

## **Item: 8.3**

**Policy and Resources Committee: 3 December 2020.**

**Council Delivery Plan 2018 to 2023.**

**Joint Report by Chief Executive and Executive Director of Education, Leisure and Housing.**

### **1. Purpose of Report**

To advise on progress made in respect of the targets within the Council Delivery Plan 2018 to 2023, for the period 30 September 2019 to 30 September 2020.

### **2. Recommendations**

The Committee is invited to scrutinise:

#### **2.1.**

Progress made in respect of the targets within the Council Delivery Plan 2018 to 2023 for the period 30 September 2019 to 30 September 2020, as set out in Annex 1 to this report.

**It is recommended:**

#### **2.2.**

That the actions, referred to at section 5 of this report, that have been progressed to completion, be closed, while continuing to be referenced in future Council Delivery Plan monitoring reports.

#### **2.3.**

That the actions, referred to at section 6 of this report, be amended as indicated and retained within the Council Delivery Plan.

### **3. COVID-19 Disruption**

#### **3.1.**

Following lockdown in March 2020 due to the outbreak of COVID-19, performance monitoring and reporting arrangements were suspended to allow officers to prioritise the Council's response to the pandemic.

#### **3.2.**

On 26 August 2020, the Corporate Management Team agreed that performance monitoring and reporting should resume, starting with the reporting period ending 30 September 2020.

### **3.3.**

Progress against the targets in the Council Plan 2018 to 2023 was last presented to the Policy and Resources Committee on 26 November 2019 for the six-month period ending 30 September 2019. Therefore, this is the 'Previous Period' for the updates referred to at Annex 1 of this report.

## **4. Progress on Targets**

### **4.1.**

Set out in Annex 1 to this report is the detail of progress made in respect of the targets within the Council Delivery Plan for reporting period 30 September 2019 to 30 September 2020.

### **4.2.**

A summary of progress is as follows:

- Blue (closed) = 18.
- Blue (complete) = 8.
- Green = 31.
- Amber = 8.
- Red = 16.
- Total = 81.

## **5. Completed Actions**

The following actions have been progressed to completion and are now being recommended to be closed, while continuing to be referenced within future Council Delivery Plan monitoring reports.

- Page 9 – 2.3 We will address the known upcoming shortage of qualified Mental Health Officer in Orkney by training two more staff.
- Page 11 – 2.6 We will develop our Corporate Parenting approach and establish a Corporate Parenting board.
- Page 13 – 2.10 We will successfully complete the new build residential care home for older people in Stromness creating additional capacity and providing care for people with high levels of dependency.
- Page 16 – 2.14 We will work with partners to encourage increased physical activity. We will explore, with partners, an exercise referral scheme.
- Page 38 – 5.7 Work in partnership to deliver the Strategy to Further Protect Orkney's Cultural Heritage.
- Page 39 – 5.8 Further promote and administer Culture Fund through core funding and grant assistance scheme to support community cultural activity.

- Page 47 – 6.1 Continuous improvement in all measures associated with public safety and staff wellbeing and safety across Council assets and services. This will include delivery of a proactive Health and Safety Policy and Plan.
- Page 49 – BV1d(i) Implement the Digital Strategy and IT Strategy, and associated work-plans.

## **6. Proposed Amendments**

Set out below are those Delivery Plan actions identified as being in need of amendment, for example, by having the target date updated.

- Page 3 – 1.4 Refresh and deliver the Council's Airfield's Strategy and Investment Plan – it is proposed that the target date for this action is extended to 30 June 2021.
- Page 7 – 1.9 Work with Scottish Government and other partners to progress the outcomes of the Inter Isles STAG (Strategic Transport Appraisal Guidelines) Strategic Business Cases in order to develop and then deliver the Outline and final Business Cases for improved inter isles transport services and the associated ferry, air and infrastructure improvements – it is proposed that the target date for this action is extended to 31 December 2021.
- Page 20 – 3.4 We will maintain and improve the quality and condition of the school estates – it is proposed the target date for this action is extended to 31 March 2023.
- Page 27 – 4.2 Strategic investment in projects to generate income and / or deliver significant community benefits – it is proposed the target date for this action is changed to 31 March 2021.
- Page 30 – 4.6 Review and establish fresh approach for waste management / recycling / handling including community-based models – it is proposed that the target date for this action is extended to 30 September 2021.
- Page 33 – 4.10 Ensure appropriate "Islands Project" funding mechanisms (internal and external) are in place to support key industry sectors (pre and post BREXIT), targeting the Shared Prosperity Fund and other distribution mechanisms – it is proposed that the target date for this action is extended to 31 March 2023.
- Page 36 – 5.3 Implementation of North Isles Landscape Partnership Project – it is proposed that the target date for this action is extended to 31 March 2024.

## **7. Performance Monitoring**

The Committee is invited to scrutinise the progress made in respect of the targets within the Council Delivery Plan, for the period 30 September 2019 to 30 September 2020, as set out in Annex 1 to this report.

## **8. Corporate Governance**

This report relates to the Council complying with its performance management process and procedures and therefore does not directly support and contribute to improved outcomes for communities as outlined in the Council Plan and the Local Outcomes Improvement Plan.

## **9. Financial Implications**

### **9.1.**

There are not anticipated to be any significant financial implications arising as a result of the report recommendations.

### **9.2.**

The Council Delivery Plan 2018 to 2023 contains many actions that will require additional capital and / or revenue resources to be identified to facilitate delivery of the Council's ambition. Capital funding will have to be contained within the overall affordability of the capital programme whilst revenue will be constrained to the resources available through the revenue budget.

## **10. Legal Aspects**

The Council's performance management systems help the Council to meet its statutory obligation to secure best value.

## **11. Contact Officers**

John W. Mundell, Interim Chief Executive, extension 2101, Email [chief.executive@orkney.gov.uk](mailto:chief.executive@orkney.gov.uk).

James Wylie, Executive Director of Education, Leisure and Housing, extension 2401, Email [james.wylie@orkney.gov.uk](mailto:james.wylie@orkney.gov.uk).

Karen Greaves, Head of Executive Support, extension 2202, Email [karen.greaves@orkney.gov.uk](mailto:karen.greaves@orkney.gov.uk).

Andrew Groundwater, Head of HR and Performance, extension 2253, Email [andrew.groundwater@orkney.gov.uk](mailto:andrew.groundwater@orkney.gov.uk).

Andrew Hamilton, Performance and Best Value Officer, extension 2110, Email [andrew.hamilton@orkney.gov.uk](mailto:andrew.hamilton@orkney.gov.uk).

## **12. Annex**

Annex 1: Progress made in respect of the targets within the Council Delivery Plan, for the period 30 September 2019 to 30 September 2020.

# Council Delivery Plan 2018 to 2023 – Performance Monitoring Report for Six Months Ending 30 September 2020

## 1. Connected Communities

**Our Target Outcome:** Orkney’s communities enjoy modern and well-integrated transport services and the best national standards of digital connectivity, accessible and affordable to all.

**Priority:** Complete the ongoing review of the provision of all of Orkney’s ferry services.

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
1.1 Progress negotiation in relation to the Transfer of responsibility for inter-island ferry services to Scottish Government. <b>Lead: Gavin Barr.</b>	Transfer of responsibility at no net detriment to the Council.	In progress.	Green.	3 July 2018.	31 December 2020.	In progress.	Amber.
		<b>Comment.</b> Dialogue between Transport Scotland, Scottish Government Ministers and Orkney Islands Council Members / Officers is ongoing on a regular basis. This has been reviewed in the context of the Scottish Government budget decisions in February 2020 and at present the Scottish Government appears to be going back on its commitment to seek a resolution to this matter. An open letter from Orkney Ferries was sent in an attempt to reinvigorate discussions and to seek clarity of inter-isles ferry services in Orkney compared to those services in other areas of Scotland. A meeting was held on 10 September 2020 with Transport Scotland to re-open dialogue and they have agreed to review the situation.					

**Priority: Review Timetables to integrate public transport wherever possible.**

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
1.2 Continue to fund core provision of public bus services across Mainland Orkney, and, subject to budget provision, improve connections between services e.g. bus to air / ferry connections and ferry to ferry connections. <b>Lead: Gavin Barr.</b>	More integrated and better-connected communities. Improved access to services and business / tourism opportunities through better transport integration.	In progress.	Green.	3 July 2018.	31 March 2023.	In progress.	Amber.
		<b>Comment.</b> Improved integration is part of the outline business case and bus contract work. The bus contract tender process has introduced a significant unaffordability challenge which is likely to prevent any aspirations for improved services and connectivity.					

**Priority: Continue to invest in improvements to the transport infrastructure and improve its reliability e.g. by exploring further solutions for the barriers.**

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
1.3 Retain and where possible enhance public		In progress.	Amber.	3 July 2018.	31 March 2023.	In progress.	Amber.

road infrastructure and coastal flood protection of public road infrastructure. <b>Lead: Gavin Barr.</b>	Retention of existing levels of accessibility to Orkney's communities.	<p><b>Comment.</b></p> <p>Future project opportunities will be highlighted in the Council's Capital Project Appraisal process for future consideration of funding. A Members' Seminar is planned before the end of the financial year 2020/21 to progress establishment of the 2024 to 2029 capital programme.</p>
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<b>Action.</b>	<b>Intended Outcomes.</b>	<b>Previous Period: 30 September 2019.</b>		<b>Current Period: 30 September 2020.</b>			
		<b>Overall Status.</b>	<b>BRAG.</b>	<b>Start Date.</b>	<b>Target Date.</b>	<b>Overall Status.</b>	<b>BRAG.</b>
1.4 Refresh and deliver the Council's Airfield's Strategy and Investment Plan. <b>Lead: Gavin Barr.</b>	Fit for purpose Airfields in accordance with the OIC Airfields Safety Management System.	In progress.	Amber.	3 July 2018.	31 December 2019.	Overdue.	Red.
<p><b>Comment.</b></p> <p>Programme of runway resurfacing complete and the first phase of building replacement / up-grading has been completed. The Strategy and Investment Plan regarding remaining Airfield Terminal refurbishment / replacements and a long-term capital asset replacement was reported to Council in June 2019. Water rescue equipment has now been delivered. Following a recent audit by the Civil Aviation Authority the need to complete the Terminal programme has been highlighted and this will need to be progressed through the Capital Project Appraisal process. Request that the target date is changed to 30 June 2021.</p>							

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
1.5 Contribute to the delivery of the Orkney Electric Vehicle Energy Strategy. <b>Lead: Gavin Barr.</b>	Increased EV infrastructure and number of EVs in Orkney, whilst reducing cost to the Council.	In progress.	Green.	3 July 2018.	31 March 2023.	In progress.	Green.
		<b>Comment.</b> Electric Vehicle infrastructure currently progressing with funded support from Scottish Government and the Low Carbon Travel and Transport Challenge Fund. Charging for use was introduced in April 2019. Packets of funding continue to be provided from the Scottish Government and are allocated to further EV Infrastructure projects as and when this funding becomes available. However, the income that has been achieved does not address the full cost of operation which will continue to be a challenge and will be raised through the budget setting process.					

**Priority: Improve cycle and walking paths across Orkney.**

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
1.6 Implement the Orkney Outdoor Access Strategy Action Plan and develop Active Travel Programme activity including	To retain and where affordable enhance existing core paths.	In Progress.	Green.	3 July 2018.	31 March 2023.	In progress.	Green.
		<b>Comment.</b>					



<p>sourcing external funding for improvements to core path and (where affordable) other path and cycle networks. <b>Lead: Gavin Barr.</b></p>	<p>Where affordable, to establish new path and cycle links. To establish Orkney as a recognised high-quality destination for walking and cycling and support healthier living / active travel objectives.</p>	<p>Core Path Plan recommended for approval by Development and Infrastructure Committee in September 2018. Sustainable Transport Project Development Plan presented to the Development and Infrastructure Committee in June 2018 with an update provided in April 2019. List of projects approved as the basis for a three-year programme for potential applications to the Community Links Programme. Works on the Arcadia Park project in Kirkwall are complete. The tender for the design works for the Papdale park and play areas has been awarded. Various projects on the Mull Head access and interpretation project including a tour guide 'app' are being developed.</p>
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**Priority: Explore improvements arising from 'Your Kirkwall' engagement.**

Action.	Description.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
<p>1.7 Revised Kirkwall Urban Design Framework, incorporating the Your Kirkwall Action Plan. <b>Lead: Gavin Barr.</b></p>	<p>Improvements to Kirkwall. Council, YP and partners better informed. YP connected to decision making processes.</p>	Complete.	Blue.	3 July 2018.	31 March 2023.	Closed.	Blue.
<b>Comment.</b>							
This action was reported as complete to the Policy and Resources Committee on 26 November 2019.							

**Priority: Continue to lobby for access to superfast broadband.**

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
1.8a Lobby for Superfast Broadband – delivery of interim solutions to fibre-based Broadband in parallel with R100 commitments. <b>Lead: Gavin Barr.</b>	Relatively immediate access for all households up to 30 megabytes. Improved IT connections.	In progress.	Green.	3 July 2018.	31 December 2020.	In progress.	Green.
		<b>Comment.</b> The State Aid appeal for the North Area has been concluded. The Scottish Government has yet to release information at a Local Authority level. We await details on a revised timescale and planned coverage under the R100 programme.					

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
1.8b Input to the developing business case showing the impacts of not having affordable reliable full digital connectivity in the islands. <b>Lead: Gavin Barr.</b>	Relatively immediate access for all households up to 30 megabytes. Improved IT connections.	Not started.	Amber.	3 July 2018.	31 December 2020.	In progress.	Green.
		<b>Comment.</b> The 5G New Thinking project is developing solutions to improve connectivity. Test networks will be constructed in Westray / Papa Westray and Flotta / South Walls. A number of use cases will be trialled.					

**Priority: Working with the Scottish Government, explore and plan for the replacement of Orkney’s internal ferry fleet.**

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
1.9 Work with Scottish Government and other partners to progress the outcomes of the Inter Isles STAG (Strategic Transport Appraisal Guidelines) Strategic Business Cases in order to develop and then deliver the Outline and final Business Cases for improved inter isles transport services and the associated ferry, air and infrastructure improvements. <b>Lead: Gavin Barr.</b>	Replace all ferries with ones which have the capacity and speed to deliver the improved service need and where possible new low carbon technology solutions. Ferries to meet environmental targets and to be disability compliant. Air services to meet the improved services standards outline in STAG. Fairs at a level comparable with the rest of Scotland. Revenue resources to deliver improved timetables.	In progress.	Amber.	3 July 2018.	31 March 2020.	Overdue.	Red.
		<b>Comment.</b> Contract for outline business cases (OBC) placed September 2018 but budget challenges will take delivery of the work into financial year 2019/20. The OBCs will be complete by Spring 2020. The final business cases will follow on later and a fresh target date will have to be established for those when responsibility for delivery (Scottish Government or Council) has been agreed. There are ongoing discussions which are subject to further investigations by the consultants who are looking at greater potential than previously. Request that the target date is changed to 31 December 2021 as this also ties in with renewal of the bus contract and expected conclusion of the OBC work.					

## 2. Caring Communities

**Our Target Outcome:** People in Orkney enjoy long, healthy and independent lives, with care and support available to those who need it.

**Priority: Ensure Mental Health Services continue to meet local need for people of all ages.**

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
2.1 We will support the mental wellbeing of our children and young people by co-producing preventative approaches in consultation with young people as well as supporting early intervention and recovery / restorative services. <b>Lead: Gillian Morrison.</b>	Improved awareness of mental health and wellbeing issues in our children and young people and better mental wellbeing for children and young people. Council, young people and partners better informed. Improved and appropriate mental health services to meet the needs and requirements of young people. Young peoples' voices heard. Increased political literacy.	In progress.	Amber.	3 July 2018.	30 June 2020.	Overdue.	Red.
		<b>Comment.</b> This action had not been completed by 30 September 2020. However, the Mental Health Strategy was approved by the Integration Joint Board on 29 October 2020. A steering group and workplan will now be developed with a future report to the Integration Joint Board.					

	Young people are respected, responsible and included.	
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Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
2.2 We will review our Child and Adolescent Mental Health service provision and bring forward recommendations that align investment to our local need. <b>Lead: Gillian Morrison.</b>	Realignment of resource and shared understanding of priority areas.	Overdue.	Red.	3 July 2018.	1 December 2018.	Overdue.	Red.
<b>Comment.</b>							
This action had not been completed by 30 September 2020. However, the Mental Health Strategy was approved by the Integration Joint Board on 29 October 2020. A steering group and workplan will now be developed with a future report to the Integration Joint Board.							

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
2.3 We will address the known upcoming shortage of qualified Mental Health Officer in	Sustaining our ability to meet statutory requirements relating to the care and welfare of	In Progress.	Green.	3 July 2018.	31 December 2021.	Complete.	Blue.

Orkney by training two more staff. <b>Lead: Gillian Morrison.</b>	people with mental disorder.	<b>Comment.</b>
		Two social workers successfully completed their Mental Health Officer training in September 2020 and have been given delegated authority from the Chief Social Work Officer.

**Priority: Review the services provided for Looked After Children.**

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
2.4 We will review commissioned services and bring forward recommendations in relation to children's services priorities and long-term sustainability. <b>Lead: Gillian Morrison.</b>	Realignment of resource and shared understanding of priority areas.	Complete.	Blue.	3 July 2018.	31 March 2019.	Closed.	Blue.
		<b>Comment.</b>					
		This action was reported as complete to the Policy and Resources Committee on 26 November 2019.					

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
2.5 We will explore and establish 'commissioned	A service to meet the needs of those currently on	In progress.	Green.	3 July 2018.	21 March 2020.	Overdue.	Red.

provision' opportunities for education and care. <b>Lead: Gillian Morrison.</b>	the edge of care. A partnership framework identifying partnerships, approved providers and the services provided. Commissioning protocol for the above framework.	<b>Comment</b>
		On 1 October 2020 services are due to start with Action for Children. A refreshed proposal has been submitted to be refined and developed with all partners. An advert is being developed for the Service Co-ordinator role. Match funding has been identified through the Partnership Drugs Initiative (PDI) and an application is being made jointly by Orkney Health and Care and Action for Children.

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
2.6 We will develop our Corporate Parenting approach and establish a Corporate Parenting board. <b>Lead: Gillian Morrison.</b>	Corporate Parents successfully fulfil this statutory role and the voice of care experienced young people and care leavers influence service development and policy.	In progress.	Amber.	3 July 2018.	31 March 2020.	Complete.	Blue.
		<b>Comment.</b>					
		The Good Parenting Plan was approved by the Council in July 2020 and by the Community Planning Partnership Board in August 2020. The Partnership Board also approved the incorporation of the Good Parenting Board into its Terms of Reference. The Good Parenting Plan has also been considered by NHS Orkney and the Integration Joint Board to ensure full ownership.					

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
2.7 We will undertake a review of residential child care provision to reflect the changes brought about in the Children and Young People (Scotland) Act 2014 and bring forward recommendations to establish a residential estate fit for the medium term to include young people potentially up to the age of 25. <b>Lead: Gillian Morrison.</b>	Orkney has a range of placements available that promote stability for children and young people.	Complete.	Blue.	3 July 2018.	31 March 2019.	Closed.	Blue.
		<b>Comment.</b> This action was reported as complete to the Policy and Resources Committee on 26 November 2019.					

**Priority: Address workforce development to make sure we have the right people in the right place at the right time.**

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
2.8 We will work in partnership with NHS	Clarity about what staff and skills we need in	Overdue.	Red.	3 July 2018.	1 April 2019.	Overdue.	Red.



<p>Orkney and the Integration Joint Board to develop a health and social care workforce plan that sets out the workforce and skills we need in Orkney to deliver required health and care services.</p> <p><b>Lead: Gillian Morrison.</b></p>	<p>Orkney for effective service delivery.</p>	<p><b>Comment.</b></p> <p>An initial draft workforce plan for OHAC has been prepared and presented to the Area Partnership Forum for feedback. The draft has also been shared with Voluntary Action Orkney with an invitation to provide a high-level summary of workforce planning data in relation to the third sector. The Scottish Government has indicated that they will provide a more prescriptive template in due course in order that a three-year workforce plan be prepared by February 2022.</p>
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<b>Action.</b>	<b>Intended Outcomes.</b>	<b>Previous Period: 30 September 2019.</b>		<b>Current Period: 30 September 2020.</b>			
		<b>Overall Status.</b>	<b>BRAG.</b>	<b>Start Date.</b>	<b>Target Date.</b>	<b>Overall Status.</b>	<b>BRAG.</b>
<p>2.9 We will support our older people's residential care home workforce to provide high quality care to people with dementia by delivering specialist dementia care training to those staff.</p> <p><b>Lead: Gillian Morrison.</b></p>	<p>A well-equipped and confident workforce in relation to the provision of residential care to people with dementia.</p>	<p>Complete.</p>	<p>Blue.</p>	<p>3 July 2018.</p>	<p>31 March 2023.</p>	<p>Closed.</p>	<p>Blue.</p>
		<p><b>Comment.</b></p>					
		<p>This action was reported as complete to the Policy and Resources Committee on 26 November 2019.</p>					

**Priority: We will work with others to respond to demographic change in redesigning Health and Social Care Services to provide the best care we can for those who need it in the appropriate place.**

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
2.10 We will successfully complete the new build residential care home for older people in Stromness creating additional capacity and providing care for people with high levels of dependency. <b>Lead: Gillian Morrison.</b>	Sufficient residential care capacity in Orkney.	Overdue.	Red.	3 July 2018.	30 September 2019.	Complete.	Blue.
		<b>Comment.</b> Three wings were opened on 29 January 2020. The move went successfully due to all the hard work of the Registered Manager and staff.					

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
2.11 We will successfully complete the new build residential care home for older people in Kirkwall	Sufficient residential care capacity in Orkney.	In progress.	Amber.	3 July 2019.	31 August 2021.	In progress.	Red.

creating additional capacity. <b>Lead: Gillian Morrison.</b>		<b>Comment.</b> A joint seminar for Elected Members and NHS Board members has been arranged in respect of the Kirkwall Care Facility. Following this, a revised report will be submitted to the Integration Joint Board for consideration.
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<b>Action.</b>	<b>Intended Outcomes.</b>	<b>Previous Period: 30 September 2019.</b>		<b>Current Period: 30 September 2020.</b>			
		<b>Overall Status.</b>	<b>BRAG.</b>	<b>Start Date.</b>	<b>Target Date.</b>	<b>Overall Status.</b>	<b>BRAG.</b>
2.12 We will redesign our supported accommodation services for people with learning disabilities and create a core and cluster model to support people in the community. <b>Lead: Gillian Morrison.</b>	An improved service delivery model that creates additional capacity and is per care placement more cost effective. Staff and service users engaged in service redesign.	In progress.	Green.	3 July 2018.	31 October 2020.	In progress.	Amber.
<b>Comment.</b> Construction at the Carness site is now back underway and handover dates are being discussed. The contract for all 32 properties is due for completion by June 2021.							

<b>Action.</b>	<b>Intended Outcomes.</b>	<b>Previous Period: 30 September 2019.</b>		<b>Current Period: 30 September 2020.</b>			
		<b>Overall Status.</b>	<b>BRAG.</b>	<b>Start Date.</b>	<b>Target Date.</b>	<b>Overall Status.</b>	<b>BRAG.</b>
2.13 We will review and redesign our approach	Realignment of resource.	In progress.	Green.	3 July 2018.	31 March 2023.	In progress.	Green.

<p>to day care services, recognising that one of our current locations will soon no longer be fit for purpose and recognising that we could make better use of our other community settings.</p> <p><b>Lead: Gillian Morrison.</b></p>	<p>Good quality and better integrated day care services.</p> <p>Staff and service users engaged in service redesign.</p> <p>Improved use of building assets – reduction in overall number is use.</p> <p>Maximised use of building assets.</p> <p>More cost-efficient model of service provision.</p>	<p><b>Comment.</b></p> <p>Initial discussions regarding future design took place prior to the COVID-19 pandemic as part of the Community-Led Support workstream. However, from March 2020, day care services were closed for safety reasons and staff were redeployed to other services such as the Brinkies Wing at Hamnavoe House. Currently day care is being provided on a priority basis in line with government requirement, and some outreach is also able to be provided to support carers. Redesign will recommence once resources can be deployed for this purpose, once current virus transmission levels fall following potential winter peaks.</p>
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<b>Action.</b>	<b>Intended Outcomes.</b>	<b>Previous Period: 30 September 2019.</b>		<b>Current Period: 30 September 2020.</b>			
		<b>Overall Status.</b>	<b>BRAG.</b>	<b>Start Date.</b>	<b>Target Date.</b>	<b>Overall Status.</b>	<b>BRAG.</b>
<p>2.14 We will work with partners to encourage increased physical activity. We will explore, with partners, an exercise referral scheme.</p> <p><b>Lead: Gillian Morrison.</b></p>	<p>Access to physical activity opportunities for people affected by cancer and other long-term conditions.</p> <p>Improved physical health within the local community.</p>	Overdue.	Red.	3 July 2018.	31 March 2019.	Complete.	Blue.
		<p><b>Comment.</b></p> <p>Work has been undertaken with partners from the Pickaquooy Centre to deliver additional physical activity classes for people with a long-term condition. The Care Inspectorate has recently delivered training to social care staff about the value of physical activity for all adult service users; this will be incorporated into service delivery plans. We continue to work with the Care Inspectorate to embed this philosophy.</p>					

**Priority: We will explore how care and/or support can be provided at home, work, or in education whilst making the best use of resources.**

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
2.15 We will embed a reablement focussed approach in our home care service to ensure that we are working with people who receive the service to maximise their independence and ability to retain their skills and abilities as far as possible. <b>Lead: Gillian Morrison.</b>	People who receive the service will be enabled to maximise their independence and ability to retain their skills and abilities as far as possible. Efficient use of home care staff resources through sustained reduction in time spent on tasks people could be able to undertake independently with the right reablement support.	Closed.	Blue.	3 July 2018.	31 March 2019.	Closed.	Blue.
		<b>Comment.</b> This action was reported as complete to the Policy and Resources Committee on 18 June 2019.					

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
2.16 We will support people with disability	Improvement of opportunity for people with	Closed.	Blue.	3 July 2018.	31 March 2019.	Closed.	Blue.

<p>into purposeful activities such as education / training employment or volunteering.</p> <p><b>Lead: Gillian Morrison.</b></p>	<p>disability to use existing resources.</p>	<p><b>Comment.</b></p> <p>This action was reported as complete to the Policy and Resources Committee on 18 June 2019.</p>
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### 3. Thriving Communities

**Our Target Outcome:** The Orkney Community is able to access work, learning and leisure through a modern, robust infrastructure which supports all our communities and meets the requirements of 21st century life.

**Priority: Review Orkney’s Learning Landscape.**

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
<p>3.1 Extend the Orkney Offer to learners of all ages.</p> <p><b>Lead: James Wylie.</b></p>	<p>Orkney is recognised as a successful learning community and a ‘destination’ for learners of all types.</p>	In progress.	Green.	3 July 2018.	31 December 2022.	In progress.	Green.
		<p><b>Comment.</b></p> <p>The National Improvement Framework plan agreed by Council was suspended in March 2020 as a result of the COVID-19 lockdown. As such, limited progress has been set. A summary report will be submitted to the Education, Leisure and Housing Committee. A self-evaluation of the education service and a revised plan will be integrated in October 2020 supported by Education Scotland and HMI. Rigorous monitoring of attainment took place between August 2019 and March 2020. The target is the 2019 national average plus 2% for every measure in the Broad General Education.</p>					

		At March 2020 almost all measures were predicted to meet the target. All schools will re-engage with the monitoring of attainment in October 2020.
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Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
3.2 Working with individual communities, explore the management of the school estate, promoting community participation and (where applicable) joint ownership. <b>Lead: James Wylie.</b>	Communities are enabled to be part of the management of this resource, maximising the benefits it can deliver for their specific needs. Communities empowered to tailor the school estate to meet their specific requirements. Greater community ownership and participation. Reduced revenue and running costs to OIC.	In progress.	Amber.	3 July 2018.	31 December 2021.	In progress.	Amber.
		<b>Comment.</b>					
		The Northern Alliance Regional Improvement Collaborative Estates Team are working with the Council to revise our Estates Strategy last updated in 2011.					

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
3.3 Digital Culture – we will undertake the development and delivery of an e-School programme. <b>Lead: James Wylie.</b>	Increased curriculum and teaching opportunities. Greater access to support for pupils and staff. Reduced barriers to participation. Maintenance of services which are under pressure. Reduced need for travel and increased contact time. Improved access to learning for the wider community.	In progress.	Green.	3 July 2018.	31 December 2021.	In progress.	Green.
		<b>Comment.</b> The Education Strategy requires a complete review following lessons learnt through the COVID-19 lockdown. The Service Manager for Secondary and Tertiary Education will lead this project.					

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
3.4 We will maintain and improve the quality and	Orkney's school estates supporting lifelong learning in communities.	In progress.	Green.	3 July 2018.	31 December 2020.	In progress.	Green.



condition of the school estates. <b>Lead: James Wylie.</b>		<p><b>Comment.</b></p> <p>A long-term detailed plan for school building improvement exists and is reviewed and amended on a regular basis. The Northern Alliance Regional Improvement Collaborative Estates Team are working with the Council to revise our estate strategy last updated 2011. Request that the target date is changed to 31 March 2023.</p>
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Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
3.5 We will develop Lifelong learning opportunities through the Community Learning programme which will include a family learning programme. <b>Lead: James Wylie.</b>	Successful learners. Confident individuals. Effective contributors. Responsible citizens. Increased numbers of youth accreditations. Increased learning, confidence and skills developed. Progression pathways developed. Increased opportunities to participate in the local community.	In progress.	Green.	3 July 2018.	31 December 2020.	In progress.	Green.
		<p><b>Comment.</b></p> <p>Throughout this period, Community Learning and Development (CLD) has progressed a number of Community Learning classes online, providing key support to help both students and tutors build their digital skills and confidence to access courses remotely during lockdown. From Autumn, the programme of daytime and evening classes included some face to face sessions where regulations and requirements would allow. This programme also offered 18 different online courses including four courses that were specifically focused on Family Learning, including Microsoft Teams for Parents and Maths for Parents sessions.</p>					

	Relevant and effective Family Learning opportunities available. Family bonds strengthened.	
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Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
3.6 Review the policy and provision for staffing, curriculum and financial management of our schools to ensure resources are most effectively targeted at 'raising the bar and closing the gap'. <b>Lead: James Wylie.</b>	Sustainability of a learning offer across our communities.	In progress.	Green.	3 July 2018.	30 November 2019.	Overdue.	Red.
<b>Comment.</b>							
Work to establish a revised primary and secondary staffing policy will begin in 2021. A revised school funding policy in line with refreshed national guidance will begin in November 2020. A self-evaluation process and establishment of a revised education service plan will begin in November 2020. This plan will focus on Education Policy and Guidance refresh to support schools.							

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
3.7 We will review Trust options for sports, leisure and learning. <b>Lead: James Wylie.</b>	Sustainable and efficient range of services and opportunities as part of Orkney's human and social capital.	Closed.	Blue.	3 July 2018.	31 December 2021.	Closed.	Blue.
		<b>Comment.</b>					
		This action was reported as complete to the Policy and Resources Committee on 18 June 2019.					

**Priority: Work with partners to develop strategies for improving housing conditions and reducing fuel poverty.**

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
3.8 We will review the Local Housing Strategy. <b>Lead: James Wylie.</b>	Revised strategy covering housing priorities.	In progress.	Green.	3 July 2018.	31 December 2019.	Overdue.	Red.
		<b>Comment.</b>					
		A consultation will be undertaken during October 2020 and the final Local Housing Strategy will be presented to the Education, Leisure and Housing Committee in November 2020.					

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
3.9 We will continue to deliver the Fuel Poverty Strategy, to seek to secure appropriate funding and in turn to reduce fuel poverty. <b>Lead: James Wylie.</b>	Increasing number of energy efficiency measures installed in houses regardless of tenure. Continued delivery of projects related to the reduction of fuel poverty.	In progress.	Green.	3 July 2018.	31 March 2023.	In progress.	Green.
		<b>Comment.</b> Projects are ongoing. The New HEEPS: ABS contract has been awarded to Warmworks Scotland and Housing Services are finalising the previous contract with Firefly Energi (Orkney) Limited, while developing the new contract with Warmworks. COVID-19 has impacted our ability to deliver installations within private households and the Scottish Government has given an extension to allow Firefly Energi to complete works. Work is ongoing with European partners on the Stronghouse project and our learning is being integrated into our projects. ReFLEX is also ongoing and the links between ReFLEX and HEEPS: ABS continue to be developed.					

**Priority: Continue to influence the Islands Bill and ensure that it meets the needs of our community.**

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
3.10 We will continue to make representation to influence the Islands Bill and National Islands	An Islands Bill which represents the needs of, and empowers, our community.	Complete.	Blue.	3 July 2018.	31 December 2018.	Closed.	Blue.

Plan to achieve the best possible outcome for our Communities. <b>Lead: John Mundell.</b>	<b>Comment.</b>
	This action was reported as complete to the Policy and Resources Committee on 26 November 2019.

**Priority: Explore how communities can further be empowered to take decisions on services throughout Orkney.**

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
3.11 We will review and develop the Empowering Communities Project to create a sustainable model which will enable and empower communities in the delivery of services and projects in their community. <b>Lead: John Mundell.</b>	More efficient delivery of services at a local level, with associated local employment opportunities.	In progress.	Green.	3 July 2018.	31 March 2023.	In progress.	Green.
		<b>Comment.</b>					
		A full review of the services and opportunities developed via the Empowering Communities project is currently being undertaken. This will include feedback from Community Councils and Link Officers on projects undertaken in each of the four participating islands. Details of the review will be presented to Committee during 2020.					

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
3.12 Pursue the aim of enabling and empowering communities to support the Council in delivery of services as an alternative to current systems and have more involvement in decision making about local services. <b>Lead: John Mundell.</b>	More efficient delivery of services at a local level, with associated local employment opportunities.	In progress.	Green.	3 July 2018.	31 March 2023.	In progress.	Green.
		<b>Comment.</b> A review of the services which could be explored via the Empowering Communities project is underway and will build on feedback from Community Councils and the Community Conversations events.					

**Priority: Work with partners to explore options for shared public service delivery through the review of Local Governance.**

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
3.13 Explore new ways to deliver public services within Orkney. <b>Lead: Karen Greaves.</b>	Streamlined governance for our islands. Pooled shared support services leading to more	In progress.	Amber.	3 July 2018.	31 March 2023.	In progress.	Amber.

	resources at point of service delivery.	<p><b>Comment.</b></p> <p>During further consideration at the Community Planning Partnership Board in June 2020, following receipt of a letter from NHS Orkney that there was no capacity at present to support this initiative during 2020/21 primarily due to the pandemic, it was agreed that no further joint action should be taken relating to consultation on the Single Authority Model.</p>
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## 4. Enterprising Communities

**Our Target Outcome:** A vibrant carbon neutral economy which supports local businesses and stimulates investment in all our communities.

**Priority:** Continue to develop strategic projects, particularly to capitalise on the renewable sector.

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
<p>4.1 Develop Orkney as a Low Carbon Energy Systems Innovation Hub, including LNG Distribution, Hydrogen production and usage across all modes of transport and Academic Innovation Centre projects.</p> <p><b>Lead: Gavin Barr.</b></p>	<p>To develop innovative low carbon energy projects.</p> <p>To position Orkney as the globally recognised innovation centre for low carbon transport.</p>	In progress.	Green.	3 July 2018.	31 March 2023.	In progress.	Green.
		<p><b>Comment.</b></p> <p>Wide range of project activity underway including Islands Deal, development of the Orkney Research and Innovation Campus, ongoing dialogue with universities, continued progress of hydrogen projects, including international networking and engagement. A follow up Seminar with Elected Members took place in January 2019. The Orkney Hydrogen Strategy was presented to Development and Infrastructure Committee on 10 September 2019 and was</p>					

		approved in October 2019. The new Harbour Masterplan, also approved in April 2020, includes a strong low carbon innovation agenda.
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Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
4.2 Strategic investment in projects to generate income and / or deliver significant community benefits. <b>Lead: Gavin Barr.</b>	Sustainable energy generation, use and export and thereby income for recirculation within Orkney.	In progress.	Green.	3 July 2018.	31 August 2019.	Overdue.	Red.
<b>Comment.</b>							
Community Wind Project, Private Wire, Waste Disposal, and Harbour Masterplan projects all making substantial progress in 2019, Consultative Group Seminar on the Waste Project was held in September 2019 to refine the options, with further Capital Project Appraisal stages to follow in 2021. For Community Wind / Private Wire, land arrangements have been finalised, work on wider consultation and submission of planning applications for key sites is ongoing. For Community Wind / Private Wire a planning application for Quanterness was submitted in January 2020, and for Hoy in September 2020. Survey delays have been experienced for Faray due to COVID-19 restrictions and a planning application is now expected in January 2021, a three-month delay on the original schedule. Request that the target date is changed to 31 March 2021.							



Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
4.3 Reprioritise economic development activity and funding to focus on inward investment and facilitating projects and support programmes which will have the highest / transformational impact in relation to job creation, inward migration / retention of working age population and community enablement. <b>Lead: Gavin Barr.</b>	To support local community and business growth to support population retention and growth.	Complete.	Blue.	3 July 2018.	31 August 2019.	Closed.	Blue.
		<b>Comment.</b> This action was reported as complete to the Policy and Resources Committee on 26 November 2019.					

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
4.4 Develop Scapa Flow and other Orkney	Sustainable business levels in Orkney Harbours	In progress.	Green.	3 July 2018.	31 March 2023.	In progress.	Green.

<p>harbours for oil and gas activity and continue to diversify and grow all marine business activity – stimulate marine and non-marine employment. <b>Lead: Gavin Barr.</b></p>	<p>in order to sustain harbours revenues to maintain lifeline and commercial port services and employment across Orkney and to act as a catalyst for other economic growth.</p>	<p><b>Comment.</b></p> <p>Significant activity, supported by the Harbour Masterplan (which was approved by Council in April 2020 following Harbour Authority Sub-committee on 17 March 2020), underway to progress various initiatives to maximise the opportunities in Scapa Flow and Kirkwall / Hatston. This work also includes consideration of expanding activities related to Flotta with a view to increase its longevity. Continuing to actively market the Harbour Masterplan Phase 1, interest has been generated from the Crown Estate and a number of offshore wind developers.</p>
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Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
<p>4.5 Establish Crown Estates marine management pilot status and Marine Planning Authority Functions – with focus on Island Authority governance and local expertise model. <b>Lead: John Mundell.</b></p>	<p>Transfer of functions and income. Dedicated professional Marine Planning Service.</p>	In progress.	Green.	3 July 2018.	31 August 2020.	Overdue.	Red.
<p><b>Comment.</b></p> <p>The revised pilot scheme was approved by Council on 13 August 2020. Implementation of the pilot scheme is making good progress. The draft legal agreement is being considered by Legal Services.</p>							

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
4.6 Review and establish fresh approach for waste management/ recycling/handling including community-based models. <b>Lead: Gavin Barr.</b>	Principally to reduce the cost of waste disposal. Increase community participation and responsibility.	In progress.	Green.	3 July 2018.	31 August 2020.	Overdue.	Red.
		<b>Comment.</b> Stage 1 Capital Project Appraisal (CPA) submitted to Special Meeting of the Development and Infrastructure Committee on 26 September 2018. The Service Improvement Team has been enlisted to support review of roads and environmental service models and the feasibility of transferring duties to communities. Waste Permit report was presented to the Development and Infrastructure Committee in November 2019. It should be noted that, due to pressures in the Service Improvement Team, progress has been delayed. It is aimed to be completed by the end of the financial year. The development of communities' models to address grass cutting is also tied to the availability of the Service Improvement Team resources. The waste review tied to the Project Initiation Document process is also tied to the completion of the CPA process for new waste services. This cannot be concluded until the Capital Programme has been resolved with Elected Members, and this includes submission of the Stage 2 CPA report. Request that the target date is changed to 30 September 2021.					

**Priority: Work with partners to develop and manage high-volume tourism and associated infrastructure.**

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
4.7 Implement and review the Orkney Volume Tourism Study Actions where applicable to the Council, including sourcing external funding for infrastructure, successful strategic management of Destination Orkney Partnership, and the improved integration of transport. <b>Lead: Gavin Barr.</b>	To manage the impacts and economic opportunities associated with increasing visitor numbers. To spread tourist activity around all of Orkney.	In progress.	Green.	3 July 2018.	31 March 2023.	In progress.	Green.
		<b>Comment.</b> A report on the Scottish Government consultation on the Transient Visitor Tax was presented to the Policy and Resources Committee in November 2019. The finalised Orkney Tourism Strategy 2020 to 2025 was approved by the Partner Agencies in March 2020. On 30 June 2020, the Council agreed a revised Stage 2 Capital Project Appraisal for the Stones of Stenness Car Park. The results of the latest visitor survey were published in May 2020.					

**Priority: Explore options for revenue generation via the tourism sector to support associated infrastructure.**

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
4.8 Develop and Implement a World Heritage Site Strategic Masterplan including Gateway facility and core infrastructure projects. <b>Lead: Gavin Barr.</b>	To provide effective visitor management and address infrastructure constraints.	Overdue.	Red.	3 July 2018.	31 March 2023.	In progress.	Green.
		<b>Comment.</b> World Heritage Site Masterplan recommended for approval by Development and Infrastructure Committee in April 2019. This covers five key elements - orientation centre, vehicle access and parking, footpath and active travel network, interpretation and other facilities e.g. toilets, charging points and camper vans. Acquisition of land to enable development of Stones of Stenness car / bus park completed in May 2019. A Memorandum of Understanding (MOU) between the Council, Historic Environment Scotland and Highlands and Islands Enterprise was signed in June 2019 committing all three bodies to work together to conserve the World Heritage Site and enhance the visitor experience by looking at ways to manage the increasing number of visitors to the site. Consideration is currently being given to the level of staffing resource required to implement the recommendations of the WHS Masterplan. A report on the WHS project officer was due to be considered by the Development and Infrastructure Committee in March 2020, however, all committee meetings were cancelled as a result of COVID-19 lockdown. A report will go to a future cycle. A revised Stage 2 CPA for the Stones of Stenness Car Park was approved by Council in June 2020 and construction works are expected to commence by the end of September 2020. This World Heritage Site Gateway project has also been incorporated					

		within the Islands Deal portfolio due to be submitted to Government in October 2020.
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**Priority: Progress the Islands Deal to deliver innovative, enterprising and transformational projects.**

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
4.9 Work in partnership with the two other Islands Councils to finalise the Islands Deal. <b>Lead: John Mundell.</b>	To prioritise and refine Orkney projects to be submitted for Islands Deal funding.	In progress.	Green.	3 July 2018.	31 December 2019.	Overdue.	Red.
		<b>Comment.</b> Since the announcement of the quantum of the Islands Deal by the UK and Scottish Governments in June 2020, the project teams have worked to develop the Strategic Outline Business Case for each of the projects which had been proposed for this size of Deal. These SOC's are due to be submitted to the Governments at the end of October 2020. A Special General Meeting will take place on 13 October 2020 to review these SOC's prior to submission. Current indications from the Scottish Government are that a Heads of Terms could be expected no later than March 2021.					

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
4.10 Ensure appropriate “Islands Project” funding mechanisms (internal and external) are in place to support key industry sectors (pre and post BREXIT), targeting the Shared Prosperity Fund and other distribution mechanisms. <b>Lead: Gavin Barr.</b>	To ensure support for key business sectors and replacement for EU funds which will be lost.	Overdue.	Red.	3 July 2018.	30 September 2019.	Overdue.	Red.
		<b>Comment.</b> The Council continues to engage with the UK Government on the new Shared Prosperity Fund (SPF) which will replace EU economic regional aid after Brexit. It is unclear what the SPF will look like, how it will be deployed, how much funding will come to Scotland, and whether the decisions will be made at UK level or devolved to Scottish level. Orkney Islands Council views on the operation of SPF have also been submitted to the UK Government. The UK Government has delayed the launch of the SPF consultation owing to the current Brexit position. The Council made a formal submission to the Finance and Constitution Committee call for views on Funding of EU Structural Fund Priorities in Scotland. There are also discussions in respect of future policy and funding opportunities post-Brexit for Agriculture and Fisheries. The Scottish Government findings on the consultation on the replacement of EU funds was published in June 2020 and the report will inform ongoing discussions with the UK Government on the SPF. Request that the target date is changed to 31 March 2023.					

## 5. Quality of Life

**Our Target Outcome:** Orkney has a flourishing population, with people of all ages choosing to stay, return or relocate here for a better quality of life.

**Priority:** To promote good practice and social responsibility in areas such as driving, parking, waste disposal and dog walking.

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
5.1 Consider scope of car parking responsibilities, speed limits and infrastructure and the establishment of enhanced parking warden services including where practicable a new environmental warden service (see Delivery Plan for further detail). <b>Lead: Gavin Barr.</b>	Increased enforcement, improved road safety and more considerate parking.	In progress.	Green.	3 July 2018.	31 March 2023.	In progress.	Amber.
		<b>Comment.</b> Initial report to the Roads and Environmental Services Consultative Group in December 2018 acknowledged concerns linked to decriminalised parking. A further Consultative Group meeting (joint between Roads and Environmental Services and Development, Planning and Regulatory Services) was held on 15 March 2019, this highlighted mixed views on whether to proceed with a car parking / EHO enforcement model and equally to advance Decriminalised Parking Enforcement (DPE) noting the need to be self-financing.					



Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
5.2 We will take Youth work approaches to promote and encourage social responsibility in young people for example, through volunteering opportunities. <b>Lead: James Wylie.</b>	Increased social responsibility. Young people make informed choices. Positive quality of life. Active volunteering. Young people's voices heard. Good citizenship. Young people participate positively within their communities. Increased skills and confidence.	In progress.	Green.	3 July 2018.	31 December 2019.	Overdue.	Red.
		<b>Comment.</b> Since lockdown, Community Learning and Development (CLD) has worked with local and national partners to provide a comprehensive online training programme for those working in the youth work sector. CLD has been providing a number of youth work opportunities digitally and we are now working to re-establish limited face to face youth work in line with current regulations. We are currently providing universal youth work provision, youth accreditation and progression through Youth Achievement, Hi 5, Dynamic Youth and Duke of Edinburgh. During this time we have also provided targeted youth work in schools, working positively with young people who are often facing increased challenges and barriers. We were unable to deliver certain youth projects such as Police Scotland Youth Volunteering (PSYV), First Aid Ready and Firstskills during this time.					

**Priority: To protect Orkney's landscape and wildlife heritage.**

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
5.3 Implementation of North Isles Landscape Partnership Project. <b>Lead: Gavin Barr.</b>	Delivery of high level of attention to natural heritage implications arising from new development.	In progress.	Green.	3 July 2018.	31 March 2023.	In progress.	Green.
		<b>Comment.</b> North Isles Landscape Partnership Project Manager and all other project team members are in post and started working from the new office accommodation (Athol House, Kirkwall) on 7 January 2019. Delegation to permit Council officers to deliver the Scheme on behalf of the Partnership e.g. to determine project grant applications from community groups was recommended for approval by the Development and Infrastructure Committee in June 2019. Project grant applications are being received and processed and projects are being developed. As a result of the project being delayed due to COVID-19, funders have agreed that the project be extended until March 2024. Request that the target date is changed to 31 March 2024.					

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
5.4 Implementation of the Orkney Local Biodiversity Action Plan	Up-to-date plan in place to promote improvements to biodiversity.	In progress.	Green.	3 July 2018.	31 December 2020.	In progress.	Green.

<p>and participation in the Orkney Native Wildlife Project.</p> <p><b>Lead: Gavin Barr.</b></p>	<p>Implementation of the Orkney Natural Wildlife Project.</p>	<p><b>Comment.</b></p> <p>The finalised Orkney Local Bio-diversity Action Plan presented to Development and Infrastructure Committee in September 2018. It includes an action plan for the period 2018 to 2022. Orkney Islands Council is the lead for several actions. The Council is participating in the Orkney Native Wildlife Project Steering Group and Partnership Board. Request that the target date is changed to 31 December 2023.</p>
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<b>Action.</b>	<b>Intended Outcomes.</b>	<b>Previous Period: 30 September 2019.</b>		<b>Current Period: 30 September 2020.</b>			
		<b>Overall Status.</b>	<b>BRAG.</b>	<b>Start Date.</b>	<b>Target Date.</b>	<b>Overall Status.</b>	<b>BRAG.</b>
<p>5.5 Continue to maintain and enhance environmental survey and response capability.</p> <p><b>Lead: Gavin Barr.</b></p>	<p>Maintain high standards of environmental monitoring and research activity.</p>	<p>In progress.</p>	<p>Green.</p>	<p>3 July 2018.</p>	<p>31 March 2023.</p>	<p>In progress.</p>	<p>Green.</p>
		<p><b>Comment.</b></p> <p>Aquaculture Water Quality Impact Modelling Assessment for Scapa Flow, presented to the Special Meeting of the Development and Infrastructure Committee on 26 September 2018, indicated that nutrient release from current and planned fish farms is sufficient to maintain compliance with Water Framework Directive coastal water standards. This pioneering work was short-listed for a Scottish Award for Quality and Planning. A State of the Environment Assessment of Orkney waters is currently out for public consultation (31 August to 4 October 2020). The Scottish Environmental Protection Agency (SEPA) have indicated that they are no longer able to provide funding and technical support, and a steer from Elected Members on the future of this project will be needed as the decision to proceed with the project was subject to funding from SEPA.</p>					

**Priority: To protect and promote Orkney's unique culture and community events.**

<b>Action.</b>	<b>Intended Outcomes.</b>	<b>Previous Period: 30 September 2019.</b>		<b>Current Period: 30 September 2020.</b>			
		<b>Overall Status.</b>	<b>BRAG.</b>	<b>Start Date.</b>	<b>Target Date.</b>	<b>Overall Status.</b>	<b>BRAG.</b>
5.6 Continue to support Community Associations and Community Schools. <b>Lead: James Wylie.</b>	Protecting and promoting the use of community schools and community halls for communities.  Sustainable, empowered communities.	In progress.	Green.	3 July 2018.	31 March 2023.	In progress.	Green.
		<b>Comment.</b> The Community, Learning and Development (CLD) team continue to provide support and guidance to community schools, community halls and the wider community by attending meetings on a regular basis; running planning meetings; running the annual halls event; organising various training and partnership events. A review of the community school handbook is underway. Vital support took place throughout lockdown and continues to date.					

<b>Action.</b>	<b>Intended Outcomes.</b>	<b>Previous Period: 30 September 2019.</b>		<b>Current Period: 30 September 2020.</b>			
		<b>Overall Status.</b>	<b>BRAG.</b>	<b>Start Date.</b>	<b>Target Date.</b>	<b>Overall Status.</b>	<b>BRAG.</b>
5.7 Work in partnership to deliver the Strategy to Further Protect Orkney's Cultural Heritage. <b>Lead: James Wylie.</b>	To contribute to the further protection of Orkney's cultural heritage now and into the future.	In progress.	Green.	3 July 2018.	31 December 2019.	Complete.	Blue.
		<b>Comment.</b> Work is complete. There is, however, a need to determine next steps and decide on future priorities / strategy.					

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
5.8 Further promote and administer Culture Fund through core funding and grant assistance scheme to support community cultural activity. <b>Lead: James Wylie.</b>	A diversity of arts, heritage and cultural activity is provided by organisations and groups for Orkney's community.	In progress.	Green.	3 July 2018.	31 March 2020.	Complete.	Blue.
		<b>Comment.</b>					
		The Open Pot was highly oversubscribed as usual for financial year 2020/21. Grants have been awarded, however, COVID-19 has had an impact on the ability for organisations to deliver activities and projects and some grantees are seeking approval to make changes to their projects e.g. taking activity online rather than live performance. Core grant recipients continue to be supported with their revenue costs in line with national support.					

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
5.9 Maintain, promote and develop accessibility to collections held within the Museums Service, including development of Scapa Flow Museum.	Our museums and heritage sites provide high quality visitor experiences and opportunities for education and lifelong learning.	In progress.	Green.	3 July 2018.	31 March 2023.	In progress.	Green.
		<b>Comment.</b>					
		COVID-19 restrictions halted on site construction works in Lyness until July 2020, since when contractors have been back on site and have progressed the new museum building with speed. We have also re-engaged with the					

<b>Lead: James Wylie.</b>		exhibition design consultants since some of their staff returned from furlough in September. External funders have been kept up to date with recent activity and progress and remain completely supportive of the project.
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<b>Action.</b>	<b>Intended Outcomes.</b>	<b>Previous Period: 30 September 2019.</b>		<b>Current Period: 30 September 2020.</b>			
		<b>Overall Status.</b>	<b>BRAG.</b>	<b>Start Date.</b>	<b>Target Date.</b>	<b>Overall Status.</b>	<b>BRAG.</b>
5.10 Work with partners to support Orkney's hosting of the 2023 Island Games. <b>Lead: James Wylie.</b>	Increased number and quality of coaches and volunteers. Improved facilities. Enhancement of Orkney's profile across the UK and internationally. Increase the quality of Orkney sport.	In progress.	Green.	3 July 2018.	31 March 2023.	In progress.	Green.
		<b>Comment.</b>					
		Guernsey 2021 Games have been delayed due to COVID-19. The impact of this on the Orkney 2023 Games is yet unclear, but a decision will be circulated in November 2020.					

**Priority: To eliminate single use/disposable plastic items within the Council where possible, and support others to do likewise.**

<b>Action.</b>	<b>Intended Outcomes.</b>	<b>Previous Period: 30 September 2019.</b>		<b>Current Period: 30 September 2020.</b>			
		<b>Overall Status.</b>	<b>BRAG.</b>	<b>Start Date.</b>	<b>Target Date.</b>	<b>Overall Status.</b>	<b>BRAG.</b>
5.11 Increased education and		In progress.	Green.	3 July 2018.	31 March 2023.	In progress.	Amber.

<p>awareness raising activity associated with recycling and waste reduction agenda.</p> <p>Supporting young people to take forward the plastic straw initiative.</p> <p><b>Lead: Gavin Barr.</b></p>	<p>Establish dedicated Member Officer Working Group.</p> <p>Identification of affordable initiatives to meet this objective</p> <p>Pupils speak to headteachers, Parent Councils and officers.</p>	<p><b>Comment.</b></p>
		<p>There have been several meetings of the working group in 2018 and 2019. The Improvement Support team (IST) support project on waste has commenced and has been discussed with Elected Members through the Consultative Group process on the medium-term resource strategy for four-year efficiency savings. The "plastic champions" are now in place. Zero Waste Scotland has funded Ricardo Energy to audit plastics in Orkney, and a briefing was circulated to all Elected Members in September 2020. Development and Infrastructure's current role remains as co-ordinator, staff are wholly occupied on the Islands Deal and development of the Integrated Waste Facility project.</p>

**Priority: Work with partners to provide opportunities to make Orkney an attractive location for young people to live, work and study.**

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
<p>5.12 Prioritise marketing activity with a focus on international / emerging markets / internal investment opportunities.</p> <p><b>Lead: Gavin Barr.</b></p>	<p>To raise awareness of Orkney as a producer of quality goods and services as well as an attractive place to do business.</p> <p>Enhanced profile across the UK and internationally.</p>	In progress.	Green.	3 July 2018.	31 March 2023.	In progress.	Green.
		<p><b>Comment.</b></p> <p>A review of the Economic Development resource priorities has been undertaken and was presented to Development and Infrastructure Committee on 10 September 2019 as part of the reprioritisation agenda identifying future budget / service priorities. Potential Orkney / Japan Business Event is currently being explored. As part of the budget setting process a service review of Economic Development will be undertaken to consider future grant funds and team priorities, this review will be undertaken through the Project</p>					

		Initiation Document (PID) process. A report on continuing marketing support through the Orkney Marketing Programme was presented to a Council meeting in June 2020.
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Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
5.13 Develop and implement an appropriately resourced Maintenance Strategy for all individual Council property assets. <b>Lead: Gavin Barr.</b>	To ensure all OIC-owned assets are well maintained.	In progress.	Amber.	3 July 2018.	31 December 2019.	Overdue.	Red.
		<b>Comment.</b> There is a high likelihood that the ageing Council buildings will require increasing maintenance which will outstrip existing budget availability. There is an important link here to the asset management review in order to reduce the property liabilities over time. In the absence of new funding these pressures will have to be managed as prioritisation of urgent works within existing budget, which will mean an overall reduction in the condition of the estates, and potential future higher cost repair requirements. Capital funding is tied to approval of the capital programme which will not be completed until Elected Members have considered it by 31 March 2021.					



Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
5.14 Work with Kirkwall BID and other constituted business organisations to maintain and improve the vitality and viability of town and village centres. <b>Lead: Gavin Barr.</b>	To develop projects and services that will enhance the vitality and viability of Kirkwall Town Centre.	In progress.	Green.	3 July 2018.	31 March 2023.	In progress.	Green.
		<b>Comment.</b> Regarding the Town Centre Fund, an additional allocation of £72,000 has been awarded to the Council. This is in addition to the £200,000 awarded last year. As far as we are aware the offer of the additional £72,000 has been accepted. Project commitment and numbers are the same at present. Regarding Kirkwall BID, other projects funded by a Council contribution include winter lighting phase 3, Big Day Out 2019, and Winter Wonderland event 2020.					

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
5.15 Facilitate the development of Orkney's Play Areas through the implementation of the Play Area Strategy. <b>Lead: James Wylie.</b>	An improved playscape for Orkney creating opportunities for families (local and visiting) to be more active.	In progress.	Green.	3 July 2018.	31 March 2023.	In progress.	Green.
		<b>Comment.</b> The Southend play area developed by the Stromness Development Trust is due to be completed by the end of October 2020.					

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
5.16 We will work towards implementing the recommendations of the Sports Strategy. <b>Lead: James Wylie.</b>	Increased participation in physical activity; increase in number of people who fall into the 'healthy weight' category.	In progress.	Green.	3 July 2018.	31 December 2021.	In progress.	Green.
		<b>Comment.</b>					
		Key successes from the Physical Activity and Sport Strategy 2014 to 2019 have been shared with partners and work has started on development of a future strategy for Orkney that will heavily feature NHS, Orkney Islands Games 2023 Organising Company, Education, Pickaquoy Centre and Sport Scotland. The first meeting of partners is scheduled for 30 October 2020.					

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
5.17 Consider the redevelopment of the Point of Ness Campsite and develop the Birsay Campsite facilities. <b>Lead: James Wylie.</b>	Increased capacity of the site and improved visitor experience.	In progress.	Green.	3 July 2018.	31 December 2020.	In progress.	Green
		<b>Comment.</b>					
		Rural Tourism Infrastructure Fund application for the Point of Ness development will be submitted on 14 October 2020. The outcome of applications will be confirmed at the beginning of December 2020.					

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
5.18 Engage with the Scottish Government and Scottish Water to seek to identify viable solutions to reduce risk of flooding to: a. St Margaret's Hope; b. St Marys; c. Stronsay – Whitehall; d. Kirkwall. <b>Lead: Gavin Barr.</b>	Reduce Flood Risk to the 1 in 200 Year level.  The plans will inform the capital project programme investment.	In progress.	Green.	3 July 2018.	31 March 2023.	In progress.	Green.
		<b>Comment.</b>  All flooding 'at risk' areas have now been incorporated into a Flood Risk Plan. Risks will be prioritised in order that applications can be made on a priority basis to Scottish Government for funding. Subject to funding, the aim is for each area to be dealt with in turn, noting that no current funding is available. Draft flood risk plan has been concluded. Currently there is no indication that funding for any of the schemes will be readily available.					

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
5.19 Establish and implement terrestrial and marine planning policy and environmental monitoring systems. <b>Lead: Gavin Barr.</b>	An appropriate balance of development and protection of land and marine environmental resource.	In progress.	Green.	3 July 2018.	31 December 2023.	In progress.	Green.
		<b>Comment.</b>  A report was presented to the Policy and Resources Committee in September 2018 on the establishment of an Orkney Marine Planning Partnership to develop a regional marine plan. A draft direction was received in August 2019 to delegate regional marine planning functions to the Council as a single					

		delegate implementing Section 27 provisions of the Islands (Scotland) Act 2018. Comments and suggested amendments have been submitted to the Scottish Government. The Scottish Government issued a direction to delegate regional marine planning functions to the Council in July 2020.
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Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
5.20 Continue investment programme for the care and expansion (where necessary) of burial grounds across Orkney. <b>Lead: Gavin Barr.</b>	Adequate lair provision for several decades to come across Orkney as a whole. Maintaining quality Burial Ground assets	In progress.	Green.	3 July 2018.	31 December 2020.	In progress.	Green.
<b>Comment.</b>							
The Burial Ground extension programme is underway and planned completion is March 2021. The additional expenditure associated with general maintenance, for example grass cutting, is being addressed through a review of the Grounds Maintenance Contract. A new Burial Grounds Officer is in post and the Code of Practice was considered by Development and Infrastructure Committee in September 2020 and will go to Policy and Resources Committee in November 2020 to seek additional funding for resources. The proposed options will set out the requirements for additional resources that are presently unfunded.							

## 6. Cross-cutting Priorities

**Our Target Outcome:** continuing to fulfil our duties as an Employer, Carer, Educator, Corporate Parent.

**Priority:** To ensure the health, wellbeing and safety of our staff and service users.

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
6.1 Continuous improvement in all measures associated with public safety and staff wellbeing and safety across Council assets and services. This will include delivery of a proactive Health and Safety Policy and Plan. <b>Lead: Gavin Barr.</b>	Continuous improvement to public and staff health and safety environment. High level of customer satisfaction for statutory services.	In progress.	Green.	3 July 2018.	31 March 2023.	Complete.	Blue.
		<b>Comment.</b> Three proactive Health and Safety Campaigns have been run since this approach was adopted; Stress Management, Violence at Work and Moving and Handling. The fourth campaign on slips, trips and falls started in Autumn 2019. Ideas for future campaigns for 2020/21 are being sought. The Council's Health and Safety Policy was updated and agreed in July 2018. The Council's Lone Working Policy and Guidance, Health and Safety Risk Assessment Policy and Fire Safety Policy were updated and agreed in December 2018. This work is now included as part of the standard Health and Safety Work Programme and is being progressed as business as usual, so being closed as a specific action within this plan.					

**Priority: To deliver the actions and targets in the BVAR recommended by the Accounts Commission.**

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
BV1a Develop detailed Council-wide and service workforce plans that consider future workforce needs, current capacity, supply and recruitment, skills, and financial constraints. <b>Lead: Andrew Groundwater.</b>	Council services delivered by the best possible Council staff resource that can be afforded within current financial constraints.	Complete.	Blue.	3 July 2018.	31 March 2019.	Closed.	Blue.
		<b>Comment.</b> This action was reported as complete to the Policy and Resources Committee on 26 November 2019.					

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
BV1b Implement the Project Management Module on Concerto. Raise awareness of the newly developed Capital	Council buildings and other physical infrastructure, and physical assets including ferries, tugs and pilot launches, which better	Complete.	Blue.	3 July 2018.	31 March 2019.	Closed.	Blue.

Project Appraisal Guidance amongst the Corporate Management Team and others with a role in capital project applications. <b>Lead: Darren Richardson.</b>	meet the needs of service users and the general public, through having been completed on time and within budget.	<b>Comment.</b>
		This action was reported as complete to the Policy and Resources Committee on 26 November 2019.

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
BV1c Develop a long-term financial plan for the ten-year period 2018 to 2028. <b>Lead: Gareth Waterson.</b>	A financially sustainable Council, that is able to deliver services, maintain assets, and achieve its strategic objectives.	Closed.	Blue.	3 July 2018.	31 December 2018.	Closed.	Blue.
		<b>Comment.</b>					
		This action was reported as complete to the Policy and Resources Committee on 18 June 2019.					

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
BV1d(i) Implement the Digital Strategy and IT Strategy, and associated work-plans. <b>Lead: Gavin Barr.</b>	More accessible information on the Council and its services, and the ability to carry out transactions, all on a 24/7 basis, whilst maintaining the option for non-digital alternatives; and, within the Council, more modern, more efficient, and more cost-effective Council administration.	In progress.	Green.	3 July 2018.	31 March 2020.	Complete.	Blue.
		<b>Comment.</b> Council website refreshed and substantially updated in 2019, with several sections which now support digital engagement for citizens and service users. Significant progress also made in digitising key internal business functions. The Council's Digital Strategy and IT Strategy are now under review. All actions that could be completed within the existing plans have been shown as such in the reports written for Spring 2020 Committee cycle. Any new actions, or actions which need to be carried forward will be identified and highlighted in the new set of delivery plans.					

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
BV1d(ii) Complete the introduction of the Customer Services Platform, and the Council Website redesign.	More accessible information on the Council and its services, and the ability to carry out transactions, all on a 24/7 basis, whilst maintaining	In progress.	Green.	3 July 2018.	31 December 2020.	In progress.	Green.



<b>Lead: Karen Greaves.</b>	the option for non-digital alternatives; and, within the Council, more modern, more efficient, and more cost-effective Council administration.	<b>Comment.</b>
		Implementation of the Customer Services Platform is well underway with the platform going live in March 2020. A final stage plan has been developed to prioritise work up to 31 March 2021.

<b>Action.</b>	<b>Intended Outcomes.</b>	<b>Previous Period: 30 September 2019.</b>		<b>Current Period: 30 September 2020.</b>			
		<b>Overall Status.</b>	<b>BRAG.</b>	<b>Start Date.</b>	<b>Target Date.</b>	<b>Overall Status.</b>	<b>BRAG.</b>
BV2 Review the Council's current self-evaluation arrangements, and develop a revised How Good is Our Council? model encompassing corporate level, as well as service level, self-assessments. <b>Lead: Andrew Groundwater.</b>	Improvements and developments to Council services that have been informed by a greater understanding of the strengths and weaknesses of Council services.	Complete.	Blue.	3 July 2018.	28 February 2019.	Closed.	Blue.
		<b>Comment.</b>					
This action was reported as complete to the Policy and Resources Committee on 26 November 2019.							

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
BV4a Within the new Council Plan 2018 to 2023, and the new 2019 to 2022 service plans, make explicit the intended impact of Council and service priorities and targets on Orkney's communities. <b>Lead: James Wylie.</b>	Service users and the general public with a better understanding of, and greater confidence in, the extent to which Council services and activities focus on Orkney and its communities.	Complete.	Blue.	3 July 2018.	30 June 2019.	Closed.	Blue.
		<b>Comment.</b> This action was reported as complete to the Policy and Resources Committee on 26 November 2019.					

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
BV4b Where appropriate, make explicit the link between Council committee recommendations and the Local Outcomes Improvement Plan. <b>Lead: Karen Greaves.</b>	Service users and the general public with a better understanding of, and greater confidence in, the extent to which Council services and activities focus on Orkney and its communities.	Closed.	Blue.	3 July 2018.	30 June 2019.	Closed.	Blue.
		<b>Comment.</b> This action was reported as complete to the Policy and Resources Committee on 27 November 2018.					

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
BV5a Within the context of the Strategic Planning Framework, review the Council's performance management system, in order to ensure its ability to identify the impact of Council services and activities on Orkney's communities. <b>Lead: James Wylie.</b>	Service users and the general public with greater confidence in the extent to which Council services and activities, and those provided jointly with the Council's partners, are as good as they can be, within current financial constraints.	Complete.	Blue.	3 July 2018.	31 December 2018.	Closed.	Blue.
		<b>Comment.</b>					
		This action was reported as complete to the Policy and Resources Committee on 26 November 2019.					

Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
BV5b Report Local Government Benchmarking Framework Indicators to Service Committees. <b>Lead: Andrew Groundwater.</b>	Service users and the general public with greater confidence in the extent to which Council services and activities, and those provided jointly with the Council's partners, are as good as they can be,	Complete.	Blue.	3 July 2018.	30 June 2019.	Closed.	Blue.
		<b>Comment.</b>					
		This action was reported as complete to the Policy and Resources Committee on 26 November 2019.					

	within current financial constraints.	
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Action.	Intended Outcomes.	Previous Period: 30 September 2019.		Current Period: 30 September 2020.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
BV5c Review the Orkney Partnership's performance management and reporting procedure to ensure that it is focused on the Partnership's strategic priorities and outcomes. <b>Lead: Karen Greaves.</b>	Service users and the general public with greater confidence in the extent to which Council services and activities, and those provided jointly with the Council's partners, are as good as they can be, within current financial constraints.	Closed.	Blue.	3 July 2018.	31 December 2018.	Closed.	Blue.
		<b>Comment.</b>					
		This action was reported as complete to the Policy and Resources Committee on 18 June 2019.					

## Personnel key

Interim Chief Executive – John W Mundell.

Interim Chief Officer / Executive Director of Orkney Health and Care – Gillian Morrison.

Executive Director of Development and Infrastructure – Gavin Barr.

Executive Director of Education, Leisure and Housing – James Wylie.

Head of Executive Support – Karen Greaves.

Head of Finance – Gareth Waterson.

Head of HR and Performance – Andrew Groundwater.

Head of Infrastructure and Strategic Projects – Darren Richardson.

## BRAG key

**Blue** - the agreed action has been progressed to completion.

**Red** - the agreed action is experiencing significant underperformance, with a medium to high risk of failure to meet its target.

**Amber** - the agreed action is experiencing minor underperformance, with a low risk of failure to meet its target.

**Green** - the agreed action is likely to meet or exceed its target.