exception. |
| Quorum | |
| 8.13. | A quorum must be present to enable a Meeting to proceed and for the business set out in the Agenda to be dealt with. |
| 8.14. | Except in certain circumstances set out in law, the quorum of a Meeting of the Council will be one quarter of its Members, rounded up to the nearest whole number, and shall not be less than 3 Members. |
| 8.15. | If, at any time during a Meeting, a question arises on whether a quorum is present, the Chair will allow an interval of 5 minutes, after which a count shall be taken of Members present. |
| | 8.15.1. If a quorum is not present, the Meeting shall stand adjourned to such time as the Chair may determine. |
| 9. Chair | |
| Chairing a Meeting | |
| 9.1. | The Convener will take the Chair at a Meeting of the Council. |
| 9.2. | If the Convener is not present, the Depute Convener will chair the Meeting. |
| 9.3. | If both the Convener and the Depute Convener are not present, the Council will appoint a Councillor to act as Chair until either the Convener or the Depute Convener is present. |
| 9.4. | The Chair will be physically present in the Council Chamber or other venue where the Meeting is being held. |
| | 9.4.1. If the Chair is unable to be present in person, he/she will, in advance of the meeting, nominate either the Vice Chair or an alternative Councillor to Chair the Meeting and intimate this to either the Chief Executive or the Head of Corporate Governance, but the nomination of anyone other than the Vice Chair still needs to be agreed by the Members who are physically in the room |
| | 9.4.2. If no one has been nominated in advance to Chair the Meeting, the Committee, or the Sub-committee, shall elect a Chair from the Councillors who are physically present. |
| 9.5. | If the Councillor who would normally be Chair is not physically present in the Council Chamber or other venue where the Meeting is being held, they can still take part in the Meeting, subject to the restrictions in Standing Orders 8.11 and 8.12. |

| Powers and Duties of the Chair | |
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| 9.6. | Deference shall at all times be paid to the authority of the Chair. |
| 9.7. | It is the duty of the Chair to keep good order and to ensure that all Members obtain a fair hearing. |
| 9.8. | When the Chair wishes to speak, any Member who is addressing the Meeting must cease to do so. |
| 9.9. | The Chair shall decide all matters of order, competency and relevancy arising at a Meeting. |
| 9.10. | The Chair shall determine all questions of procedure for which no express provision is made in these Standing Orders. |
| | 9.10.1. His/her decision is final and not open to discussion. |
| 9.11. | The Chair will decide amongst Members who wish to speak, by calling the Member whom s/he has first observed as requesting to speak at the Meeting. |
| 9.12. | If there is disorder at any Meeting, the Chair may adjourn the Meeting to a later time. |
| | 9.12.1. His/her departure from the Chair will indicate that the Meeting is adjourned |
| 9.13. | In the event that the Chair departs the Chair in other circumstances, the Chair shall then be taken in terms of Standing Orders 9.2 and 9.3 above. |
| 10. Committees | |
| Election of Vice Chair | |
| 10.1. | Each Committee shall elect a Vice Chair from amongst its membership. |
| 10.2. | The Vice Chair shall continue in office until the Special General Meeting of the Council held in May every second year from the Statutory General Meeting and shall be eligible for re-election. |
| 11. Sub-Committees | |
| 11.1. | Committees of the Council may appoint, with the consent of the Council, Sub-committees. |
| Appointment of Chair and Vice Chair | |
| 11.2. | The Sub-committee may appoint a Chair and Vice Chair, from amongst its membership, who shall continue in office until the Special General Meeting of the Council held in May every second year from the Statutory General Meeting and shall be eligible for re-election. |
| 11.3. | For the avoidance of doubt, the Chair and Vice Chair of a Sub-committee shall, unless otherwise agreed, be the Chair and Vice Chair of the parent Committee. |

| Membership | |
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| 11.4. | Sub-committees shall normally consist of Members of the parent Committee. |
| 11.5. | Where in law it is competent to appoint persons to the Sub-committee who are not Members of the Council, such persons shall not be appointed to membership of a Sub-committee except with the consent of the Council. |
| 11.6. | A person appointed to a Sub-committee who is not a Member of the Council will remain a member of the Sub-committee until the next ordinary election of Councillors, subject to their right to resign or their removal by the nominating body. |
| 11.7. | A Committee, when remitting or referring any matter to a Sub-committee, may add additional Members of the Council, who are not Members of the Committee, to the membership of a Sub-committee, with the consent of the Council. |
| 12. Conduct at Meetings | |
| Councillors' Code of Conduct | |
| 12.1. | All Members and co-opted Members of Committees, Sub-committees, panels and working groups must comply with the terms of the Councillors' Code of Conduct made by Scottish Ministers in terms of the Ethical Standards in Public Life (Scotland) Act 2000. |
| Register of Interests | |
| 12.2. | The Chief Executive shall keep a register of interests made by Members, including co-opted Members. |
| 12.3. | The register of interests shall be open to inspection by members of the Public. |
| Addressing Speakers | |
| 12.4. | In addressing officers or Members at Meetings, no officer or Member shall use the first name or names alone of the officer or Member being addressed or referred to. |
| 12.5. | In referring to or addressing the Chair, the officer or Member shall address the Chair as "Chair". |
| 12.6. | In the case of the General Meeting of the Council, addressing the Chair as "Convener" is also acceptable, where the Convener is in the Chair. |
| Obstructive or Offensive Conduct | |
| 12.7. | If any Member at any Meeting disregards the authority of the Chair, or behaves obstructively or offensively, a motion may then be moved and seconded to suspend the Member for the remainder of the Meeting. |

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| 12.8. | The motion shall be put to the Meeting without discussion and, if supported by a majority of those present and voting, shall be declared carried, whereupon the Member shall withdraw from the Meeting room. | |
| 12.9. | Should the Member refuse to withdraw from the Meeting room, the Chief Executive will make arrangements to implement the decision of the Meeting. | |
| Failing to Attend Meetings | | |
| 12.10. | If a Member does not attend any Meeting of the Council within a period of six consecutive months, the Chief Executive must report this to the Council, unless leave of absence has been granted to the Member. | |
| 12.11. | If the Council is not satisfied as to the cause of the failure to attend, the Member will cease to be a Member of the Council. | |
| 12.12. | The Member will not cease to be a Member of the Council if the absence is due to the Member having been suspended by the Standards Commission. | |
| 13. Proceedings at Meetings | | |
| Order of Business | | |
| 13.1. | The order of business at every General Meeting of the Council shall be as follows: | |
| | 13.1.1. | The names of the Members present at the Meeting shall be taken and apologies for absence given. |
| | 13.1.2. | The Convener will advise of any item of business which has been withdrawn from the Agenda. |
| | 13.1.3. | The Convener will advise of any requests that urgent business be considered, and shall advise of his/her decision as to whether and when, if relevant, the urgent business will be considered. |
| | 13.1.4. | The Convener will ask Members whether they have an interest to declare in relation to any item on the Agenda. |
| | | 13.1.4.1. Any Member making a declaration of interest should indicate whether it is a financial or non-financial interest, include some information on the nature of the interest and confirm whether or not s/he intends to withdraw from the Meeting room. |
| | | 13.1.4.2. A Member must withdraw from the Meeting room, including the Public gallery, where s/he has declared an interest that prevents him/her from participating in the discussion of, and voting on, the item. |
| | 13.1.5.* | The Minute of the last Meeting of the Council shall be held as read and submitted for confirmation. |
| | 13.1.6.* | The Minutes of Meetings of Committees will be considered. |

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| | 13.1.7. | Any other business intimated on the Agenda to be considered. |
| | 13.1.8. | Any business required by law to be considered. |
| | 13.1.9. | Any Notices of Motion, in the order received by the Chief Executive. |
| Variation of Order of Business | | |
| 13.2. | The order of business at a Meeting shall be as specified on the Agenda, unless changed by the Chair in order to facilitate the conduct of the Meeting. | |
| Urgent Business | | |
| 13.3. | Business which has not been specified on the Agenda may be considered provided that, in the opinion of the Chair, the business is relevant, competent and urgent. | |
| 13.4. | A request for an urgent item to be considered must be submitted, in writing, to the Chair prior to commencement of the Meeting, together with a written explanation of the reason for urgent consideration, which will be recorded in the Minute. | |
| 14. Agenda Management | | |
| General Principles | | |
| 14.1. | In order to ensure that the Council receives appropriate and necessary advice before making decisions, Agendas shall consist of reports from the Chief Executive, Directors and Statutory Officers. | |
| 14.2. | Reports will be prepared in accordance with the format for the preparation of Committee reports approved by the Chief Executive. | |
| 14.3. | Reports must be lodged, in completed form, with the Chief Executive by the dates specified. | |
| 14.4. | Should the Chief Executive not receive a completed report by the date specified, s/he will leave the item off the Agenda, unless, in the opinion of the Chief Executive, the report writer can show good cause as to why the report has not been completed and lodged by the date specified. | |
| 14.5. | All business before the Council which is the subject of a written report will be introduced by the relevant officer in terms of Standing Order 14.1 above, or his/her representative. | |
| | 14.5.1. | Members will then have the opportunity to ask questions, seek clarification or request any further information on the content of the report and/or its recommendations. |
| | 14.5.2. | It will not normally be permissible to move a motion or an amendment at this stage. |

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| 14.6. | Once a report has been introduced and the Chair decides that all questions have been answered, and further information given, the Chair will inform the Meeting that the matter is open for debate. |
| 14.7. | A General Meeting of the Council shall only consider business remitted to a Committee and where that business has not been submitted to that Committee, in exceptional circumstances, as determined by the Chief Executive. |
| Member wishing to raise a matter | |
| 14.8. | If a Member wishes to raise a matter, he should approach the relevant officer, referred to at Standing Order 14.1 above, at the earliest opportunity to establish whether the matter is to be raised in the normal course of events or whether the officer is prepared to submit a report to Committee. |
| | 14.8.1. Should a report be submitted, the Member shall normally have the opportunity to speak on the report at Committee. |
| | 14.8.2. If the Member is not a Member of the Committee, Standing Order 8.3 will apply. |
| 14.9. | If it is the judgement of the officer approached in Standing Order 14.8 above that it would not be appropriate to submit a report and the Member still wishes to pursue the matter, the Member shall have the right to submit a Notice of Motion, in terms of Standing Order 17 below, together with any relevant background information for consideration by the appropriate Committee. |
| | 14.9.1. The Notice of Motion shall be accompanied by a report from the Chief Executive or the relevant Director on the implications of any suggested course of action. |
| | 14.9.2. A Notice of Motion which suggests a course of action contradictory of a resolution made by the Council within the preceding 12 months shall conform with Standing Order 17.6 below. |
| 14.10. | The final decision on the submission of any item to Council shall rest with the Chief Executive, other than in cases where the Council has instructed, formally, that a report should be submitted. |
| 15. Minutes | |
| Preparation of Minutes | |
| 15.1. | The Chief Executive shall prepare the Minutes of Meetings of the Council, its Committees and Sub-committees and any other Meetings at which Members are represented, as may be determined by the Chief Executive. |
| 15.2. | The Minutes shall record the names of the Members who attended the Meeting and will contain a summary of the business of the Meeting, as may be determined by the Chief Executive. |

| Accuracy of Minutes | |
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| 15.3. | The Chair and Vice Chair will normally propose and second the Minute as a true record, unless either were not present, in which case any Member present at the Meeting can either propose or second the Minute as a true record. |
| 15.4. | If a question arises at a Meeting as to the accuracy of a Minute, the question shall be determined by the Members who were present at the Meeting to which the Minute relates and are present at the Meeting at which the matter is raised. |
| 15.5.* | In the event that a correction to the Minute would result in the substantial alteration of a recommendation, Standing Order 16.4 will apply. |
| Dissent | |
| 15.6. | A Member who wishes his/her dissent from a decision of the Council to be minuted must request that his/her dissent be recorded immediately following the decision. |
| 16. Motions and Amendments | |
| 16.1. | A motion and an amendment must be proposed by a Member, and seconded by another Member. |
| 16.2. | If requested by the Chair and prior to any vote being taken, a motion or amendment shall be put in writing and handed to the Clerk to the Meeting who shall, if requested by the Chair, read the motion or amendment to the Meeting. |
| 16.3. | Every amendment must be relevant to the motion on which it is moved; its relevancy shall be decided by the Chair. |
| Amendments at General Meetings of the Council* | |
| 16.4. | A Member who wishes to propose an amendment to the recommendations of a Committee, whose Minutes will be considered at a General Meeting of the Council, shall submit such amendment, in writing, to the Chief Executive, no later than 12:00 on the last working day before the General Meeting. |
| 16.5. | The Convener may accept further amendments at the General Meeting of the Council, but only if the further amendment is relevant to the item for which an amendment was pre-notified in terms of Standing Order 16.4 above. |
| Consideration of Recommendations at General Meetings* | |
| 16.6. | Recommendations contained within the Minute of a Committee shall be deemed to be approved in the absence of any amendment being formally moved to the contrary. |
| 16.7. | A recommendation contained within the Minute of a Committee should not normally be overturned on the first occasion at which it is submitted to a General Meeting of the Council. |

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| 16.8. | Once an amendment, submitted in terms of Standing Order 16.4 above, has been moved and seconded, the Convener shall ask the Chair of the relevant Committee (or, in the Chair's absence, the Vice Chair) whether they are willing to refer the matter back to the Committee for further consideration. | |
| | 16.8.1. | If the Chair (or, in the Chair's absence, the Vice Chair) determines that the matter should be referred back, the Convener will seek the agreement of the Chamber and, if a majority agree, the matter will be referred back to the Committee for further consideration. |
| | 16.8.2. | If the Chair (or, in the Chair's absence, the Vice Chair), determines that the matter should not be referred back to the Committee for further consideration, the amendment shall be determined at the Meeting. The motion will be the recommendation as contained in the Minute. |
| Recommendation to be taken as the Motion | | |
| 16.9. | The recommendations contained in a report shall normally be taken as the motion, provided that these recommendations are moved and seconded. | |
| Motions and Amendments with Financial Consequences | | |
| 16.10. | A motion or amendment which proposes either expenditure by the Council, or a reduction in its income, shall not be competent unless the motion or amendment: | |
| | 16.10.1. | Identifies the source of funding to meet the additional expenditure or to compensate for the income lost. Or |
| | 16.10.2. | Seeks referral of the identification of funding to the next Meeting, or to the Policy and Resources Committee. |
| 16.11. | A motion or amendment which identifies the source of funding as the Council's reserves shall not be competent without advice being provided to the Meeting by the Chief Financial Officer or his/her representative. | |
| Moving and Seconding | | |
| 16.12. | A Member shall not move or second more than one motion or amendment on a single issue. | |
| 16.13. | It is competent for a Member: | |
| | 16.13.1. | Who has moved or seconded a motion to approve and adopt the Minute of any Meeting to thereafter move or second an amendment to any of the recommendations in the Minute. |
| | 16.13.2. | If a motion or amendment has subsequently been withdrawn, to move or second another motion or amendment on the same issue. |
| | 16.13.3. | If a motion or amendment subsequently falls due to a lack of a seconder, to second another motion or amendment on the same issue. |

| Withdrawal of Motions or Amendments | |
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| 16.14. | A motion or amendment once proposed shall not be altered or withdrawn without the consent of the mover and seconder. |
| Motions or Amendments subsequently withdrawn | |
| 16.15. | A motion or amendment withdrawn after being seconded shall not be recorded in the Minute. |
| Consideration of One Amendment only | |
| 16.16. | Only one amendment can be moved and seconded at one time. |
| 16.17. | No further amendment will be moved until the Council has dealt with the amendment under discussion. |
| 16.18. | Notice of any further amendments must be given before the vote is taken on the first amendment, and the Chair shall give an opportunity for such notice to be given. |
| Further Amendments | |
| 16.19. | If an amendment is defeated, other amendments, for which notice has been given under Standing Order 16.18 above, can be moved on the original motion. |
| 16.20. | If an amendment is carried, the amendment will replace the original motion. |
| 16.21. | Any further amendment can then be moved on the new motion. |
| 16.22. | Any further amendment must be relevant to the motion on which it is moved and be substantially different to the original motion or the new motion. |
| 16.23. | The Chair shall have exclusive discretion to determine whether an amendment is relevant to the motion on which it is moved or is substantially different to the original motion or the new motion. |
| Speaking to Motions or Amendments | |
| 16.24. | A Member shall not address the Council more than once on any issue under discussion, with the exception of a point of order or, with the consent of the Chair, to make an explanation or correction as to points of factual inaccuracy. |
| 16.25. | The movers of any motion and amendment shall have a right of reply, prior to the vote being taken. |
| 16.25.1. | In exercising his/her right of reply, a Member will confine himself/herself to answering points made by previous speakers, and shall not introduce any new matter. |

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| Closure of Discussion | |
| 16.26. | After the reply by the mover of a motion is concluded, the discussion shall be closed, and no further points may be made, with the exception of points of order, or a question regarding the manner of taking the vote. |
| 16.27. | The matter shall then be put to the Meeting by the Chair. |
| Motion that the “Question Be Now Put” | |
| 16.28. | A Member who has not spoken on an item may propose “that the question be now put”. |
| 16.29. | If this motion is seconded, and the Chair considers that the matter has been discussed sufficiently, s/he will order a vote, by a show of hands, to be taken on the motion. |
| | 16.29.1. No amendment or discussion will be competent at this stage. |
| 16.30. | If the motion is carried, the movers of any motion and amendment will have a right of reply, and the question itself will then be put to the Meeting. |
| 16.31. | If the Chair is of the view that the matter has not been discussed sufficiently, s/he may refuse to accept the motion “that the question be now put”. |
| 17. Notice of Motion | |
| Form of Notice of Motion | |
| 17.1. | A Notice of Motion must be in writing, signed by a Member of the Council and, subject to Standing Order 17.6 below, countersigned by one other Member. |
| 17.2. | A Notice of Motion must be received by the Chief Executive at least 14 Clear Days prior to the date of any Meeting of the Council, in order for the Notice of Motion to be included within the business of that Meeting. |
| 17.3. | In accordance with Standing Order 14.9.1 above, the Notice of Motion shall be accompanied by a report from the Chief Executive or the relevant Director on the implications of any suggested course of action. |
| Failure to move Motion of which Notice has been given | |
| 17.4. | If a Motion which is specified in the Agenda is not moved by the Member who has given notice, or by another Member on his/her behalf, and seconded by another Member, that Notice of Motion shall, unless deferred by the Council, be considered as withdrawn. |
| Motion Contradictory of Previous Decision | |
| 17.5. | The Chief Executive will not accept a Notice of Motion which is contradictory of a previous decision or resolution of the Council, within 12 months from the date of adoption of that resolution. |

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| 17.6. | The Chief Executive may, however, accept a Notice of Motion, in terms of Standing Order 17.5 above, if the Notice of Motion: | |
| | 17.6.1. | Is in writing. |
| | 17.6.2. | Is signed by the Member of the Council giving notice. And |
| | 17.6.3. | Is countersigned by at least six other Members. |
| 18. Speeches | | |
| 18.1. | A speech by the mover of a motion or an amendment will not be longer than 5 minutes. | |
| 18.2. | During debate, a Member must direct his/her speech to the matter under discussion and shall speak for no more than 5 minutes. | |
| 18.3. | The mover of the original motion, together with the mover of any amendment, shall have the right to speak for 5 minutes in reply. | |
| 18.4. | The time limits referred to in Standing Orders 18.1 to 18.3 above may be exceeded with the consent of the Chair. | |
| 19. Points of Order, Information and Personal Explanations | | |
| 19.1. | If a Member wishes to make a point of order or give a point of information or a personal explanation s/he will be entitled to be heard immediately. | |
| 19.2. | A point of order must only relate to a Standing Order or legal provision that the Member thinks has been broken. The Chair will ask the Member to specify the Standing Order or legal provision and say how s/he thinks it has been broken. | |
| 19.3. | When giving a point of information, a Member must briefly give information to correct an alleged inaccuracy in a speech about the matter. | |
| 19.4. | When giving a personal explanation, a Member will only explain the part of his/her former speech, which seems to have been misunderstood in the present debate. | |
| 19.5. | The Chair's ruling on a point of order, point of information or personal explanation will not be open to discussion. | |
| 20. Adjournment of Meetings | | |
| 20.1. | A motion to adjourn a Meeting may be made at the conclusion of any speech and shall have precedence over all other motions. | |
| 20.2. | The motion to adjourn must be moved and seconded and shall at once be put by the Chair to the Meeting in the form of "adjourn" or "not adjourn". | |
| 20.3. | There will be no amendment to, or discussion of, the motion to adjourn, and it must be agreed by a majority of the Members present and voting. | |
| 20.4. | All Meetings will adjourn at or before 17:00. | |

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| 21. Voting | | |
| 21.1. | Unless the law or these Standing Orders say otherwise, all matters before the Council will be decided by a majority of the Members voting. | |
| Form of Voting | | |
| 21.2. | A vote may be taken by the following methods: | |
| | 21.2.1. | By a show of hands. |
| | 21.2.2. | By calling the roll. |
| | 21.2.3. | By secret ballot. Or. |
| | 21.2.4. | By electronic voting (where available and in operation). |
| 21.3. | Subject to Standing Order 22.7 below and notwithstanding Standing Order 4 above, the usual method of voting at meetings of the Council, and its Committees and Sub-committees, will be by calling the roll. | |
| 21.4. | Notwithstanding Standing Order 21.3 above, all voting on procedural matters will be by a show of hands. | |
| | 21.4.1. | <p>A procedural matter includes, but is not restricted to:</p> <ul style="list-style-type: none"> • Proposing that the Public be excluded for the consideration of exempt business. • Proposing “that the question be now put”, as detailed in Standing Order 16.28 above. • Proposing the suspension of a Standing Order. • Proposing an alternative method of voting. |
| 21.5. | A Member may request that the vote be taken other than by the usual method and, if a majority of Members present vote in favour, the vote shall be taken by one of the alternative methods at Standing Order 21.2 above, whichever is requested by the Member. | |
| 21.6. | All votes on the method of voting shall be taken by a show of hands. | |
| 21.7. | Should a vote be taken by a show of hands, the Convener will ask those voting in favour of amendment to raise their hands, following which the Clerk to the Meeting will announce the number of votes cast. The Convener will then ask those voting in favour of the motion to raise their hands, following which the Clerk to the Meeting will announce the number of votes cast and thereafter confirm whether the amendment or the motion has been carried. | |
| Calling the Roll | | |
| 21.8. | Calling the roll will be undertaken by the Clerk to the Meeting by calling the names of those Members present and entitled to vote, in a random order, with the Member responding “motion”, “amendment” or “abstain”. | |

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| 21.9. | The name of each Member voting and the manner in which they voted will be recorded in the Minute. | |
| Electronic Voting | | |
| 21.10. | Where an electronic voting system, approved by the Council, is available and in operation, Standing Orders 21.12 to 21.14 will apply with regard to the method of voting. | |
| 21.11. | Standing Orders 21.1 to 21.7 will apply where no electronic voting system is available and in operation. | |
| 21.12. | Subject to Standing Order 22.7 below, the usual method of voting will be by electronic voting. | |
| 21.13. | A Member may request that the vote be taken other than by use of the electronic voting system and, if a majority of Members present vote in favour of taking a vote other than by use of the electronic voting system, the vote shall be taken by one of the alternative methods at Standing Order 21.2 above, whichever is requested by the Member. | |
| 21.14. | All votes on the method of voting shall be taken by use of the electronic voting system. | |
| Casting Vote of Chair | | |
| 21.15. | If there is an equal number of votes, the Chair will have, in addition to his/her deliberative vote, a casting vote except: | |
| | 21.15.1. | Where the vote relates to the appointment of a Member to an office, in which case the matter will be determined by lot. Or. |
| | 21.15.2. | Where the matter relates to the removal from office of the Convener, Leader, Depute Leader, Chair or Vice Chair, which, subject to Standing Orders 22.15 and 22.16, requires a simple majority notwithstanding Standing Order 5. |
| 22. Appointments | | |
| Nomination for Election of Office Bearer | | |
| 22.1. | Candidates duly nominated for election to the offices of Convener, Leader, Depute Leader and Chair of Committees shall, if they so choose, be permitted to speak once in support of their nomination to office. | |
| 22.2. | Candidates exercising their right to speak shall have the opportunity to do so in the order in which their names have been duly nominated. | |
| 22.3. | Any such speech shall be made immediately following any speeches by all of the movers and seconders of all of the candidates and prior to other Members who have not already spoken. | |
| 22.4. | A candidate's speech shall be limited to 5 minutes. | |

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| 22.5. | Candidates who choose not to speak shall remain eligible for election to the office for which they have been duly nominated. | |
| 22.6. | A candidate who has been nominated for office but is absent from the Meeting shall remain eligible for election. | |
| Process for Making Appointments or Nominations | | |
| 22.7. | In the making of appointments or nominations by the Council, where the number of candidates is greater than the number of vacancies, a vote shall be taken by secret ballot. | |
| 22.8. | A Member will be entitled to vote for as many candidates as there are vacancies. | |
| 22.9. | A Member must not vote more than once for any one candidate in any ballot. | |
| Where One Vacancy Exists | | |
| 22.10. | Where only one vacancy requires to be filled and one candidate has an absolute majority of the votes cast, that candidate will be declared elected, nominated or appointed, as the case may be. | |
| 22.11. | Where there are more than two candidates and the first vote does not produce an absolute majority in favour of any candidate, the name of the candidate having least votes will be removed from the list of candidates, and a fresh vote will take place. | |
| | 22.11.1. | This process will continue until one candidate has a majority of the votes cast. |
| 22.12. | Where there is an equal number of votes for the candidates having least votes, an extra vote will be taken between those candidates. | |
| | 22.12.1. | The name of the candidate receiving fewest votes will be removed from the list of candidates. |
| | 22.12.2. | If an equal number of votes remains, the candidate to be removed from the list of candidates will be determined by lot. |
| Where Two or More Vacancies Exist | | |
| 22.13. | Where the number of vacancies exceeds one and where the number of candidates exceeds the number of vacancies, then the "first past the post" method of voting shall apply, subject to the following provisions: | |
| | 22.13.1. | The number of candidates amounting to the same number as there are vacancies and receiving the highest number of votes cast shall be held to be duly elected, nominated or appointed, as the case may be. |
| | 22.13.2. | Where there is an equal number of votes between two or more candidates which affect such election, an extra vote will be taken between those candidates, whereby the candidate receiving the |

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| | | highest number of votes cast shall be held to be duly elected, nominated or appointed, as the case may be. And. |
| | 22.13.3. | In the event that Standing Order 22.13.2 still produces an equality of votes, the decision will be by lot, whereby the first named candidate drawn shall be held to be duly elected, nominated or appointed, as the case may be, followed by the second named candidate, should there be more than two candidates with an equality of votes, until the number of candidates amounts to the same number as there are vacancies. |
| Limitation on Appointments | | |
| 22.14. | | A Member shall be entitled to hold only one office of Chair of a Standing Committee and be entitled to receive only one special payment for being a chairperson. |
| Removal from Office of Convener, Leader, Depute Leader or Chair | | |
| 22.15. | | Any motion to remove from office the Convener, Leader, Depute Leader or Chair of a Standing Committee of the Council shall, if proposed and seconded, stand adjourned without discussion to the next General Meeting of the Council. |
| Removal from Office of Vice Chair | | |
| 22.16. | | Any motion to remove from office the Vice Chair of a Standing Committee shall, if proposed and seconded, stand adjourned without discussion to the next ordinary Meeting of that Committee. |
| Procedure at Meeting to Remove from Office | | |
| 22.17. | | Any motion in terms of Standing Orders 22.15 and 22.16 above will form the first item of business at the next applicable Meeting. |
| 22.18. | | Following debate, a decision as to whether an office bearer should be removed from office shall be decided by simple majority, following a secret ballot. |
| Ending Office | | |
| 22.19. | | Anyone who ceases to be a Member of the Council will also cease to be a Member of all Committees, Sub-committees, panels and working groups to which s/he has been appointed by the Council. |
| Appointment of Chief Officers | | |
| 22.20. | | The processes which apply to the appointment of Chief Officers are set out in the Protocol which forms Appendix 5 to these Standing Orders. |

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| 23. Revoking Previous Resolutions | | |
| 23.1. | A motion or amendment shall not be competent if it is contradictory of a previous decision or resolution of the Council made within 12 months of the date of adoption of that resolution or decision. | |
| Reviewing Decision within 12 Months | | |
| 23.2. | Notwithstanding Standing Order 23.1 above, it will be competent for the Council to review a decision before the end of the 12 month period provided that the Chief Executive is satisfied that a material change of circumstances has occurred. | |
| Material Change of Circumstances | | |
| 23.3. | A material change of circumstances may include the following: | |
| | 23.3.1. | Where there has been a new development which has a bearing on the original decision or that an important piece of information has become available since the original decision was made. Or. |
| | 23.3.2. | If the change had taken place before the Council took its decision or, had the Council known all the facts relevant to the decision, the change of circumstances would have influenced its judgement and the Council might reasonably have taken a different decision. |
| 23.4. | The material change of circumstances will be recorded in the Minute. | |
| 24. Suspension and Alteration of Standing Orders | | |
| 24.1. | A Standing Order may only be suspended, in relation to a specific item of business, if two-thirds of the Members present, rounded up to the nearest whole number, so agree. | |
| 24.2. | No amendment will be taken against a motion to suspend Standing Orders, and the vote, by a show of hands, will be taken immediately. | |
| 24.3. | None of these Standing Orders can be rescinded or altered, nor additional Standing Orders created, unless a resolution to do so is passed: | |
| | 24.3.1. | After notice has been given at a previous General Meeting of the Council by the Chief Executive. Or. |
| | 24.3.2. | After consideration of a report to the Council by the Chief Executive. |
| 24.4. | Standing Orders 24.1 and 24.3 cannot be suspended. | |
| 25. Deputations | | |
| 25.1. | A deputation allows members of the Public to raise issues of concern with the Council either on an individual basis or on behalf of a third party. | |

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| | 25.1.1. | A deputation is not available to Members, as the procedures at Standing Orders 5.8, 14.8 and 17.1 above apply. |
| 25.2. | A deputation may apply to the Chief Executive to make submissions to the Council. | |
| | 25.2.1. | The deputation must be in writing, duly signed, and provide sufficient detail of the matters on which it wishes to be heard. |
| | 25.2.2. | The deputation shall not exceed 3 persons. |
| 25.3. | On receipt of a request for a deputation, the Chief Executive shall liaise with the Convener, together with the Chair and the Vice Chair of the Service Committee and/or ward Members, as appropriate. | |
| | 25.3.1. | The Chief Executive shall determine whether or not the request for a deputation shall be granted. |
| 25.4. | If the request is granted, the Chief Executive will determine the date and time for the deputation to be heard by the Council. | |
| 25.5. | A maximum period of 10 minutes shall be allowed for the deputation to present its case. | |
| 25.6. | It is competent for Members to put questions to the deputation which relate to the subject on which the deputation has been heard. | |
| | 25.6.1. | The time available for such questions shall not exceed 10 minutes (over and above the maximum period of 10 minutes allowed to receive the deputation at Standing Order 25.5 above). |
| | 25.6.2. | A Member shall not, however, express an opinion, or discuss the subject, until the deputation has completed its submission. |
| 26. Petitions | | |
| Definition of Petition | | |
| 26.1. | A petition allows members of the Public to raise issues of concern with the Council either on an individual basis or on behalf of a third party. | |
| 26.2. | A petition is not available to Members, as the procedures at Standing Orders 5.8, 14.8 and 17.1 above apply. | |
| 26.3. | A valid petition should: | |
| | 26.3.1. | Be concerned with the functions of the Council and issues of concern with some or all of the residents of Orkney. |
| | 26.3.2. | Bear the signatures of not fewer than 20 members of the Public who are ordinarily resident in Orkney. And. |
| | 26.3.3. | Contain the names and addresses of those members of the Public who wish to sign it. |
| 26.4. | A petition will not be considered valid if: | |

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| | 26.4.1. | It relates to complaints and grievances, in which case the complaints procedure shall be used. |
| | 26.4.2. | It relates to personal matters, commercial matters, complaints regarding individual officers or employees' terms and conditions. Or. |
| | 26.4.3. | It is vexatious, frivolous, defamatory, discriminatory or contains offensive or inappropriate language. |
| 26.5. | Petitions concerning statutory regulatory functions, such as licensing, planning, trading standards and environmental health, including where decisions have been made, require to comply with the legislative provisions and processes that are available in terms of those regulatory regimes. | |
| Process following receipt of Petition | | |
| 26.6. | On receipt of a petition, the officer and/or the Member should pass the petition to the Chief Executive, who shall thereafter liaise with the Convener, together with the Chair and the Vice Chair of the Service Committee and/or ward Members, as appropriate. | |
| 26.7. | The Chief Executive shall determine whether a report is required in order to address the terms of the petition and, if necessary, the Chief Executive will instruct the submission of that report, which will normally be heard in public. | |
| 27. Filming, Photography and Recording of Meetings | | |
| 27.1. | Other than live audio casting and recording of Meetings by the Council, any video or sound recordings or filming or broadcasting of Meetings, or the taking of any photographs, will be subject to the express prior approval of the Chair in accordance with the Protocol which forms Appendix 6 to these Standing Orders. | |
| 28. Phones and other Electronic Communications Devices | | |
| 28.1. | All Members shall ensure that phones and other electronic communications devices are switched off, on silent or on vibrate during Meetings (except when being used for the purpose of enabling remote attendance). Members shall not correspond, whether by email, text, social media or any other electronic means with any other Member or other person during a Meeting, except where this is incidental to remote attendance or in connection with an emergency. Research through the internet is permitted providing this is done in a manner which respects the authority of the Chair and does not interfere with the business of the Meeting. | |
| 29. Monitoring Officer | | |
| 29.1. | Any Member or officer will immediately inform the Monitoring Officer, if and when he/she becomes aware, of any proposal, decision or omission which may lead to a report in terms of the Local Government and Housing Act 1989. | |

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| 29.2. | A Monitoring Officer's report may be required where any proposal, decision or omission by the Council may breach or has breached the law or any statutory code of practice. |
| 30. Standing Orders to be Given to Members | |
| 30.1. | The Chief Executive will give each Member a printed copy of these Standing Orders when s/he declares that s/he accepts office and on each occasion when the Standing Orders are amended. |
| 30.2. | Each Member will sign a statement to acknowledge that s/he has received the Standing Orders and agrees to comply with the provisions contained therein. |

Appendix 1

Scheme of Appointment of Members to Committees

1. Committee Composition

There are 3 Committees, each comprising 12 members, as follows:

- Enterprise and Infrastructure Committee.
- Education, Communities and Housing Committee.
- Planning Committee.

In addition to the above:

- All members will be allocated places on the Policy and Resources Committee.
- 3 members will be allocated places on the Integration Joint Board.
- 7 members will be allocated places on the Monitoring and Audit Committee.
- 8 members will be allocated places on the Licensing Committee.

In total, all members, with the exception of the Convener and the Leader, will serve on the following:

- Either Enterprise and Infrastructure Committee or Education, Communities and Housing Committee; and
- Not more than two from the following:
 - Planning Committee.
 - Monitoring and Audit Committee.
 - Licensing Committee.

2. Allocation Procedure

At the Statutory General Meeting of the Council, the Convener, the Leader and the Depute Leader will be appointed followed by the Chairs of all Standing Committees. The order of appointment of Chairs to the Standing Committees will be drawn by lot and circulated to all members along with the notice of the meeting.

Following the appointment of Chairs, the remaining 11 members of the Planning Committee will be appointed, to ensure representation from each electoral ward. Thereafter 3 members will be appointed to the Integration Joint Board, together with the 3 proxy members of the Integration Joint Board. All other appointments are made through the allocation procedure.

Members' preferences will be adjusted, if necessary, following the appointment of chairs, in order that the committee to which they have been appointed as chair is their first choice.

The system allocates all members' first preferences, unless there are more first preferences than places on any committee, in which case members will be allocated places in an order of priority generated randomly.

The process is then repeated in respect of second choices, and so on, until all allocated spaces are filled.

Notes

Preferences in respect of any vacancy will be drawn by lot.

In the event of any anomalies in committee composition arising as a result of the Scheme, powers are delegated to the Chief Executive, in consultation with the Convener, to revise the composition in line with the general principles of the Scheme.

Appendix 2

Definition of Confidential Information

In accordance with section 50(A)(3) of the Local Government (Scotland) Act 1973, Confidential Information means:

- Information furnished to the authority by a Government department upon terms (however expressed) which forbid the disclosure of the information to the public.

Or.

- Information the disclosure of which to the public is prohibited by or under any enactment or by the order of a court.

In either case the reference to the obligation of confidence is to be construed accordingly.

Appendix 3

Descriptions of Exempt Information

In accordance with Schedule 7A of the Local Government (Scotland) Act 1973, Exempt Information means information which falls within the definition of the following 15 categories:

- Paragraph 1. Information relating to a particular employee, former employee or applicant to become an employee of, or a particular office holder, former office-holder or applicant to become an office-holder under, the authority.
- Paragraph 2. Information relating to any particular occupier or former occupier of, or applicant for, accommodation provided by or at the expense of the authority.
- Paragraph 3. Information relating to any particular applicant for, or recipient or former recipient of, any service provided by the authority.
- Paragraph 4. Information relating to any particular applicant for, or recipient or former recipient of, any financial assistance provided by the authority.
- Paragraph 5. Information relating to the adoption, care, fostering or education of any particular child or where any particular child is subject to a compulsory supervision order or interim compulsory supervision order (as defined respectively in sections 83 and 86 of the Children's Hearings (Scotland) Act 2011).
- Paragraph 6. Information relating to the financial or business affairs of any particular person (other than the authority).
- Paragraph 7. Information relating to anything done or to be done in respect of any particular person for the purposes of any of the matters referred to in section 27(1) of the Social Work (Scotland) Act 1968 (providing reports on and supervision of certain persons).
- Paragraph 8. The amount of any expenditure proposed to be incurred by the authority under any particular contract for the acquisition of property or the supply of goods or services.
- Paragraph 9. Any terms proposed or to be proposed by or to the authority in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods or services.
- Paragraph 10. The identity of the authority (as well as of any other person, by virtue of paragraph 6 above) as the person offering any particular tender for a contract for the supply of goods or services.
- Paragraph 11. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office-holders under, the authority.

- Paragraph 12. Any instructions to counsel and any opinion of counsel (whether or not in connection with any proceedings) and any advice received, information obtained or action to be taken in connection with –
- (a)** any legal proceedings by or against the authority, or
 - (b)** the determination of any matter affecting the authority, (whether in either case, proceedings have been commenced or are in contemplation).
- Paragraph 13. Information which, if disclosed to the public, would reveal that the authority proposes –
- (a)** to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (b)** to make an order or direction under any enactment.
- Paragraph 14. Any action taken or to be taken in connection with the prevention, investigation or prosecution of a crime.
- Paragraph 15. The identity of a protected informant.

Appendix 4

Protocol for Remote Attendance

The following procedures/protocols apply to all Council meetings where access to the meeting is through the Microsoft Teams platform, either in full or a blended approach. These procedures should be read alongside the Council's Standing Orders.

This protocol and the procedures outlined therein also apply to Council officers and external parties attending Council meetings remotely.

1. Prior to the Meeting

As the default position remains in-person attendance at all Council meetings, the agenda and reports will be published electronically in the normal way.

All relevant members will be issued with an invitation to the meeting which, by default, will include a Teams link.

Should a member wish to attend an in-person meeting remotely, he/she should advise Committee Services (committees@orkney.gov.uk) as soon as practicable. Instances where remote attendance may be required include:

- Weather or travel disruption within Orkney (actual or forecast).
- Carer responsibilities.
- Health issues which prevent travel (not participation).
- Travel outwith Orkney.

The above list is not exhaustive, and remote attendance will not normally be denied, unless the person requesting to join remotely cannot guarantee that:

- They are in a room with no other persons present.
- No persons can overhear the discussions.
- They will not answer any other calls or attend to any other business whilst participating in the meeting.
- The camera will be kept on at all times without exception.

Prior to joining the meeting members should check that their device is fully charged or is connected to a supply of electricity.

Members should log onto the Teams platform in good time prior to the start of the meeting to ensure there are no issues. You join the meeting by opening the meeting invite on your calendar and clicking on the link at "Join".

If members are not able to access the Teams meeting by the start time of the meeting, and/or there is an issue with the video connection, they will be given the option to participate by telephone. The audio-conferencing details are included in the meeting invite.

Please ensure that mobile phones, and any nearby landline phones, are switched off or on silent mode to avoid unnecessary interruptions.

Find a suitable location for the meeting, where you will be comfortable and will not be disturbed. Smart speakers, such as Amazon Echo (Alexa), Google Home or smart music devices, may be recording phone/video conversations and this could be an inadvertent breach of GDPR. It is strongly advised that any such device that connects to the Internet should be turned off or moved out of the room in which you are working. This is particularly important for meetings that include exempt or confidential items.

Please consider your location and what is visible in the background. A plain wall can create a good background and you should remove anything that you may not wish to be on view such as family photos or recognisable products/brands. Please also check any glass or mug used for drinking is neutral, with no particular branding, slogans or images which could be viewed as offensive. A corporate background image can be provided if requested.

2. Microsoft Teams Functions

2.1. Options Bar

If you have joined the meeting via Teams, you will see an Options Bar – where this bar appears on your screen and the order of the icons will depend on the version of Teams you have installed:

- A toolbar will appear if you hover your mouse over the screen. Or.
- The Options bar will appear across the top of your screen.

The Options Bar has various functions (which are subject to change following upgrades to Microsoft Teams). The most commonly used functions are as follows:

- Chat – this allows you to “chat” with all other participants in the meeting. This is not a private chat, but a meeting chat, and can be seen by all participants who have been invited to the meeting – regardless of whether they are present at the meeting or not.
 - If the meeting is held entirely on Teams, use this function to alert the Chair that you wish to speak – please do not use this function for any other purpose.
- People – shows all participants in the meeting (in alphabetical order by first name).
- Raise – selecting this will raise your hand against your video and the participant list.
 - The order of raised hands is also shown in the participant list, with the first person moving to the top, immediately below the organiser of the meeting.
 - If the meeting is blended, those attending remotely should use this function to alert the Chair that you wish to speak.
- React – can be used to send a reaction on screen, such as “like” or “applause”.
- View – changes the layout of the speakers on screen. The default option is “gallery”.
- More – provides various other actions and options, including recording the meeting and video effects and settings.
- Camera – used to switch your camera off and on.

- Mic – used to mute/unmute your audio.
- Share – provides sharing screen options which will only be utilised by officers providing presentations.
- Leave – participants can terminate the call via the red handset which allows them to leave the meeting and re-join if they select the “join” button from the invite.

2.2. Camera

Members attending remotely should have their camera on at all times. They may only switch this off, if it is having a detrimental impact on their internet connection.

Depending on the latest update from Microsoft, the number of participants remaining on your screen at any one time varies, with your image in a small box in the corner. When you have finished speaking, please remember that you will remain on screen until a number of other people have spoken. Please therefore assume at all times that what you are saying and/or doing is visible in the same way as it would in the Council Chamber, even if you cannot see and hear other participants. This is particularly relevant in the following circumstances:

- If you choose to get up and leave – other participants will see an empty chair.
- In order to avoid others seeing anything on camera that might be embarrassing.
- If you leave your microphone unmuted – any noise in the room is picked up, and you will be on camera without realising.

2.3. Microphone

All participants attending remotely, other than the Chair, should begin the meeting with their microphones on mute – this is to prevent echo.

Participants should only have their microphone unmuted when invited to speak by the Chair. Please ensure that you mute your microphone when you have finished.

Should any member fail to mute their microphone, Committee Officers or the person operating the audio casting will mute it automatically.

2.4. Chat Function

If the meeting is conducted entirely over Teams, because not everyone will be immediately visible to the Chair, if you wish to speak, type “speak”, “question” or “comment” in the chat box and submit.

You may also type ‘Speak on this topic’ if there are a number of indications and you want to ensure you are brought in on the current topic being discussed.

Your wish to speak will be noted and you should wait to be invited to speak by the Chair.

You could also use this chat to type a short message if you are having technical difficulties and are unable to contribute / participate. Alternatively, if the chat function is not working for any reason, “raise your hand” can be used to indicate you wish to speak.

Try not to use the chat for typing questions or other comments, unless you are having difficulties with the audio / video, as the Chair needs to keep track of who wishes to speak.

The Chair will monitor the chat and will endeavour to bring people in to speak in the order on the chat.

If it is a blended meeting, and you are attending remotely, use the “raise (hand)” function to indicate that you wish to speak.

3. At the Meeting

3.1. For meetings conducted entirely over the Teams platform

Prior to the start of the formal meeting, once all members, officers and the person recording the meeting are present, the Chair should remind participants of the following protocols:

- Only the Clerk should admit external participants “waiting in the lobby” to the meeting.
- This is a formal Council meeting therefore all comments should be addressed through the Chair. Teams should be treated as a virtual “chamber” meeting, and all normal protocols remain the same (this applies equally to those attending a blended meeting remotely).
- If you would like to speak, please use the Chat function – simply type “speak” or “question”. Please note that the Chat function is NOT a private chat and all participants, including press representatives, can see the Chat.
- If you are not speaking, please ensure your microphone is turned off – if not, background noise can be picked up and/or feedback occur.
- Please ensure your background does not inadvertently advertise any particular product; a blank wall is preferable. Use of the Background features in Teams can affect your connection and cause breakup, particularly when “share screen” is used for presentations.
- The press representatives have been advised that their camera should be turned off and their microphones muted at all times.

The Clerk should then admit the press representatives to the meeting.

If required, the Clerk should do a roll call to confirm those present.

The Chair can then commence the formal meeting and the formal recording of the meeting will start.

3.2. For in-person meetings with remote participants (blended meetings)

At the time set for the meeting to begin, the Chair will confirm with the person audio casting the meeting that they are ready to begin recording/live broadcasting.

Once the meeting has commenced and the live audio cast/recording has started, the Chair will advise whether or not there are members/officers/others attending via Teams.

If there are remote participants, the Chair will remind them as follows:

- Their camera is kept on at all times and their microphone is muted.
- Should they wish to speak, they should use the Raise (hand) function.
- For any items of business which would involve the disclosure of exempt or confidential information, they will be asked to declare:
 - S/he is in a room with no other persons present.
 - No persons can overhear the discussions.
 - S/he will not answer any other calls or attend to any other business whilst participating in the meeting.
 - The camera will be kept on all times without exception.

3.3. Declaration of Interest

Where a member attending remotely has declared an interest which requires them to leave the meeting, they will require to exit the meeting by pressing the red “leave” button.

For a meeting conducted entirely over Teams, the Clerk and/or the Committee Services representative will then invite the member to rejoin the meeting when that business is concluded – this will appear as a pop-up on your screen.

For a blended meeting, the person operating the audio casting will invite the member to rejoin the meeting when that business is concluded.

Please note that, for a meeting conducted entirely over Teams, presence/lack of will be monitored by officers through the “People” feature. A member must not re-join the meeting until they have received an invitation from the Clerk.

3.4. Quasi-judicial business

Members are reminded that, if quasi-judicial business is being considered, such as planning applications, licensing applications, Notices of Review or appeals, they should remain for the entire item. If they have to leave the meeting during consideration of any relevant item, they are unable to participate or vote on their return.

3.5. Moving into Private Business (only relevant for meetings conducted entirely by Teams)

Just prior to the close of the public part of the meeting, the Chair will move that the remainder of the meeting will be held “in Committee” and seek a seconder. Once seconded, and agreed, the recording of the meeting, if applicable, will cease and members will be asked to “leave”.

A separate meeting invite will be issued for the “private” session of the meeting.

Appendix 5

Protocol for Appointment of Chief Officers

Appointment panels for the recruitment of the Chief Executive, Director and Head of Service posts comprise the following:

| Level of Post. | Panel Chair. | Members. | Officers. |
|-----------------------------------------|---------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Chief Executive. | Convener. | Full Council (All other Elected Members), unless Council wishes to delegate this to a smaller panel. Where this is delegated to a smaller panel, the membership must be a minimum of: <ul style="list-style-type: none"> • Leader. • Depute Leader. • Chair of all Service Committees. | <ul style="list-style-type: none"> • Independent External Advisor (optional). • Head of Human Resources and Organisational Development. |
| Director. | Chief Executive. | <ul style="list-style-type: none"> • Leader. • Depute Leader. • Chair and Vice Chair of relevant Service Committee. | <ul style="list-style-type: none"> • Chief Executive. • Independent External Advisor (optional). • Head of Human Resources and Organisational Development. |
| Chief Officer, Integration Joint Board. | Chief Executive. Chief Executive (NHS Orkney). | 4 voting members of the Integration Joint Board, including the Chair and Vice Chair. | <ul style="list-style-type: none"> • Chief Executive. • Chief Executive (NHS Orkney). • Head of Human Resources and Organisational Development. • Director of People and Culture (NHS Orkney). • Independent External Adviser (optional). |
| Heads of Service. | Chief Executive. | Chair and Vice Chair of relevant Service Committee. | <ul style="list-style-type: none"> • Chief Executive. • Director (Line Manager). |

| Level of Post. | Panel Chair. | Members. | Officers. |
|----------------|--------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | <ul style="list-style-type: none"> • Head of Human Resources and Organisational Development. • Independent External Adviser (optional). |

Decisions on appointments for the Chief Executive and Directors will follow a secret ballot process, conducted in successive rounds until a two-thirds majority of those present and entitled to vote, is secured.

The Council has adopted a general policy of obtaining feedback appointment panels from a preliminary professional officer interview panel, chaired by the Chief Executive, and a stakeholder/ peer appraisal panel, through candidate presentation and panel question and answer sessions, for Director and Heads of Service posts.

Appendix 6

Protocol for Audio Casting Council and Other Meetings

This Protocol has been drawn up to assist with the conduct of audio casting meetings and to ensure that, in doing so, the Council is compliant with its obligations under relevant data protection legislation.

Background

Following a review of audio casting reported to the Policy and Resources Committee on 23 November 2021, meetings of the following Committees and Sub-committees, where these are held in the Council Chamber, are now broadcast:

- General Meetings of the Council.
- Enterprise and Infrastructure Committee.
- Education, Communities and Housing Committee.
- Monitoring and Audit Committee.
- Policy and Resources Committee.
- Planning Committee.
- Local Review Body.
- Licensing Committee.
- Harbour Authority Sub-committee.
- Asset Management Sub-committee.
- Human Resources Sub-committee.
- Investments Sub-committee.
- Pension Fund Sub-committee, together with Pension Board.
- Police and Fire Sub-committee.
- Community Development Fund Sub-committee.
- St Magnus Cathedral Sub-committee.

Meetings of the Integration Joint Board and its Performance and Audit Committee are also broadcast.

Meetings are broadcast live over the internet and can be accessed via the Council website. In addition, recordings of each meeting are made available via the Council website. Whenever possible, these are made available within two working days of a meeting taking place.

Prior to the Meeting – Agenda Front Sheets and Signage

The following notice is included on the front of each agenda for designated meetings:

“Please note that this meeting will be broadcast live (audio only) over the Internet on Orkney Islands Council’s website. The meeting will also be recorded, with the recording publicly available for listening to after the meeting for at least 12 months. The Council is a Data Controller in terms of data protection legislation. Data collected during the audio cast will be retained in accordance with the Council’s Data Protection Policy. Further information about how the Council uses personal information and associated rights is available on the Council’s website.”.

A notice in the above terms will be displayed inside and outside the Chamber.

Operation of Microphones

Before speaking, press microphone switch to ON.

Wait to be introduced by the Chair.

Speak clearly into microphone.

Once finished speaking press microphone button OFF.

WARNING: Be aware that ‘off-mic’ comments could be picked up and transmitted.

Conduct of Meetings

At the start of each meeting to be broadcast, an announcement will be made by the Chair to the effect that audio casting is taking place for live and subsequent broadcast over the internet.

Cessation or Suspension of Audio Casting

No part of any meeting will be audio cast after Members have passed a resolution excluding the public because of the likely disclosure of exempt or confidential information. The Clerk to the Committee will ensure that audio casting of the meeting has ceased and will confirm this to the Chair before any discussion of exempt or confidential matters begins.

In addition, the Chair has discretion to terminate or suspend the audio cast if, in his/her opinion, continuing to audio cast would prejudice the proceedings of the meeting. Circumstances that could lead to suspension or termination of audio casting include public disturbance or other suspension of the meeting or the potential infringement of the rights of any individual.

If a technical fault develops, the meeting will continue without interruption. More often than not, the meeting will be recorded successfully, even if the live broadcast is interrupted.

Editing of Audio Cast

Editing of any content of an audio cast will only be undertaken if there is a legal reason, for instance, the name of a person in witness protection was divulged by a public speaker, confidential personal information is inadvertently disclosed or defamatory comments are made. Editing of content may also be authorised in exceptional circumstances such as if an attendee is taken ill. A log will be maintained of audio casts where content has been edited.

The Chief Executive will, in consultation with the Chair of the Meeting and the Council's Monitoring Officer, make the final decision on editing any audio cast material to be broadcast or published in connection with any Council meeting. The reason for any decision to edit any audio cast material will be published.

Obscenities or Other Inappropriate Language

In the event of obscenities or other inappropriate or unacceptable language being used, the sound will be muted either live or in post-production as the Council's audio casts are accessible by people of different ages. All persons in attendance at meetings are required to behave respectfully towards others.

Other Recording or Broadcasting of Meetings

No form of photography, filming, recording or broadcasting of meetings (other than audio casting for the Council's purposes) shall take place unless express permission is given in advance by the Chair at his/her discretion.

Chief Executive's Service Delivery Plan 2026-2028

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Introduction

Orkney's communities are dependent on the services Orkney Islands Council provides - from education and care, to the roads, ferries and harbours that connect our islands.

The Chief Executive's Service brings together the legal, governance, procurement, internal audit, policy and communications functions that keep the Council operating lawfully, effectively and accountably. Much of this work happens away from public view - but it underpins everything the Council does.

In practice, that means advising on complex decisions, supporting elected members to engage with the Scottish and UK Government, creating open, transparent dialogue with communities, and ensuring the organisation meets its statutory obligations - among much else.

This plan sets out what each part of my service is responsible for, our delivery commitments between 2026 and 2028, and how we'll measure and report on our progress. Above all, it reflects my commitment to running a service that the rest of the organisation can rely on.



Oliver Reid

Chief
Executive

The service

The Chief Executive's Service comprises 39 full-time equivalent employees across five teams. A number of statutory functions - including Elections, the Monitoring Officer role and the Council's participation in the Orkney and Shetland Valuation Joint Board - sit at service leadership level.

Everything the service does is grounded in the Council's mission - Working together for Orkney - and guided by shared principles covering equality and inclusion, sustainable services, community wellbeing, community wealth building, best value, partnership working and environmental responsibility. Our staff bring these to life through four values: accountable, reliable, considerate and collaborative.

Governance

The Governance team keep the Council's democratic processes running - maintaining the Standing Orders and Schemes of Administration and Delegation, preparing agendas, minutes and papers for committees, handling formal complaints, and delivering the statutory Registrar function covering births, deaths and marriages. The team also leads on information governance, ensuring the Council meets its data protection obligations and handles requests for information appropriately.

Internal Audit

Working across audit, investigations, counter-fraud and best value, Internal Audit provide assurance that the Council's governance, risk management and financial controls are operating effectively - identifying risks and weaknesses early. Their work supports the Council in demonstrating that public money is being used properly and accountably.

Legal Services

Sound legal advice underpins every decision the Council takes. The Legal Services team advise on the lawfulness of all Council operations and guides the Council on the legal options available in any given matter - whether that involves contracts, conveyancing, litigation, licensing or information governance. Their work ensures decisions are made on a sound legal footing and that the Council is protected from legal risk across everything it does.

Policy and Communications

From day-to-day press and social media, to marketing campaigns, design, video, photography and the Council's websites, the Policy and Communications team are responsible for everything the Council puts in front of the public. Their work ensures the Council communicates clearly, consistently and engagingly - whether that's crisis communications or a routine news update. A newly established policy function adds advisory capacity on corporate policy, lobbying and public service reform, strengthening how the Council develops and responds to policy challenges.

Procurement

Every pound the Council spends needs to be spent legally, transparently and to best effect. The Procurement team manage how the Council buys goods and services, ensuring compliance while actively looking for opportunities to generate wider economic and social benefit - whether through community wealth building, supporting local suppliers, or embedding circular economy principles into how the Council procures.

Key stats

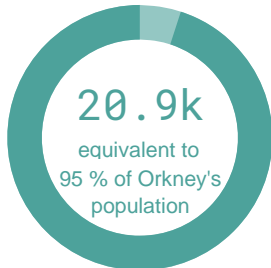
Audit reports 2023-2026



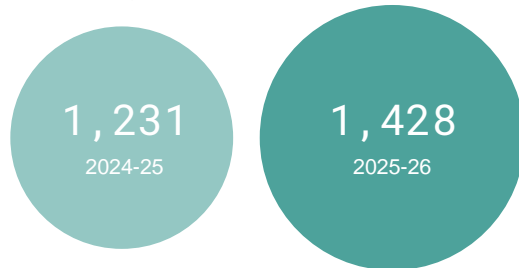
Licensing applications



Facebook followers



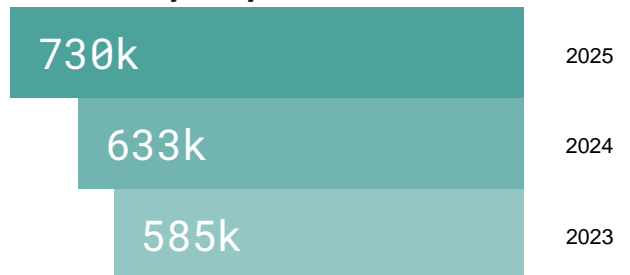
FOI requests



Committee Meetings



Website yearly users



Risk and business continuity

Managing risk and planning for the unexpected are essential parts of running any public service. The Council maintains a Corporate Risk Register identifying high-level threats to its core services and the measures in place to mitigate or manage them. The Chief Executive's Service maintains its own Service Risk Register covering risks specific to our work - updated regularly and presented to elected members as part of our Service Delivery Plan Progress Report.

We also maintain a Workforce Plan that sets out our requirements in line with our key activities and the Council's wider priorities, including the outcomes we're working towards and the actions we'll take to achieve them. Our Service Area Recovery Plan supports the Council's Business Continuity Plan, providing contingency arrangements to ensure the service can continue operating effectively in the event of incidents or emergencies.

Commitments and priorities

The commitments set out here are grounded in the four priority themes of the Council Plan:



Growing the economy

E

Building a strong local economy that works for all who live and work here



Strengthening communities

C

Supporting strong, resilient communities across Orkney's islands and mainland



Developing infrastructure

I

Keeping Orkney connected and investing in the infrastructure that underpins island life



Transforming the Council

T

Improving how we work so we can serve residents, businesses and communities better

Our commitments reflect the priorities of elected members, our performance against previous targets, and any new external pressures such as changes in national legislation. We report to elected members twice a year on our progress, and review the plan regularly to ensure it remains relevant as circumstances change.

Council Delivery Plan Projects

The Chief Executive's Service leads or contributes to the following Council Delivery Plan projects:

Reduce bureaucracy

Reducing bureaucracy and helping to drive wider public service reform.

Actions

- Reducing bureaucracy within and between agencies to improve how we work with partners, as part of a broader programme of public service reform.
 - Expanding our online channels - including My Orkney - and our website to make it easier for people to self-serve.
-

Priorities for Delivery

The outcomes below have been prioritised based on their strategic importance or where recent performance has fallen short. We will report to elected members on progress as part of the Service Delivery Plan Progress Report.



Public Service Reform

Target: 31/03/2028 | Led by: Service Manager (Policy & Communications)

Leading Orkney's public service reform agenda in partnership with NHS Orkney, the Integration Joint Board, the Scottish Government and other stakeholders.

Action

- Progressing constitutional reform with partners.

Performance Measures

- Performance measures will be identified following further discussion with partners and consideration by elected members.



External and internal communication

Target: 31/03/2028 | Led by: Service Manager (Policy & Communications)

Delivering clear, trusted communication with the public and staff across the organisation.

Actions

- Developing and implementing a delivery plan to support the Communications Strategy.
- Implementing the key work-streams of the internal and external communications delivery plans over the term of the strategy.

Performance Measures

- An external communications performance measure will be developed for inclusion in the annual public pulse survey.
- An internal communications performance measure will be developed for inclusion in the annual staff pulse survey.

Service performance measures

The performance measures below span three categories - those linked to the Council Plan, statutory requirements such as the Local Government Benchmarking Framework, and measures we monitor voluntarily to track how well we are delivering our services. We review these regularly with the Service Management Team to ensure we remain on track.

| PI code | Description | Baseline 2021/22 | Latest data | Target 2027/28 |
|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------|----------------|
| CDP 105 | Percentage of procurement spent on local enterprises | 40.4% | 39.59% | 45% |
| CE_CCG_01 | Sickness absence. The average number of days per employee lost through sickness absence, expressed as a percentage of the number of working days available. | 0.78% | 2.35% | 4% |
| CE_CCG_02 | Sickness absence. Of the staff who activated a sickness absence trigger, the proportion of these where there was management intervention. | 100% | 100% | 90% |
| CE_CCG_03 | Staff accidents. The number of staff accidents within the service, per 30 staff per year. | 0.16 | 0.83 | 1 |
| CE_CCG_04 | Budget control. The number of significant variances (priority actions) generated at subjective group level, as a proportion of cost centres held. | 18% | 13% | 15% |
| CE_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. | 0% | 0% | 2% |
| CE_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. | 3.03% | 0% | 5% |
| CE_CCG_07 | The number of staff who receive (at least) an annual face-to-face performance review and development meeting, as a proportion of the total number of staff within the service. | 100% | 100% | 90% |
| CE_CCG_08 | Invoice Payment. The proportion of invoices that were submitted accurately and timeously to the Payments Service, as a proportion of all invoices. | 93.4% | 92.6% | 90% |

| PI code | Description | Baseline 2021/22 | Latest data | Target 2027/28 |
|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------|----------------|
| CE_CCG_09 | Mandatory training – The number of staff who have completed all mandatory training courses, as a percentage of the total number of staff in the service | 100% | 97.3% | 90% |
| CE_PI_02 | Percentage of surveys with a score of 5 or more (Internal Audit) | 100% | 100% | 90% |
| CE_PI_03 | Percentage of recommendations accepted (Internal Audit) | 99% | 100% | 90% |
| CE_PI_04 | Percentage of draft reports issued within 10 days of fieldwork completion. (Internal Audit) | 100% | 95% | 90% |
| CE_PI_05 | Percentage of final reports issued within 5 days of final comments received. (Internal Audit) | 100% | 100% | 90% |
| CE_PI_06 | Percentage of audits completed in year compared to plan. | 86% | 83% | 90% |

Appendix 1: Other plans

The following plans set out the work of individual service areas, supporting the objectives and priorities in both the Council Plan and this Service Delivery Plan.

- [Communications and Engagement Strategy 2024-2028 \(www.orkney.gov.uk/media/0jkldq52/communications-and-engagement-strategy-2024-2028.pdf\)](http://www.orkney.gov.uk/media/0jkldq52/communications-and-engagement-strategy-2024-2028.pdf)
- [Records Management Plan \(www.orkney.gov.uk/media/uhto0btr/oic_records_management_plan.pdf\)](http://www.orkney.gov.uk/media/uhto0btr/oic_records_management_plan.pdf)
- [Procurement Strategy 2023-2028 \(www.orkney.gov.uk/media/51vcm0kh/updated-procurementstrategy-2023-2028-draft.pdf\)](http://www.orkney.gov.uk/media/51vcm0kh/updated-procurementstrategy-2023-2028-draft.pdf)
- [Internal Audit Strategy and Plan 2026-2027 \(www.orkney.gov.uk/media/rpvjac2q/item-02internal-audit-strategy-and-plan-2026-27.pdf\)](http://www.orkney.gov.uk/media/rpvjac2q/item-02internal-audit-strategy-and-plan-2026-27.pdf)

Appendix 2: Organisational structure

