

Item: 6.3

Policy and Resources Committee: 26 November 2019.

Council Delivery Plan 2018 to 2023.

Joint Report by Chief Executive and Executive Director of Corporate Services.

1. Purpose of Report

To advise on progress made in respect of the targets within the Council Delivery Plan 2018 to 2023, for the reporting period 1 April 2019 to 30 September 2019.

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 reporting period 1 April to 30 September 2019, as set out in Annex 1 to this report.

It is recommended:

2.2.

That the actions, referred to at section 4.1 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 action, referred to at section 4.2 of this report, be deleted from the Council Delivery Plan.

2.4.

That the actions, referred to at section 5 of this report, be amended as indicated and retained within the Council Delivery Plan.

3. Progress on Targets

3.1.

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 1 April to 30 September 2019.

3.2.

A summary of progress is as follows:

- Blue (complete) = 13 (of which 6 are closed as these have been previously reported to Council as complete within this review period).
- Green = 45.
- Amber = 9.
- Red = 9.
- Total = 82.

4. Completed Actions

4.1.

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 5 – 1.7 Revised Kirkwall Urban Design Framework, incorporating the Your Kirkwall Action Plan.
- Page 9 – 2.4 We will review commissioned services and bring forward recommendations in relation to children’s services priorities and long-term sustainability.
- Page 11 – 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.
- Page 12 – 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.
- Page 23 – 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.
- Page 26 – 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.
- Page 27 – 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.
- Page 33 - 4.11 Facilitate the establishment of a sustainable abattoir operator, and the establishment of a long term appropriately scaled abattoir facility – it is recommended that this action be deleted from the Council Delivery Plan.
- Page 46 – BV1a Develop detailed Council-wide and service workforce plans that consider future workforce needs, current capacity, supply and recruitment, skills, and financial constraints.

- Page 47 – BV1b Implement the Project Management Module on Concerto. Raise awareness of the newly developed Capital Project Appraisal Guidance amongst the Corporate Management Team and others with a role in capital project applications.
- Page 49 – 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.
- Page 50 – 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.
- Page 51 – 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.
- Page 52 – BV5b Report Local Government Benchmarking Framework Indicators to Service Committees.

4.2.

It is recommended that the undernoted action be deleted from the Council Delivery Plan:

- Page 33 – 4.11 Facilitate the establishment of a sustainable abattoir operator, and the establishment of a long term appropriately scaled abattoir facility.

5. 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 5 – 1.7 Revised Kirkwall Urban Design Framework, incorporating the Your Kirkwall Action Plan - it is proposed that the target date for this action is extended to 31 March 2023.
- Page 6 – 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 March 2020.
- Page 30 – 4.8 Develop and Implement a World Heritage Site Strategic Masterplan including Gateway facility and core infrastructure projects – it is proposed that the target date for this action is extended to 31 March 2023.
- Page 32 – 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.

6. Performance Monitoring

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

7. 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.

8. Financial Implications

8.1.

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

8.2.

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.

9. Legal Aspects

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

10. Contact Officers

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11. Annex

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

Council Delivery Plan 2018 to 2023 – Performance Monitoring Report for Six Months Ending 30 September 2019

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: 31 March 2019.		Current Period: 30 September 2019.			
		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. Lead: Gavin Barr.	Transfer of responsibility at no net detriment to the Council.	In progress.	Green.	3 July 2018.	31 December 2020.	In progress.	Green.
		Comment.					
		Dialogue between Transport Scotland, Scottish Government Ministers and Orkney Islands Council Members / Officers is ongoing on a regular basis.					

Priority: Review Timetables to integrate public transport wherever possible.

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		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. Lead: Gavin Barr.	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.	Green.
		Comment.					
		Improved integration is part of the outline business case and bus contract work. Subject to budget availability improved integration is the aspiration for this work.					

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: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
1.3 Retain and where possible enhance public road infrastructure and coastal flood protection of public road infrastructure. Lead: Gavin Barr.	Retention of existing levels of accessibility to Orkney's communities.	In progress.	Amber.	3 July 2018.	31 March 2023.	In progress.	Amber.
		Comment.					
		This is highlighted in the Council's Capital Project Appraisal process for future consideration of funding. The Senior Management Team is reviewing the "long list" of capital project priorities, aiming to undertake a second session with Elected Members before the end of the financial year to agree the 2024 to 2029 Capital Planning Programme.					

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
1.4 Refresh and deliver the Council's Airfield's Strategy and Investment Plan. Lead: Gavin Barr.	Fit for purpose Airfields in accordance with the OIC Airfields Safety Management System.	In progress.	Green.	3 July 2018.	31 December 2019.	In progress.	Amber.
		Comment. Programme of runway resurfacing complete and building replacement / upgrading been through pre-Capital Project Appraisal process. Strategy and Investment Plan regarding remaining Airfield Terminal refurbishment / replacements and a long-term capital asset replacement reported to Council in June 2019 with commitment to fund extra cost of water rescue equipment of £18,500 subsequently agreed by the Safety Review Board. This will be a cost pressure on this budget which will need to be funded from elsewhere within Development and Infrastructure later in the financial year.					

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
1.5 Contribute to the delivery of the Orkney	Increased EV infrastructure and number of EVs in Orkney, whilst	In progress.	Green.	3 July 2018.	31 March 2023.	In progress.	Green.
		Comment.					

Electric Vehicle Energy Strategy. Lead: Gavin Barr.	reducing cost to the Council.	Electric Vehicle infrastructure currently progressing under funded support from Scottish Government and the Low Carbon Travel and Transport Challenge Fund. Charging for use was introduced in April 2019.
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Priority: Improve cycle and walking paths across Orkney.

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		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 sourcing external funding for improvements to core path and (where affordable) other path and cycle networks. Lead: Gavin Barr.	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.	In Progress.	Green.	3 July 2018.	31 March 2023.	In progress.	Green.
		Comment. 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 Arcadia Park project in Kirkwall have commenced. Design works on Papdale East play park are being progressed.					

Priority: Explore improvements arising from 'Your Kirkwall' engagement.

Action.	Description.	Previous Period: 31 March 2019.	Current Period: 30 September 2019.

		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
1.7 Revised Kirkwall Urban Design Framework, incorporating the Your Kirkwall Action Plan. Lead: Gavin Barr.	Improvements to Kirkwall Council, YP and partners better informed. YP connected to decision making processes.	In progress.	Green.	3 July 2018.	30 August 2019.	Complete.	Blue.
		Comment.					
		The Kirkwall Urban Design Framework was recommended for approval by Development and Infrastructure Committee in September 2018 and includes an action plan of projects covering the next 10 years, this part of the action is complete. In terms of key delivery actions, work is progressing on the preparation of a Surface Water Management Plan which will identify a suite of projects to resolve surface water flooding in Kirkwall which is currently constraining development in the west of the town. Consideration to be given to an end date of 31 March 2023 to allow implementation of the action plan during the course of the Council Delivery Plan.					

Priority: Continue to lobby for access to superfast broadband.

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		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	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.
		Comment.					
		There are delays in the procurement process for R100. We continue to lobby for improved broadband connectivity in Orkney and an application is due to be					

with R100 commitments. Lead: Gavin Barr.		submitted to the UK Government in October 2019 for a Scottish Government pilot as an interim solution.
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Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		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. Lead: Gavin Barr.	Relatively immediate access for all households up to 30 megabytes. Improved IT connections.	Not started.	Amber.	3 July 2018.	31 December 2020.	In progress.	Amber.
Comment.							
The Council is investigating alternative methods of delivering improved connectivity in Orkney, including wireless networks, with a funding application to the Department of Digital, Culture, Media and Sport to be submitted in October 2019.							

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

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
1.9 Work with Scottish Government and other partners to progress the	Replace all ferries with ones which have the capacity and speed to	In progress.	Amber.	3 July 2018.	31 August 2019.	Overdue.	Red.
Comment.							

<p>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.</p> <p>Lead: Gavin Barr.</p>	<p>deliver the improved service need and where possible new low carbon technology solutions.</p> <p>Ferries to meet environmental targets and to be disability compliant.</p> <p>Air services to meet the improved services standards outline in STAG.</p> <p>Fairs at a level comparable with the rest of Scotland.</p> <p>Revenue resources to deliver improved timetables.</p>	<p>Contract for outline business cases (OBC) placed September 2018 but budget challenges will take delivery of the work into financial year 2019 to 2020. 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. Consideration to be given to changing this end date to Spring 2020.</p>
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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: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
2.1 We will support the mental wellbeing of our	Improved awareness of mental health and	In progress.	Green.	3 July 2018.	30 June 2020.	In progress.	Amber.

<p>children and young people by co-producing preventative approaches in consultation with young people as well as supporting early intervention and recovery / restorative services.</p> <p>Lead: Sally Shaw.</p>	<p>wellbeing issues in our children and young people and better mental wellbeing for children and young people.</p> <p>Council, young people and partners better informed.</p> <p>Improved and appropriate mental health services to meet the needs and requirements of young people.</p> <p>Young peoples' voices heard.</p> <p>Increased political literacy.</p> <p>Young people are respected, responsible and included.</p>	<p>Comment.</p> <p>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 Service) 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. CAMHS has however received resignations recently and we are in the process of recruiting to the vacant posts, agency staff have been sourced to minimise the impact. We are currently consulting on a mental health strategy which will take account of the views of young people.</p>
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Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
2.2 We will review our Child and Adolescent Mental Health service	Realignment of resource and shared understanding of priority areas.	Overdue.	Red.	3 July 2018.	1 December 2018.	Overdue.	Red.
Comment.							

provision and bring forward recommendations that align investment to our local need. Lead: Sally Shaw.	An overall mental health review is underway to draft a local strategy which will include child and adolescent mental health service provision. A draft strategy was considered by the Integration Joint Board (IJB) and is now the subject of public consultation. The outcome from the consultation and revised strategy will be presented to the IJB early in 2020.
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Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		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 Orkney by training two more staff. Lead: Sally Shaw.	Sustaining our ability to meet statutory requirements relating to the care and welfare of people with mental disorder.	In Progress.	Amber.	3 July 2018.	31 December 2021.	In progress.	Green.
Comment.							
One social worker has successfully completed their training as a Mental Health Officer and two more social workers commenced their training this autumn.							

Priority: Review the services provided for Looked After Children.

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
2.4 We will review commissioned services		Overdue	Red.	3 July 2018.	31 March 2019.	Complete	Blue.

and bring forward recommendations in relation to children's services priorities and long-term sustainability. Lead: Sally Shaw.	Realignment of resource and shared understanding of priority areas.	<p>Comment.</p> <p>Review of Services for Children and Young People in Need of Care and Protection was reported to Orkney Health and Care Committee on 6 June 2019. This action is now complete.</p>
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Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
2.5 We will explore and establish 'commissioned provision' opportunities for education and care. Lead: Sally Shaw.	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.	In progress.	Green.	3 July 2018.	21 March 2020.	In progress.	Green.
		<p>Comment</p> <p>Review of Services for Children and Young People in Need of Care and Protection was reported to Orkney Health and Care Committee on 6 June 2019 and recommendations to be progressed.</p>					

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.

<p>2.6 We will develop our Corporate Parenting approach and establish a Corporate Parenting board. Lead: Sally Shaw.</p>	<p>Corporate Parents successfully fulfil this statutory role and the voice of care experienced young people and care leavers influence service development and policy.</p>	<p>In progress.</p>	<p>Green.</p>	<p>3 July 2018.</p>	<p>31 March 2020.</p>	<p>In progress</p>	<p>Amber.</p>
<p>Comment.</p>							
<p>Plan priorities agreed. Further work required on the membership of the Corporate Parenting Board. Agreement will be sought at the Community Planning Partnership Board in November.</p>							

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
<p>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. Lead: Sally Shaw.</p>	<p>Orkney has a range of placements available that promote stability for children and young people.</p>	<p>Overdue.</p>	<p>Red.</p>	<p>3 July 2018.</p>	<p>31 March 2019.</p>	<p>Complete.</p>	<p>Blue.</p>
<p>Comment.</p>							
<p>This action is complete.</p>							

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: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
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. Lead: Sally Shaw.	Clarity about what staff and skills we need in Orkney for effective service delivery.	Overdue.	Red.	3 July 2018.	1 April 2019.	Overdue.	Red.
		Comment. Regular meetings between the Head of HR and Performance, Head of Corporate Services and the OHAC Chief Officer have been set up to progress this overarching workforce plan. It is proposed to adopt NHS Orkney's style of workforce plan. This will be brought to the relevant Trade Union meetings and the IJB for approval before being formally adopted.					

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
2.9 We will support our older people's residential care home	A well-equipped and confident workforce in relation to the provision of	In progress.	Green.	3 July 2018.	31 March 2023.	Complete	Blue.
		Comment.					

workforce to provide high quality care to people with dementia by delivering specialist dementia care training to those staff. Lead: Sally Shaw.	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. This model is now embedded as business as usual.
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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: 31 March 2019.		Current Period: 30 September 2019.			
		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. Lead: Sally Shaw.	Sufficient residential care capacity in Orkney.	In progress.	Green.	3 July 2018.	30 September 2019.	Overdue.	Red.
Comment.							
Construction complete with fitting out due to be finished by mid-December. Staff training and familiarisation to take place. Public open day to be held. Final date for residents to move is yet to be determined but will be early 2020.							

Action.	Intended Outcomes.	Previous Period: 31 March 2019.	Current Period: 30 September 2019.
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		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 creating additional capacity. Lead: Sally Shaw.	Sufficient residential care capacity in Orkney.	In progress.	Green.	3 July 2019.	31 August 2021.	In progress	Amber.
Comment.							
The planning application has been submitted but delayed due to a foul sewer connection issue which needs to be resolved by Scottish Water.							

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
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. Lead: Sally Shaw.	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.	Green.
Comment.							
Construction is underway. First phase which contains the units for Orkney Health and Care is due for completion in late summer 2020.							

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
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. Lead: Sally Shaw.	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 is use. Maximised use of building assets. More cost-efficient model of service provision.	Not started.	Green.	3 July 2018.	31 March 2023.	In progress.	Green.
		Comment. We will review day service provision via the community-led support work to ensure local fit for purpose provision.					

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
2.14 We will work with partners to encourage increased physical	Access to physical activity opportunities for people	Overdue.	Red.	3 July 2018.	31 March 2019.	Overdue	Red.
		Comment.					

activity. We will explore, with partners, an exercise referral scheme. Lead: Sally Shaw.	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 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.
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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: 31 March 2019.		Current Period: 30 September 2019.			
		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. Lead: Sally Shaw.	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.	Complete	Blue.	3 July 2018.	31 March 2019.	Closed.	Blue.
Comment.							
This action was reported as complete to the Policy and Resources Committee on 18 June 2019.							

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
2.16 We will support people with disability into purposeful activities such as education / training employment or volunteering. Lead: Sally Shaw.	Improvement of opportunity for people with disability to use existing resources.	Complete.	Blue.	3 July 2018.	31 March 2019.	Closed.	Blue.
		Comment. This action was reported as complete to the Policy and Resources Committee on 18 June 2019.					

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: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
3.1 Extend the Orkney Offer to learners of all ages.	Orkney is recognised as a successful learning community and a	In progress.	Green.	3 July 2018.	31 December 2022.	In progress.	Green.
		Comment.					

Lead: James Wylie.	'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, Meeting Learners Needs, Early Learning and Attainment. The Orkney Improvement Framework recommended for approval by the Education, Leisure and Housing Committee in November 2018 will be reported to Committee in November 2019.
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Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		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. Lead: James Wylie.	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.
Comment.							
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.							

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		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. Lead: James Wylie.	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.	Amber.	3 July 2018.	31 December 2021.	In progress.	Green.
		Comment. A technician is in the process of being appointed. The team is finalising a revised action plan.					

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		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.
		Comment.					

<p>condition of the school estates.</p> <p>Lead: James Wylie.</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 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.</p>
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Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
<p>3.5 We will develop Lifelong learning opportunities through the Community Learning programme which will include a family learning programme.</p> <p>Lead: James Wylie.</p>	<p>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.</p>	In progress.	Green.	3 July 2018.	31 December 2020.	In progress.	Green.
Comment.							
<p>Community Learning and Development (CLD) has completed an audit of Family Learning, including a review of the national consultation data for Family Learning (FL) and Parental Engagement (PE) which will lead to the creation of a joint FL Action Plan and strategy for Orkney. CLD is also working with five large primary schools to deliver joint FL opportunities with the Read, Write, Count resource and are working on possible secondary alternatives. A number of Family Learning opportunities have been offered within the community learning programmes. The number of Community Learning tutors has risen to 45.</p>							

	Relevant and effective Family Learning opportunities available. Family bonds strengthened.	
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Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		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'. Lead: James Wylie.	Sustainability of a learning offer across our communities.	In progress.	Green.	3 July 2018.	30 November 2019.	In progress.	Green.
		Comment. A review of secondary staffing policy has identified need and surplus. Last year and progressing into this session, where applicable, senior secondary schools provided surplus staff to staff the Junior High Schools. The learning offer will continue to develop in line with the National Improvement Framework (NIF) and Orkney Improvement Framework. The National Fairer Funding group has finalised new guidance for the funding of schools. We will review our policy following the publication of national guidance. A request will be made to change the baseline end date so that it is in line with NIF plan.					

Action.	Intended Outcomes.	Previous Period: 31 March 2019.	Current Period: 30 September 2019.
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		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
3.7 We will review Trust options for sports, leisure and learning. Lead: James Wylie.	Sustainable and efficient range of services and opportunities as part of Orkney's human and social capital.	Complete.	Blue.	3 July 2018.	31 December 2021.	Closed.	Blue.
		Comment.					
		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: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
3.8 We will review the Local Housing Strategy. Lead: James Wylie.	Revised strategy covering housing priorities.	In progress.	Green.	3 July 2018.	31 December 2019.	In progress.	Green.
		Comment.					
		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.					

Action.	Intended Outcomes.	Previous Period: 31 March 2019.	Current Period: 30 September 2019.

		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. Lead: James Wylie.	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.
Comment.							
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 aimed at decarbonising heat with Queens University Belfast, Heriot Watt and Edinburgh Universities and Robert Gordon University.							

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

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		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 Plan to achieve the best possible outcome for our Communities. Lead: John Mundell.	An Islands Bill which represents the needs of, and empowers, our community.	Overdue.	Red.	3 July 2018.	31 December 2018.	Complete.	Blue.
Comment.							
The National Islands Plan was approved by the Scottish Government on 3 October 2019.							

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

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		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. Lead: John Mundell.	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.
		Comment. A review of the Empowering Communities project is underway and will build on feedback from Community Councils and the Community Conversations events.					

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
3.12 Pursue the aim of enabling and empowering	More efficient delivery of services at a local level,	In progress.	Green.	3 July 2018.	31 March 2023.	In progress.	Green.
		Comment.					

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

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
3.13 Explore new ways to deliver public services within Orkney. Lead: Gillian Morrison.	Streamlined governance for our islands. Pooled shared support services leading to more resources at point of service delivery.	In progress.	Green.	3 July 2018.	31 March 2023.	In progress.	Amber.
		Comment.					
		Agreement that the Council should participate in public consultation on the Single Authority Model was formally ratified in March 2019 and consultation arrangements are in place. The delay in initiating the consultation stage is due to the requirement for consideration of feedback from the Scottish Government.					

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: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
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. Lead: Gavin Barr.	To develop innovative low carbon energy projects. To position Orkney as the globally recognised innovation centre for low carbon transport.	In progress.	Green.	3 July 2018.	31 March 2023.	Complete.	Blue.
		Comment. 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 approved in October 2019.					

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
4.2 Strategic investment in projects to generate income and / or deliver	Sustainable energy generation, use and export	In progress.	Green.	3 July 2018.	31 August 2019.	In progress.	Green.
		Comment.					

significant community benefits. Lead: Gavin Barr.	and thereby income for recirculation within Orkney.	Community Wind Project, Private Wire, Waste Disposal, and Port Master Plan projects all making substantial progress in 2019. Consultative Group Seminar on the Waste Project was held in September 2019 to refine the options; a Capital Project Appraisal will follow in early 2020. For Community Wind / Private Wire, land agreements have been finalised.
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Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		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. Lead: Gavin Barr.	To support local community and business growth to support population retention and growth.	In progress.	Green.	3 July 2018.	31 August 2019.	Complete.	Blue.
Comment.							
Seminar held with Members of the Development and Infrastructure Committee in September 2018 to discuss Economic Development priorities. A follow up seminar with Elected Members took place on 17 December 2018 to progress reprioritisation. Report was presented to the September 2019 meeting of the Development and Infrastructure Committee to identify budget / service priorities. Permanent post of Volume Tourism Development and Management Officer established to cover this key sector.							

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
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. Lead: Gavin Barr.	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.	In progress.	Green.	3 July 2018.	31 March 2023.	In progress.	Green.
		Comment. Significant activity, supported by the developing Port Master Plan, 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 increasing its longevity.					

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
4.5 Establish Crown Estates marine management pilot status and Marine Planning Authority Functions – with focus on Island Authority governance and local expertise model.	Transfer of functions and income. Dedicated professional Marine Planning Service.	In progress.	Green.	3 July 2018.	31 August 2020.	In progress.	Green.
		Comment. Update report presented to Policy and Resources Committee in September 2018 on Local Marine Asset Management. Stage 1 application submitted for Crown Estate Scotland Pilot Scheme to deliver enhanced local decision making on seabed leasing. Stage 2 application submitted to Crown Estate in March 2019. Crown Estate confirmed in September 2019 that the Orkney pilot					

Lead: John Mundell.	project had been given 'preferred project status' by its Board. An implementation plan is currently being discussed with the Crown Estate.
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Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		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. Lead: Gavin Barr.	Principally to reduce the cost of waste disposal. Increase community participation and responsibility.	In progress.	Green.	3 July 2018.	31 August 2020.	In progress.	Green.
Comment.							
Stage 1 Capital Project Appraisal submitted to Special Meeting of the Development and Infrastructure Committee on 26 September 2018. Change Team enlisted to support review of roads and environmental service models and also the feasibility of transferring duties to communities. Waste Permit report will be presented to the Development and Infrastructure Committee in November 2019. More scoping work on Empowering Communities is underway to look at these service areas in terms of greater community participation.							

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

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.

<p>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.</p> <p>Lead: Gavin Barr.</p>	<p>To manage the impacts and economic opportunities associated with increasing visitor numbers.</p> <p>To spread tourist activity around all of Orkney.</p>	In progress.	Green.	3 July 2018.	31 March 2023.	In progress.	Green.
Comment.							
<p>The destination management body 'Destination Orkney' (DO) was formed in June 2018. The DO Strategic Partnership (including Orkney Islands Council) 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 projects in Orkney submitted to the Scottish Government Rural Tourism Infrastructure Fund were unsuccessful. A permanent post of Volume Tourism Development Officer was established in March 2019 in Economic Development. A draft Orkney Tourism Strategy will be presented to the Development and Infrastructure Committee in November 2019 and a report on the Scottish Government consultation on the Transient Visitor Tax will be presented to the Policy and Resources Committee in November 2019.</p>							

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

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
4.8 Develop and Implement a World Heritage Site Strategic Masterplan including	To provide effective visitor management and address infrastructure constraints.	Overdue.	Red.	3 July 2018.	31 December 2018.	Overdue.	Red.
Comment.							

<p>Gateway facility and core infrastructure projects.</p> <p>Lead: Gavin Barr.</p>		<p>World Heritage Site Masterplan recommended for approval by Development and Infrastructure Committee in April 2019. 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 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 to be given to changing this target date to 31 March 2023.</p>
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Priority: Progress the Islands Deal to deliver innovative, enterprising and transformational projects.

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
<p>4.9 Work in partnership with the two other Islands Councils to finalise the Islands Deal.</p> <p>Lead: John Mundell.</p>	<p>To prioritise and refine Orkney projects to be submitted for Islands Deal funding.</p>	<p>In progress.</p>	<p>Green.</p>	<p>3 July 2018.</p>	<p>31 December 2019.</p>	<p>Overdue.</p>	<p>Red.</p>
<p>Comment.</p>							
<p>Staff continue to work closely with counterparts in the other two Islands Councils plus local stakeholders to develop and refine an appropriate list of projects to be considered for Islands Deal funding. An Islands Deal progress report was presented to Policy and Resources Committee on 18 June 2019.</p>							

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		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. Lead: Gavin Barr.	To ensure support for key business sectors and replacement for EU funds which will be lost.	In progress.	Green.	3 July 2018.	30 September 2019.	Overdue.	Red.
		Comment. 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 operation of SPF have also been submitted to the UK Government. The UK Government has delayed the launch of the Shared Prosperity Fund 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. A more realistic target date for this action is at least two years away.					

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.

4.11 Facilitate the establishment of a sustainable abattoir operator, and the establishment of a long term appropriately scaled abattoir facility. Lead: Gavin Barr.	To facilitate the development of an appropriate facility and secure an operator to run the business.	In progress.	Amber.	3 July 2018.	30 June 2019.	Overdue.	Red.
		Comment. An up-to-date report was presented to the Development and Infrastructure Committee in January 2019 and a decision taken to proceed with disposal. Work is underway to dispose of contents through specialist equipment broker, a local auction took place in September 2019 and enquiries are continuing with regard to sale of fixtures and fittings. Estates are due to present building disposal options to Asset Management Sub-committee in January 2020. Abattoir has been declared surplus to Development and Infrastructure requirements. Insurance cover has been downgraded to clearance only (not reinstatement). It is recommended that this action be deleted from the Council Delivery Plan.					

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: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
5.1 Consider scope of car parking		In progress.	Green.	3 July 2018.	31 March 2023.	In progress.	Green.

<p>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). Lead: Gavin Barr.</p>	<p>Increased enforcement, improved road safety and more considerate parking.</p>	<p>Comment.</p> <p>Initial report to the Roads and Environmental Services Consultative Group in December 2018 indicated support for concern linked to decriminalised parking. A further Consultative Group meeting (joint between Roads and Environmental Services and 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. It was agreed that further work be done on developing the DPE business case which is underway in the 2019 to 2020 financial year.</p>
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Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
<p>5.2 We will take Youth work approaches to promote and encourage social responsibility in young people for example, through volunteering opportunities. Lead: James Wylie.</p>	<p>Increased social responsibility. Young people make informed choices. Positive quality of life. Active volunteering. Young people's voices heard. Good citizenship.</p>	<p>In progress.</p>	<p>Green.</p>	<p>3 July 2018.</p>	<p>31 December 2019.</p>	<p>In progress.</p>	<p>Green.</p>
		<p>Comment.</p> <p>Community Learning and Development (CLD) continues to provide a wide range of youth work programmes and activities across Orkney. We work continuously with wider partners both locally and nationally to share good practice and training to ensure effective youth work approaches are being used widely and not just within our qualified teams. We are further developing youth work approaches to work positively with young people facing significant challenges and barriers.</p>					

	<p>Young people participate positively within their communities.</p> <p>Increased skills and confidence.</p>	
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Priority: To protect Orkney's landscape and wildlife heritage.

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
5.3 Implementation of North Isles Landscape Partnership Project. Lead: Gavin Barr.	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.
		Comment. 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.					

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.

5.4 Implementation of the Orkney Local Biodiversity Action Plan and participation in the Orkney Native Wildlife Project. Lead: Gavin Barr.	Up-to-date plan in place to promote improvements to biodiversity. Implementation of the Orkney Natural Wildlife Project.	In progress.	Green.	3 July 2018.	31 December 2020.	In progress.	Green.
		Comment.					
		The finalised Orkney Local Bio-diversity Action Plan was 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.					

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
5.5 Continue to maintain and enhance environmental survey and response capability. Lead: Gavin Barr.	Maintain high standards of environmental monitoring and research activity.	In progress.	Green.	3 July 2018.	31 March 2023.	In progress.	Green.
		Comment.					
		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 has been short-listed for a Scottish Award for Quality and Planning. Scottish Natural Heritage and Scottish Environment Protection Agency have confirmed that they will jointly fund with the Council a second phase Depositioning Modelling Assessment which will investigate fish farm depositional impacts on the sea					

		bed. A State of the Environment Assessment of Orkney waters is currently being undertaken to inform future Marine Spatial Policy.
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Priority: To protect and promote Orkney's unique culture and community events.

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
5.6 Continue to support Community Associations and Community Schools. Lead: James Wylie.	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.
		Comment. The Community Learning and Development (CLD) team continues 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.					

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
5.7 Work in partnership to deliver the Strategy to Further Protect Orkney's Cultural Heritage.	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.	In progress.	Green.
		Comment.					

Lead: James Wylie.	Annual monitoring of the strategy was completed on 24 July 2019.
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Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		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. Lead: James Wylie.	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.	In progress.	Green.
Comment.							
Review report to be taken to November 2019 meeting of Education, Leisure and Housing Committee for consideration with a proposal to retain the Culture Fund in its present format.							

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
5.9 Maintain, promote and develop accessibility to	Our museums and heritage sites provide high quality visitor experiences	In progress.	Green.	3 July 2018.	31 March 2023.	In progress.	Green.
Comment.							

collections held within the Museums Service, including development of Scapa Flow Museum. Lead: James Wylie.	and opportunities for education and lifelong learning.	General work across the service is progressing well. Work on the capital project to restore and redevelop Scapa Flow Visitor Centre and Museum is now progressing well and contractors are on site.
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Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
5.10 Work with partners to support Orkney's hosting of the 2023 Island Games. Lead: James Wylie.	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.
Comment.							
Event hosted on 19 and 20 September 2019 with 10 of the 13 governing bodies of Sport and SportScotland, focusing on the 2023 Games, as well as the development of sport pre and post-games in Orkney and the wider Highlands and Islands Region. Monthly committee meetings are also taking place.							

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

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.

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. Lead: Gavin Barr.	Establish dedicated Member Officer Working Group. Identification of affordable initiatives to meet this objective Pupils speak to headteachers, Parent Councils and officers.	In progress.	Green.	3 July 2018.	31 March 2023.	In progress.	Green.
		Comment.					
		There have now been several meetings of the working group in 2018 and 2019. The Change Team 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 in most service areas and the Council's Procurement team is working with Directorates to understand how we can reduce the volume of plastic purchases in products we use. Development and Infrastructure's current role is co-ordination only, with staff capacity a significant constraint to fully delivering this ambition.					

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: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
5.12 Prioritise marketing activity with a focus on international / emerging markets / internal investment opportunities. Lead: Gavin Barr.	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.	In progress.	Green.	3 July 2018.	31 March 2023.	In progress.	Green.
		Comment.					
		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.					

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		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. Lead: Gavin Barr.	To ensure all OIC-owned assets are well maintained.	In progress.	Amber.	3 July 2018.	31 December 2019.	In progress.	Amber.
		Comment. 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. This has been flagged as a budget pressure these last two years, which has been deferred. There was a growth bid to address this which was deferred without any funding through the 2019 to 2020 budget setting process. These pressures will continue to be managed as growth bids through future budget setting processes and in the absence of new funding will have to be managed as prioritisation of urgent works within existing budget.					

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
5.14 Work with Kirkwall BID and other	To develop projects and services that will enhance	In progress.	Green.	3 July 2018.	31 March 2023.	In progress.	Green.

constituted business organisations to maintain and improve the vitality and viability of town and village centres. Lead: Gavin Barr.	the vitality and viability of Kirkwall Town Centre.	Comment.
		Consultation with both Stromness and Kirkwall town centre bodies as well as Community Councils sought project ideas for Town Centre Fund. New street furniture was installed at Kirkwall Pier Head and Broad Street in August 2019. Phase Two Public Realm Works commencing at the start of October 2019 in Broad Street / Palace Road.

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		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. Lead: James Wylie.	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.
		Comment. Revised Play Area Strategy to be presented to Education, Leisure and Housing Committee in November 2019. Play Areas to form part of the capital planning process for 2020 to 2021 along with a large number of other projects.					

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.

5.16 We will work towards implementing the recommendations of the Sports Strategy. Lead: James Wylie.	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.
		Comment.					
		Partners have agreed to focus on one specific area for the final year of the strategy and that is "increasing participation" as it links in to other local and national plans such as SportScotland's corporate plan Sport for Life.					

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		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. Lead: James Wylie.	Increased capacity of the site and improved visitor experience.	In progress.	Green.	3 July 2018.	31 December 2020.	In progress.	Green
		Comment.					
		Work still progressing regarding a Capital Project for redevelopment of the Point of Ness.					

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		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. Lead: Gavin Barr.	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.
		Comment. 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 would be each area will be dealt with in turn, noting that no current funding is available. Draft flood risk plan to be concluded by December 2019.					

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
5.19 Establish and implement terrestrial and marine planning policy and environmental monitoring systems. Lead: Gavin Barr.	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.
		Comment. 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.					

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		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. Lead: Gavin Barr.	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.
		Comment. 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 post is currently being recruited (second round of recruitment), this post will lead implementation of a revised Code of Practice and various procedures following updated Government Guidance (June 2019) and also recommendations from an internal audit reported to Monitoring and Audit Committee on 26 September 2019. Options for addressing these recommendations will be considered at the Development and Infrastructure Committee in November 2019.					

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: 31 March 2019.	Current Period: 30 September 2019.
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		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. Lead: Gillian Morrison.	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.	In progress.	Green.
Comment.							
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 is due to start in Autumn 2019. Ideas for future campaigns for 2020 to 2021 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.							

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

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		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,	Council services delivered by the best possible Council staff resource that can be afforded within current financial constraints.	Overdue.	Red.	3 July 2018.	31 March 2019.	Complete.	Blue.
Comment.							
The Corporate Workforce Plan was recommended for approval at Policy and Resources Committee in April 2019. Service specific workforce planning actions have been included in revised Service Plans and approved through the relevant Committees in September 2019. Until priorities have been							

and financial constraints. Lead: Andrew Groundwater.		decided through the budget setting process it will not be possible to provide further detail around likely workforce changes.
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Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		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 Project Appraisal Guidance amongst the Corporate Management Team and others with a role in capital project applications. Lead: Darren Richardson.	Council buildings and other physical infrastructure, and physical assets including ferries, tugs and pilot launches, which better meet the needs of service users and the general public, through having been completed on time and within budget.	Overdue	Red.	3 July 2018.	31 March 2019.	Complete.	Blue.
		Comment.					
		The Concerto project management module has been implemented; currently carrying out trials on new projects.					

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		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. Lead: Gareth Waterson.	A financially sustainable Council, that is able to deliver services, maintain assets, and achieve its strategic objectives.	Complete.	Blue.	3 July 2018.	31 December 2018.	Closed.	Blue.
		Comment.					
		This action was reported as complete to the Policy and Resources Committee on 18 June 2019.					

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
BV1d(i) Implement the Digital Strategy and IT Strategy, and associated work-plans. Lead: Gillian Morrison.	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.	In progress.	Green.
Comment.							
Good progress is being made on this objective. Delivery of the outcomes in both the Digital Strategy and the IT Strategy is underway and feedback is positive. Updates on progress are due to be given to the Asset Management Sub-committee in November 2019. Work on developing a new Digital Strategy is now underway and the target date for delivery of the new strategy is April 2020. Very good progress on replacing key parts of the infrastructure has been made. Our application for Cyber Essential+ in April 2019 was successful and our PSN reaccreditation was confirmed in September 2019.							

Action.	Intended Outcomes.	Previous Period: 31 March 2019.	Current Period: 30 September 2019.
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		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. Lead: Karen Greaves.	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.	Overdue.	Red.	3 July 2018.	31 December 2020.	In progress.	Green.
Comment.							
Implementation of the Customer Services Platform is well underway. The initial target date of 31 March 2019 has been extended to 31 December 2020. The extension was approved when the Chief Executive's Service Service Plan 2019 to 2022 was presented to the Policy and Resources Committee in September 2019.							

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
BV2 Review the Council's current self-evaluation arrangements, and develop a revised How Good is Our Council? model encompassing corporate level, as well	Improvements and developments to Council services that have been informed by a greater understanding of the strengths and weaknesses of Council services.	Overdue.	Red.	3 July 2018.	28 February 2019.	Complete.	Blue.
Comment.							
The How Good is Our Council service-level self-assessments were completed in the first half of 2019 and went on to inform the 2019 to 2022 Service Plans which were recommended for approval during the September 2019 committee cycle. The Corporate Management Team (CMT) held a workshop on 28							

<p>as service level, self-assessments.</p> <p>Lead: Andrew Groundwater.</p>		<p>August 2019 to analyse the service self-assessments and identify common themes across the Council. Initially, two areas are being progressed, the first to improve recruitment procedures, and the second to develop the Council webpage and intranet. These are being taken forward by the CMT, therefore the self-assessment process has concluded, and this action is complete.</p>
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Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
<p>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.</p> <p>Lead: Gillian Morrison.</p>	<p>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.</p>	In progress.	Amber.	3 July 2018.	30 June 2019.	Complete.	Blue.
		<p>Comment.</p> <p>New Service Plans have been approved by Council, following consideration by the relevant Service Committees in September 2019 and provide a greater focus on delivering improved outcomes.</p>					

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		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. Lead: Gillian Morrison.	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.
		Comment.					
		This action was reported as complete to the Policy and Resources Committee on 27 November 2018.					

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		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. Lead: Gillian Morrison.	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.	Overdue.	Red.	3 July 2018.	31 December 2018.	Complete.	Blue.
		Comment.					
		A revised Strategic Planning and Performance Framework was recommended for approval by the Monitoring and Audit Committee on 26 September 2019.					

Action.	Intended Outcomes.	Previous Period: 31 March 2019.	Current Period: 30 September 2019.
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		Overall Status.	BRAG.	Start Date.	Target Date.	Overall Status.	BRAG.
BV5b Report Local Government Benchmarking Framework Indicators to Service Committees. Lead: Andrew Groundwater.	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.	In progress.	Green.	3 July 2018.	30 June 2019.	Complete.	Blue.
		Comment.					
		The Local Government Benchmarking Indicators were reported to the April 2019 cycle of committee meetings for Elected Member scrutiny.					

Action.	Intended Outcomes.	Previous Period: 31 March 2019.		Current Period: 30 September 2019.			
		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. Lead: Gillian Morrison.	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.
		Comment.					
		This action was reported as complete to the Policy and Resources Committee on 18 June 2019.					

Personnel key

Interim Chief Executive – John W. Mundell.

Chief Officer / Executive Director of Orkney Health and Care – Sally Shaw.

Executive Director of Corporate Services – 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

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.

Blue - the agreed action has been progressed to completion.