



Item: 19

Policy and Resources Committee: 17 June 2025.

Performance Monitoring – Council Delivery Plan.

Report by Director of Education, Communities and Housing.

1. Overview

- 1.1. The Council Plan 2023-28, approved in March 2023, outlines the Council’s priorities for the five-year period of the plan. It describes what the Council has planned to do to address these priorities, and how success is measured.
- 1.2. The Delivery Plan to support the Council Plan contains a number of priority actions listed to indicate the work which will be undertaken to achieve the identified outcomes.
- 1.3. As outlined in the Council’s Strategic Planning and Performance Management Framework, performance in respect of the Council Delivery Plan actions and performance measures are reported to the Policy and Resources Committee on a six-monthly basis, in June and November.
- 1.4. Annex 1 provides updates in respect of the Council Delivery Plan actions and the relevant performance measures.

2. Recommendations

- 2.1. It is recommended that members of the Committee:
 - i. Note progress made in respect of the Council’s priorities and performance measures detailed within the Council Plan and Delivery Plan 2023 to 2028, for the reporting period 1 October 2024 to 31 March 2025, as set out in Annex 1 to this report.

3. Council Delivery Plan Performance Monitoring

- 3.1. The Council Plan progress report, attached as Annex 1 to this report, provides the detail of the agreed priorities, as expressed in the Council Delivery Plan 2023 – 2028.

3.2. A summary of progress is as follows:

- Actions at Blue (Closed) – 0.
- Actions at Blue (Complete) – 3.
- Actions at Red – 1.
- Actions at Amber – 0.
- Actions at Green – 28.
- Total – 32.

4. Council Plan Performance Measures

4.1. Council Plan performance measures provide the mechanism through which the performance of aspects of the services provided year on year are monitored. The monitoring report is shown as part of the Council Plan Progress Report attached as Annex 1.

4.2. Table 1 below sets out the status of each indicator broken down by the Council plan themes.

| Council Plan Themes | Red | Amber | Green | Total |
|-------------------------------|-----|-------|-------|-------|
| Growing our Economy | 2 | 3 | 2 | 7 |
| Strengthening our Communities | 3 | 8 | 1 | 12 |
| Developing our Infrastructure | 5 | 1 | 1 | 7 |
| Transforming our Council | 5 | 2 | 3 | 10 |
| | 15 | 14 | 7 | 36 |

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Implications of Report

1. **Financial:** None arising directly from this report.
2. **Legal:** None arising directly from this report.
3. **Corporate Governance:** Not applicable.
4. **Human Resources:** Not applicable.
5. **Equalities:** Not applicable.
6. **Island Communities Impact:** Not applicable.

7. **Links to Council Plan:** The proposals in this report support and contribute to improved outcomes for communities as outlined in the following Council Plan strategic priorities:
 - Growing our Economy.
 - Strengthening our communities.
 - Developing our Infrastructure.
 - Transforming our Council.
8. **Links to Local Outcomes Improvement Plan:** The proposals in this report support and contribute to improved outcomes for communities as outlined in the following Local Outcomes Improvement Plan priorities:
 - Cost of Living.
 - Sustainable Development.
 - Local Equality.
 - Improving Population Health.
9. **Environmental and Climate Risk:** Not applicable.
10. **Risk:** Not applicable.
11. **Procurement:** Not applicable.
12. **Health and Safety:** Not applicable.
13. **Property and Assets:** Not applicable.
14. **Information Technology:** Not applicable.
15. **Cost of Living:** Not applicable.

List of Background Papers

Council Plan 2023-28.

Council Delivery Plan 2023-28.

Annexes

Annex 1 –Council Plan Progress Report to 31 March 2025.



Council Plan 2023 – 2028
Progress Report to 31 March 2025

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1.0 Introduction

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

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



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

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

The strategic priorities in our plan have three key themes:

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

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

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

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

2.0 Growing our Economy.

2.1 Council Plan Performance Measures

| ID | Description | Baseline 2020/21 | Current Status | | Target 2027/28 |
|-----|--|------------------|----------------|---|----------------|
| 201 | Claimant count as a percentage of Working Age Population | 3% | 1.5% |  | 2.5% |
| 202 | Employment (16 – 24 Years) | 82% | 89.1% |  | 90% |
| 203 | Percentage of dwellings in Orkney in fuel poverty | 31% | No Data |  | 19% |
| 204 | Percentage of children living in poverty (after housing costs) | 18% | 19.3% |  | 9% |
| 205 | Percentage of procurement spent on local enterprise | 38% | 40.4% |  | 45% |
| 206 | CO ₂ emissions area wide per capita (in tonnes) | 5.64 | 5.8 |  | 9 |
| 207 | CO ₂ emissions area wide: emissions within scope of local authority area per capita (in tonnes) | 4.47 | 4.63 |  | 4 |

2.2 Council Delivery Plan Projects

E1i_Net-zero and de-carbonisation

Lead: Head of Enterprise and Economic Growth



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

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

Progress

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

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

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

E1ii_Net-zero and de-carbonisation

Lead: Head of Strategic Housing, Housing Operations and Homelessness



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

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

Progress

The Scottish Government has recalled their Energy Efficiency Standard for Social Housing 2 (EESSH2) guidance and consulted on a new Social Housing Net Zero Standard (SHNZS). The consultation closed in March 2024 and revised guidance is awaited.

With respect to Council Housing properties the Service operates a fabric first approach to reduce the energy demand for heating housing. However, in preparation for the new guidance a range of property types have benefited from insulation works to test solutions to improve energy performance.

E1iii_Net-zero and de-carbonisation

Lead: Head of Property and Asset Management



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

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

Progress

The Orkney Local Heat and Energy Efficiency Strategy (OLHEES) and the Delivery Plan were presented at Policy and Resources Committee in February 2025 and subsequently approved by Council. They will be published and submitted to the Scottish Government in Quarter 4 of this financial year. The Carbon Management Plan continues to progress, and an update has been drafted.

E1iv_Net-zero and de-carbonisation



Lead: Head of Infrastructure Services

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

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

Progress

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

E1v_Net-zero and de-carbonisation



Lead: Head of Planning and Regulatory Services

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

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

Progress

A draft timeline for progressing the Council's Climate Change Strategy was presented to Policy and Resources Committee on 19 September 2023. A consultant has been appointed to undertake the independent study to identify indicative Council transition pathways to Net Zero and an initial meeting was held with the consultant in July 2024. Work has been ongoing since, and the study is expected to be completed by the end of Quarter 3 2025 and thereafter reported to Council.

E1vi_Net-zero and de-carbonisation



Lead: Head of Planning and Regulatory Services

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

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

Progress

A consultant has been appointed to undertake the independent study to identify indicative Council transition pathways to Net Zero and an initial meeting was held with the consultant in July 2024.

The first part of the study which provides an independent review of OIC's baseline and provide recommendations for improvement and additional inclusions; and a review of the inventory scope of baseline is currently underway. This will be complete by the end of Quarter 3 2025 and thereafter reported to Council.

E1vii_Net-zero and de-carbonisation



Lead: Head of Planning and Regulatory Services

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

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

Progress

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

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

Additional capital funding has been provided from the Scottish Government for delivery of projects during financial year 2025/26. This will extend the capability of the Council's asset replacement programme to deliver low carbon projects this year. £50,000 of the total allocation is also to be utilised for additional projects which will be developed and progressed during financial year 2025/26.

Support for local business (E2)



Lead: Head of Enterprise and Economic Growth

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

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

This includes supporting circular economy and community wealth building principles.

Progress

The Enterprise and Sustainable Regeneration Service continues to support local business through advice provided by Business Gateway and with direct support through Development Grants.

3.0. Strengthening our Communities.

3.1 Council Plan Performance Measures

| ID | Description | Baseline 2020/21 | Current Status | Target 2027/28 |
|-----|--|------------------|--|----------------|
| 301 | Community Council satisfaction with their involvement in community development and engagement | 64% (2023) | 100%*  | 90% |
| 302 | Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided | 86% | 68.1%  | 93% |
| 303 | Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life | 87% | 79.6%  | 93% |
| 304 | Percentage of adult protection referrals made by the public | 1% | 3.75%  | 3% |
| 305 | Percentage of children being looked after in the community | 76% | 66.7%  | 85% |
| 306 | Percentage of pupils gaining 5+ awards at level 5 | 73% | 73%  | 80% |
| 307 | Percentage of P1, P4 and P7 pupils combined achieving expected Curriculum for Excellence level in literacy | 68% | 80.4%  | 85% |
| 308 | Percentage of P1, P4 and P7 pupils combined achieving expected Curriculum for Excellence level in numeracy | 75% | 85.5%  | 90% |
| 309 | Percentage of young people maintaining a positive destination after 6 months | 96.5% | 96.7%  | 97% |
| 310 | School attendance rate (looked after children) | 84% (2018/19) | 85.88%  | 90% |

| ID | Description | Baseline 2020/21 | Current Status | | Target 2027/28 |
|-----|--|------------------|----------------|---|----------------|
| 311 | Proportion of pupils entering positive destinations | 98% | 95.26% |  | 98% |
| 312 | Percentage of adults participating in some form of sport or exercise including walking, in previous four weeks | 86% | 79% |  | 90% |

*Community Council satisfaction – from the most recent survey in May 2025, of 22 potential respondents we received 6 responses, all of which indicated satisfaction with their involvement.

3.2 Council Delivery Plan Projects

C1_Social care / community led support.

Lead: Head of Health and Community Care



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

Progress

The new three year Strategic Plan, developed by the Strategic Planning Group, was approved by the Integration Joint Board on 30 April 2025. To go alongside the Strategic Plan, a Strategic Plan Delivery Plan 2025/26 has been developed by the Strategic Planning Group, and was approved by the Integration Joint Board on 30 April 2025. Regular meetings with the Isles and the Mainland Community Council Chairs/Vice Chairs or their identified health and care representatives have been scheduled.

C2_Living independently.

Lead: Head of Health and Community Care



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

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

Progress

The Strategic Plan 2025 - 2028 was approved by the Integration Joint Board on 30 April 2025. Following engagement, the six previous Strategic Priorities were retained within this Plan with a name change on "Supporting People to Remain in Their Own Homes" to "Supporting People to Age Well". The Strategic Plan Delivery Plan 2025/26 was also approved which lays out the actions to be completed within the first year of the Plan.

C3_Development of learning provision and pathways

Lead: Head of Education



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

Progress

Progress in relation to the local employability plan, wider opportunities and inclusive employment opportunities has been reported to members as part of the annual Community Learning and Development and Employability Report.

C4_ Improve education standards (Scottish attainment challenge)



Lead: Head of Education

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

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

Progress

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

The annual attainment report was presented to the Education, Leisure and Housing Committee on 2 April 2025. This demonstrates both the significant strengths within the sector, as well as the areas that require continued and sustained focus.

Stretch aims set and agreed continue to provide relevant challenge.

C5_Childcare



Lead: Head of Education

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

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

Progress

The new nursery remains in the final stages of completion. The process of securing a provider to operate the service is underway and the outcome will be reported to members once this is complete.

Further expansion of childcare has been placed on hold as this is dependent on an extension of the (funded) statutory offer.

C6_Embed the vision and outcomes of the Promise.



Lead: Head of Health and Community Care

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

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

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

Progress

Who Cares? Scotland are coming to Orkney to facilitate a session with Elected Members and the Extended Corporate Leadership Team on 23 June 2025 which aims to provide training to assist invitees with their corporate parenting responsibility.

Work is progressing on developing the refreshed Corporate Parenting Plan which is due to go live in 2025.

4.0 Developing our Infrastructure.

4.1 Council Plan Performance Measures

| ID | Description | Baseline 2020/21 | Current Status | | Target 2027/28 |
|-----|---|------------------------|----------------|---|----------------|
| 401 | Percentage of Council homes that meet the Scottish Housing Quality Standard | 82% (2021/22) | 80% |  | 90% |
| 402 | Percentage of Council dwellings that are energy efficient | 88% | 97% |  | 90% |
| 403 | Houses built in Orkney (all sectors). Target and geographical breakdown to be identified as part of the housing needs analysis | 82 (2021) 53 (2022) | No data |  | 2027 – 125 |
| 404 | Percentage of Orkney residents whose internet connection is fast enough to do what they want online – Orkney Mainland | 70% | 70% |  | 91% |
| 405 | Percentage of Orkney residents whose internet connection is fast enough to do what they want online – Ferry-linked isles | 45% | 45% |  | 84% |
| 406 | Percentage of Orkney residents who agree “When I make journeys to or from my home, it is easy connecting between different forms of transport” – Orkney Mainland | 46% | No data |  | 60% |
| 407 | Percentage of Orkney residents who agree “When I make journeys to or from my home, it is easy connecting between different forms of transport” – Ferry-linked isles | 29% | No data |  | 45% |

4.2 Council Delivery Plan Projects

I1i_Improve Isles transport links.

Lead: Head of Marine Services, Transportation and Harbour Master



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

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

Progress

Ongoing dialogue with Scottish Government. Funding now supplied to conduct design work on both potential future ferries and port infrastructure.

I1ii_Improve Isles transport links.

Lead: Head of Infrastructure Services



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

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

Progress

The pavement surface of Churchill Barrier No 1 was resurfaced and lined in June 2023 and as a result there are no ongoing concerns regarding the pavement. The consultant's report confirmed that there are no structural issues with this barrier. As a result, it is not intended to do further work in the meantime, although the road surface will continue to be inspected and monitored. Consideration should be given to closing this action as it has moved to business as usual.

I2_Free ferry travel for island young people



Lead: Head of Marine Services, Transportation and Harbour Master

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

Progress

Free Ferry travel now approved by the Scottish Government and funded. As such, this action is now recorded as completed.

I3_Work towards integrating our transport networks.



Lead: Head of Marine Services, Transportation and Harbour Master

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

Progress

Work continuing to update all sections of travel, to be able to integrate both in time and supporting functions.

I4_Supporting Economic Growth through Harbours Infrastructure



Lead: Head of Marine Services, Transportation and Harbour Master

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

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

Progress

Awaiting consenting process to complete. Pre Contract Service Agreement signed with Acciona & Jones consortium to continue with design and build contract, requiring additional ground and marine investigation. Potential financial structures being investigated.

I5_Digital connectivity

Lead: Head of Enterprise and Economic Growth



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

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

Progress

The Enterprise and Sustainable Regeneration Service is taking forward a number of initiatives that are aiming to deliver on the Council's digital connectivity aims.

I6_Social housing

Lead: Head of Strategic Housing, Housing Operations and Homelessness



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

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

Progress

The Local Housing Strategy 2024 - 2029, as underpinned by a robust and credible Housing Need and Demand Assessment, was approved by Council in July 2024. The Strategic Housing Investment Plan was approved by Council in December 2024. Plans to develop affordable housing are progressing through the Housing Market Partnership, with relevant partners, accordingly and subject to Scottish Government grant being available.

The Scottish Government has recalled their Energy Efficiency Standard for Social Housing 2 (EESHS2) guidance and consulted on a new Social Housing Net Zero Standard (SHNZS). The consultation closed in March 2024 and revised guidance is awaited.

17_Mid-market rental properties

Lead: Head of Strategic Housing, Housing Operations and Homelessness



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

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

Progress

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

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

18_Orkney's Community Wind Farm Project

Lead: Head of Enterprise and Economic Growth



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

Progress

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

19_Islands Growth Deal projects

Lead: Head of Enterprise and Economic Growth



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

Progress

Work is progressing on the completion of final business cases for most of the Growth Deal Projects. The Islands Centre for Net-Zero (ICNZ) has reached final business case and is now a live project.

110_Integrated waste facility

Lead: Head of Infrastructure Services



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

Progress

The Council was unsuccessful with a funding bid to develop the Integrated Waste Facility (IWF). The IWF project was considered unaffordable and no external funding was available. An alternative recommendation was that the Director should develop an integrated waste strategy instead and this will be progressed separately. This action is now closed.

I11_Capital Programme

Lead: Head of Property and Asset Management



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

- Deliver the new Capital Investment Strategy.

Progress

The existing capital programme continues to be delivered, the title for this programme has been changed to Capital Strategy which is part of the ongoing review of the process and was agreed by the Corporate Leadership Team on 29 April 2024. An update on capital slippage and a revised Capital Project Appraisal process has been developed through working with the Finance team in partnership with whom a review of the programme has been done, with projects which cannot progress at present being recommended for removal from the programme by Policy and Resources Committee in June 2024, which reduces artificial items of slippage. The updated Capital Strategy and updated Capital Project Appraisal process were presented to Policy and Resources Committee in November 2024 and subsequently approved by Council.

5.0. Transforming our Council

5.1 Council Plan Performance Measures

| ID | Description | Baseline 2020/21 | Current Status | | Target 2027/28 |
|-----|---|-------------------|-------------------|---|-------------------|
| 501 | Level of customer satisfaction experienced by the public with queries handled by the customer service | 87% | 93% |  | 95% |
| 502 | Orkney Islands Council recognised as an Investors in People (IiP) Platinum Organisation | N/A | Standard Achieved |  | Platinum Achieved |
| 503 | Overall staff satisfaction with working at Orkney Islands Council | 58% | 76% |  | 80% |
| 504 | Staff satisfaction with our leadership style and culture | 58% | 66% |  | 80% |
| 505 | Percentage of operational buildings that are suitable for their current use | 88% | 90% |  | 90% |
| 506 | Actual outturn as a percentage of budgeted expenditure | 103% | 100% |  | 100% |
| 507 | Recruitment and retention, staff turnover | 5.14% | 2.14% |  | 4% |
| 508 | Cost of agency worker as a percentage of our staff budget | 3.7% | 6.59% |  | 4% |
| 509 | Sickness absence days per teacher | 8.2 (2021/22) | 9.12 |  | 6 |
| 510 | Sickness absence days per employee (non-teacher) | 12.6 (2021/22) | 13.46 |  | 9 |

5.2 Council Delivery Plan Projects

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| <p>T1_Staff recognition and retention</p> <p>Lead: Head of Human Resources and Organisational Development</p> |  |
| <p>Improve staff recognition and engagement so staff feel more valued. Improve openness and transparency so it is a safe place to raise concerns. Provide a suite of work options and terms and conditions that meet the needs of the organisation, our customers and service users, providing the flexibility, wellbeing support and recognition that our employees desire.</p> | |
| <p>Progress</p> | |
| <p>The OIC Wellbeing Hub has been further developed with additional benefits for staff and further enhancements are being investigated. Policies on Flexible Working, Flexitime, Caring Responsibilities and Remote Working have been reviewed and will be undergoing consultation before presentation to Committee for approval.</p> | |
| <p>T2_Reduce bureaucracy.</p> <p>Lead: Head of Corporate Governance, Head of Performance and Business Support</p> |  |
| <p>Reduce bureaucracy within and between agencies wherever possible improving working between partners. Consideration of the Single Authority Model (SAM) is included as part of this work.</p> | |
| <p>Reduce bureaucracy and improve ways of working through the implementation of corporate administration and the delivery of the corporate administration improvement agenda.</p> | |
| <p>Progress</p> | |
| <p>Building on the delivery during 2024/25, the Corporate Administration Group have identified priorities for 2025/26. These will be taken to the Corporate Leadership Team for oversight and agreement. These improvements are aligned with the Council's transformation approach and support service re-design.</p> | |
| <p>In relation to the Single Authority Model, briefings on previous work have been provided to Elected Members and the Community Planning Partnership. The Council is currently in active dialogue with the Scottish Government around the feasibility of a Single Authority Model for Orkney.</p> | |

T3_Invest in staff development opportunities.

Lead: Head of Human Resources and Organisational Development



Create a programme for equal access to growth and learning opportunities for employees to develop their full capability aligning with our organisational goals, workforce planning and talent management priorities, with a particular focus on areas where there are skills gaps.

Progress

The outline review of the Council's Learning and Development offer including its approach to management and leadership development, has been presented to the Corporate Leadership Team and approved. A review of the Council's People Plan has commenced.

T4_Recruitment including trainee programme.

Lead: Head of Human Resources and Organisational Development



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

Progress

The Council's policies on Recruitment and Selection, Relocation and Use of Market Supplements have been reviewed and were recommended for approval by the Human Resources Sub-committee on 25 March 2025. The project of recruitment incentives for the social care workforce has continued and will be reviewed in summer 2025 after it has been in place for 12 months. A significant piece of work on rebranding is nearing completion and will be implemented across the recruitment platforms and materials over the next 6 months.

T5_Staff working locations, operational property and estates assets review and development.



Lead: Head of Property and Asset Management

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

- Complete the Strategic Asset Review of Council Property

Progress

The Property Asset Management Plan 2024 was recommended for approval by the Asset Management Sub-committee on 3 September 2024. Papers relating to the disposal of properties are currently being prepared for consideration by the Asset Management Sub-committee.

T6_Improving our processes through the development of our systems.

Lead: Head of Performance and Business Support



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

Corporate systems such as:

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

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

Progress

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

Further work to approve a programme of development for core corporate systems and core business processes has commenced and, once a programme of development established, expected during the first half of 2025/26, the programme will be delivered.

Delivery Projects BRAG System



Complete

We have achieved what we set out to achieve.



Progressing well

We expect to achieve what we set out to achieve.



Progress at risk.

Risk we may not achieve as expected.



Progress issues

Not achieving what we expected.

Performance Indicator RAG System



The performance indicator is experiencing significant underperformance, with a medium to high risk of failure to meet its target



The performance indicator is experiencing minor underperformance, with a low risk of failure to meet its target



The performance indicator is likely to meet or exceed its target