

## **Item: 6.3**

**Policy and Resources Committee: 23 November 2021.**

**Council Delivery Plan 2018 to 2023.**

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

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

To advise on progress made in respect of the targets within the Council Delivery Plan 2018 to 2023, for the period 1 April to 30 September 2021.

### **2. Recommendations**

The Committee is invited to scrutinise:

#### **2.1.**

Progress made in respect of the targets within the Council Delivery Plan 2018 to 2023 for the period 1 April to 30 September 2021, as set out in Annex 1 to this report.

**It is recommended:**

#### **2.2.**

That the actions, referred to at section 4 of this report, that have been progressed to completion, be closed, while continuing to be referenced in future Council Delivery Plan monitoring reports.

#### **2.3.**

That the actions, referred to at section 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 2021.

### **3.2.**

A summary of progress is as follows:

- Blue (closed) = 32.
- Blue (complete) = 3.
- Green = 30.
- Amber = 4.
- Red = 12.
- Total = 81.

## **4. Completed Actions**

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

- Page 1 – 1.8a. Superfast Broadband.
- Page 3 – 2.5. ‘Commissioned Provision’ opportunities for education and care.
- Page 8 – 4.5. Establish Crown Estates Marine Management Pilot Status.

## **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 19 – 4.1. Low Carbon Energy Systems Innovation Hub – it is proposed that the target date for this action is extended to 31 March 2025.
- Page 20 – 4.2. Strategic Investment – it is proposed that the target date for this action is extended to 31 March 2025.
- Page 22 – 4.9. Islands Deal – it is proposed that the target date for this action is extended to 31 December 2022.
- Page 32 – 1.1. Inter-Island Ferry Services – it is proposed that the target date for this action is extended to 30 April 2022.
- Page 32 – 1.4. Airfield Strategy and Investment Plan – it is proposed that the target date for this action is extended to 31 December 2022.
- Page 35 – 3.2. Management of the School Estate – it is proposed that the target date for this action is extended to 31 December 2022.
- Page 36 – 4.6. Waste Management – it is proposed that the target date for this action is extended to 31 December 2022.
- Page 36 – 5.13. Maintenance Strategy – it is proposed that the target date for this action is extended to 31 December 2022.

## **6. Performance Monitoring**

The Committee is invited to scrutinise progress made in respect of the targets within the Council Delivery Plan, for the period 1 April to 30 September 2021, 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**

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

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

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

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

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

## **11. Annex**

Annex 1: Progress made in respect of the targets within the Council Delivery Plan, for the period 1 April to 30 September 2021.

## Council Delivery Plan 2018 to 2023

Performance Monitoring Report for Six Months Ending 30 September 2021





### ↑ Actions at BLUE


| Title                                 | Description   | Intended Outcome   | BRAG |   | Target Date |
|---------------------------------------|---|--|------|---|-------------|
| 1.7. Kirkwall Urban Design Framework. | Revised Kirkwall Urban Design Framework, incorporating the Your Kirkwall Action Plan.           | Improvements to Kirkwall. Council, YP and partners better informed; YP connected to decision making processes. | BLUE | ↑ | 31-Mar-2023 |
| Lead                                  | Comment   |  |      |   |             |
| Gareth Waterson                       | This action was reported as complete to the Policy and Resources Committee on 26 November 2019. |  |      |   |             |


| Title                      | Description  | Intended Outcome   | BRAG |   | Target Date |
|----------------------------|--|--|------|---|-------------|
| 1.8a. Superfast Broadband. | Lobby for Superfast Broadband – delivery of interim solutions to fibre-based broadband in parallel with R100 commitments.  | Relatively immediate access for all households up to 30 megabytes. Improved IT connections. Improved business opportunities in isles. Increase in connectivity speeds. | BLUE | ↑ | 31-Dec-2020 |
| Lead                       | Comment  |  |      |   |             |
| Gareth Waterson            | BRAG status at 31 March 2021: RED.<br>The Delivery Plan action has been overtaken by the Council's subsequent decision to develop a community wide Digital Strategy and development plan to consider the practical steps required now to deliver gigabit connectivity to |  |      |   |             |


|  |  |
|--|--|
|  | all of Orkney. Rather than continue to only lobby Government for improvements to connectivity in Orkney, the agreed approach is a more proactive one of considering actions to not just try to catch up, but to develop a future-proofed network that could be sustainable in a rural environment. It is therefore recommended that this action is closed. |
|--|--|

| Title  | Description   | Intended Outcome  | BRAG |   | Target Date |
|--|---|---|------|---|-------------|
| 2.1 Mental Wellbeing of Our Children and Young People. | We will support the mental wellbeing of our children and young people by co-producing preventative approaches in consultation with young people as well as supporting early intervention and recovery/restorative services. | Improved awareness of mental health and wellbeing issues in our children and young people and better mental wellbeing for children and young people; Council, young people and partners better informed; Improved and appropriate mental health services to meet the needs & requirements of young people; Young peoples' voices heard; Inclusiveness; Young people connected to decision making processes; Increased political literacy; Young people are respected, responsible and included. | BLUE |  | 30-Jun-2020 |
| <b>Lead</b>  | <b>Comment</b>  |   |      |   |             |
| Stephen Brown  | This action was reported as complete to the Policy and Resources Committee on 22 June 2021.   |   |      |   |             |


| Title                                | Description  | Intended Outcome   | BRAG |   | Target Date |
|--------------------------------------|--|--|------|---|-------------|
| 2.3. Mental Health Officer Training. | We will address the known upcoming shortage of qualified Mental Health Officer in Orkney by training two more staff. | Sustaining our ability to meet statutory requirements relating to the care and welfare of people with mental disorder. | BLUE |  | 31-Dec-2021 |
| <b>Lead</b>                          | <b>Comment</b>   |  |      |   |             |
| Stephen Brown                        | This action was reported as complete to the Policy and Resources Committee on 3 December 2020.                       |  |      |   |             |

| Title                              | Description  | Intended Outcome  | BRAG |   | Target Date |
|------------------------------------|--|---|------|---|-------------|
| 2.4. Review Commissioned Services. | We will review commissioned services and bring forward recommendations in relation to children's services priorities and long-term sustainability. | Realignment of resource and shared understanding of priority areas. | BLUE |  | 31-Mar-2019 |
| Lead                               | Comment  |   |      |   |             |
| Stephen Brown                      | This action was reported as complete to the Policy and Resources Committee on 26 November 2019.  |   |      |   |             |


| Title   | Description  | Intended Outcome  | BRAG |   | Target Date |
|---|--|---|------|---|-------------|
| 2.5. 'Commissioned Provision' opportunities for education and care. | We will explore and establish 'commissioned provision' opportunities for education and care.   | 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. | BLUE |  | 21-Mar-2020 |
| Lead  | Comment  |   |      |   |             |
| Jim Lyon  | BRAG Status at 31 March 2021: RED.<br>The service is now active working with young people and being monitored regularly. It is therefore recommended that this action is closed. |   |      |   |             |

| Title                     | Description   | Intended Outcome  | BRAG |   | Target Date |
|---------------------------|---|---|------|---|-------------|
| 2.6. Corporate Parenting. | We will develop our Corporate Parenting approach and establish a Corporate Parenting board. | Corporate Parents successfully fulfil this statutory role and the voice of care experienced young people and care leavers influence service development and policy. | BLUE |  | 31-Mar-2020 |

| Lead          | Comment  |
|---------------|--|
| Stephen Brown | This action was reported as complete to the Policy and Resources Committee on 3 December 2020. |


| Title                                  | Description   | Intended Outcome   | BRAG |   | Target Date |
|--|---|--|------|---|-------------|
| 2.7. Residential Child Care Provision. | We will review residential childcare provision to reflect changes in legislation 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. | Orkney has a range of placements available that promote stability for children and young people. | BLUE |  | 31-Mar-2019 |


| Lead          | Comment   |
|---------------|---|
| Stephen Brown | This action was reported as complete to the Policy and Resources Committee on 26 November 2019. |


| Title                                       | Description   | Intended Outcome  | BRAG |   | Target Date |
|---|---|---|------|---|-------------|
| 2.8. Health and Social Care Workforce Plan. | 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. | Clarity about what staff and skills we need in Orkney for effective service delivery. | BLUE |  | 01-Apr-2019 |


| Lead          | Comment   |
|---------------|---|
| Stephen Brown | This action was reported as complete to the Policy and Resources Committee on 22 June 2021. |





| <b>Title</b>   | <b>Description</b>  | <b>Intended Outcome</b>   | <b>BRAG</b> |   | <b>Target Date</b> |
|--|---|---|-------------|---|--------------------|
| 2.9. Older people's Residential Care Home Workforce. | 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. | A well-equipped and confident workforce in relation to the provision of residential care to people with dementia. | BLUE        |  | 31-Mar-2023        |
| <b>Lead</b>  | <b>Comment</b>  |   |             |   |                    |
| Stephen Brown  | This action was reported as complete to the Policy and Resources Committee on 26 November 2019.   |   |             |   |                    |

| <b>Title</b>                                       | <b>Description</b>   | <b>Intended Outcome</b>                         | <b>BRAG</b> |   | <b>Target Date</b> |
|--|--|---|-------------|---|--------------------|
| 2.10. New Build Residential Care Home - Stromness. | 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. | Sufficient residential care capacity in Orkney. | BLUE        |  | 30-Sep-2019        |
| <b>Lead</b>  | <b>Comment</b>   |   |             |   |                    |
| Stephen Brown                                      | This action was reported as complete to the Policy and Resources Committee on 3 December 2020.   |   |             |   |                    |


| <b>Title</b>                                 | <b>Description</b>  | <b>Intended Outcome</b>  | <b>BRAG</b> |   | <b>Target Date</b> |
|--|---|--|-------------|---|--------------------|
| 2.14. Encourage Increased Physical Activity. | We will work with partners to encourage increased physical activity. We will explore, with partners, an exercise referral scheme. | Access to physical activity opportunities for people affected by cancer and other long-term conditions; Improved physical health within the local community. | BLUE        |  | 31-Mar-2019        |
| <b>Lead</b>                                  | <b>Comment</b>  |  |             |   |                    |
| Stephen Brown                                | This action was reported as complete to the Policy and Resources Committee on 3 December 2020.                                    |  |             |   |                    |


| Title                               | Description   | Intended Outcome  | BRAG |   | Target Date |
|-------------------------------------|---|---|------|---|-------------|
| 2.15. Reablement-focussed Approach. | We will embed a reablement focussed approach in our home care service and work with service users to maximise their independence and ability to retain their skills and abilities as far as possible. | 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. | BLUE |  | 31-Mar-2019 |
| Lead                                | Comment   |   |      |   |             |
| Stephen Brown                       | This action was reported as complete to the Policy and Resources Committee on 18 June 2019.   |   |      |   |             |


| Title                                    | Description  | Intended Outcome   | BRAG |   | Target Date |
|--|--|--|------|---|-------------|
| 2.16. Supporting People with Disability. | We will support people with disability into purposeful activities such as education/training employment or volunteering. | Improvement of opportunity for people with disability to use existing resources. | BLUE |  | 31-Mar-2019 |
| Lead                                     | Comment  |  |      |   |             |
| Stephen Brown                            | This action was reported as complete to the Policy and Resources Committee on 18 June 2019.                              |  |      |   |             |

| Title                              | Description  | Intended Outcome   | BRAG |   | Target Date |
|------------------------------------|--|--|------|---|-------------|
| 3.5. Community Learning Programme. | We will develop lifelong learning opportunities through the Community Learning programme which will include a family learning programme. | Successful learners; Confident individuals; Effective contributors; Responsible citizens; Increased numbers of youth accreditations; Increased learning, confidence and skills developed; Progression pathways | BLUE |  | 31-Dec-2020 |


|             |   |  |  |  |
|-------------|---|--|--|--|
|             |   | developed; Increased opportunities to participate in the local community; Relevant and effective Family Learning opportunities available; Family bonds strengthened. |  |  |
| <b>Lead</b> | <b>Comment</b>  |  |  |  |
| James Wylie | This action was reported as complete to the Policy and Resources Committee on 22 June 2021. |  |  |  |

| <b>Title</b>   | <b>Description</b>  | <b>Intended Outcome</b>   | <b>BRAG</b> |   | <b>Target Date</b> |
|--|---|---|-------------|---|--------------------|
| 3.7. Trust Options for Sports, Leisure and Learning. | We will review trust options for sports, leisure and learning.                              | Sustainable and efficient range of services and opportunities as part of Orkney's human and social capital. | BLUE        |  | 31-Dec-2021        |
| <b>Lead</b>  | <b>Comment</b>  |   |             |   |                    |
| James Wylie  | This action was reported as complete to the Policy and Resources Committee on 18 June 2019. |   |             |   |                    |


| <b>Title</b>                 | <b>Description</b>  | <b>Intended Outcome</b>                       | <b>BRAG</b> |   | <b>Target Date</b> |
|------------------------------|---|---|-------------|---|--------------------|
| 3.8. Local Housing Strategy. | We will review the Local Housing Strategy.  | Revised strategy covering housing priorities. | BLUE        |  | 31-Dec-2019        |
| <b>Lead</b>                  | <b>Comment</b>  |   |             |   |                    |
| James Wylie                  | This action was reported as complete to the Policy and Resources Committee on 22 June 2021. |   |             |   |                    |

| <b>Title</b>                                  | <b>Description</b>  | <b>Intended Outcome</b>   | <b>BRAG</b> |   | <b>Target Date</b> |
|---|---|---|-------------|---|--------------------|
| 3.10. Islands Bill and National Islands Plan. | We will continue to make representation to influence the Islands Bill and National Islands Plan to achieve the best possible outcome for our communities. | An Islands Bill which represents the needs of, and empowers, our community. | BLUE        |  | 31-Dec-2018        |


| Lead         | Comment   |
|--------------|---|
| John Mundell | This action was reported as complete to the Policy and Resources Committee on 26 November 2019. |


| Title  | Description   | Intended Outcome   | BRAG | Target Date   |
|--|---|--|------|---|
| 4.3. Reprioritise Economic Development Activity. | Reprioritise economic development activity and funding on inward investment and facilitating projects and programmes which will have the highest/transformational impact for job creation, inward migration/retention of working age population and community enablement. | To support local community and business growth to support population retention and growth. | BLUE |  31-Aug-2019 |


| Lead            | Comment   |
|-----------------|---|
| Gareth Waterson | This action was reported as complete to the Policy and Resources Committee on 26 November 2019. |


| Title  | Description   | Intended Outcome  | BRAG | Target Date   |
|--|---|---|------|---|
| 4.5. Establish Crown Estates Marine Management Pilot Status. | 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. | BLUE |  31-Dec-2021 |


| Lead         | Comment  |
|--------------|--|
| John Mundell | BRAG status at 31 March 2021: RED.<br>Pilot Scheme now established and recruitment of post complete. It is therefore recommended that this action is closed. |


| Title                       | Description  | Intended Outcome  | BRAG |   | Target Date |
|-----------------------------|--|---|------|---|-------------|
| 5.2. Youth Work Approaches. | We will take Youth work approaches to promote and encourage social responsibility in young people for example, through volunteering opportunities. | Increased social responsibility; Young people make informed choices; Positive quality of life; Active volunteering; Young people voices heard; Good citizenship; Young people participate positively within their communities; Increased skills and confidence. | BLUE |  | 31-Dec-2019 |
| Lead                        | Comment  |   |      |   |             |
| James Wylie                 | This action was reported as complete to the Policy and Resources Committee on 22 June 2021.  |   |      |   |             |

| Title  | Description  | Intended Outcome   | BRAG |   | Target Date |
|--|--|--|------|---|-------------|
| 5.7. Strategy to Further Protect Orkney's Cultural Heritage. | 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. | BLUE |  | 31-Dec-2019 |
| Lead   | Comment  |  |      |   |             |
| James Wylie  | This action was reported as complete to the Policy and Resources Committee on 3 December 2020. |  |      |   |             |


| Title              | Description  | Intended Outcome  | BRAG |   | Target Date |
|--------------------|--|---|------|---|-------------|
| 5.8. Culture Fund. | Further promote and administer Culture Fund through core funding and grant assistance scheme to support community cultural activity. | A diversity of arts, heritage and cultural activity is provided by organisations and groups for Orkney's community. | BLUE |  | 31-Mar-2020 |
| Lead               | Comment  |   |      |   |             |
| James Wylie        | This action was reported as complete to the Policy and Resources Committee on 3 December 2020.                                       |   |      |   |             |

| Title                                   | Description  | Intended Outcome  | BRAG |   | Target Date |
|---|--|---|------|---|-------------|
| 6.1. Public Safety and Staff Wellbeing. | 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. | Continuous improvement to public and staff health and safety environment; High level of customer satisfaction for statutory services. | BLUE |  | 31-Mar-2023 |
| <b>Lead</b>                             | <b>Comment</b>   |   |      |   |             |
| Gareth Waterson                         | This action was reported as complete to the Policy and Resources Committee on 3 December 2020.   |   |      |   |             |


| Title                     | Description  | Intended Outcome  | BRAG |   | Target Date |
|---------------------------|--|---|------|---|-------------|
| BV1a. Workforce Planning. | Develop detailed Council-wide and service workforce plans that consider future workforce needs, current capacity, supply and recruitment, skills, and financial constraints. | Council services delivered by the best possible Council staff resource that can be afforded within current financial constraints. | BLUE |  | 31-Mar-2019 |
| <b>Lead</b>               | <b>Comment</b>   |   |      |   |             |
| Andrew Groundwater        | This action was reported as complete to the Policy and Resources Committee on 26 November 2019.  |   |      |   |             |

| Title                   | Description  | Intended Outcome   | BRAG |   | Target Date |
|-------------------------|--|--|------|---|-------------|
| BV1b. Capital Projects. | 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. | 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. | BLUE |  | 31-Mar-2019 |


| Lead             | Comment   |
|------------------|---|
| Lorna Richardson | This action was reported as complete to the Policy and Resources Committee on 26 November 2019. |

| Title                           | Description  | Intended Outcome  | BRAG | Target Date   |
|---------------------------------|--|---|------|---|
| BV1c. Long-term Financial Plan. | Develop a long-term financial plan for the ten-year period 2018 to 2028. | A financially sustainable Council, that is able to deliver services, maintain assets, and achieve its strategic objectives. | BLUE |  31-Dec-2018 |


| Lead            | Comment   |
|-----------------|---|
| Gareth Waterson | This action was reported as complete to the Policy and Resources Committee on 18 June 2019. |


| Title                                      | Description  | Intended Outcome   | BRAG | Target Date   |
|--|--|--|------|---|
| BV1d(i). Digital Strategy and IT Strategy. | Implement the Digital Strategy and IT Strategy, and associated work-plans. | 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. | BLUE |  31-Mar-2020 |

| Lead         | Comment  |
|--------------|--|
| Hayley Green | This action was reported as complete to the Policy and Resources Committee on 3 December 2020. |


| Title                                 | Description  | Intended Outcome   | BRAG | Target Date   |
|---------------------------------------|--|--|------|---|
| BV1d(ii). Customer Services Platform. | Complete the introduction of the Customer Services Platform, and the Council Website redesign. | More accessible information on the Council and its services, and the ability to carry out transactions, all on a 24/7 basis, whilst maintaining the option for non-digital alternatives; and, within the | BLUE |  31-Dec-2020 |


|               |   |   |  |  |
|---------------|---|---|--|--|
|               |   | Council, more modern, more efficient, and more cost-effective Council administration. |  |  |
| <b>Lead</b>   | <b>Comment</b>  |   |  |  |
| Karen Greaves | This action was reported as complete to the Policy and Resources Committee on 22 June 2021. |   |  |  |


| <b>Title</b>          | <b>Description</b>   | <b>Intended Outcome</b>   | <b>BRAG</b> |   | <b>Target Date</b> |
|-----------------------|--|---|-------------|---|--------------------|
| BV2. Self-evaluation. | 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. | Improvements and developments to Council services that have been informed by a greater understanding of the strengths and weaknesses of Council services. | BLUE        |  | 28-Feb-2019        |
| <b>Lead</b>           | <b>Comment</b>   |   |             |   |                    |
| Andrew Groundwater    | This action was reported as complete to the Policy and Resources Committee on 26 November 2019.  |   |             |   |                    |

| <b>Title</b>            | <b>Description</b>   | <b>Intended Outcome</b>  | <b>BRAG</b> |   | <b>Target Date</b> |
|-------------------------|--|--|-------------|---|--------------------|
| BV4a. Service Planning. | Within the new Council Plan 2018-2023, and the new 2019-2022 service plans, make explicit the intended impact of Council and service priorities and targets on Orkney's communities. | 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. | BLUE        |  | 30-Jun-2019        |
| <b>Lead</b>             | <b>Comment</b>   |  |             |   |                    |
| James Wylie             | This action was reported as complete to the Policy and Resources Committee on 26 November 2019.  |  |             |   |                    |





| Title                            | Description  | Intended Outcome   | BRAG |   | Target Date |
|----------------------------------|--|--|------|---|-------------|
| BV4b. Committee Recommendations. | Where appropriate, make explicit the link between Council committee recommendations and the Local Outcomes Improvement Plan. | 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. | BLUE |  | 30-Jun-2019 |
| Lead                             | Comment  |  |      |   |             |
| Karen Greaves                    | This action was reported as complete to the Policy and Resources Committee on 27 November 2018.                              |  |      |   |             |


| Title                               | Description   | Intended Outcome   | BRAG |   | Target Date |
|-------------------------------------|---|--|------|---|-------------|
| BV5a. Strategic Planning Framework. | 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. | 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. | BLUE |  | 31-Dec-2018 |
| Lead                                | Comment   |  |      |   |             |
| James Wylie                         | This action was reported as complete to the Policy and Resources Committee on 26 November 2019.   |  |      |   |             |


| Title   | Description  | Intended Outcome  | BRAG |   | Target Date |
|---|--|---|------|---|-------------|
| BV5b. Local Government Benchmarking Framework Indicators. | Report Local Government Benchmarking Framework Indicators to Service Committees. | 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 | BLUE |  | 30-Jun-2019 |


|                    |   |              |  |  |
|--------------------|---|--------------|--|--|
|                    |   | constraints. |  |  |
| <b>Lead</b>        | <b>Comment</b>  |              |  |  |
| Andrew Groundwater | This action was reported as complete to the Policy and Resources Committee on 26 November 2019. |              |  |  |


| <b>Title</b>   | <b>Description</b>  | <b>Intended Outcome</b>  | <b>BRAG</b> |   | <b>Target Date</b> |
|--|---|--|-------------|---|--------------------|
| BV5c. The Orkney Partnership - Performance Management and Reporting Procedure. | Review The Orkney Partnership's performance management and reporting procedure to ensure that it is focused on the Partnership's strategic priorities and outcomes. | 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. | BLUE        |  | 31-Dec-2018        |
| <b>Lead</b>  | <b>Comment</b>  |  |             |   |                    |
| Karen Greaves  | This action was reported as complete to the Policy and Resources Committee on 18 June 2019.   |  |             |   |                    |


 Actions at GREEN

| <b>Title</b>              | <b>Description</b>  | <b>Intended Outcome</b>  | <b>BRAG</b> |   | <b>Target Date</b> |
|---------------------------|---|--|-------------|---|--------------------|
| 1.2. Public Bus Services. | 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. | More integrated and better-connected communities; Improved access to services and business/tourism opportunities through better transport integration. | GREEN       |  | 31-Mar-2023        |
| <b>Lead</b>               | <b>Comment</b>  |  |             |   |                    |
| Gareth Waterson           | BRAG status at 31 March 2021: GREEN.<br>Consultation on a new Local Transport Strategy has commenced.   |  |             |   |                    |


| Title                          | Description   | Intended Outcome   | BRAG  |   | Target Date |
|--------------------------------|---|--|-------|---|-------------|
| 1.3. Coastal Flood Protection. | Retain and where possible enhance public road infrastructure and coastal flood protection of public road infrastructure.  | Retention of existing levels of accessibility to Orkney's communities. | GREEN |  | 31-Mar-2023 |
| Lead                           | Comment   |  |       |   |             |
| Hayley Green                   | BRAG status at 31 March 2021: AMBER.<br>Future project opportunities will be highlighted in the Council's Capital Project Appraisal process for future consideration of funding. A Members' Seminar is planned for late 2021 / early 2022 to progress establishment of the 2024 to 2029 Capital Programme. Work is to commence on a Shoreline Management Plan during 2021 which will inform future policy regarding flood risk. |  |       |   |             |


| Title   | Description   | Intended Outcome   | BRAG  |   | Target Date |
|---|---|--|-------|---|-------------|
| 1.5. Orkney Electric Vehicle Energy Strategy. | Contribute to the delivery of the Orkney Electric Vehicle Energy Strategy.  | Increased EV infrastructure and number of EV's in Orkney, whilst reducing cost to the Council. | GREEN |  | 31-Mar-2023 |
| Lead  | Comment   |  |       |   |             |
| Gareth Waterson                               | BRAG status at 31 March 2021: GREEN.<br>Electric Vehicle infrastructure currently progressing with funded support from Scottish Government and the Low Carbon Travel and Transport Challenge Fund. Charging for use was introduced in April 2019. Packets of funding continue to be provided from the Scottish Government and are allocated to further Electric Vehicle Infrastructure projects as and when this funding becomes available. However, the income that has been achieved does not address the full cost of operation which will continue to be a challenge and the Council has determined that there should be an increase in charges through the 2021/22 budget setting process. The Council's Roads team is engaging with OREF to seek an effective charging mechanism. |  |       |   |             |


| <b>Title</b>                                     | <b>Description</b>  | <b>Intended Outcome</b>  | <b>BRAG</b> |   | <b>Target Date</b> |
|--|---|--|-------------|---|--------------------|
| 1.6. Orkney Outdoor Access Strategy Action Plan. | 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.   | 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. | GREEN       |  | 31-Mar-2023        |
| <b>Lead</b>                                      | <b>Comment</b>  |  |             |   |                    |
| Gareth Waterson                                  | BRAG status at 31 March 2021: GREEN.<br>The Core Path Plan was recommended for approval by the Development and Infrastructure Committee in September 2018. The Sustainable Transport Project Development Plan was presented to the Development and Infrastructure Committee in June 2018 with an update provided in April 2019. A list of projects has been approved as the basis for a three-year programme for potential applications to the Community Links Programme. Works on the Arcadia Park project in Kirkwall are complete. The tender for the design works for the open space and play area at Papdale East has been awarded. Various projects on the Mull Head access and interpretation project including a tour guide 'app' have been developed. The planning application for the open space and play area at Papdale East was approved by the Planning Committee on 7 July 2021. Sustrans funding for the project has been approved. The Carness Path and Parkland Project is being progressed to a Capital Project Appraisal. A post of Sustrans Embedded Project Officer has been established for a temporary period of 3 years to develop active travel projects. |  |             |   |                    |


| <b>Title</b>                                      | <b>Description</b>   | <b>Intended Outcome</b>                         | <b>BRAG</b> |   | <b>Target Date</b> |
|---|--|---|-------------|---|--------------------|
| 2.11. New Build Residential Care Home - Kirkwall. | We will successfully complete the new build residential care home for older people in Kirkwall creating additional capacity. | Sufficient residential care capacity in Orkney. | GREEN       |  | 31-Dec-2024        |
| <b>Lead</b>                                       | <b>Comment</b>   |   |             |   |                    |
| Stephen Brown                                     | BRAG status at 31 March 2021: RED.   |   |             |   |                    |

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|  | A progress briefing note will be presented to the Integration Joint Board in October 2021. The operational date is early 2024. |
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| Title                    | Description  | Intended Outcome  | BRAG  |   | Target Date |
|--------------------------|--|---|-------|---|-------------|
| 2.13. Day Care Services. | 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. | Realignment of resource; Good quality and better integrated day care services; Staff and service users engaged in service redesign; Improved use of building assets – reduction in overall number in use; Maximised use of building assets; More cost-efficient model of service provision. | GREEN |  | 31-Mar-2023 |
| Lead                     | Comment  |   |       |   |             |
| Lynda Bradford           | BRAG status at 31 March 2021: GREEN.<br>Service redesign will continue in due course when capacity allows and in line with the replacement for St Rognvald House.  |   |       |   |             |


| Title  | Description  | Intended Outcome  | BRAG  |   | Target Date |
|--|--|---|-------|---|-------------|
| 3.4. School Estates - Quality and Condition. | We will maintain and improve the quality and condition of the school estates.  | Orkney's school estates supporting lifelong learning in communities | GREEN |  | 31-Mar-2023 |
| Lead   | Comment  |   |       |   |             |
| James Wylie                                  | BRAG status at 31 March 2021: AMBER.<br>OIC – both Education, Leisure and Housing and Development and Infrastructure – is working closely with the Northern Alliance Estate Team to commence work on the formal Conditional and Suitability assessments of all schools in the local authority area. This forms part of a wider learning estate strategy development and will provide a robust foundation for planning and development. |   |       |   |             |


| <b>Title</b>                          | <b>Description</b>  | <b>Intended Outcome</b>   | <b>BRAG</b> |   | <b>Target Date</b> |
|---------------------------------------|---|---|-------------|---|--------------------|
| 3.11. Empowering Communities Project. | 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.  | More efficient delivery of services at a local level, with associated local employment opportunities. | GREEN       |  | 31-Mar-2023        |
| <b>Lead</b>                           | <b>Comment</b>  |   |             |   |                    |
| John Mundell                          | BRAG status at 31 March 2021: GREEN.<br>The Empowering Communities Project was reviewed in 2020 and a report approved by Council, following consideration by Policy and Resources Committee in November 2020. This review summarised the project achievements and outcomes to date and highlighted the value placed on the resource by the respective communities with a link officer. The stabilisation of the project team and the expansion to an Orkney Mainland community council area were also approved. |   |             |   |                    |


| <b>Title</b>                               | <b>Description</b>   | <b>Intended Outcome</b>   | <b>BRAG</b> |   | <b>Target Date</b> |
|--|--|---|-------------|---|--------------------|
| 3.12. Enabling and Empowering Communities. | Pursue the aim of enabling and empowering communities to support the Council in delivery of services as an alternative to current systems and have more involvement in decision making about local services.   | More efficient delivery of services at a local level, with associated local employment opportunities. | GREEN       |  | 31-Mar-2023        |
| <b>Lead</b>                                | <b>Comment</b>   |   |             |   |                    |
| John Mundell                               | BRAG status at 31 March 2021: GREEN.<br>The Empowering Communities Project was reviewed in 2020 and a report approved by Council, following consideration by Policy and Resources Committee in November 2020. This review summarised the project achievements and outcomes to date and highlighted the value placed on the resource by the respective communities with a link officer. The team continue to endeavour to identify areas where the delivery of local services |   |             |   |                    |

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|  | can be reviewed to enable communities more involvement in decision making about them. |
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| Title                             | Description  | Intended Outcome   | BRAG  |   | Target Date |
|-----------------------------------|--|--|-------|---|-------------|
| 3.13. Delivering Public Services. | Explore new ways to deliver public services within Orkney.   | Streamlined governance for our islands. Pooled shared support services leading to more resources at point of service delivery. | GREEN |  | 31-Mar-2023 |
| Lead                              | Comment  |  |       |   |             |
| Karen Greaves                     | BRAG status at 31 March 2021: GREEN.<br>Following consideration by Scottish Government of OIC's submission to the Local Governance Review, a meeting was held in early April 2021 with Scottish Government officers to discuss the Single Authority Model proposal. Progress was suspended during the Scottish Parliamentary election and a response from the new Ministerial team is awaited before this workstream can move forward. |  |       |   |             |


| Title  | Description   | Intended Outcome  | BRAG  |   | Target Date |
|--|---|---|-------|---|-------------|
| 4.1. Low Carbon Energy Systems Innovation Hub. | 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.  | To develop innovative low carbon energy projects; To position Orkney as the globally recognised innovation centre for low carbon transport. | GREEN |  | 31-Mar-2023 |
| Lead   | Comment   |   |       |   |             |
| Gareth Waterson                                | BRAG status at 31 March 2021: GREEN.<br>A wide range of project activity is underway including the Islands Centre for Net Zero (ICNZ) as part of the Islands Deal, development of the Orkney Research and Innovation Campus (ORIC), the Future Fuels Hub at Scapa Deep Water Quay, ongoing dialogue with universities, continued progress of hydrogen projects, including international networking and engagement. The Islands Deal achieved Heads of Terms stage in March 2021 and includes provision for extension to ORIC and ICNZ proposal. It is proposed that the target date for this action is extended to 31 March 2025. |   |       |   |             |

| <b>Title</b>               | <b>Description</b>   | <b>Intended Outcome</b>   | <b>BRAG</b> |   | <b>Target Date</b> |
|----------------------------|--|---|-------------|---|--------------------|
| 4.2. Strategic Investment. | Strategic investment in projects to generate income and/or deliver significant community benefits.   | Sustainable energy generation, use and export and thereby income for recirculation within Orkney. | GREEN       |  | 30-Sep-2023        |
| <b>Lead</b>                | <b>Comment</b>   |   |             |   |                    |
| Gareth Waterson            | BRAG status at 31 March 2021: RED.<br>Community Wind Project, Private Wire, and the Port Master Plan projects are all making progress. All projects have had an element of delay due to COVID-19. For Community Wind / Private Wire, planning applications for Quanterness and Hoy were submitted in January and September 2020 respectively. Survey delays were experienced for Faray due to COVID-19 but a planning application was submitted in May 2021. All three wind farm planning applications are with Scottish Ministers for determination, the Faray application having been accepted for determination (call in) by Ministers in September 2021. It is proposed that the target date for this action is extended to 31 March 2025. |   |             |   |                    |


| <b>Title</b>                          | <b>Description</b>  | <b>Intended Outcome</b>   | <b>BRAG</b> |   | <b>Target Date</b> |
|---------------------------------------|---|---|-------------|---|--------------------|
| 4.4. Develop Scapa Flow and Harbours. | 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. | 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. | GREEN       |  | 31-Mar-2023        |
| <b>Lead</b>                           | <b>Comment</b>  |   |             |   |                    |
| Gareth Waterson                       | BRAG status at 31 March 2021: GREEN.<br>Growth is now showing consistently along with recovery of the COVID-19 issues.  |   |             |   |                    |




| <b>Title</b>                      | <b>Description</b>  | <b>Intended Outcome</b>   | <b>BRAG</b> |   | <b>Target Date</b> |
|-----------------------------------|---|---|-------------|---|--------------------|
| 4.7. Orkney Volume Tourism Study. | 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.   | To manage the impacts and economic opportunities associated with increasing visitor numbers. To spread tourist activity around all of Orkney. | GREEN       |  | 31-Mar-2023        |
| <b>Lead</b>                       | <b>Comment</b>  |   |             |   |                    |
| Gareth Waterson                   | BRAG status at 31 March 2021: GREEN.<br>A report on the Scottish Government consultation on the Transient Visitor Tax was presented to the Policy and Resources Committee in November 2019. The finalised Orkney Tourism Strategy 2020 to 2025 was approved by the Partner Agencies in March 2020. The results of the latest visitor survey were published in May 2020. A review meeting on the Destination Orkney Strategy Partnership was held in November 2020. The Point of Ness camping site has been successful in attracting £260,000 from the Rural Tourism Infrastructure Fund. Consultants have been appointed to prepare the Strategic Tourism Infrastructure Development Plan for Orkney. |   |             |   |                    |


| <b>Title</b>                                   | <b>Description</b>  | <b>Intended Outcome</b>   | <b>BRAG</b> |   | <b>Target Date</b> |
|--|---|---|-------------|---|--------------------|
| 4.8. World Heritage Site Strategic Masterplan. | Develop and Implement a World Heritage Site Strategic Masterplan including Gateway facility and core infrastructure projects.   | To provide effective visitor management and address infrastructure constraints. | GREEN       |  | 31-Mar-2023        |
| <b>Lead</b>                                    | <b>Comment</b>  |   |             |   |                    |
| Gareth Waterson                                | BRAG status at 31 March 2021: GREEN.<br>World Heritage Site Masterplan recommended for approval by Development and Infrastructure Committee in April 2019. This covers five key elements - orientation centre, vehicle access and parking, footpath and active travel network, interpretation and other facilities, for example toilets, charging points and camper vans. A Memorandum of |   |             |   |                    |


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|  | 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. The World Heritage Site Gateway project has secured £6.5M through the Islands Deal and consultants have been appointed to prepare an Outline Business Case. Public consultation on the proposals is being undertaken during September and October 2021 to inform preparation of the Outline Business Case. |
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| Title              | Description  | Intended Outcome   | BRAG  |   | Target Date |
|--------------------|--|--|-------|---|-------------|
| 4.9. Islands Deal. | Work in partnership with the two other Islands Councils to finalise the Islands Deal.  | To prioritise and refine Orkney projects to be submitted for Islands Deal funding. | GREEN |  | 31-Mar-2022 |
| Lead               | Comment  |  |       |   |             |
| John Mundell       | BRAG status at 31 March 2021: RED.<br>Islands Deal Heads of Terms (HoT) were signed on 17 March 2021. The HoT lists the agreed projects with the Deal and the funding allocated to each. Work has now begun on developing Outline Business Cases for each project, with the aim of submitting these to the Scottish Government by the end of 2021. The development and submission of the Outline Business Cases are within the Council's control but the timescales for the Scottish Government and UK Government reviews are not. Therefore, it is proposed that the target date for this action is extended to 31 December 2022. |  |       |   |             |


| Title                                       | Description   | Intended Outcome  | BRAG  |   | Target Date |
|---|---|---|-------|---|-------------|
| 4.10. "Islands Project" Funding Mechanisms. | 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. | To ensure support for key business sectors and replacement for EU funds which will be lost. | GREEN |  | 31-Mar-2023 |
| Lead  | Comment   |   |       |   |             |
| Gareth Waterson                             | BRAG status at 31 March 2021: GREEN.  |   |       |   |             |


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|  | <p>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. The UK Government has confirmed that there will be 3 separate funds: (1) UK Community Renewal Fund, (2) UK Levelling up Fund and (3) UK Community Ownership Fund. Discussions are ongoing with the UK Government and other Highlands and Islands local authorities regarding the implications/applicability of the new funds. There are also discussions in respect of future policy and funding opportunities post-Brexit for Agriculture and Fisheries. The Council invited applications to the Community Renewable Fund, four applications were received and assessed, with one meeting the criteria and has been passed to the UK Government for assessment for funding. In June 2021, the Policy and Resources Committee recommended approval of the establishment of a temporary post of Projects and Funding Officer to support the submission of funding bids for UK Government grant funds. The first round of recruitment was unsuccessful, a further round of recruitment will take place in October 2021.</p> |
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| Title   | Description  | Intended Outcome  | BRAG  |   | Target Date |
|---|--|---|-------|---|-------------|
| 5.1. Car Parking Responsibilities, Speed Limits and Infrastructure. | Consider scope of car parking responsibilities, speed limits and infrastructure and the establishment of enhanced parking warden services including where practicable a new Environmental warden service (see Delivery Plan for further detail).   | Increased enforcement, improved road safety and more considerate parking. | GREEN |  | 31-Mar-2023 |
| Lead  | Comment  |   |       |   |             |
| Hayley Green  | <p>BRAG status at 31 March 2021: AMBER.</p> <p>Initial report to the Roads and Environmental Services Consultative Group in December 2018 acknowledged concerns linked to decriminalised parking. A further Consultative Group meeting (joint between Roads and Environmental Services and Development, Planning and Regulatory Services) was held on 15 March 2019. This highlighted mixed views on whether to proceed with a car parking / Environmental Health Officer enforcement model and equally to advance Decriminalised Parking Enforcement (DPE) noting the need to be self-financing. Staff resources and budget limitations continue to prevent this being progressed to conclusion at this stage however we continue to review the position and are engaging with Transport Scotland and other local authorities in a similar position to identify appropriate ways forward.</p> |   |       |   |             |


| <b>Title</b>                                    | <b>Description</b>   | <b>Intended Outcome</b>  | <b>BRAG</b> |   | <b>Target Date</b> |
|---|--|--|-------------|---|--------------------|
| 5.3. North Isles Landscape Partnership Project. | Implementation of North Isles Landscape Partnership Project.   | Delivery of high level of attention to natural heritage implications arising from new development. | GREEN       |  | 31-Mar-2024        |
| <b>Lead</b>                                     | <b>Comment</b>   |  |             |   |                    |
| Gareth Waterson                                 | BRAG status at 31 March 2021: GREEN.<br>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, for example to determine project grant applications from community groups, was approved by Council, following consideration by the Development and Infrastructure Committee in June 2019. Project grant applications are being received and processed and projects are being developed. As a result of the project being delayed due to COVID-19, funders have agreed that the project be extended until March 2024. |  |             |   |                    |


| <b>Title</b>                                | <b>Description</b>  | <b>Intended Outcome</b>   | <b>BRAG</b> |   | <b>Target Date</b> |
|---|---|---|-------------|---|--------------------|
| 5.4. Orkney Local Biodiversity Action Plan. | Implementation of the Orkney Local Biodiversity Action Plan and participation in the Orkney Native Wildlife Project.  | Up-to-date plan in place to promote improvements to biodiversity.<br>Implementation of the Orkney Natural Wildlife Project. | GREEN       |  | 31-Dec-2023        |
| <b>Lead</b>                                 | <b>Comment</b>  |   |             |   |                    |
| Gareth Waterson                             | BRAG status at 31 March 2021: RED.<br>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. OIC is the lead for several actions. The Council is participating in the Orkney Native Wildlife Project Steering Group and Partnership Board. A report went to Policy and Resources Committee in December 2020 detailing how the Council is complying with its biodiversity duties. A report was presented to the Policy and Resources Committee in April 2021 on the Council signing up to the Edinburgh Declaration on Biodiversity which is aimed at showing political support for global action on biodiversity. In August 2021 the Scottish Government awarded the Council £16,000 funding from the Nature Restoration Fund to be spent on local biodiversity projects by the end of March 2022. |   |             |   |                    |


| <b>Title</b>                                      | <b>Description</b>  | <b>Intended Outcome</b>  | <b>BRAG</b> |   | <b>Target Date</b> |
|---|---|--|-------------|---|--------------------|
| 5.5 Environmental Survey and Response Capability. | Continue to maintain and enhance environmental survey and response capability.  | Maintain high standards of environmental monitoring and research activity. | GREEN       |  | 31-Mar-2023        |
| <b>Lead</b>                                       | <b>Comment</b>  |  |             |   |                    |
| Gareth Waterson                                   | BRAG status at 31 March 2021: GREEN.<br>An Aquaculture Water Quality Impact Modelling Assessment for Scapa Flow was presented to the Special Meeting of the Development and Infrastructure Committee on 26 September 2018, indicating that nutrient release from current and planned fish farms is sufficient to maintain compliance with Water Framework Directive coastal water standards. This pioneering work was shortlisted for a Scottish Award for Quality and Planning. The Scottish Environment Protection Agency (SEPA) has indicated that they are no longer able to provide funding and technical support, and a report was presented to the Planning and Regulatory Services Consultative Group in November 2020. Elected Members advised to maintain contact with SEPA with a view to progressing this at some point in the future. As part of the regional marine plan making process, a State of the Environment Assessment of Orkney waters was published in November 2020. |  |             |   |                    |


| <b>Title</b>                                       | <b>Description</b>  | <b>Intended Outcome</b>  | <b>BRAG</b> |   | <b>Target Date</b> |
|--|---|--|-------------|---|--------------------|
| 5.6. Community Associations and Community Schools. | Continue to support Community Associations and Community Schools.   | Protecting and promoting the use of community schools and community halls for communities; Sustainable, empowered communities. | GREEN       |  | 31-Mar-2023        |
| <b>Lead</b>  | <b>Comment</b>  |  |             |   |                    |
| James Wylie  | BRAG status at 31 March 2021: GREEN.<br>The Community, Learning and Development (CLD) team continue to provide support and guidance to community schools, village halls and the wider community by attending meetings on a regular basis; running planning meetings; running the annual halls event; organising various training and partnership events. A review of the community school handbook is well underway. The majority of community halls are now open following lockdown. |  |             |   |                    |


| Title                 | Description  | Intended Outcome   | BRAG  |   | Target Date |
|-----------------------|--|--|-------|---|-------------|
| 5.9. Museums Service. | Maintain, promote and develop accessibility to collections held within the Museums Service, including development of Scapa Flow Museum.  | Our museums and heritage sites provide high quality visitor experiences and opportunities for education and lifelong learning. | GREEN |  | 31-Mar-2023 |
| Lead                  | Comment  |  |       |   |             |
| James Wylie           | BRAG status at 31 March 2021: GREEN.<br>Construction of the Scapa Flow Museum is on track to be completed at the end of October 2021. The reason for the change in date is due to additional work being added to the contract. Internal build and fit out tenders have been issued and two companies submitted tenders for the work, and the project team are working through clarifications prior to awarding the contract. Mountmaking and Graphic Art work tenders will be issued week commencing 27 September 2021. Working through change requests with funders of the project. Estimated soft opening of the facility is late Spring 2022. An annual operational budget shortfall is being investigated. |  |       |   |             |


| Title               | Description   | Intended Outcome  | BRAG  |   | Target Date |
|---------------------|---|---|-------|---|-------------|
| 5.10. Island Games. | Work with partners to support Orkney's hosting of the 2025 Island Games.  | 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. | GREEN |  | 31-Mar-2023 |
| Lead                | Comment   |   |       |   |             |
| James Wylie         | BRAG status at 31 March 2021: GREEN.<br>Following the announcement that the Island Games to be hosted in Orkney would move from 2023 to 2025, on 8 December 2020 the Council resolved to continue to support the 2025 Island Games at the same level of financial commitment as had been agreed when the hosting was due to take place in 2023. Work is taking place with the 2025 Organising Committee and Event Scotland finalising the governance and updated financial information. |   |       |   |             |

| <b>Title</b>                         | <b>Description</b>   | <b>Intended Outcome</b>  | <b>BRAG</b> |   | <b>Target Date</b> |
|--------------------------------------|--|--|-------------|---|--------------------|
| 5.11. Recycling and Waste Reduction. | Increased education and awareness raising activity associated with recycling and waste reduction agenda. Supporting young people to take forward the plastic straw initiative.   | Establish dedicated Member Officer Working Group. Identification of affordable initiatives to meet this objective Pupils speak to headteachers, parent councils and officers | GREEN       |  | 31-Mar-2023        |
| <b>Lead</b>                          | <b>Comment</b>   |  |             |   |                    |
| Hayley Green                         | BRAG status at 31 March 2021: AMBER.<br>Single Use Plastics Working Group has met several times since its inception with the work now being incorporated into the Climate Change Working Group led by the Climate Change Officer. Due to vacancies within the waste team and significant associated resource constraints work on awareness raising is stalled, pending backfill of the vacant posts. |  |             |   |                    |

| <b>Title</b>   | <b>Description</b>   | <b>Intended Outcome</b>   | <b>BRAG</b> |   | <b>Target Date</b> |
|--|--|---|-------------|---|--------------------|
| 5.12. Marketing Activity - International/Emerging Markets/Internal Investment. | Prioritise marketing activity with a focus on international/emerging markets/internal investment opportunities.  | 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. | GREEN       |  | 31-Mar-2023        |
| <b>Lead</b>  | <b>Comment</b>   |   |             |   |                    |
| Gareth Waterson  | BRAG status at 31 March 2021: GREEN.<br>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. A report on continuing marketing support through the Orkney Marketing Programme was presented to Council in June 2020. COVID-19 grant funding was provided by the Council to Orkney Food and Drink, Creative Orkney and Orkney Marketing in August 2021 to provide additional support for marketing as part of the economic recovery from COVID-19. |   |             |   |                    |


| Title               | Description  | Intended Outcome   | BRAG  |   | Target Date |
|---------------------|--|--|-------|---|-------------|
| 5.14. Kirkwall BID. | Work with Kirkwall BID and other constituted business organisations to maintain and improve the vitality and viability of town and village centres.  | To develop projects and services that will enhance the vitality and viability of Kirkwall Town Centre. | GREEN |  | 31-Mar-2023 |
| Lead                | Comment  |  |       |   |             |
| Gareth Waterson     | BRAG status at 31 March 2021: GREEN.<br>A delegated decision taken during recess approved £7,500 to support the Kirkwall BID apply for Scotland Loves Local match funding to progress a Shop local promotional campaign throughout Orkney (in partnership with Stromness Community Development Trust). |  |       |   |             |

| Title                     | Description   | Intended Outcome   | BRAG  |   | Target Date |
|---------------------------|---|--|-------|---|-------------|
| 5.15. Play Area Strategy. | Facilitate the development of Orkney's Play Areas through the implementation of the Play Area Strategy.   | An improved playscape for Orkney creating opportunities for families (local and visiting) to be more active. | GREEN |  | 31-Mar-2023 |
| Lead                      | Comment   |  |       |   |             |
| James Wylie               | BRAG status at 31 March 2021: GREEN.<br>Development of Papdale East open space was approved by the Council, following consideration by the Policy and Resources Committee in April 2021. Procurement exercise carried out for the work, estimated date for issuing the contract is November 2021. Works to be completed by the end of March 2022.<br>Southend play area reopened to the public.<br>£24,000 funding received from Scottish Government for play area development. |  |       |   |             |

| Title                | Description  | Intended Outcome   | BRAG  |   | Target Date |
|----------------------|--|--|-------|---|-------------|
| 5.18. Flooding Risk. | 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; | Reduce Flood Risk to the 1 in 200year level; The plans will inform the capital project programme investment. | GREEN |  | 31-Mar-2023 |



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|--------------|---|--|--|--|
|              | c. Stronsay – Whitehall; d. Kirkwall.   |  |  |  |
| <b>Lead</b>  | <b>Comment</b>  |  |  |  |
| Hayley Green | BRAG status at 31 March 2021: GREEN.<br>All flooding 'at risk' areas have now been incorporated into a Flood Risk Plan. Risks will be prioritised in order that applications can be made on a priority basis to Scottish Government for funding. Subject to funding, the aim is for each area to be dealt with in turn, noting that no current funding is available. Draft flood risk plan has been concluded. Currently there is no indication that funding for any of the schemes will be readily available. Work is commencing on the Shoreline Management Plan. |  |  |  |


| <b>Title</b>                                  | <b>Description</b>  | <b>Intended Outcome</b>   | <b>BRAG</b> |   | <b>Target Date</b> |
|---|---|---|-------------|---|--------------------|
| 5.19. Terrestrial and Marine Planning Policy. | Establish and implement terrestrial and marine planning policy and environmental monitoring systems.  | An appropriate balance of development and protection of land and marine environmental resource. | GREEN       |  | 31-Mar-2023        |
| <b>Lead</b>                                   | <b>Comment</b>  |   |             |   |                    |
| Gareth Waterson                               | BRAG status at 31 March 2021: GREEN.<br>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. The Scottish Government issued a direction to delegate regional marine planning functions to the Council in July 2020. Delegation of regional marine planning functions to the Council commenced on 27 November 2020, and the first meeting of the Orkney Marine Planning Advisory Group established to assist the Council with the preparation of the Marine Plan was held in March 2021. A statement of public participation setting out the process and timetable for preparing the Regional Marine Plan was published in August 2021. |   |             |   |                    |


🚩 Actions at AMBER

| Title                         | Description   | Intended Outcome   | BRAG  |   | Target Date |
|-------------------------------|---|--|-------|---|-------------|
| 3.1. Extend the Orkney Offer. | Extend the Orkney Offer to learners of all ages.  | Orkney is recognised as a successful learning community and a 'destination' for learners of all types. | AMBER | 🚩 | 31-Dec-2022 |
| Lead                          | Comment   |  |       |   |             |
| James Wylie                   | BRAG status at 31 March 2021: AMBER.<br>The National Improvement Framework plan agreed by Council was suspended in March 2020 as a result of the COVID-19 lockdown. As such, limited progress has been made. A summary report was submitted to the Education, Leisure and Housing Committee in November 2020. Rigorous monitoring of attainment continues to take place. The Scottish Government restarted data collection of attainment in P1, P4 and P7 in June 2021. The target is the 2019 national average plus 2% for every measure in the Broad General Education. Her Majesty's Inspectors of Education have been invited to review attainment in the Senior Phase over time, to review the Senior Phase (Orkney Offer) curriculum offer, and to provide attainment analysis training to secondary staff. |  |       |   |             |

| Title                 | Description   | Intended Outcome   | BRAG  |   | Target Date |
|-----------------------|---|--|-------|---|-------------|
| 3.3. Digital Culture. | Digital Culture – we will undertake the development and delivery of an e-School programme.  | 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. | AMBER | 🚩 | 31-Dec-2021 |
| Lead                  | Comment   |  |       |   |             |
| James Wylie           | BRAG status at 31 March 2021: AMBER.<br>The Head of IT and Facilities, the Head of Education, the IT Service Manager and the Service Manager of |  |       |   |             |

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|  | Secondary and Tertiary Education are progressing a review of digital infrastructure, strategy and improvement for the Education Service. |
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| Title                       | Description  | Intended Outcome   | BRAG  |   | Target Date |
|-----------------------------|--|--|-------|---|-------------|
| 3.9. Fuel Poverty Strategy. | We will continue to deliver the Fuel Poverty Strategy, to seek to secure appropriate funding and in turn to reduce fuel poverty.   | Increasing number of energy efficiency measures installed in houses regardless of tenure; Continued delivery of projects related to the reduction of fuel poverty. | AMBER |  | 31-Mar-2023 |
| Lead                        | Comment  |  |       |   |             |
| James Wylie                 | BRAG status at 31 March 2021: AMBER.<br>Projects are ongoing with COVID-19 still impacting. The Scottish Government extended the period for delivery until the end of October 2021 against the 2020/21 HEEPS:ABS funding. The 2021/22 HEEPS:ABS funding from the Scottish Government has been awarded and is circa £1.6 million. |  |       |   |             |


| Title                  | Description   | Intended Outcome  | BRAG  |   | Target Date |
|------------------------|---|---|-------|---|-------------|
| 5.16. Sports Strategy. | We will work towards implementing the recommendations of the Sports Strategy.   | Increased participation in physical activity; increase in number of people who fall into the 'healthy weight' category. | AMBER |  | 31-Dec-2021 |
| Lead                   | Comment   |   |       |   |             |
| James Wylie            | BRAG status at 31 March 2021: GREEN.<br>The Council's Physical Activity and Sport Strategy 2014 to 2020 has been reviewed with stakeholders and work has been taking place on developing a Physical Activity and Wellbeing Strategy for Orkney. The aim is to present that to the Education, Leisure and Housing Committee in February 2022. Work continues on implementing the recommendations of the original strategy through the work of Active Schools, Outdoor Education and the work with community sports clubs and organisations and the Pickaquoy Centre. |   |       |   |             |


● Actions at RED

| Title                            | Description   | Intended Outcome   | BRAG |   | Target Date |
|----------------------------------|---|--|------|---|-------------|
| 1.1. Inter-Island Ferry Services | Progress negotiation in relation to the transfer of responsibility for inter-island ferry services to Scottish Government   | Transfer of responsibility at no net detriment to the Council. | RED  | ● | 31-Dec-2020 |
| Lead                             | Comment   |  |      |   |             |
| Gareth Waterson                  | BRAG status at 31 March 2021: RED.<br>Dialogue between Transport Scotland, Scottish Government Ministers and Orkney Islands Council Members / Officers is ongoing on a regular basis. This has been reviewed in the context of the Scottish Government budget decisions in February 2020 and at present the Scottish Government appears to be going back on its commitment to seek a resolution to this matter. An open letter from Orkney Ferries was sent in an attempt to reinvigorate discussions and to seek clarity of inter-isles ferry services in Orkney compared to those services in other areas of Scotland. Officer-level meetings have recommenced and will continue during 2021. It is proposed that the target date for this action is extended to 30 April 2022. |  |      |   |             |


| Title                                       | Description   | Intended Outcome   | BRAG |   | Target Date |
|---|---|--|------|---|-------------|
| 1.4. Airfield Strategy and Investment Plan. | Refresh and deliver the Council's Airfield's Strategy and Investment Plan.  | Fit for purpose Airfields in accordance with the OIC Airfields Safety Management System. | RED  | ● | 30-Jun-2021 |
| Lead  | Comment   |  |      |   |             |
| Gareth Waterson                             | BRAG status at 31 March 2021: AMBER.<br>The programme of runway resurfacing and the first phase of building replacement / upgrading has been completed. The Strategy and Investment Plan regarding remaining Airfield Terminal refurbishment / replacements and a long-term capital asset replacement programme was reported to Council in June 2019. Water rescue equipment has now been delivered. Following an audit by the Civil Aviation Authority the need to complete the Terminal Programme has been highlighted and this will need to be progressed through the Capital Project Appraisal (CPA) process. Stage 1 CPAs for the remaining waiting rooms will be presented to the Development and Infrastructure Committee in September or November 2021. There is a piece of work to create a Capital Maintenance Programme. The new |  |      |   |             |

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|  | Airfields Manager is now in post and will progress the CPAs. It is proposed that the target date for this action is extended to 31 December 2022. |
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| Title                       | Description  | Intended Outcome  | BRAG |   | Target Date |
|-----------------------------|--|---|------|---|-------------|
| 1.8b. Digital Connectivity. | Input to the developing business case showing the impacts of not having affordable reliable full digital connectivity in the islands.  | Relatively immediate access for all households up to 30 megabytes.<br>Improved IT connections. Improved business opportunities in isles. Increase in connectivity speeds. | RED  |  | 31-Dec-2020 |
| Lead                        | Comment  |   |      |   |             |
| Gareth Waterson             | BRAG status at 31 March 2021: RED.<br>Details of the Scottish Government's Reaching 100 broadband scheme have been released. The project is running late and will not deliver superfast broadband to all premises in Orkney. The Council continues to lobby Government, is developing an Orkney Digital strategy and will consider additional measures to support the roll out of gigabit capable broadband to all premises in Orkney. |   |      |   |             |

| Title   | Description   | Intended Outcome  | BRAG |   | Target Date |
|---|---|---|------|---|-------------|
| 1.9. Inter isles STAG strategic business cases. | Work with Scottish Government and other partners to progress the outcomes of the inter isles STAG strategic business cases in order to develop and then deliver the outline and final business cases for improvements | Replace all ferries with ones which have the capacity and speed to deliver the improved service need and where possible new low carbon technology solutions; Ferries to meet environmental targets and to be disability compliant; Air services to meet the improved services standards outline in STAG; Fares at a level comparable with the rest of Scotland; Revenue resources to deliver improved timetables. | RED  |  | 31-Dec-2021 |



| Lead            | Comment   |
|-----------------|---|
| Gareth Waterson | BRAG status at 31 March 2021: AMBER.<br>The Outline Business Case (OBC) work is progressing but is also raising considerable concern. A report on the OBCs will be presented to committee early in 2022. Prior to the committee report stage a draft report will be presented to the Senior Management Team (SMT) meeting in October 2021 and a seminar with Elected Members will also be arranged. The date for this will be dependent on the outcome of the discussions at SMT. |

| Title   | Description  | Intended Outcome  | BRAG | Target Date   |
|---|--|---|------|---|
| 2.2 Child and Adolescent Mental Health Service Provision. | We will review our Child and Adolescent Mental Health service provision and bring forward recommendations that align investment to our local need. | Realignment of resource and shared understanding of priority areas. | RED  |  01-Dec-2018 |


| Lead          | Comment  |
|---------------|--|
| Stephen Brown | BRAG status at 31 March 2021: RED.<br>Significant revenue has been made available to the NHS to improve Child and Adolescent Mental Health Services nationally. A spend plan is being developed for approval by the Integration Joint Board which will increase the number of clinical staff to 14 in total. |


| Title                                   | Description   | Intended Outcome  | BRAG | Target Date   |
|---|---|---|------|---|
| 2.12. Supported Accommodation Services. | 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. | 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. | RED  |  31-Oct-2020 |

| Lead           | Comment  |
|----------------|--|
| Lynda Bradford | BRAG status at 31 March 2021: RED.<br>The Core and Cluster development remains on track to be operational by the autumn with the scheme due for completion by the end of October. Properties have been allocated and the service / staffing is in place. |

| Title   | Description   | Intended Outcome  | BRAG |   | Target Date |
|---|---|---|------|---|-------------|
| 3.2. Management of the School Estate.   | Working with individual communities, explore the management of the school estate, promoting community participation and (where applicable) joint ownership.   | 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. | RED  |    | 31-Dec-2021 |
| Lead  |   | Comment   |      |   |             |
| James Wylie   | BRAG status at 31 March 2021: RED.<br>OIC – both Education, Leisure and Housing and Development and Infrastructure – are working with the Northern Alliance Estate team to establish a robust, long-term Learning Estate Strategy for Orkney that will be evidence based, stakeholder informed and facilitate access to Scottish Government funding. The first event takes place in November 2021 and there is strong expectation that a draft learning estate strategy will be available for committee circulation by the spring 2022 cycle. Therefore, it is proposed that the target date for this action is extended to 31 December 2022. |   |      |   |             |
| Title   | Description   | Intended Outcome  | BRAG |   | Target Date |
| 3.6. Policy and Provision for School Staffing, Curriculum and Financial Management. | 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'.  | Sustainability of a learning offer across our communities.  | RED  |  | 30-Nov-2019 |
| Lead  |   | Comment   |      |   |             |
| James Wylie   | BRAG status at 31 March 2021: RED.<br>Work to establish a revised primary and secondary staffing policy will begin in 2021/22 and will be tied into the revised policy for devolved school management (DSM) which, having been delayed due to COVID-19, is also due to  |   |      |   |             |


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|  | be complete this academic year. |
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| Title                  | Description  | Intended Outcome  | BRAG |   | Target Date |
|------------------------|--|---|------|---|-------------|
| 4.6. Waste Management. | Review and establish fresh approach for waste management/recycling/handling including community-based models.  | Principally to reduce the cost of waste disposal.<br>Increase community participation and responsibility. | RED  |  | 30-Sep-2021 |
| Lead                   | Comment  |   |      |   |             |
| Hayley Green           | BRAG status at 31 March 2021: AMBER.<br>Following the Stage 1 Capital Project Appraisal (CPA) submitted to the Special Meeting of the Development and Infrastructure Committee on 26 September 2018, treatment options have now been identified and were considered by Development and Infrastructure Committee in September 2021. A Waste Permit report was presented to the Development and Infrastructure Committee in November 2019 but implementation of this was delayed due to COVID-19. The waste review tied to the Project Initiation Document process is also tied to completion of the CPA process for new waste services. Seminars with Elected Members took place during May 2021 and a Stage 2 CPA will be presented to the Policy and Resources Committee in November 2021. It is proposed that the target date for this action is extended to 31 December 2022 which is a more realistic date for this action based on the processes yet to take place. |   |      |   |             |

| Title                       | Description  | Intended Outcome                                    | BRAG |   | Target Date |
|-----------------------------|--|---|------|---|-------------|
| 5.13. Maintenance Strategy. | Develop and implement an appropriately resourced Maintenance Strategy for all individual Council property assets.  | To ensure all OIC-owned assets are well maintained. | RED  |  | 31-Dec-2019 |
| Lead                        | Comment  |   |      |   |             |
| Hayley Green                | BRAG status at 31 March 2021: RED.<br>Proactive and Preventative Maintenance Plans are currently being reviewed at an operational level. The size of the Council property estate is extensive and one essential link is to progress the disposal of properties not required by the Council to reduce the scope of this – in the form of the Asset Management Review.<br>In the absence of new funding, pressures will have to be managed as prioritisation of urgent works within existing |   |      |   |             |



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|  | <p>budget, which will mean an overall reduction in the condition of the estate, and potential future higher cost repair requirements. It is important to ensure this can be assessed and forecast to identify priority and any gaps. Capital funding is tied to approval of the Capital Programme which will not be completed until Elected Members have considered it. It is proposed that the target date for this action is extended to 31 December 2022 which is a more realistic date for this action based on the processes yet to take place.</p> |
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| Title            | Description   | Intended Outcome  | BRAG |   | Target Date |
|------------------|---|---|------|---|-------------|
| 5.17. Campsites. | Consider the redevelopment of the Point of Ness Campsite and develop the Birsay Campsite facilities.  | Increased capacity of the site and improved visitor experience. | RED  |  | 31-Dec-2020 |
| Lead             | Comment   |   |      |   |             |
| James Wylie      | BRAG status at 31 March 2021: RED.<br>Design work underway for the development of Point of Ness. Tender for the works to be issued by mid November 2021. Works due to start January 2022. Potential issues with linking into the sewer. Development and Infrastructure working with Legal Services to try to resolve. Further discussion to take place with funder regarding potential issue to establish if there will be any impact on funding. |   |      |   |             |

| Title                 | Description   | Intended Outcome  | BRAG |   | Target Date |
|-----------------------|---|---|------|---|-------------|
| 5.20. Burial Grounds. | Continue investment programme for the care and expansion (where necessary) of burial grounds across Orkney.   | Adequate lair provision for several decades to come across Orkney as a whole. Maintaining quality Burial Ground assets. | RED  |  | 31-Dec-2020 |
| Lead                  | Comment   |   |      |   |             |
| Hayley Green          | BRAG status at 31 March 2021: RED.<br>Work on the planned cemetery extensions is progressing well with spend expected to complete by March 2022. The list of major improvement works is undergoing review with the aim of finalising and completing by March 2022 |   |      |   |             |

**Personnel key**

Interim Chief Executive – John W Mundell.

Chief Officer / Executive Director of Orkney Health and Care – Stephen Brown.

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

Interim Executive Director of Finance, Regulatory, Marine and Transportation Services. – Gareth Waterson.

Interim Executive Director of Environmental, Property and IT Services – Hayley Green.

Head of Executive Support – Karen Greaves.

Head of HR and Performance – Andrew Groundwater.

Interim Head of Roads, Fleet and Waste Services – Lorna Richardson.

Interim Chief Social Work Officer – Jim Lyon.

Head of Health and Community Care – Lynda Bradford.

**BRAG key**

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

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

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

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