

## Annex 1

### Council Plan Monitoring Report – Six Months Ending 30 September 2015

#### Health and Wellbeing

**Priority: 1.** Care and Support for those who need it.

**Target: 1.1.** Improved care facilities in Orkney.

We will improve and modernise care facilities and services in Orkney to provide the best possible health and care for generations to come.

**What: 1.** We will provide new modern care facilities in Orkney.

**How:**

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. Through an integrated approach to development of health and social care services in Orkney with our partners NHS Orkney ( <b>Executive Director of Orkney Health and Care</b> )	In Progress	Green	01-04-2013	31-12-2017	In Progress	Green	A range of integrated work is progressing through the existing Orkney Health and Care service plan and the Change Fund. Statutory integration arrangements have been agreed.

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1b.</b> By providing appropriate residential, rehabilitation and community health and social care services in Kirkwall ( <b>Executive Director of Orkney Health and Care</b> )	In Progress	Green	01-04-2013	31-12-2017	In Progress	Green	Work is progressing to provide additional residential care places in Kirkwall and a larger replacement facility for Stromness has been added to the Capital Programme. Other services continue to be available.
<b>1c.</b> By setting out the requirements and costs to provide a replacement for St Peter's House in Stromness ( <b>Executive Director of Orkney Health and Care</b> )	Complete	Blue	01-04-2013	31-12-2017	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 23 June 2015.

## Health and Wellbeing

**Priority: 1.** Care and Support for those who need it.

**Target: 1.2.** Appropriate care and support.

We will be working with partners to seek and provide appropriate models of care and support to meet the growing demands of our population.

**What: 1.** We will ensure people are able to live as long as possible in their own homes and to encourage self care through a reablement model.

**What: 2.** We will aim to provide services that meet assessed needs.

**How:**

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By identifying advanced technologies to help support people to remain in their own homes ( <b>Executive Director of Orkney Health and Care</b> )	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	We have an effective established telecare service. We continue to look at potential further telehealth developments with NHS Orkney. We are engaged in a number of pilot projects using new technologies (mobile working, augmented communication, consultations by video conferencing etc) and continue to actively

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
							seek out project opportunities. We have been successful in a bid to the national Technology Enabled Care Fund to pilot further VC opportunities. This work is now progressing
<b>1b.</b> Through providing education and support to enable people to be supported in their own communities <b>(Executive Director of Orkney Health and Care)</b>	In Progress	<b>Green</b>	01-04-2013	31-03-2018	In Progress	<b>Green</b>	The re-ablement service, developed through the Change Fund, continues to be in place as part of the home care service and re-ablement training and ethos is rolling out through all services, supported by revised assessment tools. A range of community based support services are available. Self Directed Support legislation has been implemented and training rolled out to support it.

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<b>2a.</b> By meeting national time scales for completion of assessment following receipt of referral <b>(Executive Director of Orkney Health and Care)</b>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Timescales continue to be met, except in exceptional circumstances where there is an unavoidable factor that prevents completion
<b>2b.</b> By monitoring the number of recorded 'assessed needs' that have not been met <b>(Executive Director of Orkney Health and Care)</b>	In Progress	Amber	01-04-2013	31-03-2018	Overdue	Amber	Processes to record and monitor waiting lists are in place for the majority of service areas. These are monitored within each service and have actively informed service change proposals considered by the OHAC Board. This information is not however currently centrally collated or reported in an accessible manner. Work to address this cannot be undertaken due to capacity challenges.

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<p><b>2c.</b> We will work to understand the key issues that affect recruitment and retention of staff, and find out what can be done to support staff in the care and support services.  <b>(Executive Director of Orkney Health and Care)</b></p>	Closed	Blue	01-04-2013	31-03-2014	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 25 November 2014.

## Health and Wellbeing

**Priority: 1.** Care and Support for those who need it.

**Target: 1.3.** Supporting our children.

Supporting our children - Early Years Framework: we will be ensuring local partners and practitioners (education, housing, police, health and social work and Third Sector) work together as effectively as possible to ensure every child has the best start in life.

**What: 1.** We will ensure Orkney's partner organisations are working together to implement the Scottish Government's Early Years Framework so that our children have the best start in life.

**How:**

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. By working with the Orkney Community Planning Partners to consider the life chances of children and young people <b>(Executive Director of Orkney Health and Care)</b>	In Progress	<b>Green</b>	01-04-2013	31-03-2018	Complete	<b>Blue</b>	Following the revision of the redesign of the Community Planning Partnership, this action no longer falls within that remit, and is now embedded in the Integrated Services plan.

## Health and Wellbeing

**Priority: 1.** Care and Support for those who need it.

**Target: 1.4.** A new Children's House.

Provision of a new Children's House in Orkney - we will build a safe, well designed home, providing a positive environment for our looked after children in residential care.

**What: 1.** We will build a new Children's House for our looked after children in residential care.

**How:**

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1a.</b> By identifying a suitable site (Executive Director of Orkney Health and Care)	Closed	Blue	01-04-2013	30-04-2013	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 24 June 2014.
<b>1b.</b> We plan to start building on site in 2013 (Executive Director of Orkney Health and Care)	Overdue	Red	01-04-2013	31-12-2014	Complete	Blue	This action is now complete.



## Health and Wellbeing

**Priority: 1.** Care and Support for those who need it.

**Target: 1.5.** The impact of Welfare Reform on members of our community.

We will be providing guidance and support for those at risk from the changes brought about by the Welfare Reform Act 2012.

**What: 1.** We will set up easy to access services and advice to those affected by Welfare Reform.

**How:**

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1a.</b> By administering the Scottish Welfare Fund i.e. Crisis Grants and Community Care Grants ( <b>Executive Director of Corporate Services</b> )	Closed	Blue	01-04-2013	31-12-2017	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 24 June 2014.
<b>1b.</b> By providing advice services to help people affected by Welfare Reform ( <b>Executive Director of Corporate Services</b> )	In Progress	Green	01-04-2013	31-12-2017	In Progress	Green	The Council continues to fund Citizens' Advice Bureau (CAB) to provide advice services. In May 2015, the Council and the Department for Work and Pensions entered into a Delivery Partnership Agreement (DPA) to help provide some

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
							support to claimants for the initial rollout of Universal Credit (UC). This is progressing as planned, and applies only to single people at present. Advice on applying to the Scottish Welfare Fund is available from the Council and online on the Council Website. Information on housing benefit in respect of council housing in Orkney and on Council Tax Reduction in Orkney is available from the Council and online on the Council Website.
<b>1c.</b> By supporting people affected by Universal Credit - providing advice and pointing the way to the most appropriate services that can give support ( <b>Executive Director of Orkney</b> )	In Progress	<b>Green</b>	01-04-2013	31-12-2017	In Progress	<b>Green</b>	Signposting to appropriate support services continues to be in place as a part of on-going service delivery.

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<b>Health and Care)</b>							
<b>1d. By supporting people with housing issues or problems as a result of Welfare Reform (Executive Director of Education, Leisure and Housing)</b>	In Progress	<b>Green</b>	01-04-2013	31-12-2017	In Progress	<b>Green</b>	Work is ongoing with tenants affected by welfare reform to provide advice, guidance and assistance.

## Digital Connectivity

**Priority: 1.** Promote successful, thriving Communities.

**Target: 2.1.** Digital Communications equality.

We will ensure our public services, businesses and communities have access to resilient, effective, high speed digital communications (including mobile 4G). This will include seeking the best possible investment by the Scottish and UK Governments and digital suppliers.

**What: 1.** We will make every effort to ensure Government commitments and the Broadband Delivery UK (BDUK) project deliver on their promises for high speed broadband which is resilient and pervasive for all our communities.

**What: 2.** We will support communities and hard to reach areas to achieve resilient broadband access and help them to access funding where it is available.

**What: 3.** We will work with partners to lobby the UK and Scottish Governments to support improved mobile phone connection in Orkney, including access to 4G services.

**How:**

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By working with partners (including Highlands and Islands Enterprise (HIE)) to get the best possible broadband solution in Orkney from the BDUK project, to ensure coverage for all our communities	In Progress	Green	01-04-2013	31-12-2015	In Progress	Green	The roll out of superfast broadband is proceeding to schedule.

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<b>(Executive Director of Development and Infrastructure)</b>							
<b>1b.</b> By lobbying the Scottish and UK Governments to ensure at least 75% of homes in Orkney receive high speed broadband as a result of the BDUK project <b>(Executive Director of Development and Infrastructure)</b>	In Progress	Green	01-04-2013	31-12-2015	Complete	Blue	The roll out of superfast broadband is projected to reach 75% of Orkney's premises
<b>2.</b> By supporting rural communities to investigate or establish community broadband solutions. This will be led by Highlands and Islands Enterprise and Community Broadband Scotland and supported by our Economic Development Team <b>(Executive Director of Development and Infrastructure)</b>	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Amber	Highlands and Islands Enterprise (HIE) is leading on both the delivery of superfast broadband and community broadband. Community solutions will only be progressed for those areas that will not receive superfast broadband.

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<b>Infrastructure)</b>							
<b>3a.</b> By investigating the potential to use existing mobile masts to increase access, and provide 4G services and also to facilitate putting up new masts where possible. Our aim is to ensure mobile connectivity for all our communities <b>(Executive Director of Development and Infrastructure)</b>	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Amber	The UK Government's mobile infrastructure programme is not progressing as anticipated. The Orkney Digital Forum has raised concerns through our MP. The Council recently met with a mobile phone operator to be advised of an upgrade to several masts in Orkney to provide access to 4G services.
<b>3b.</b> By lobbying the Scottish and UK Governments to maximise phone and high speed mobile internet connectivity availability across Orkney <b>(Executive Director of Development and Infrastructure)</b>	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Green	The Council has provided relevant contact details to support the UK Government's investment plans. We continue to offer to support parties wishing to either extend mobile coverage or improve services

## Education – Housing

**Priority: 2.** Promote successful, thriving Communities.

**Target: 2.2.** Communities with small schools.

We will consider the sustainability of communities including those at risk from falling school rolls. This will include looking at the viability of schools, use of the buildings by the community, and housing policy to support families.

**What: 1.** We will establish the criteria and conditions for the viability of schools in rural and island communities. This will include the wider use of buildings by the community, and housing policy to support families.

**How:**

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. By setting up a project team to determine the conditions required to make a school viable <b>(Executive Director of Education, Leisure and Housing) (Note: this will need to await the outcome of the Commission on the delivery of Rural Education which may bring some changes to legislation)</b>	Overdue	<b>Red</b>	01-04-2013	30-06-2014	Overdue	<b>Red</b>	End date reviewed to allow 'test cases' to inform policy perspective.

## Attractive Environment – Economic Development

**Priority: 2.** Promote successful, thriving Communities.

**Target: 2.3.** Regenerating Kirkwall Town Centre.

A thriving, attractive Kirkwall town centre - we will be promoting a vibrant shopping centre, optimised parking and an attractive harbour area.

**What: 1 a.** We will develop and implement a Regeneration Strategy to co-ordinate development.

**What: 1 b.** We will develop a Place-making Strategy to ensure high quality safe environments for pedestrians, cyclists and cars. This will be linked to revisions to the Roads Development Guide.

**What: 2.** Support the Business Improvement District (BID).

**How:**

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1a.</b> By coordinating and facilitating consultation with key groups with an interest in the regeneration of Kirkwall Town Centre <b>(Executive Director of Development and Infrastructure)</b>	Closed	Blue	01-04-2013	31-12-2014	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 25 November 2014.



Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1b.</b> By working towards establishing a Conservation Area Regenerations Scheme / Townscape Heritage Initiative in Kirkwall ( <b>Executive Director of Development and Infrastructure</b> )	Closed	Blue	01-04-2013	31-12-2014	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 25 November 2014.
<b>1c.</b> By identifying a project team to take on the responsibility for taking this work forward ( <b>Executive Director of Development and Infrastructure</b> )	Closed	Blue	01-04-2013	31-12-2013	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 24 June 2014.
<b>2.</b> By engaging with the BID campaign on planning the project, ensuring coordination with our projects where appropriate ( <b>Executive Director of Development and Infrastructure</b> )	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Green	The Kirkwall BID is a key stakeholder and is involved in this project where appropriate.

## Landscape Protection – Transport Infrastructure

**Priority: 2.** Promote successful, thriving Communities.

**Target: 2.4.** Mitigating risk from flood and coastal erosion.

We will identify risk from flood, coastal erosion and wave action including overtopping issues at Churchill Barrier No. 2, and prioritise the necessary improvements to protect high risk areas.

**What: 1.** We will work with the Scottish Environment Protection Agency (SEPA) and Scottish Water in relation to the governance of Flood Management.

**What: 2.** We will in partnership with SEPA to deliver sustainable flood risk measures and put in additional funding bids for new opportunities as they arise.

**What: 3.** We will finalise technical studies and develop solutions for the Churchill Barrier No. 2 overtopping, having considered energy capture.

**How:**

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. By communicating and sharing information with partners and ensuring we have staff and equipment to enable us to respond to incidents <b>(Executive Director of Development and Infrastructure)</b>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The service maintains regular contact with Community Councils and the public on flood and other related issues where relevant including communications associated with winter readiness and the Churchill Barrier

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
							closures. The Service capability to respond to incidents is largely determined by the staffing and equipment levels in Marine Services and the Operations teams. At present these resources are considered sufficient to provide the expected levels of service. However, it has been highlighted through the budget setting process that further reductions in budget capacity could pose a risk to this capability in future years
<b>2a.</b> By ensuring we have the resources (or by seeking funding from other sources when the opportunity arises) to make improvements which will protect	Overdue	<b>Red</b>	01-04-2013	31-12-2013	Overdue	<b>Red</b>	Project approved with intention for both phases 1 and 2 to be undertaken thereby attracting Scottish Government Funding in 2016/17.

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
high risk areas. Phase 1 will address Kirkwall and St. Margaret's Hope <b>(Executive Director of Development and Infrastructure)</b>							Engineering and planning resources have been appropriately assigned to the project to enable this.
<b>2b.</b> By continuing to assess potential flood risks to communities and developing solutions where possible <b>(Executive Director of Development and Infrastructure)</b>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The Flood Risk Management Plan, which will assess the risks and indicate appropriate solutions, remains on track for completion as required. Kirkwall Harbour project for phases 1 and 2 should be fully funded and work is now underway to consider St Margaret's Hope in more detail.
<b>2c.</b> By exploring external funding sources for St Margaret's Hope <b>(Executive Director of Development and Infrastructure)</b>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Funding for Kirkwall now appears to be available and project is progressing for 2016. There is less

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<b>of Development and Infrastructure)</b>							certainty over smaller projects but action is in hand to start developing projects in order to capture funding if and when available. In the meantime, staff have been tasked to improve the current temporary protection measures.
<b>3. By managing the tender process and report findings and costs to Committee (Executive Director of Development and Infrastructure)</b>	Complete	Blue	01-04-2013	31-12-2013	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 23 June 2015.

## Local Community Participation – Internal Council Processes

**Priority: 2.** Promote successful, thriving Communities.

**Target: 2.5.** Local Community Participation.

We will be supporting our communities to help themselves - developing Community Councils and supporting the Third Sector.

**What: 1.** We will continue to work with and support our Voluntary Sector.

**What: 2.** We will help VAO and associated voluntary organisations to find the right premises to help them deliver voluntary services.

**What: 3.** We will devolve some Council Services to local communities to help them thrive. This will be done primarily through Community Councils.

**What: 4.** Decentralisation (moving work away from a central location): where there is no significant cost impact, we will look at the options for some Council services and operational activities to delivered within local communities.

**How:**

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1a.</b> By exploring ways of sustaining a strong Third Sector in Orkney, for example through purchasing or contracting for the delivery of activity and services on our behalf <b>(Executive Director of Corporate</b>	Overdue	<b>Red</b>	01-04-2013	31-12-2013	Overdue	<b>Red</b>	Anticipated that this workstream will be incorporated into the Strategic Commissioning Plan for the Integration Joint Board (IJB) through the Chief Officer. Anticipated completion

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<b>Services/Executive Director of Orkney Health and Care)</b>							by 31 March 2016.
<b>1b.</b> Through an Action Plan to take this forward <b>(Executive Director of Corporate Services/Executive Director of Orkney Health and Care)</b>	Overdue	Red	01-04-2013	31-12-2015	Overdue	Red	To follow on once the wider Strategic Commissioning Plan for the IJB is complete. Anticipated the end date will now be 31 March 2016.
<b>2.</b> Through a Joint Working Group which will look at the private sector property market and existing Council properties for suitable premises. The work will include looking at the options for funding the premises <b>(Executive Director of Corporate Services)</b>	Closed	Blue	01-04-2013	31-12-2013	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 25 November 2014.
<b>3a.</b> Through the identification of opportunities for Community Councils to play a greater role in providing some Council Services in their area.	Closed	Blue	01-04-2013	31-12-2013	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 25 November 2014.

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
(We will produce a Feasibility Study and Business Plan for this work.) <b>(Chief Executive)</b>							
<b>3b.</b> By testing the Business Plan through a Pilot Project <b>(Chief Executive)</b>	Overdue	Red	01-04-2013	31-12-2014	Overdue	Red	The Link Officers are in place and community offices in both islands have been established. Council-owned vans are also available for the use of Council employees on Papa Westray and Stronsay.
<b>3c.</b> If the Pilot Project is successful, we will do a full roll out of Community Council Managed Services <b>(Chief Executive)</b>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	A report remains on track to be submitted to the meeting of the Policy and Resources Committee in February 2016.
<b>4a.</b> By establishing the criteria for determining if a service or role can be delivered efficiently in an alternative location <b>(Senior Management Team)</b>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Work on the Estates Asset Management Plan has been delayed but is now underway. The Accommodation Review for School Place is now well underway and is due to report to the Senior



Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
							Management Team (SMT) in November 2015. Early indications are that there are some short term quick wins, and the need for a more detailed medium / long term plan. This will form part of the report and views sought on future options.
<b>4b.</b> By examining the cost implications of decentralisation, for example changes to Policy, infrastructure requirements and human resources costs and expenses ( <b>Senior Management Team</b> )	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Follows on from the actions above. The wider implications will be considered as part of the strategy and decision making stage of this review. There are a number of enablers which are also being progressed, such as the IT strategy, possibility of more flexible working and the Property Asset Management Plan.

## Culture – Economic Development – Education

**Priority: 2.** Promote successful, thriving Communities.

**Target: 2.6.** Orkney's Cultural Heritage.

We will safeguard Orkney's cultural heritage including: considering the Council's role in Heritage Centres; supporting war time heritage; supporting archaeological heritage and genealogy.

**What: 1.** We will produce a strategy for further protecting Orkney's cultural heritage including, for example, consideration of Scapa Flow Visitor Centre and Museum and our museums.

**What: 2.** We will make every effort to ensure Orkney has a high profile in the National Commemoration of World War I.

**What: 3.** We will develop new economic development and heritage tourism opportunities linked to Orkney's wide ranging heritage assets - for example possible archaeological centre and link to World Heritage Site Gateway Centre.

**How:**

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. By establishing a short-term Member/Officer Working Group to create a draft strategy for consideration by Elected Members ( <b>Executive Director of Education, Leisure and Housing/Executive Director of Development and</b>	Overdue	<b>Red</b>	01-04-2013	31-03-2014	Overdue	<b>Red</b>	Member Officer Working Group has met and work has commenced on developing a draft strategy which will be presented to the MOWG and then Committee next year.

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<b>Infrastructure)</b>							
<b>2a.</b> By ensuring Orkney's war time heritage is well promoted, for example to visiting cruise liners <b>(Executive Director of Education, Leisure and Housing/Executive Director of Development and Infrastructure)</b>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Promotion of Orkney's war time heritage is being considered under WW1 commemorations.
<b>2b.</b> By identifying a project team to lead on work to promote World War I commemorations in Orkney and Orkney's archaeological heritage <b>(Executive Director of Education, Leisure and Housing/Executive Director of Development and Infrastructure)</b>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Project Team working with stakeholders to develop a programme of commemoration. Arrangements for Jutland under consideration with partners and stakeholders.
<b>3a.</b> Through working with the Heart of Neolithic Orkney Steering Group <b>(Executive Director of Education, Leisure and Housing/Executive</b>	In Progress	Green	01-04-2013	31-12-2016	In Progress	Green	The Council continues to be part of the steering and delivery groups.

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<b>Director of Development and Infrastructure)</b>							
<b>3b.</b> Closer liaison with Historic Scotland <b>(Executive Director of Education, Leisure and Housing/Executive Director of Development and Infrastructure)</b>	In Progress	<b>Green</b>	01-04-2013	31-12-2016	In Progress	<b>Green</b>	Continue to work closely with Historic Scotland in respect of current and future projects.
<b>3c.</b> By considering a possible Archaeology Centre/World Heritage Site Gateway Centre <b>(Executive Director of Education, Leisure and Housing/Executive Director of Development and Infrastructure)</b>	In Progress	<b>Green</b>	01-04-2013	31-12-2016	In Progress	<b>Green</b>	Institute of Archaeology progressing.

## Development Policy

**Priority: 2.** Promote successful, thriving Communities.

**Target: 2.7.** Planning for the growth of our communities.

Revision of the Local Development Plan, including a review of the Housing in the Countryside Policy.

**What: 1.** We will create and implement a Delivery Plan for the Local Development Plan and Supplementary Guidance.

**How:**

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By establishing place-making (ensuring high quality safe environments for pedestrians, cyclists and cars) as part of the process <b>(Executive Director of Development and Infrastructure)</b>	Overdue	Red	01-04-2013	31-12-2014	In Progress	Red	Design approved and project has moved to construction stage. Now under control of the Head of Roads and Environmental Services.
1b. By developing a programme to take forward the Local Development Plan <b>(Executive Director of Development and Infrastructure)</b>	Closed	Blue	01-04-2013	31-12-2014	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 24 June 2014.

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1c. By publishing a new Development Plan Scheme for future Plans ( <b>Executive Director of Development and Infrastructure</b> )	Closed	Blue	01-04-2013	31-12-2014	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 25 November 2014.
1d. By establishing opportunities for more affordable housing in the countryside ( <b>Executive Director of Development and Infrastructure</b> )	Overdue	Red	01-04-2013	31-12-2014	Overdue	Red	Revised adopted guidance gives more options for Housing in the Countryside. Additional approaches were included in the Main Issues Report, which will inform the review of the Local Development Plan.

## Housing

**Priority: 3.** Housing to meet the needs of Orkney's people.

**Target: 3.1.** Rented Social Housing.

We will support the construction of affordable housing to meet demand - including the outer isles.

**What: 1.** We will support the construction of housing to meet local need.

**How:**

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. By seeking and maximising external funding to support the building of affordable social housing by the Council and/or its partner agencies. Target: 35 homes a year ( <b>Executive Director of Education, Leisure and Housing/with support from Executive Director of Development and Infrastructure</b> )	In Progress	<b>Green</b>	01-04-2013	31-03-2018	In Progress	<b>Green</b>	Build programme ongoing in partnership with Orkney Housing Association Limited.

## Housing

**Priority: 3.** Housing to meet the needs of Orkney's people.

**Target: 3.2.** Affordable Private Housing.

We will encourage and support the building of new homes to meet local demand.

**What: 1.** We will encourage the supply of sufficient houses to meet current and future demand.

**How:**

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. By working with private sector providers to make the best of funding opportunities which lead to more new build accommodation <b>(Executive Director of Education Leisure and Housing/with support from the Executive Director of Development and Infrastructure)</b>	In Progress	<b>Green</b>	01-04-2013	31-03-2018	In Progress	<b>Green</b>	Help to Buy Scheme being progressed locally in line with Scottish Government requirements.



## Housing

**Priority: 3.** Housing to meet the needs of Orkney's people.

**Target: 3.3.** Improving Housing Stock.

We will seek to improve the standard of existing housing stock (public and private) including: financial support for low income households; support for student accommodation and action on fuel poverty.

**What: 1 a.** We will seek to ensure improvement in the whole housing stock, private and public sector, and the eradication of unfit housing and housing below the Tolerable Standard.

**What: 1 b.** We will continue to support the provision of student accommodation.

**What: 1 c.** We will support action to deal with fuel poverty in Orkney.

**What: 2.** We will look at ways to assist the provision of private student housing. We will seek to provide student accommodation as part of the Marine Renewables Campus and Orkney College and UHI.

**How:**

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. Through undertaking a Local House Condition Survey in 2013 to establish the extent of unfit and disrepair within the whole housing stock <b>(Executive Director of Education, Leisure and</b>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The contractor has begun the process of undertaking survey works during summer 2015.

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<b>Housing/with support from the Executive Director of Development and Infrastructure)</b>							
<b>1b.</b> Through identifying potential funding and support for a) low income families or those occupying unfit or sub-standard housing, for example grants or loans, b) providing student accommodation. <b>(Executive Director of E,L&amp;H/with support from the Executive Director of and Infrastructure)</b>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The Housing Loans Scheme was revised during summer 2015 and is now in place.
<b>1c.</b> By looking at ways to improve domestic heating and insulation in the housing stock, and providing support for home owners.	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	In respect of Council housing, the Council met the Scottish Housing Quality Standard by 2015 though some properties are classified as being

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
(Executive Director of Education, Leisure and Housing/with support from the Executive Director of Development and Infrastructure)							exemptions/abeyances at present. Plans are being progressed regarding the Energy Efficiency Standard for Social Housing. As regards private sector housing a contract is in place in respect of Home Energy Efficiency Programmes Scotland: Area Based Schemes funding. Work is underway to build operational links between Housing and by Development and Infrastructure energy teams.
2a. Through the continuation of the Rent Guarantee Scheme, and Student Accommodation List. (Executive Director of Education, Leisure and Housing/with support from the Executive Director	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Student housing is currently being offered through Orkney Islands Property Developments Limited. Work is ongoing through the student housing working group.

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<b>of Development and Infrastructure)</b>							
<b>2b. We will ensure requirements for purpose built student accommodation are included in the development of the Marine Renewables Campus Business Plan. (Executive Director of Education, Leisure and Housing/with support from the Executive Director of Development and Infrastructure)</b>	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Amber	Discussions with the Orkney Research Campus' primary stakeholders are on-going to ensure that the requirement for appropriate residential student accommodation is considered during the process and that all options are explored. Heriot Watt has also undertaken an innovative approach to student accommodation in Stromness.

## Housing

**Priority: 3.** Housing to meet the needs of Orkney's people.

**Target: 3.4.** Support for independent living.

Supported housing to aid independent living: Extra care housing, Housing and educational support for the young and disaffected.

**What: 1.** We will strengthen the Young Persons' Supported Accommodation Project and extend it to include move-on accommodation and support.

**What: 2.** We will develop housing and related services to meet the needs of older people to enable them to live independently.

**How:**

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. We will build 6 supported move-on accommodation units as the next step towards independent living ( <b>Executive Director of Education, Leisure and Housing/with support from the Executive Director of Development and Infrastructure</b> )	Overdue	<b>Red</b>	01-04-2013	31-12-2014	Complete	<b>Blue</b>	The project has been completed with housing support provision provided by Ypeople and in place from late June 2015.

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<p>2. Through joint working on the development of health and care services and facilities in Orkney  <b>(Executive Director of Education, Leisure and Housing/with support from the Executive Director of Development and Infrastructure)</b></p>	In Progress	Green	01-04-2013	31-12-2015	In Progress	Green	Properties built to Housing for Varying Needs Standard which ensures accessibility to a certain level. Build programme is aligned with demand regardless of age. The Older Persons' Housing Strategy outlines joint services to assist people to remain in their own homes with support etc.

## Energy

**Priority: 4.** A Low Carbon Orkney – Renewables, Energy and Opportunity.

**Target: 4.1.** A Low Carbon Orkney – a green approach.

A Low Carbon Orkney - we will be making the best use of energy resources and opportunities, and looking at ways to help eradicate fuel poverty.

**What: 1.** We will develop and implement a Sustainable Energy Strategy for Orkney.

**What: 2.** We will develop the Council's response to the Green Deal Initiative.

**What: 3.** Working in partnership we will develop practical project ideas for energy storage / alternative energy, for example looking at district heating schemes, identifying alternative fuel supplies and addressing fuel poverty issues.

**How:**

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. By reviewing and updating the Carbon Management Plan <b>(Executive Director of Development and Infrastructure)</b>	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Amber	The Plan is being reviewed and redeveloped to be a rolling five year programme
2. By preparing a proposal on the Council's response to the Green Deal <b>(Executive Director of Development and Infrastructure)</b>	Closed	Blue	01-04-2013	30-11-2014	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 25 November 2014.

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
3. By commissioning feasibility work into the various options / ideas <b>(Executive Director of Development and Infrastructure)</b>	In Progress	<b>Amber</b>	01-04-2013	31-12-2015	In Progress	<b>Amber</b>	Activities and works are developed on a case by case basis aligned with the Council's budget process.



## Renewables

**Priority: 4.** A Low Carbon Orkney – Renewables, Energy and Opportunity.

**Target: 4.2.** Attracting investment, investors and companies.

Developing our renewables future: we will be developing our expertise through a renewables team, maximising inward investment and ensuring we have land and infrastructure to support future development.

**What: 1.** We will put appropriate resources and strategies in place to work with investors and agencies involved in renewables.

**What: 2.** We will capitalise on the Marine Energy Park designation for the Pentland Firth and Orkney Waters.

**What: 3.** We will ensure the best use of the local supply chain to support renewable energy generation.

**How:**

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. By making best use of cross-service teams in the Council on renewables issues and close working with partners such as HIE Orkney ( <b>Executive Director of Development and Infrastructure</b> )	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The Council is participating in the Surf and Turf hydrogen research and development project with a range of public and private sector partners. The aim is to generate hydrogen from renewable electricity on Eday, to be transported and used as a power source and training at

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
							Kirkwall Harbour.
<b>2a.</b> By participating in and championing the Pentland Firth and Orkney Waters Leadership Forum as a key means of governance <b>(Executive Director of Development and Infrastructure)</b>	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Amber	The Forum has not met this year. HIE is due to co-ordinate next meeting.
<b>2b.</b> By working with the European Marine Energy Centre (EMEC) to establish links with device developers (wave and tidal) <b>(Executive Director of Development and Infrastructure)</b>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Dialogue will be maintained with all stakeholders to enable the industry to develop further.
<b>2c.</b> By establishing links with leaseholders in Pentland Firth and Orkney Waters <b>(Executive Director of Development and Infrastructure)</b>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The Council continues to make regular contact with lease holders.

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<b>2d.</b> By working with Highlands and Islands Enterprise (HIE) on renewables development <b>(Executive Director of Development and Infrastructure)</b>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Meetings are held routinely and as required to promote the development of opportunities as they arise and to address barriers.
<b>2e.</b> By lobbying the UK and Scottish Governments on the powers for the Marine Energy Park <b>(Executive Director of Development and Infrastructure)</b>	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Amber	All opportunities to use the MEP designation as a lobbying tool at UK Government level to trigger investment in wave and tidal development continue.
<b>2f.</b> By establishing and implementing an effective marketing strategy for key renewables <b>(Executive Director of Development and Infrastructure)</b>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Website established. Council attend All-Energy 2015 in Glasgow. An Orkney Prospectus for potential inward investment is being developed.

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<b>3a.</b> By lobbying for increased grid connection, with affordable charges, to increase the potential export of energy from Orkney as soon as possible ( <b>Executive Director of Development and Infrastructure</b> )	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The Council continues to participate in the Ministerial joint working group to unlock transmission links to the Scottish islands. Recent meeting have been held with the Secretaries of State for Scotland and Energy.
<b>3b.</b> Business Gateway will advise new companies on development and expansion ( <b>Executive Director of Development and Infrastructure</b> )	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	A new programme of advisory workshops was launched in September 2015 and one to one advice is always available from business advisers. A new Growth and Improvement Service will be available for businesses in late 2015.

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<b>3c.</b> By supporting training and skills for the renewables sector ( <b>Executive Director of Development and Infrastructure</b> )	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Supported maritime skills training is being delivered via Orkney College. On-going discussion with industry may identify new skills gaps. Gaps identified will be addressed via discussions with Orkney College and Skills Development Scotland.
<b>3d.</b> By investing in infrastructure where appropriate and affordable ( <b>Executive Director of Development and Infrastructure</b> )	In Progress	Green	01-04-2013	31-03-2018	Complete	Blue	The Hatston Enterprise development was completed in July 2015.

## Renewables

**Priority: 4.** A Low Carbon Orkney – Renewables, Energy and Opportunity.

**Target: 4.3.** Making use of resources to capture energy.

We will explore renewable energy capture through fixed links and the Churchill Barriers.

**What: 1.** Fixed links (a built physical link between islands): we will review historic studies on fixed links and undertake an appraisal of opportunities to do this.

**What: 2.** We will develop a policy and capital programme for fixed links, if appropriate.

**How:**

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. By responding to ideas and proposals brought forward on fixed links, and by ensuring that we also link to transport strategies and encourage energy capture ( <b>Executive Director of Development and Infrastructure</b> )	Overdue	<b>Red</b>	01-04-2013	31-12-2014	Overdue	<b>Red</b>	The Churchill Barriers overtopping project continues to consider a joint initiative with the Brouwersdam programme in the Netherlands, and Developer interest has been sought as a result of recent approvals from the Council with respect to Barrier 2. Expressions of interest are being sought from potential developers.

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
2. By developing policy and programme if appropriate <b>(Executive Director of Development and Infrastructure)</b>	Overdue	<b>Red</b>	01-04-2013	31-12-2014	Overdue	<b>Red</b>	Proposals to undertake detailed investigation of inter-isles fixed links has been postponed by the Council in favour of a consultation programme at this stage. Consultation will form part of the STAG 2 work which has now commenced. The Barrier 2 opportunities are being progressed as detailed at action 1 above.

## Renewables

**Priority: 4.** A Low Carbon Orkney – Renewables, Energy and Opportunity.

**Target: 4.4.** Managing development.

We will develop a policy to deal with the development of renewables, energy and associated infrastructure.

**What: 1.** We will produce a policy for how we deal with renewables development. We will also look at funding for renewables development.

**How:**

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By completing the review of Wind Energy Guidance <b>(Executive Director of Development and Infrastructure)</b>	Overdue	<b>Red</b>	01-04-2013	31-12-2014	Overdue	<b>Red</b>	Capacity study adopted as Planning Policy Advice and revised supplementary guidance has been consulted upon. Updated Draft will be presented to Committee in early 2016 once a policy direction is established for the emerging Proposed Plan. Potential Strategic Areas included within the Main Issues Report and report to Committee on public feedback in November 2015 in advance of drafting policy approach for emerging Proposed Plan.



Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1b.</b> Through the Local Development Plan review ( <b>Executive Director of Development and Infrastructure</b> )	Closed	Blue	01-04-2013	31-12-2014	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 25 November 2014.
<b>1c.</b> By taking forward the Marine Spatial Plan for Pentand Firth and Orkney Waters ( <b>Executive Director of Development and Infrastructure</b> )	Overdue	Red	01-04-2013	31-12-2014	Overdue	Red	Consultation on Draft Plan now concluded. Plan to be presented to Committee in Spring 2016 following consultation analysis.

## Renewables

**Priority: 4.** A Low Carbon Orkney – Renewables, Energy and Opportunity.

**Target: 4.5.** Benefiting from our renewable resources.

We will explore Community Benefit from renewables development and look at the potential to be an energy company/agency.

**What: 1.** We will establish a policy for Community Benefit from renewables.

**What: 2.** We will establish a policy for the use of Renewables Community Benefit funds to benefit all of our communities.

**How:**

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By working with renewables leaseholders (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Commercialisation of the marine renewable sector is behind schedule. We continue to maintain contact with device developers and leaseholders.
1b. By engaging in discussions with the Crown Estate Commission and developers and using our findings to develop policy (Executive Director of Development and	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	No change from the last reporting period. The transfer of powers from the Crown Estate to the Scottish Government and onwards to local authorities forms part of the Our Islands Our

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<b>Infrastructure)</b>							Future manifesto commitment.
<b>1c.</b> By exploring the potential to facilitate the establishment of an Orkney energy company or agency. <b>(Executive Director of Development and Infrastructure)</b>	Overdue	<b>Amber</b>	01-04-2013	31-03-2018	Overdue	<b>Amber</b>	Contact with Ofgem Markets team has been established to discuss tariff options on Orkney. No further progress has been made during the last reporting period.
<b>2.</b> By establishing a Community Benefit Policy. <b>(Executive Director of Development and Infrastructure)</b>	In Progress	<b>Amber</b>	01-04-2013	31-03-2018	In Progress	<b>Amber</b>	Given the uncertainty in the timescale for the commercial roll out of marine renewable technologies no further discussion has taken place with industry.

## Renewables

**Priority: 4.** A Low Carbon Orkney – Renewables, Energy and Opportunity.

**Target: 4.6.** Ensuring we can compete.

We will lobby the Scottish Government to address grid infrastructure issues associated with Renewable energy.

**What: 1.** We will maintain an effective lobbying programme with the Scottish Government and other agencies to ensure further cable to facilitate energy export, deal with transmission charging issues and seek short term solutions to the export limits on our electricity grid.

**How:**

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1a.</b> By lobbying and maintaining pressure on the timely delivery of grid connections <b>(Executive Director of Development and Infrastructure)</b>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The Council continues to pro actively engage in securing transmission connections to Orkney.
<b>1b.</b> By lobbying and maintaining pressure to reduce island transmission charges <b>(Executive Director of Development and Infrastructure)</b>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The latest meeting of the Inter Government Working Group was held in September. The UK Government reconfirmed its commitment to seeking solutions to unlock the Scottish islands renewable energy generation potential.

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1c.</b> By supporting measures which will provide short term solutions to the current electricity export constraints on Orkney's grid <b>(Executive Director of Development and Infrastructure)</b>	In Progress	<b>Green</b>	01-04-2013	31-03-2018	In Progress	<b>Green</b>	The Council has supported several initiatives aimed at reducing curtailment of renewable energy generated within Orkney.

## Renewables

**Priority: 4.** A Low Carbon Orkney – Renewables, Energy and Opportunity.

**Target: 4.7.** Renewables training, research and facilities.

We will ensure a skilled workforce and training in Orkney to optimise opportunities in the renewables Sector.

**What: 1.** We will develop a business case which outlines the proposal for a Marine Renewables Campus in Stromness.

**What: 2.** We will support links to education - exploring ways to ensure renewables training links with schools, colleges and investors based in Orkney.

**What: 3.** We will support for the Orkney College UHI Maritime Studies Department, plus fire fighting training for mariners.

**How:**

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. By seeking funding/partnership options for the development of a Marine Renewables Campus ( <b>Executive Director of Development and Infrastructure/with support from Executive Director of Education, Leisure and Housing</b> )	Overdue	Red	01-04-2013	30-06-2014	Overdue	Red	On 26 March 2015, the Development and Infrastructure Committee recommended approval of the principle of entering into a partnership working arrangement with HIE in order to advance the Orkney Research Campus project. A business case is currently being

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
							drafted and a Stage 2 application for capital grant funding will be submitted to the Regeneration Capital Grant Fund in October 2015. A Members' seminar is due to be held in November/ December 2015 when a further update will be provided.
2. By developing a strategy to ensure all partners contribute to the wider training of renewables sector opportunities <b>(Executive Director of Development and Infrastructure/with support from Executive Director of Education, Leisure and Housing)</b>	Overdue	<b>Red</b>	01-04-2013	31-12-2014	Overdue	<b>Red</b>	The constantly changing rate of the development of the industry and recently published difficulties within the wave energy sector make it difficult to set out a strategic plan. Partners are addressing as need is identified.

## Education

**Priority: 5.** Orkney's Economic Development.

**Target: 5.1.** A skilled workforce.

We will be providing support for our youth and long term unemployed - providing skills training in vocational and professional areas in order to address disadvantage, exploit economic opportunity and retain skills and population in Orkney.

**What: 1.** As a socially responsible employer, we will lead by example and provide work experience, modern apprenticeships and graduate placements for Orkney's youth and long term unemployed.

**How:**

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. Each year we will provide: 12 work experience placements, 4 modern apprenticeships, 4 graduate traineeships <b>(Executive Director of Education, Leisure and Housing)</b>	Complete	Blue	01-04-2013	31-03-2015	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 23 June 2015.



## Education

**Priority: 5.** Orkney's Economic Development.

**Target: 5.2.** The skills our businesses need – making the connections between employer and educator.

Working together linking Secondary, Tertiary, FE and HE (i.e. schools, Orkney College and the University of the Highlands and Islands (UHI)) with employers - development of training for local need and new employment sectors.

**What: 1.** In consultation with employers and partners we will develop a strategy to ensure resources and training increase employability and meet skills demands.

**What: 2.** We will better match training to the needs of employers.

**How:**

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By working with Skills Development Scotland to develop the use of My World at Work in schools so that we support young people into career planning. <b>(Executive Director of Education, Leisure and Housing)</b>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Skills Development Scotland continues to work with schools and deliver sessions on the use of MWOW to school and other agency staff.

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<p><b>1b.</b> By contributing to the improved coordination of services and through the Employability Strategic Group, develop a Youth Employment Action Plan. <b>(Executive Director of Education, Leisure and Housing)</b></p>	Closed	Blue	01-04-2013	31-03-2018	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 24 June 2014.
<p><b>2.</b> By working with employers and training partners to access and develop more training courses which prepare people for the jobs needed in Orkney. <b>(Executive Director of Education, Leisure and Housing)</b></p>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Work on going through the Employability Strategic Group. In addition an Employers' Summit was held to identify local skills required. Work will now be undertaken to develop the 'Orkney Offer' which will provide young people with a range of opportunities to develop skills for work and life.

## Economic Development

**Priority: 5.** Orkney's Economic Development.

**Target: 5.3.** Helping our businesses to adapt and grow.

We will be providing support for traditional industries and sectors, understanding what is changing in their sectors (for example, Common Agricultural Policy (CAP) Reform) and helping them to adapt.

**What: 1.** We will develop industry specific action plans, for example for tourism, agriculture and fishing, to promote Orkney in these sectors at a national level.

**How:**

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1a.</b> By consulting with sector specific groups, for example local butchers, National Farmers Union etc. <b>(Executive Director of Development and Infrastructure)</b>	Overdue	Red	01-04-2013	31-12-2013	Overdue	Red	Officers are assisting the industry groups with a view to having sectoral development plans completed by the end of 2015. Lack of resources in some sectors is however delaying progress on this.
<b>1b.</b> By continuing to offer support and services through Business Gateway to new and existing businesses <b>(Executive Director of</b>	Complete	Blue	01-04-2013	31-12-2014	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 23 June 2015.

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<b>Development and Infrastructure)</b>							
<b>1c.</b> By working with Highlands and Island Enterprise (HIE) to encourage Small and Medium Enterprise (SME) growth in Orkney ( <b>Executive Director of Development and Infrastructure)</b>	Complete	Blue	01-04-2013	31-12-2014	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 23 June 2015.
<b>1d.</b> By continuing to lobby the UK Government, Scottish Government and Europe about CAP Reform and EU funding and to ensure a Highlands and Islands development categorisation of EU funding (which will benefit Orkney). ( <b>Executive Director of Development and Infrastructure)</b>	Complete	Blue	01-04-2013	31-12-2014	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 23 June 2015.

## Economic Development

**Priority: 5.** Orkney's Economic Development.

**Target: 5.4.** Infrastructure to support business growth.

Action to aid business development, for example, a Council Strategic Land Bank; capital expenditure; teleworking facilities in isles communities; inward investment; harbour infrastructure investment.

**What: 1.** We will develop and progress opportunities as they arise and make strategic land purchases to support future business growth where appropriate.

**What: 2.** We will develop and deliver a Harbour Infrastructure Plan, subject to available funding.

**What: 3.** We will support the delivery of locally based services.

**What: 4.** We will make the connections between development and transport strategy.

**What: 5.** Teleworking: we will ensure flexible working is a possibility by pressing for increased digital access.

**How:**

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. By pursuing opportunities for all types of infrastructure and reporting through Committee as appropriate <b>(Executive Director of Development and Infrastructure)</b>	In Progress	<b>Green</b>	01-04-2013	31-03-2018	In Progress	<b>Green</b>	Such opportunities are considered on a case by case basis.

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<b>2a.</b> By developing Orkney's harbour infrastructure to support business growth ( <b>Executive Director of Development and Infrastructure</b> )	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The 3 port strategy construction phase and water tank installation and Hatston access road improvements have been completed and further investment is under way for IT provision and improvements and refurbishment to piers infrastructure. This is linked to further development of enterprise areas adjacent to the harbour areas. Work to develop an overarching Port Master Plan has commenced.
<b>2b.</b> By encouraging industry investment in infrastructure and harbours ( <b>Executive Director of Development and Infrastructure</b> )	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Every opportunity is taken to encourage industry investment with current leads including the Lyness tanks, renewables buildings at Hatston, in

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
							and outwith the Enterprise Area, fuel storage, afloat container hubs and supply chain improvements to encourage long term storage and lay up . Marine Services, HIE and Economic Development are working jointly where appropriate on these leads.
<b>2c.</b> By building on investment in harbour infrastructure through marketing what is available in Orkney <b>(Executive Director of Development and Infrastructure)</b>	In Progress	<b>Green</b>	01-04-2013	31-03-2018	In Progress	<b>Green</b>	Strong cruise ship marketing continues to be very successful as was the marketing for Ship to Ship transfers immediately after the granting of the appropriate licence. The weakening of the wave energy and oil sectors has reduced opportunities in these areas but marketing of lay-up and other oil related activity has generated a number of

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
							initial tender requests some of which are about to bring new business to Scapa Flow. Further vessel lay up opportunities are being pursued.
<b>3a.</b> By working with Development Trusts and Community Councils to develop local opportunities (for example Stronsay Fish Market) and local service delivery <b>(Executive Director of Development and Infrastructure)</b>	Complete	Blue	01-04-2013	31-12-2014	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 23 June 2015.
<b>3b.</b> Through a review of the policy to support the Service Sector <b>(Executive Director of Development and Infrastructure)</b>	Closed	Blue	01-04-2013	31-12-2014	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 25 November 2014.
<b>4.</b> By working with our partners (for example, Orkney Health and Care) to ensure best	In Progress	Green	01-04-2013	31-12-2016	In Progress	Amber	The Review of Community Transport in Orkney was presented to



Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
use of transport assets <b>(Executive Director of Development and Infrastructure)</b>							Development and Infrastructure Committee on 10 September 2015 which outlined a number of possible options with effect from 2016. This included the joining up of Community Transport and Day Centre Transport Services through a joint tender, thus utilising the Council's existing fleet. This was supported by Development and Infrastructure Committee. The report was not presented to Orkney Health and Care Committee as it was advised that the decision must be considered via the new Integration Joint Board in the first instance.

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
5. By lobbying Government agencies to ensure equal coverage from digital communications technology ( <b>Executive Director of Development and Infrastructure</b> )	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	With further money announced for investment in broadband infrastructure the Council has lobbied for equal treatment for the islands. We continue to engage with HIE on this matter.

## Transport Infrastructure

**Priority: 6.** Orkney's Transport Networks.

**Target: 6.1.** Integrated transport networks.

We will develop an integrated network including demand responsive transport.

**What: 1.** We will develop and deliver an integrated transport strategy including demand responsive transport.

**How:**

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1a.</b> By reviving the Transport Forum to enable effective consultation regarding integrated public transport, internally and externally <b>(Executive Director of Development and Infrastructure)</b>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The local Transport Forum has been re-activated, consultation has been undertaken with regard to the bus contract, consultation has recently been completed with regard to community transport and consultation is planned for STAG studies for later in 2015/16 for future ferry/air services. A stakeholder group has also been established with regard to future external ferry contracts.

<p><b>1b.</b> By undertaking an internal review of transport provision by the Council <b>(Executive Director of Development and Infrastructure)</b></p>	Overdue	<b>Red</b>	01-04-2013	31-12-2014	Overdue	<b>Red</b>	<p>A range of reviews are in progress including a review of transport for people with particular mobility needs. The STAG process has considered the air and ferry mix and STAG 2 is now under contract and is taking this to the next stage including full consultation. Consultation was also undertaken for the bus contract which gave fuller consideration to integration issues between bus and ferry services.</p>
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## Transport Infrastructure

**Priority: 6.** Orkney's Transport Networks.

**Target: 6.2.** Orkney's internal ferry and air services.

We will ensure a robust, affordable and reliable ferry service based in the Isles (wherever possible) with a strategy for ferry replacement, and fairer provision of ferry costs with the Scottish Government, whilst preserving the internal air service.

**What: 1.** We will refresh and implement the Scottish Transport Appraisal Guidance (STAG) priorities.

**What: 2.** We will work with the Scottish Government Ferries Plan process.

**What: 3.** We will undertake a detailed appraisal of air services in Orkney to enable us to evaluate whether enhanced services could be a value for money benefit to integrated transport.

**What: 4.** We will undertake a study to find out what the opportunities and constraints are for providing island-based ferry services. This will include looking at the economic impact of doing this.

**How:**

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By making effective progress with the Scottish Government on how ferries will be funded and operated, including the Scottish Ferries Plan <b>(Executive Director of Development and Infrastructure)</b>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Significant effort continues to be applied by elected members and Council officers to develop the case with the Scottish Government at both the working and political levels. Scottish Government funding contribution to

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
							the STAG is an indicator that progress is being made, as is the OIOF agenda which includes the matter of fair and equal provision of ferry services.
<b>1b.</b> By prioritising staff time and resource to these issues <b>(Executive Director of Development and Infrastructure)</b>	In Progress	<b>Green</b>	01-04-2013	31-03-2018	In Progress	<b>Green</b>	Significant effort continues to be applied to this target at the Executive Director, senior manager and Member level. Key staff from Transport Scotland have now visited Orkney for appropriate briefings and tours.
<b>1c.</b> By refreshing STAG and commission study for ferry design option <b>(Executive Director of Development and Infrastructure)</b>	Overdue	<b>Red</b>	01-04-2013	31-12-2013	Overdue	<b>Red</b>	STAG 2 is under contract, with funding from the Council, HIE, HITRANS and Transport Scotland and should report in Autumn 2016

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<p>2. By making effective progress with the Scottish Government on how ferries will be funded and operated, including the Scottish Ferries Plan <b>(Executive Director of Development and Infrastructure)</b></p>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Significant effort continues to be applied by elected members and Council officers to develop the case with the Scottish Government at both the working and political levels. Scottish Government funding contribution to the STAG is an indicator that progress is being made, as is the OIOF agenda which includes the matter of fair and equal provision of ferry services
<p>3a. By prioritising staff time and resource to these issues <b>(Executive Director of Development and Infrastructure)</b></p>	Closed	Blue	01-04-2013	31-12-2013	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 25 November 2014.

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<b>3b.</b> By lobbying the Scottish Government <b>(Executive Director of Development and Infrastructure)</b>	In Progress	<b>Green</b>	01-04-2013	31-03-2018	In Progress	<b>Green</b>	Progress is being made at both the political and officer level through regular dialogue at Transport Scotland and elsewhere. This topic has been given significant exposure within the Our Islands Our Future work as well as at the Ministerial Working Group on the matter of the Air Services Scoping Study. STAG will also assess air services as part of the overall transport provision.
<b>3c.</b> By safeguarding essential transport when we plan and design of new developments <b>(Executive Director of Development and Infrastructure)</b>	In Progress	<b>Green</b>	01-04-2013	31-03-2018	In Progress	<b>Green</b>	New developments, such as the new hospital are taking transport requirements into account. Health care provision, education provision and an ageing population are factors



Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
							which also require consideration of future transport needs and STAG will include this in the assessment
<b>4. By completing the study on economic impacts of basing ferry services in the isles (Executive Director of Development and Infrastructure)</b>	Overdue	<b>Red</b>	01-04-2013	31-12-2014	Overdue	<b>Red</b>	This will form part of the STAG work in 2015/16.

## Internal Council Processes

**Priority: 7.** What we need to do.

**Target: 7.1.** Questions we will be asking: What do you make of that?

Determine the resource impact and need for change as result of legislative change (information integrated into the text of the Council Plan).

**What: 1.** Referendum Bill - Programme for Government 2012-13.

**What: 2.** Post-16 Educational Reform Bill - Programme for Government 2012-13.

**What: 3.** Procurement Reform Bill - Programme for Government 2012-13.

**What: 4.** Adult and Social Care Integration Bill - Programme for Government 2012-13.

**What: 5.** Children and Young People Bill - Programme for Government 2012-13.

**What: 6.** Social Care Bill (Self Directed Support) (Scotland) Bill (Programme for Government 2011-12).

**What: 7.** Welfare Reform Act 2012 - UK Government.

**What: 8.** Workplace Pension Reform (The Pensions Act 2008: UK Government).

**What: 9.** Community Empowerment and Renewal Bill.

**How:**

Action	Previous Period - March 2015		Current Period - September 2015				Comment
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	
1. Prepare for potential changes or impact resulting from the Referendum Bill - Programme for Government 2012-13 <b>(Chief Executive)</b>	Closed	Blue	01-04-2013	31-03-2018	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 25 November 2014.

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
2. Prepare for potential changes resulting from the Post-16 Educational Reform Bill - Programme for Government 2012-13 <b>(Executive Director of Education, Leisure and Housing)</b>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Impact of potential changes resulting from the Post 16 Bill is being assessed on an ongoing basis.
3. Prepare for the implementation of the Procurement Reform Act (Procurement Reform Bill - Programme for Government 2012-13) <b>(Executive Director of Corporate Services)</b>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Good progress made on the Procurement Improvement Plan, which includes actions required to implement the Procurement Reform Act. Procurement Member Officer Working group has reformed and met on 8 September 2015, officer steering group is being formed and a programme of training and support for staff is being developed.
4. Prepare for potential changes resulting from the Adult and Social Care Integration Bill - Programme for Government 2012-13 <b>(Executive Director of</b>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The Council and NHS Orkney developed an Integration Scheme which was submitted to the Scottish Government in draft form within required timescales. The final

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
Orkney Health and Care)							amendments are now being made and final submission is anticipated in October 2015. The Shadow Integration Joint Board (SIJB) has been established. The work is being overseen by a member/officer Integration Programme Board and is being supported by an officer Integration Working Group. 'Go Live' is anticipated 1 April 2016.
5. Prepare for potential changes resulting from the Children and Young People Bill - Programme for Government 2012-13 <b>(Executive Director of Education, Leisure and Housing)</b>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Programmes to address aspects of the Act are on schedule e.g. Early Learning and Childcare and Getting It Right for Every Child.
6. Prepare for the changes resulting from the Social Care Bill (Self Directed Support) (Scotland) Bill <b>(Executive Director of Orkney Health and Care)</b>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The Act was implemented on 1 April 2014. Local policies, procedures and protocols have been developed. Training has been delivered to all

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
							relevant staff. A framework has been approved for the allocation of personal budgets, as required in the Act. The framework was implemented and reviewed, leading to amendments which were approved by the OHAC Board. Monitoring and review will continue in line with developing practice and experience.
7. Prepare for the implementation and delivery of new services as a result of the Welfare Reform Act 2012. Key changes take place April 2013 and October 2013 <b>(Executive Director of Corporate Services)</b>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Welfare Reform Working Group continues to co-ordinate Orkney's implementation of reforms. The Council continues to fund CAB to provide advice services. In May 2015, the Council and the Department for Work and Pensions entered into a Delivery Partnership Agreement (DPA) to help provide some support to claimants for the initial rollout of Universal Credit

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
							(UC). This is progressing as planned, and applies only to single people at present The Council is providing UC support through existing service providers, mainly for digital and Personal Budgeting and Support. Orkney CAB is delivering this service. A service pressure bid has been submitted to sustain the future administration of the Scottish Welfare Fund.
8. Prepare for, and implement, Pension Reform - Workplace Pension Reform (The Pensions Act 2008: UK Government). The statutory requirement to automatically enroll existing and new staff (cost burden on the Council not yet quantified) <b>(Executive</b>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The Council exercised the option to defer the staging date for auto-enrolment, through the use of the transitional arrangements, to 1 October 2017. Work is on-going to ensure that the Council meets the requirements for auto enrolment. New staff are now being auto enrolled

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<b>Director of Corporate Services)</b>							into the Council Pension Scheme at the start of their employment with the Council. An additional provision for the estimated financial impact of auto-enrolment will need to be built into the Council's medium term resource strategy with effect from 2017.
<b>9. Prepare for a potential Community Empowerment and Renewal Bill (currently at the consultation stage) (Executive Director of Corporate Services)</b>	In Progress	<b>Green</b>	01-04-2013	31-03-2018	In Progress	<b>Green</b>	The Bill was enacted on 24 July 2015 as the Community Empowerment (Scotland) Act 2015. Orkney Community Planning Partnership has reconfigured to align itself with the requirements of the Act, with a new Orkney Partnership Board including all of the new statutory partners. Other sections of the Act relating to Asset Transfer Requests, Common Good, Allotments etc are being addressed by the relevant Heads of Service

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
							within Corporate Services and Education, Leisure and Housing. Officers are liaising with the Scottish Government in the preparation of statutory guidance to accompany the Act, scheduled for release in the new year 2016.



## Governance - Internal Council Processes

**Priority: 7.** What we need to do.

**Target: 7.2.** Integrated Public Services.

We will develop a Governance Model and work towards the development of integrated public services to seek more cost effective use of public funds and provide better services for you.

**What: 1.** We will develop opportunities for closer integrated working with other organisations in order to improve services for Orkney's people.

**What: 2.** We will continue to ensure our joint workforce arrangements in Orkney Health and Care provide efficient services and cost effective use of public funds.

**How:**

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By identifying areas where closer working and the alignment of resources (finances and people) can improve services and the lives of local people ( <b>Chief Executive</b> )	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The work on Empowering Communities is driving this with the pilot projects taking place in Papa Westray and Stronsay. Community offices in both islands have been established and a range of services are available via the Link Officers based in these offices.

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1b.</b> By developing innovative integration proposals, learning from the experience of establishing Orkney Health and Care <b>(Chief Executive)</b>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The Chief Officer was appointed in July 2015 and the Shadow IJB Board met in July and September and have further meetings scheduled in the coming months.
<b>2a.</b> By undertaking regular reviews to ensure we continue to deliver efficient and effective services <b>(Executive Director of Orkney Health and Care)</b>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Review timescales are currently largely on track although services are experiencing a sustained upturn in statutory workload.
<b>2b.</b> Whenever the opportunity arises, by developing new ways for our staff to work together <b>(Executive Director of Orkney Health and Care)</b>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	A range of service reviews (in-house and facilitated by external scrutiny bodies) and service improvement and efficiency activities are in progress or have been completed, and working practices continue to evolve and develop based on these processes.

## Health and Wellbeing

**Priority: 7.** What we need to do.

**Target: 7.3.** Embedding Orkney Health and Care – Governance Arrangements.

Orkney Health and Care governance arrangements - we will be strengthening our commitment to work together to ensure the effective delivery of services.

**What: 1.** To ensure the effective delivery of services, we will continue to work through those areas that need to be strengthened to support the governance arrangements of Orkney Health and Care.

**How:**

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1a.</b> By providing induction training for Board Members <b>(Executive Director of Orkney Health and Care)</b>	Closed	Blue	01-04-2013	31-03-2018	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 24 June 2014.
<b>1b.</b> By identifying, reporting and acting upon areas which need to be strengthened <b>(Executive Director of Orkney Health and Care)</b>	Complete	Blue	01-04-2013	31-03-2018	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 23 June 2015.

## Internal Council Processes

**Priority: 7.** What we need to do.

**Target: 7.4.** European Union financial support.

We will develop the potential for European Union (EU) funding opportunities and develop the EU Liaison Resource in the Council.

**What: 1.** We will seek to ensure the best possible outcomes for Orkney in the next stage of European Union funding.

**How:**

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. By strengthening the capacity of the EU Team to maximise funding for Orkney projects ( <b>Executive Director of Development and Infrastructure</b> )	Complete	Blue	01-04-2013	31-12-2013	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 23 June 2015.
2. By considering how we prioritise projects to maximise EU funding ( <b>Executive Director of Development and Infrastructure</b> )	Complete	Blue	01-04-2013	31-12-2013	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 23 June 2015.

Action	Previous Period - March 2015		Current Period - September 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
3. By lobbying the UK and Scottish Governments on Orkney's interests in relation to EU funding <b>(Executive Director of Development and Infrastructure)</b>	Closed	Blue	01-04-2013	31-12-2013	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 25 November 2014.

### Personnel key

**Chief Executive** - Alistair Buchan

**Executive Director of Corporate Services** - Gillian Morrison

**Executive Director of Development and Infrastructure** - Gavin Barr

**Executive Director of Education, Leisure and Housing** – Wilfred Weir

### 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.