



Annual Performance Report 2018-19

This is our sixteenth Annual Performance Report, and in it we provide a range of information on how we performed in 2018/19.



Annual Performance Report 2018-19

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Introduction

Welcome to Orkney Islands Council’s Annual Performance Report for 2018 to 2019. The report aims to present a balanced picture of the Council’s performance over the last year against the targets we set ourselves in our Council Plan 2018 to 2023.

In previous years’ Annual Performance Reports we have also included our performance against Local Government Benchmarking Framework Indicators which bring together a wide range of information about how all Scottish Councils perform in delivering services to local communities. This year, however, we have decided to focus on reporting our progress against the targets in the Council Plan, making clear what outcomes we are working to achieve, and the date by which we aim to achieve them. This will allow us to publish the information earlier which, we hope, will result in a more up-to-date and relevant report.

The Local Government Benchmarking Framework Indicators remain important though, and we plan to follow up this report with a supplementary performance report containing this information. This will provide further evidence on how our activities are having a positive impact on the Orkney community, and allow readers to compare how well we are doing against previous years’ performance, the Scottish average, and similar local authorities.

We hope that you find the report interesting. If you would like more detailed performance information, please visit the Performance Section of the Council’s website at:

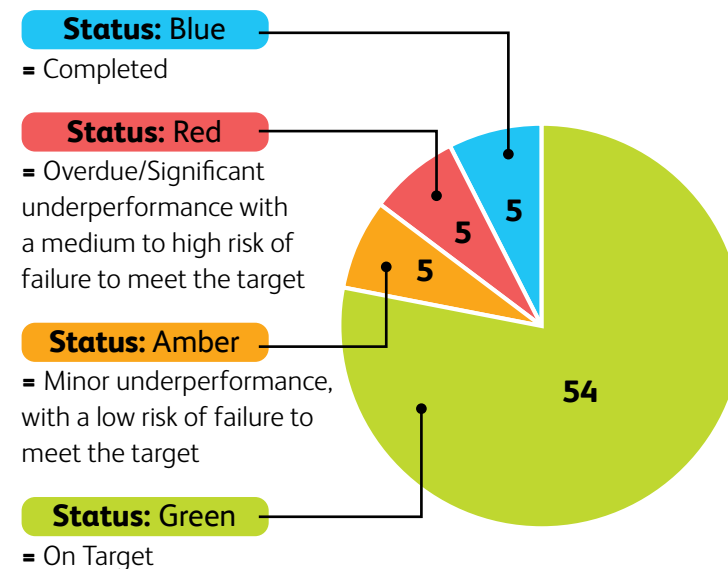
www.orkney.gov.uk/Service-Directory/Performance/performance.htm

If you would like to make a comment on the report, please contact HR and Performance by writing to Orkney Islands Council, School Place, Kirkwall, Orkney, KW15 1NY; by calling **01856 873535**; or by emailing hrrsupport@orkney.gov.uk

Progress against the targets in the Council Plan

This report outlines our progress against the targets set out in the Council Plan 2018 to 2023 which fall under our five strategic priorities – Connected Communities, Caring Communities, Thriving Communities, Enterprising Communities, and Quality of Life. The reporting period is the year up to 31 March 2019 however, where appropriate, the updates reflect more recent developments to give the most up-to-date picture.

Along with each update, to give a clear indication of how well we are doing, we have assessed each action as either:



If you would like this publication in another language or in any other format, please contact us using the details above.

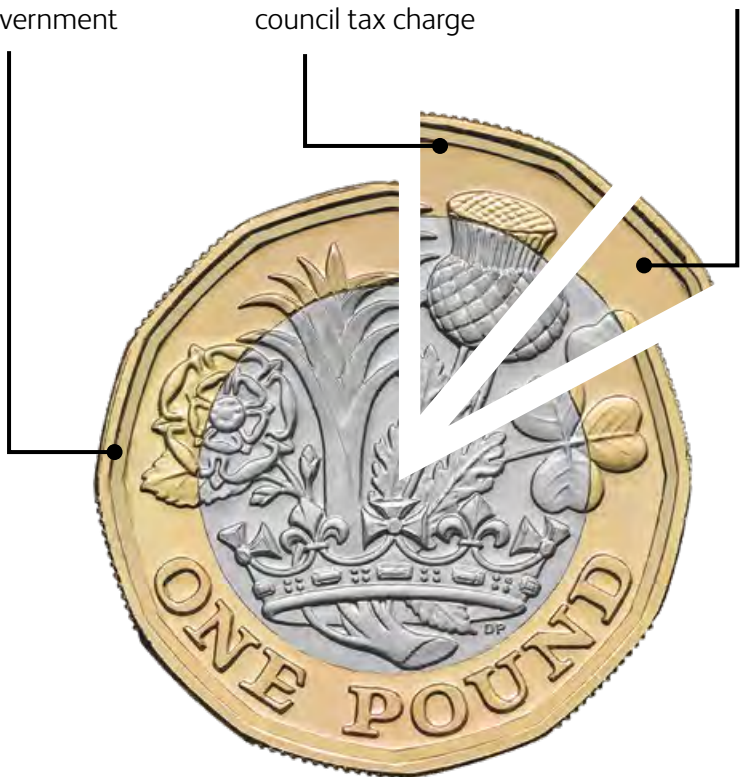
Our budget

In 2018 to 2019 our budget was **£82.022 million**, which was £0.419 million less than our 2017 to 2018 budget of **£82.441 million**.

Where the money comes from

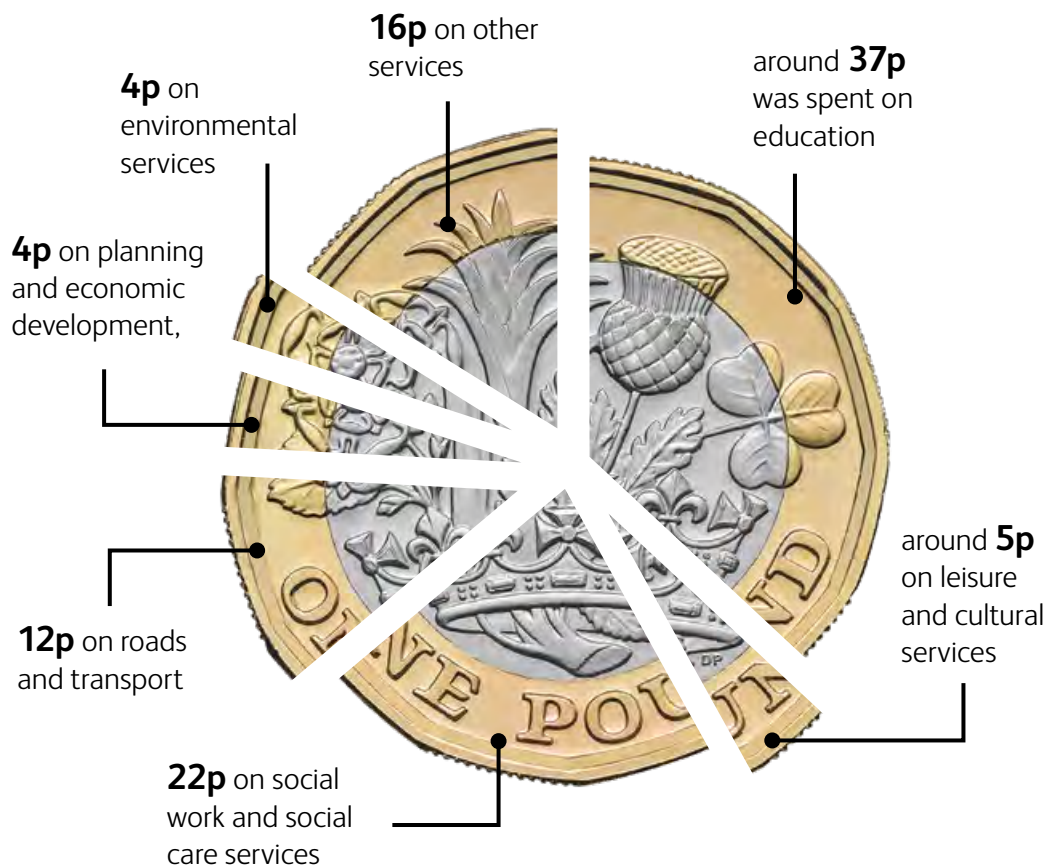
For every **£1** that we received to spend on Council services in 2018/19...

83p came from the Scottish Government
 around **11p** came from your annual council tax charge
 and **6p** from our reserve funds.



...and how the money's spent

For every **£1** that we spent on Council services in 2018/19...





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.

1.1. Progress negotiation in relation to the transfer of responsibility for inter-island ferry services to Scottish Government.

Target date: 31 December 2020

What outcomes do we aim to achieve?

- Transfer of responsibility at no net detriment to the Council.

Meetings were held with Transport Scotland in Summer 2019 to progress the review of conditions for transfer. These have progressed well and are now on hold pending decisions on the 2020 to 2021 request for revenue funding.

Status: Green



Priority Review timetables to integrate public transport wherever possible.

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.

Target date: 31 March 2023

What outcomes do we aim to achieve?

- More integrated and better-connected communities.
- Improved access to services and business/ tourism opportunities through better transport integration.

This work is continuing through bus contracts and future ferry service and air service specification.

Status: Green

Priority Continue to invest in improvements to the transport infrastructure and improve its reliability, for example, by exploring further solutions for the barriers.

1.3. Retain and where possible enhance public road infrastructure and coastal flood protection of public road infrastructure.

Target date: 31 March 2023

What outcomes do we aim to achieve?

- Retention of existing levels of accessibility to Orkney’s communities.

The operational management of the barrier closure warning system is ongoing and potential upgrading to electronic warning signs has been included in the ‘long list’ of possible capital project priorities to be reviewed by Elected Members at the end of the 2019 to 2020 financial year. A technical report on barrier resurfacing has been commissioned through external consultants and a report is due in October 2019. This is also included as a potential resurfacing/reconstruction priority in the ‘long list’ of possible capital projects to be reviewed by Elected Members. Asset management planning suggests that there is a need for substantial investment and a need for infrastructure within the next five to ten years. There have been substantial reductions to budgets in recent years and there are indications that this could continue. This is highlighted in the Council’s Capital Project Appraisal process for future consideration of funding.

Status: Amber



1.4. Refresh and deliver the Council's Airfield's Strategy and Investment Plan.

Target date: 31 December 2019

What outcomes do we aim to achieve?

- Fit for purpose Airfields in accordance with the OIC Airfields Safety Management System.

A programme of runway resurfacing and building replacement/upgrading is underway. A Strategy and Investment Plan regarding remaining airfield terminal refurbishment/replacements and a long-term capital asset replacement is to be reviewed by Elected Members during 2019.

Status: Green

1.5. Contribute to the delivery of the Orkney Electric Vehicle Energy Strategy.

Target date: 31 March 2023

What outcomes do we aim to achieve?

- Increased electric vehicle infrastructure and number of electric vehicles in Orkney, whilst reducing cost to the Council.

Electric Vehicle infrastructure is currently progressing with support from the Scottish Government and the Low Carbon Travel and Transport Challenge Fund. Charging for use was submitted through the Fees and Charging Working Group in August 2018 and to the Policy and Resources Committee in September 2018. A consultation has taken place, the results of which are under review. Additional chargers are set to be installed throughout 2019 and there is ongoing engagement with Transport Scotland and the OREF electric vehicles drivers' group to progress the Orkney Electric Vehicle Energy Strategy.

Status: Green



Priority Improve cycle and walking paths across Orkney.

1.6. Implement the Orkney Outdoor Access Strategy Action Plan and develop Active Travel Programme activity including sourcing external funding for improvements to core path and (where affordable) other path and cycle networks.

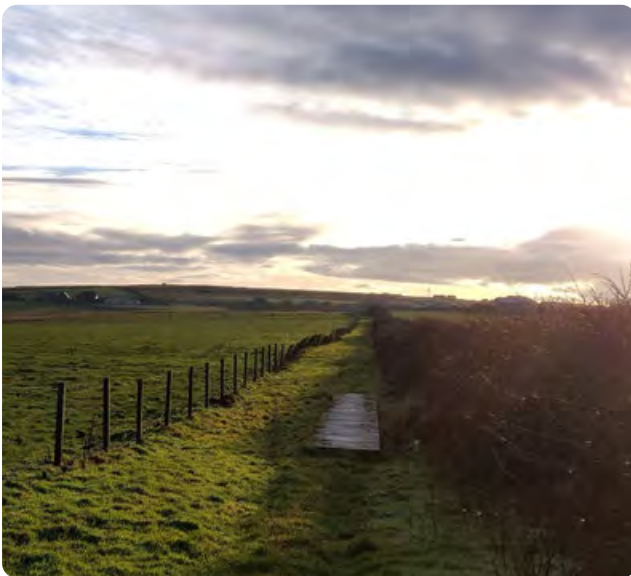
Target date: 31 March 2023

What outcomes do we aim to achieve?

- To retain and, where affordable, enhance existing core paths.
- 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.

A Sustainable Transport Project Development Plan was approved in June 2018 which identified a range of projects aimed at making friendlier and safer places for people to walk and cycle. After sourcing external funding from the Sustrans Community Links Programme, construction work commenced on the Arcadia Park project in Kirkwall and plans for the Papdale East play park and surrounding paths are being developed in consultation with local residents. External funding was also secured which will allow the development of access and interpretation facilities at the Mull Head and Happy Valley nature reserves. The Orkney Core Path Plan which identifies a network of key paths providing reasonable access in the County was also reviewed and updated in 2018.

Status: Green



Priority Explore improvements arising from the ‘Your Kirkwall’ engagement.

1.7. Revised Kirkwall Urban Design Framework, incorporating the Your Kirkwall Action Plan.

Target date: 30 August 2019

What outcomes do we aim to achieve?

- Improvements to Kirkwall.
- Council, young people and partners better informed.
- Young people connected to decision making processes.

The “Your Kirkwall” Plan was approved by the Council in September 2018 and includes an action plan of projects to help improve the town over the next 10 to 20 years. Projects identified to improve community greenspace and improve path networks at Papdale East and Arcadia Park are being progressed. Work is also progressing on the preparation of a Surface Water Management Plan which will identify projects to resolve surface water flooding in the centre of Kirkwall which is currently constraining development in the west of the town.

Status: Green

Priority Continue to lobby for superfast broadband.

1.8a. Lobby for Superfast Broadband – delivery of interim solutions to fibre-based broadband in parallel with R100 commitments.

Target date: 31 December 2020

What outcomes do we aim to achieve?

- Relatively immediate access for all households up to 30 megabytes.
- Improved IT connections.
- Improved business opportunities in isles.
- Increase in connectivity speeds.

There are delays in the procurement process for the Scottish Government’s R100 programme. We continue to lobby for improved broadband connectivity in Orkney and an application is due to be submitted to the UK Government for a Scottish Government pilot, as an interim solution, in October 2019.

Status: Green

1.8b. Input to the developing business case showing the impacts of not having affordable reliable full digital connectivity in the islands.

Target date: 31 December 2020.

What outcomes do we aim to achieve?

- Relatively immediate access for all households up to 30 megabytes.
- Improved IT connections.
- Improved business opportunities in isles.
- Increase in connectivity speeds.

The Council is investigating alternative methods of delivering improved connectivity in Orkney, including wireless networks, with a funding application to the Department for Digital, Culture, Media and Sport to be submitted in October 2019.

Status: Amber



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

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.

Target date: 31 August 2019



What outcomes do we aim to achieve?

- 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.

Outline Business Case work has been progressed in 2019 and is due to conclude in Spring 2020. There is also continuing dialogue with the Scottish Government to look at current and future funding, with the option of transfer of responsibility agreed as Council policy.

Status: Amber



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.

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.

Target date: 30 June 2020.

What outcomes do we aim to achieve?

- 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.

The introduction of an EMDR (Eye Movement Desensitisation and Reprocessing) Nurse therapist and CAAP (Clinical Associate in Applied Psychology) worker has widened the scope of care and treatment available in Orkney. In addition, CAMHS (Child and Adolescent Mental Health Services) has introduced a Choices Assessment Clinic allowing young people to be assessed quicker by assigning cases to the appropriate practitioner immediately following assessment. CAMHS offers regular consultations within schools as well as providing training for other agencies in relation to mental health in young people which has been well received.

Status: Green

2.2. We will review our Child and Adolescent Mental Health service provision and bring forward recommendations that align investment to our local need.

Target date: 1 December 2018.

What outcomes do we aim to achieve?

- Realignment of resource and shared understanding of priority areas.

An overall mental health review is underway which will include child and adolescent mental health service provision.

Status: Red

2.3. We will address the known upcoming shortage of qualified Mental Health Officer in Orkney by training two more staff.

Target date: 31 December 2021.

What outcomes do we aim to achieve?

- Sustaining our ability to meet statutory requirements relating to the care and welfare of people with mental disorder.

We have recruited two social workers to join the community mental health team who will undertake mental health officer training. The first staff member commenced training in October 2018 and is due to complete in August 2019. Two further social workers will commence Mental Health Officer training in October 2019.

Status: Green



Priority Review the services provided for looked after children.

2.4. We will review commissioned services and bring forward recommendations in relation to children's services priorities and long-term sustainability.

Target date: 31 March 2019.

What outcomes do we aim to achieve?

- Realignment of resource and shared understanding of priority areas.

The review has reported to the Integration Joint Board and Orkney Health and Care Committee with a range of recommendations and actions for the OHAC Chief Officer. In addition, change management work has commenced within Children's Services.

Status: Blue

2.5. We will explore and establish 'commissioned provision' opportunities for education and care.

Target date: 31 March 2020.

What outcomes do we aim to achieve?

- A service to meet the needs of those currently on the edge of care.
- A partnership framework identifying partnerships, approved providers and the services provided.
- Commissioning protocol for the above framework.

Action in this area formed part of the recommendations in the review of services for children and young people in need of care and protection noted for action 2.4 above.

Status: Green

2.6. We will develop our Corporate Parenting approach and establish a Corporate Parenting Board.

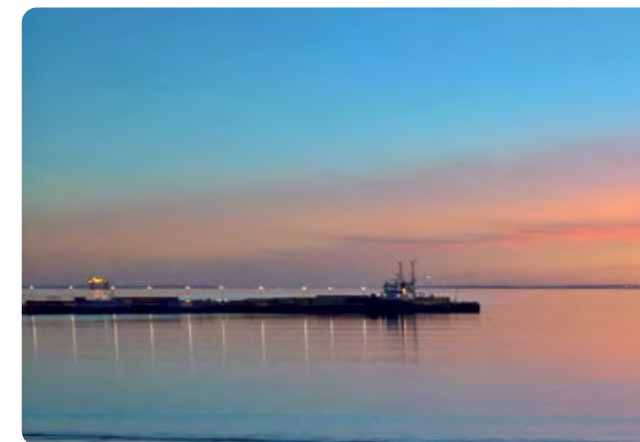
Target date: 31 March 2020.

What outcomes do we aim to achieve?

- Corporate Parents successfully fulfil this statutory role and the voice of care experienced young people and care leavers influence service development and policy.

The Orkney Partnership Board has agreed the corporate parenting priorities which includes the formation of the Corporate Parenting Board. Who Cares? – a national voluntary organisation, working with care experienced young people and care leavers – has appointed a worker who will support the participation of our young people. A young person with experience of care is also due to attend the Council's Corporate Management Team to tell their story, to widen awareness of Corporate Parenting responsibilities.

Status: Green



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.

Target date: 31 March 2019.

What outcomes do we aim to achieve?

- Orkney has a range of placements available that promote stability for children and young people.

Recommendations in relation to the residential estate were contained within the Review of Services for Children and Young People in Need of Care and Protection. We have commenced year two of a three-year programme of foster carer recruitment.

Status: Blue

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

2.8. We will work in partnership with NHS 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.

Target date: 1 April 2019.

What outcomes do we aim to achieve?

- Clarity about what staff and skills we need in Orkney for effective service delivery.

Regular meetings have been arranged to progress this overarching workforce plan. It is proposed to adopt NHS Orkney's style of workforce plan and once this is progressed this will be brought to the relevant Trade Union meetings and then to the Integration Joint Board to approve before being formally adopted. The delay in progressing this to date has been due to capacity issues in Orkney Health and Care and the Council's HR department.

Status: Red

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.

Target date: 31 March 2023.

What outcomes do we aim to achieve?

- A well-equipped and confident workforce in relation to the provision of residential care to people with dementia.

Training has been reviewed and a training model developed in conjunction with the Dementia Specialist Nurse and Residential Home Managers. Training social care staff in relation to dementia is an ongoing service requirement.

Status: Green



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.

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.

Target date: 30 September 2019.

What outcomes do we aim to achieve?

- Sufficient residential care capacity in Orkney.

Building work is still in progress with kitting out of the new care home and comprehensive staff training programme to follow. A final date for existing residents to move in is yet to be confirmed.

Status: Green

2.11. We will successfully complete the new build residential care home for older people in Kirkwall creating additional capacity.

Target date: 31 August 2021.

What outcomes do we aim to achieve?

- Sufficient residential care capacity in Orkney.

The planning application has been submitted. Design on the new building is continuing with a view to procurement later in 2019.

Status: Green



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.

Target date: 31 October 2020.

What outcomes do we aim to achieve?

- 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.

The project is progressing through planning in two separate stages with the first stage containing the units for Orkney Health and Care. OHAC and the OIC Housing Service will commence joint work to take forward the planning of this project in Autumn 2019.

Status: Green

2.13. We will review and redesign our approach 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.

Target date: 31 March 2023.

What outcomes do we aim to achieve?

- Realignment of resource.
- Good quality and better-integrated day care services.
- Staff and service users engaged in service redesign.
- Improved use of building assets – reduction in overall number in use.

It is a priority of the OHAC Strategic Plan for all services to be reviewed. The review of day service provision for older people in Orkney will be considered with the development of community-led support work to ensure local fit for purpose provision. This will be underpinned by the establishment of the “Community First” Programme Board. An initial approach meeting will be held in October 2019 to approve membership and the first meeting scheduled to be held in January 2020.

Status: Green

2.14. We will work with partners to encourage increased physical activity. We will explore, with partners, an exercise referral scheme.

Target date: 31 March 2019.

What outcomes do we aim to achieve?

- Access to physical activity opportunities for people affected by cancer and other long-term conditions.
- Improved physical health within the local community.

Work has been undertaken with partners from the Pickaquoy Centre Trust to deliver additional physical activity classes for people with a long-term condition. Future work is planned with the Care Inspectorate which will focus on the value of physical activity for all adult service users.

Status: Red



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

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.

Target date: 31 March 2019.

What outcomes do we aim to achieve?

- 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.

Occupational therapy input continues to support the reablement approach within homecare thus embedding this approach across the service, focusing on people who have reablement potential as well as supporting home carers to work in a reablement-focused way to maintain levels of independence. The Occupational Therapist undertakes a homecare assessment in the initial six weeks to inform the package required. This is now our embedded approach within homecare.

Status: Blue



2.16. We will support people with disability into purposeful activities such as education/training employment or volunteering.

Target date: 31 March 2019.

What outcomes do we aim to achieve?

- Improvement of opportunity for people with disability to use existing resources.

The Employment Service continues to perform with 44% of participants in paid hours of work as well as supporting unpaid work experience/volunteering/befriending. There are two Employability Co-ordinators in post to take forward this approach.

Status: Blue





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.

3.1. Extend the Orkney Offer to learners of all ages.

Target date: 31 December 2022.

What outcomes do we aim to achieve?

- Orkney is recognised as a successful learning community and a 'destination' for learners of all types.

Progress against the National Improvement Framework priorities continue with clear focus on Health and Wellbeing, Numeracy and Literacy, Leadership, Early Learning and Attainment.

Status: Green



3.2. Working with individual communities, explore the management of the school estate, promoting community participation and (where applicable) joint ownership.

Target date: 31 December 2021.

What outcomes do we aim to achieve?

- 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.

The Northern Alliance Regional Improvement Collaborative Estates Team has engaged with Orkney Islands Council to establish a plan on the suitability of our school estate and develop an action plan for estate management. This will identify whether this target can be realised.

Status: Amber

3.3. Digital Culture – we will undertake the development and delivery of an e-School programme.

Target date: 31 December 2021.

What outcomes do we aim to achieve?

- Increased curriculum and teaching opportunities.
- Greater access to support for pupils and staff.
- Reduced barriers to participation.
- Maintenance of services which are under pressure.

A Project Officer is in place and has visited the Western Isles to experience the e-Sgoil structure. Our Officer has a seat on the Northern Alliance e-Sgoil programme board. A revised action plan will be established by the end of September 2019 and the recruitment process for a Project Technician is in progress.

Status: Green



3.4. We will maintain and improve the quality and condition of the school estates.

Target date: 31 March 2023.

What outcomes do we aim to achieve?

- Orkney's school estates supporting lifelong learning in communities.

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 has engaged with Orkney Islands Council to establish a plan on the suitability of our school estate and establish an action plan for estate management. This will identify whether this target can be realised.

Status: Green



3.5. We will develop Lifelong learning opportunities through the Community Learning programme which will include a family learning programme.

Target date: 31 December 2020.

What outcomes do we aim to achieve?

- 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.
- Relevant and effective Family Learning opportunities available.
- Family bonds strengthened.

The Community Learning and Development Manager and our Link Education Scotland Attainment Advisor have led two conferences on the principles of Family Learning. Attendees were partners involved in Family Learning. A very positive sharing of the present offer was tabled by partners, highlighting what is already on offer in Orkney. This has been collated and further work will take place to identify next steps. A parental engagement/family learning policy is being established.

Status: Green



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'.

Target date: 30 November 2019.

What outcomes do we aim to achieve?

- Sustainability of a learning offer across our communities.

A review of the secondary school staffing policy is underway. At present, an audit into surplus teaching capacity is almost complete. This may lead to us reviewing how we use staff differently to broaden our learning offer. The National Fairer Funding group is finalising new guidance for the funding of schools. We will review our policy following the publication of national guidance.

Status: Green



3.7. We will review Trust options for sports, leisure and learning.

Target date: 31 December 2021.

What outcomes do we aim to achieve?

- Sustainable and efficient range of services and opportunities as part of Orkney's human and social capital.

A refreshed working relationship has been established with the Pickaquooy Centre Trust General Manager. Agreements are now in place for formally managing the relationship between the Council and the Trust.

Status: Blue

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

3.8. We will review the Local Housing Strategy.

Target date: 31 December 2019.

What outcomes do we aim to achieve?

- Revised strategy covering housing priorities.

The revision of the Local Housing Strategy is underway and a consultative draft will be presented to the Education, Leisure and Housing Committee in November 2019.

Status: Green

3.9. We will continue to deliver the Fuel Poverty Strategy, to seek to secure appropriate funding and in turn to reduce fuel poverty.

Target date: 31 March 2023.

What outcomes do we aim to achieve?

- Increasing number of energy efficiency measures installed in houses regardless of tenure.
- Continued delivery of projects related to the reduction of fuel poverty.

The Council continues to work closely with partners to maximise the funding that is coming into Orkney for fuel poverty and energy efficiency. A bid for £2.7m has been submitted to the Warm Homes Fund for up to

330 air to water heating systems for private properties and Housing Services are involved in three research funding bids – with Queens University Belfast, Heriot Watt and Edinburgh Universities and Robert Gordon University – aimed at decarbonising heat.

Status: Green

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

3.10. We will continue to make representation to influence the Islands Bill and National Islands Plan to achieve the best possible outcome for our Communities.

Target date: 31 December 2018.

What outcomes do we aim to achieve?

- An Islands Bill which represents the needs of, and empowers, our community.



Development of the National Islands Plan by the Scottish Government is progressing at a slower pace than anticipated. The pace of development is determined by the Scottish Government. However, consultations are underway and the Council is on target to submit its response by the deadline.

Status: Red

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

3.11. We will review and develop the Empowering Communities Project to create a sustainable model which will enable and empower communities in the delivery of services and projects in their community.

Target date: 31 March 2023.

What outcomes do we aim to achieve?

- More efficient delivery of services at a local level, with associated local employment opportunities.

A review of the Empowering Communities project is underway and will build on feedback from Community Councils and the Community Conversations events held throughout the year.

Status: Green

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.

Target date: 31 March 2023.

What outcomes do we aim to achieve?

- More efficient delivery of services at a local level, with associated local employment opportunities.

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.

Status: Green



Priority Work with partners to explore options for shared public service delivery through the review of local governance.

3.13. Explore new ways to deliver public services within Orkney.

Target date: 31 March 2023.

What outcomes do we aim to achieve?

- Streamlined governance for our islands.
- Pooled shared support services leading to more resources at point of service delivery.

Exploration of the Single Authority Model continues to be co-ordinated through a Steering Group which includes the five facilitating partners of the Community Planning Partnership: OIC, NHS Orkney, Highlands and Islands Enterprise, the Scottish Fire and Rescue Service and Police Scotland. The Scottish Ambulance Service is also represented. Governance on proposed activities associated with community engagement on the Single Authority Model rests with the islands' public authorities in liaison with national and regional partners. The Steering Group is a workstream of the Community Planning Partnership. A detailed action plan is in place to assist the Steering Group. Agreement that the Council should participate in consultation was formally ratified in March 2019 and consultation arrangements are developing. A meeting has been requested with Scottish Government Ministers and senior officials to facilitate this process. Council and NHS Orkney staff have been briefed on this workstream.

Status: Green



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.

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.

Target date: 31 March 2023.

What outcomes do we aim to achieve?

- To develop innovative low carbon energy projects.
- To position Orkney as the globally recognised innovation centre for low carbon transport.



A wide range of project activity is underway including the Islands Deal, development of the Orkney Research and Innovation Campus, ongoing dialogue with universities, and continued progress of hydrogen projects, including international networking and engagement. A follow up seminar with Elected Members took place in January 2019. We are also looking to continue work on a draft Hydrogen Strategy with additional temporary resource to be funded through the Council's Economic Development Service.

Status: Green

4.2. Strategic investment in projects to generate income and/or deliver significant community benefits.

Target date: 31 March 2023.

What outcomes do we aim to achieve?

- Sustainable energy generation, use and export, and thereby income for recirculation within Orkney.

Scale Wind, Private Wire, Waste Disposal, and Port Master Plan projects all made substantial progress in 2018 to 2019 and are due to reach the conclusion of initial feasibility and approval stages later in 2019. It should be noted that these are long-term projects that are anticipated to come to fruition in 2023 to 2025, therefore many of these actions are “work in progress”.

Status: Green

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.

Target date: 31 August 2019.

What outcomes do we aim to achieve?

- To support local community and business growth to support population retention and growth.

Work is ongoing to establish areas of priority action for the Economic Development service, and in recognition that tourism remains a high priority the Destination Orkney Strategic Partnership was formed in June 2018 to provide direction on tourism strategy and destination management in Orkney. The Partnership includes senior representatives from Destination Orkney (Limited), Highlands and Islands Enterprise, Historic Environment Scotland, Scottish Natural Heritage, VisitScotland, as well as the Council. To support this priority the Council also established a permanent post of Volume Tourism Development and Management Officer to support the sustainable development of the industry.

Status: Green

4.4. Develop Scapa Flow and other Orkney harbours for oil and gas activity and continue to diversify and grow all marine business activity – stimulate marine and non-marine employment.

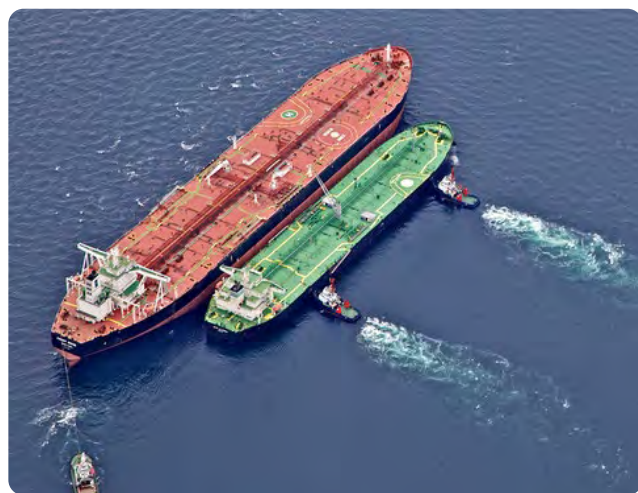
Target date: 31 March 2023.

What outcomes do we aim to achieve?

- Sustainable business levels in Orkney Harbours 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.

The Harbours Annual Report for 2018 to 2019 outlined continuing business strength with over £4 million surplus being returned to the Council's Strategic Reserves. The Port Masterplan being progressed and is due to conclude in Spring 2020.

Status: Green



4.5. Establish Crown Estates marine management pilot status and Marine Planning Authority Functions – with focus on Island Authority governance and local expertise model.

Target date: 30 August 2020.

What outcomes do we aim to achieve?

- Transfer of functions and income.
- Dedicated professional Marine Planning Service.

Crown Estate Scotland has established a local management pilot scheme to encourage local authorities and other eligible bodies to manage Scottish Crown Estate land and property rights in their local area. The Council has successfully secured preferred project status to deliver the Orkney Islands Marine Asset Management and Local Governance Pilot Scheme. The scheme will pilot the implementation of enhanced local decision making on seabed leasing in Orkney waters out to 12 nautical miles. The Council is currently progressing the execution of an Implementation Agreement with Crown Estate Scotland to enable the scheme to move into the implementation phase in early 2020. The first year of the project will focus on the establishment of the appropriate governance and decision-making processes. Marine Scotland and the Council are negotiating the terms of a Ministerial Direction that will delegate regional marine planning functions to the Council in 2019 to 2020. A Marine Planner post has been established to support the delivery of the new statutory marine planning functions including the preparation of a Regional Marine Plan.

Status: Green

Priority Explore ways to reduce the volume, and cost of handling, the county's waste.

4.6. Review and establish fresh approach for waste management/recycling/handling including community-based models.

Target date: 31 August 2020.

What outcomes do we aim to achieve?

- Principally to reduce the cost of waste disposal.
- Increase community participation and responsibility.

A potential option is the replacement of the Chinglebraes facility with a more efficient and cost-effective solution to mitigate the rising waste costs via disposal to Shetland. In addition, work is ongoing to prevent commercial use of household waste recycling centres with a focus on new paid for contracts with businesses. The Council's Change Team has been enlisted to support a review of roads and environmental service models and also the feasibility of transferring duties to communities. A Waste Permit report will be presented to the Development and Infrastructure Committee in November 2019 and further work on Empowering Communities is underway to look at these service areas in terms of greater community participation. There is also ongoing work to support community bids to create facilities to increase recycling in the outer isles, for example Stronsay, and Kirkwall, through the Orkney Going Green project.

Status: Green



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

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.

Target date: 31 March 2023.

What outcomes do we aim to achieve?

- To manage the impacts and economic opportunities associated with increasing visitor numbers.
- To spread tourist activity around all of Orkney.

The local destination management organisation, Destination Orkney, secured funding to employ a Chief Executive who has been appointed to lead and co-ordinate tourism strategy and destination management in Orkney. The Destination Orkney Strategic Partnership – which was formed in June 2018 and includes the Council and other key agencies – has been meeting on a regular basis and a revised Tourism Strategy and a Destination Management Plan are being prepared. Applications for funding for three tourism-related projects in Orkney were submitted to the Scottish Government Rural Tourism Infrastructure Fund but were unsuccessful.

Status: Green

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

4.8. Develop and Implement a World Heritage Site Strategic Masterplan including Gateway facility and core infrastructure projects.

Target date: 31 December 2018.

What outcomes do we aim to achieve?

- To provide effective visitor management and address infrastructure constraints.

The World Heritage Site Masterplan was approved by the Council in April 2019 and covers a number of key elements – the development of an orientation centre, improved vehicle access and parking, development of a network of footpaths and cycle

routes, development of new on-site interpretation and a range of other facilities including toilets near Brodgar, charging points for electric cars and bikes and camper van parking facilities. The Council will be working closely with partner agencies Historic Environment Scotland and Highlands and Islands Enterprise to progress the implementation of the Masterplan.

Status: Red



Priority Progress the Islands Deal to deliver innovative, enterprising and transformational projects.

4.9. Work in partnership with the two other Islands Councils to finalise the Islands Deal.

Target date: 31 December 2019.

What outcomes do we aim to achieve?

- To prioritise and refine Orkney projects to be submitted for Islands Deal funding.

Successful recruitment for a Council Project Manager took place in December 2018. The post holder has started and has undertaken consultation with staff and elected members on the present stage of the draft Deal proposal and has returned these comments to the Islands Deal Programme Manager.

Status: Green

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.

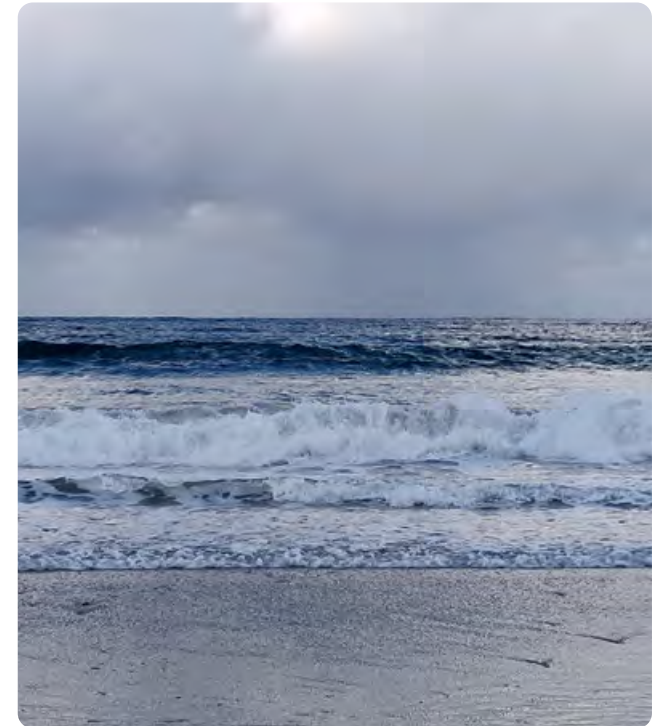
Target date: 30 September 2019.

What outcomes do we aim to achieve?

- To ensure support for key business sectors and replacement for EU funds which will be lost.

The Council has been engaging with the UK Government on how the new Shared Prosperity Fund (SPF), which will replace EU economic regional aid after Brexit, will operate. There are also continuing discussions with both the Scottish and UK Governments in respect of future policy and funding opportunities post-Brexit for the agriculture and fisheries sectors.

Status: Green



4.11. Facilitate the establishment of a sustainable abattoir operator, and the establishment of a long-term appropriately-scaled abattoir facility.

Target date: 30 June 2019.

What outcomes do we aim to achieve?

- To facilitate the development of an appropriate facility and secure an operator to run the business.

This action has been superseded by Council decision to dispose of the abattoir facility.





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.

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. This remit to include consideration of decriminalised parking and patrol service to deal with the enforcement of environmental issues including dog fouling, littering, graffiti, fly tipping and abandoned vehicles.

Target date: 31 March 2023.

What outcomes do we aim to achieve?

- Increased enforcement, improved road safety and more considerate parking.

An elected member consultative group met in December 2018 to consider how to take this forward with a further meeting planned for June 2019. It was decided to progress the next stage which will include the potential for a decriminalised parking enforcement outline business case, to be carried out by consultants in 2019 to 2020. A report will then be submitted to the Council's Development and Infrastructure Committee, based on the external review, in 2020. Comprehensive speed surveys across Orkney have also been commissioned in 2019 to 2020 to inform reports and requests to address speeding issues.

Status: Green

5.2. We will take youth work approaches to promote and encourage social responsibility in young people, for example, through volunteering opportunities.

Target date: 31 December 2019.

What outcomes do we aim to achieve?

- Increased social responsibility.
- Young people make informed choices.
- Positive quality of life.
- Active volunteering.

Over this period, which incorporated the 2018 Year of Young People, Community Learning and Development (CLD) has had a strong focus on wider achievement and attainment through providing and supporting a variety of youth work programmes and activities including Youth Clubs, Youth Award Groups, Duke of Edinburgh Awards, Youth Achievement Awards, Dynamic Youth Awards, Hi5 Awards, Police Scotland Youth Volunteers, Fireskills and the Money for Life Project, which all focus on improving the outcomes and experiences for young people, increasing their volunteering and involvement in their communities whilst developing their skills, confidence, achievements and attainment. Working with schools and other partner youth organisations on wider achievement opportunities is ensuring we are providing support and opportunities where needed most, ensuring youth work approaches are harnessed to work positively with young people facing significant challenges and barriers. CLD

also had a focus on the Youth Voice agenda, to ensure young people are heard, are more aware of their social responsibilities and to ensure they are involved and prepared to make informed choices. Two new Members of Scottish Youth Parliament were elected in Orkney and CLD work to support them and the recently created Youth Forum. The Orkney Youth Conference took place which raised issues relevant to young people and training has been delivered for young people and for those who work with young people including the PDA qualification in Youth Work to ensure effective youth work approaches. The CLD Annual Report 2018 to 2019 provides further examples and evidence of improved outcomes for young people through youth work approaches and opportunities.

Status: Green



Priority To protect Orkney's landscape and wildlife heritage.

5.3. Implementation of North Isles Landscape Partnership Project.

Target date: 31 March 2023.

What outcomes do we aim to achieve?

- Delivery of high level of attention to natural heritage implications arising from new development.

The North Isles Landscape Partnership Project has been established as a five-year programme to deliver a range of projects to enhance, promote, and protect the built, natural and cultural heritage of the North Isles of Orkney and to improve the appeal of the North Isles as a place to live, work and visit. A Project Manager and project team have been appointed and commenced delivery of projects at the start of 2019.

Status: Green



5.4. Implementation of the Orkney Local Biodiversity Action Plan and participation in the Orkney Native Wildlife Project.

Target date: 31 December 2020.

What outcomes do we aim to achieve?

- Up-to-date plan in place to promote improvements to biodiversity.
- Implementation of the Orkney Natural Wildlife Project.

The Orkney Local Bio-diversity Action Plan was approved by the Council in September 2018 and includes an action plan for the period 2018 to 2022. The Council is also participating in the Orkney Native Wildlife Project Steering Group and Partnership Board. This project is aimed at removal of the stoat population in order to safeguard Orkney's wildlife and prevent knock-on effects to Orkney's wildlife tourism industry.

Status: Green

5.5 Continue to maintain and enhance environmental survey and response capability.

Target date: 31 March 2023.

What outcomes do we aim to achieve?

- Maintain high standards of environmental monitoring and research activity.

Following a successful funding bid to the European Maritime and Fisheries Fund a State of the Environment Assessment of Orkney waters is being undertaken to improve the availability and accessibility of environmental, social and economic data to inform future marine spatial planning, management, education and awareness raising. This assessment which is a statutory requirement in advance of the development of a Regional Marine Plan will be completed by Autumn 2020. An Aquaculture Water Quality Impact Modelling Assessment for Scapa Flow has also been undertaken which confirmed that nutrient release from current and planned fish farms is sufficient to maintain compliance with Water Framework Directive coastal water standards. The report concluded that significant increases to existing maximum consented biomass at existing and planned fish farms could take place without breaching the Water Framework Directive Standard. A second phase Depositional Modelling Assessment which will investigate fish farm depositional impacts on the seabed is planned.

Status: Green



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

5.6. Continue to support Community Associations and Community Schools.

Target date: 31 March 2023.

What outcomes do we aim to achieve?

- Protecting and promoting the use of community schools and community halls for communities.
- Sustainable, empowered communities.

The Community, Learning and Development (CLD) team continue to provide support and guidance to community schools and their communities. The CLD Team Manager is working with partners linked to swimming pools in community schools before finalising the new Community Schools Handbook.

Status: Green

5.7. Work in partnership to deliver the Strategy to Further Protect Orkney's Cultural Heritage.

Target date: 31 December 2019.

What outcomes do we aim to achieve?

- To contribute to the further protection of Orkney's cultural heritage now and into the future.

Some of the key actions which have been delivered through the strategy include:

- The completion and adoption of a Masterplan for the Heart of Neolithic Orkney World Heritage Site.
- Purchase, by the Council, of the land which houses the Stones of Stenness car park, and proposals in development for the improvement of the car park.
- Support for Orkney's intangible cultural heritage through Culture Fund grants to projects such as the Orkney Storytelling Festival and projects in Papa Westray to capture dialect and dance traditions.
- Successful awarding of funding for the North Isles Landscape Partnership.
- A focussed project to start the process of transferring paper records on to a new digital museums catalogue through funding from the Significance Recognition Scheme, managed on behalf of the Scottish Government by Museums Galleries Scotland.
- The publication of a Volume Tourism Study.

- Additional signage placed at site car parks with information about other sites to visit and where visitors can access public toilets.

While several of the agreed actions have been delivered, some were not able to be taken forward due to the discontinuation of the Historic Environment Officer post early in the delivery of the strategy. These include the delivery of several surveys and the production of guidance such as for long-term excavation sites which may require future development on or near sites and potential visitor management. More recently a Historic Environment Officer post has been recruited for on a temporary basis and while the post has specific projects to take forward, it may be possible for some of the actions from the strategy to be picked up by the new postholder.

Status: Green



5.8. Further promote and administer Culture Fund through core funding and grant assistance scheme to support community cultural activity.

Target date: 31 March 2020.

What outcomes do we aim to achieve?

- A diversity of arts, heritage and cultural activity is provided by organisations and groups for Orkney's community.

The Culture Fund has continued to deliver support for community cultural activity, as originally planned when it was set up in 2011. A review of the Fund covering 2017 to 2020 has just been completed. During this time the amount of funding available through the open application process on an annual basis has been reduced meaning that not as many activities could be supported. During this period, however, 52 applications were supported with a total of £58,900 awarded. In total these projects were worth £420,000 and the Council supported an average of 14% of project costs.



The Culture Fund did prioritise support for projects undertaken during the review period which helped Orkney commemorate special events such as Magnus 900 and Scapa 100, enabling community commemorations to take place. Some of the projects supported in 2018 to 2019 included:

- Orkney Heritage Society's project to create a memorial to the victims of the Witchcraft Trials.
- Orkney Traditional Music Project's annual Summer School.
- Stromness Drama Club's production of Macbeth.
- Running costs of the Westray Heritage Centre.
- Kirkwall Grammar School's Consciousness After School Club project Making Noise Against Suicide.
- The John Rae Society's John Rae Festival.

Status: Green

5.9. Maintain, promote and develop accessibility to collections held within the Museums Service, including development of Scapa Flow Museum.

Target date: 31 March 2023.

What outcomes do we aim to achieve?

- Our museums and heritage sites provide high-quality visitor experiences and opportunities for education and lifelong learning.

The project to restore and redevelop Scapa Flow Museum was delayed during 2018 to 2019. Despite a funding package being in place, it proved very difficult to attract competitive tenders for the construction works, despite several attempts. The project was finally able to move forward in the summer of 2019 and work is now underway. During this time, however, staff were busy removing objects safely into storage with the help of a group of volunteers who photographed, recorded, packed and stored all the objects safely away for the duration of the build. A temporary exhibition was also developed and opened to the public in the summer of 2018 in the Hoy Hotel. Additional guided walks of Lyness and its wartime history were also offered to the public alongside the temporary exhibition.

Status: Green

5.10. Work with partners to support Orkney's hosting of the 2023 Island Games.

Target date: 31 March 2023.

- **What outcomes do we aim to achieve?**
- 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.

The Island Games organising committee is meeting on a monthly basis and a financial agreement between the Games company and the Council has been signed. A multi-agency meeting took place on 19 and 20 September 2019 focussing on sport across the Highlands and Islands with a specific focus on the 2023 Island Games. Focussed work is also taking place with sportscotland governing bodies of sport and local sports clubs.

Status: Green



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

5.11. Increased education and awareness raising activity associated with recycling and waste reduction agenda. Supporting young people to take forward the plastic straw initiative.

Target date: 31 March 2023.

What outcomes do we aim to achieve?

- Establish dedicated Member Officer Working Group.
- Identification of affordable initiatives to meet this objective.
- Pupils speak to headteachers, parent councils and officers.

A dedicated Member Officer Working Group has been established and met in December to consider single use plastic issues. The OIC Change Team has been enlisted to support service review of the wider environmental and waste service areas. Further departmental work has been done on establishing "plastic champions" to take forward initiatives to see a reduction in the Council's plastic use. Other initiatives will be discussed at a future meeting of the working group.

Status: Green

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

5.12. Prioritise marketing activity with a focus on international/emerging markets/internal investment opportunities.

Target date: 31 March 2023.

What outcomes do we aim to achieve?

- To raise awareness of Orkney as a producer of quality goods and services as well as an attractive place to do business.
- Enhanced profile across the UK and internationally.

Work is ongoing to establish areas of priority action for the Council's Economic Development service. There has been a key focus during the year on exploring opportunities for economic co-operation and development with Nordic countries with visits by Council officers and Elected Members to Norway and Iceland to explore opportunities in relation to economic development, in particular, the tourism/cruise and renewable energy sectors. A proposal was submitted to the EU LEADER rural development fund in partnership with Highlands and Islands Enterprise to seek support for a new digital media promotion of Orkney and its key sectors with a focus on supporting post-Brexit market scenarios as well as addressing issues around workforce availability and talent attraction.

Status: Green

5.13. Develop and implement an appropriately resourced Maintenance Strategy for all individual Council property assets.

Target date: 31 December 2019.

What outcomes do we aim to achieve?

- To ensure all OIC-owned assets are well maintained.

The property maintenance works are focused on post-inspection health and safety needs, building function, and only the higher priority maintenance needs. This is a reflection of pressures to reduce spending and deliver efficiencies, and the ability to do this well is intrinsically linked to the size of the estate. This is being rationalised through a corporate initiative to consider outright sales, community asset transfer or as part of the capital/revenue asset replacement strategy in the property programmes to clear sites for new opportunities. Two consecutive annual growth bids of around £300,000 have failed, hence this approach. This is exacerbated by pressure linked to increasing inspection requirements meaning in some cases more external support is required, thereby reducing funds for other potential work.

Status: Amber

5.14. Work with Kirkwall BID and other constituted business organisations to maintain and improve the vitality and viability of town and village centres.

Target date: 31 March 2023.

What outcomes do we aim to achieve?

- To develop projects and services that will enhance the vitality and viability of Kirkwall Town Centre.

Public realm works at Broad Street, Castle Street, Albert Street and Harbour Street, Kirkwall have been completed. The Scottish Government has provided £200,000 to the Council in grant funding to support economic investment in town centres and consultation is taking place with Kirkwall BID Limited, Stromness Community Development Trust and the towns' two community councils to identify potential projects that may be eligible to receive funding.

Status: Green



5.15. Facilitate the development of Orkney's Play Areas through the implementation of the Play Area Strategy.

Target date: 31 March 2023.

What outcomes do we aim to achieve?

- An improved playscape for Orkney creating opportunities for families (local and visiting) to be more active.

Work on the Shapinsay play area is completed and work on Stromness Southend play area has started. Leases for both Evie and Papa Westray play areas have been granted. Papdale East play area work is ongoing with community and designers. Early discussions are taking place with the Hoy Development Trust regarding the Longhope play area development. The revised Play Area Strategy was presented to the Education, Leisure and Housing Committee on 13 November 2019.

Status: Green

5.16. We will work towards implementing the recommendations of the Sports Strategy.

Target date: 31 December 2021.

What outcomes do we aim to achieve?

- Increased participation in physical activity; increase in number of people who fall into the ‘healthy weight’ category.

Partners from Active Schools, Physical Education, NHS and the Pickaquoy Centre met to review the current Physical Activity and Sports Strategy to ensure that it is still relevant for its final year. The next steps are to confine working to priorities while starting to work on the new strategy for 2020 onwards.

Status: Green

5.17. Consider the redevelopment of the Point of Ness Campsite and develop the Birsay Campsite facilities.

Target date: 31 December 2020.

What outcomes do we aim to achieve?

- Increased capacity of the site and improved visitor experience.

Projects to make improvements to the Point of Ness Campsite and to expand the Stromness Marina were unsuccessful in applications to VisitScotland’s Rural Tourism Infrastructure Fund. Both projects met the criteria but were unsuccessful. However, the fund has opened for a third round of applications and the projects will be submitted again.

Status: Green

5.18. Engage with the Scottish Government and Scottish Water to seek to identify viable solutions to reduce risk of flooding to communities: a. St Margaret’s Hope; b. St Marys; c. Stronsay, Whitehall; d. Kirkwall.

Target date: 31 March 2023.

What outcomes do we aim to achieve?

- Reduce Flood Risk to the 1 in 200-year level.
- The plans will inform the capital project programme investment.

All flooding at risk areas have now been incorporated into a Flood Risk Plan. Risks will be prioritised so that applications can be made on a priority basis to Scottish Government for funding. Subject to funding, the aim would be for each area to be dealt with in turn, noting that no current funding is available. A quarterly meeting with Scottish Water and Stakeholders is now established and there is a high-priority focus on Kirkwall surface water constraints. The Kirkwall Surface Water Drainage Plan is scheduled to be reported to the November 2019 Development and Infrastructure Committee.

Status: Green



5.19. Establish and implement terrestrial and marine planning policy and environmental monitoring systems.

Target date: 31 March 2023.

What outcomes do we aim to achieve?

- An appropriate balance of development and protection of land and marine environmental resource.

The Council has agreed to establish a Marine Planning Partnership (MPP) representing the economic, community, environmental and recreational interests within a local marine region. The MPP will have responsibility for preparing a Regional Marine Plan which is the marine equivalent of a Local Development Plan, containing statutory local policies and spatial plans to guide marine consenting and management decisions. The Council is currently seeking the necessary approval/ delegation from Scottish Ministers to deliver this marine planning function. A review of the Council's terrestrial planning policy is currently on holding pending the publication of secondary legislation following the new Planning Act which will impact on how Local Development Plans are prepared and what matters they will cover.

Status: Green



5.20. Continue investment programme for the care and expansion (where necessary) of burial grounds across Orkney.

Target date: 31 December 2020.

What outcomes do we aim to achieve?

- Adequate lair provision for several decades to come across Orkney as a whole.
- Maintaining quality Burial Ground assets.

The five-years burial grounds improvement programme is on track for completion by March 2021. Included in this £1.6 million package of works, as well as the extensions for lair capacity, are improvements to address historic maintenance issues. In terms of the ongoing management of burial grounds generally, a revised Code of Practice will be reported to a future meeting of the Development and Infrastructure Committee to consider options, and this includes an improved approach to headstone and memorial safety risks.

Status: Green

