

## **Item: 7.3**

**Policy and Resources Committee: 22 November 2022.**

**Council Delivery Plan 2018 to 2023.**

**Report by Corporate Director for Strategy, Performance and Business Solutions.**

### **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 2022.

### **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 2022, 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 2022.

### **3.2.**

A summary of progress is as follows:

- Blue (closed) = 39.
- Blue (complete) = 5.
- Green = 29.
- Amber = 3.
- Red = 5.
- 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 – 1.5. Orkney Electric Vehicle Energy Strategy.
- Page 3 – 2.2 Child and Adolescent Mental Health Service Provision.
- Page 10 – 3.11. Empowering Communities Project.
- Page 10 – 3.12. Enabling and Empowering Communities.
- Page 12 – 4.8. World Heritage Site Strategic Masterplan.

## **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 37 – 5.13. Maintenance Strategy – it is proposed that the target date for this action is extended to 31 March 2023.
- Page 40 – 5.17. Campsites – it is proposed that the target date for this action is extended to 31 March 2023.

## **6. Performance Monitoring**

The Committee is invited to scrutinise the progress made in respect of the targets within the Council Delivery Plan, for the period 1 April to 30 September 2022, 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).

Karen Greaves, Corporate Director for Strategy, Performance and Business Solutions, extension 2202, Email [karen.greaves@orkney.gov.uk](mailto:karen.greaves@orkney.gov.uk).

Gareth Waterson, Corporate Director for Enterprise and Sustainable Regeneration, extension 2103, Email [gareth.waterson@orkney.gov.uk](mailto:gareth.waterson@orkney.gov.uk).

Hayley Green, Corporate Director for Neighbourhood Services and Infrastructure, extension 2309, Email [hayley.green@orkney.gov.uk](mailto:hayley.green@orkney.gov.uk).

Stephen Brown, Chief Officer, Orkney Health and Social Care Partnership, extension 2601, Email [stephen.brown3@nhs.scot](mailto:stephen.brown3@nhs.scot).

Alex Rodwell, Head of Improvement and Performance, extension 2281, Email [alex.rodwell@orkney.gov.uk](mailto:alex.rodwell@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 2022.

## Council Delivery Plan 2018 to 2023

Performance Monitoring Report for Six Months Ending 30 September 2022





### ↑ Actions at BLUE.


Title	Description	Intended Outcome	BRAG		Target Date
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.	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 21 June 2022.				


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.	BLUE	↑	31-Mar-2023
<b>Lead</b>	<b>Comment</b>				
Hayley Green	BRAG status at 31 March 2022: GREEN.				

	Electric Vehicle infrastructure currently progressing with funded support from Scottish Government and the Low Carbon Travel and Transport Challenge Fund. Fees for the use of the chargers were reviewed at Development and Infrastructure Committee in September 2022 and an increase was agreed. However, the income will still not recover the full cost of operation which will continue to be a challenge. 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. A recent funding package from Scottish Government has enabled the procurement of consultants to review the EV Charging Infrastructure Strategy. Officers continue to engage with OREF and other stakeholders, this is now business as usual and therefore it is recommended that this action is closed.
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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	This action was reported as complete to the Policy and Resources Committee on 23 November 2021.				


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
Lead		Comment			
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
2.2 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.	BLUE		01-Dec-2018
Lead		Comment			
Stephen Brown		BRAG status at 31 March 2022: RED. Due to significant Scottish Government funding, all island Boards are to have critical floor staffing of 14 people. The specific posts in relation to this was approved by the Integration Joint Board in late 2021. Plans are underway to			


	recruit following successful recruitment to the post of Clinical Director – Child and Adolescent Mental Health Services. It is therefore recommended that this action is closed.
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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
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
2.4. 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	BLUE		21-Mar-2020


		the services provided; Commissioning protocol for the above framework.		
<b>Lead</b>	<b>Comment</b>			
Jim Lyon	This action was reported as complete to the Policy and Resources Committee on 23 November 2021.			


<b>Title</b>	<b>Description</b>	<b>Intended Outcome</b>	<b>BRAG</b>		<b>Target Date</b>
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
<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>
2.7. 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
<b>Lead</b>	<b>Comment</b>				
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
<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
2.9. 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.				

Title	Description	Intended Outcome	BRAG		Target Date
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


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
2.12. 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.	BLUE 	31-Oct-2020


Lead	Comment
Lynda Bradford	This action was reported as complete to the Policy and Resources Committee on 21 June 2022.


Title	Description	Intended Outcome	BRAG	Target Date
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

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
2.15. 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	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	BLUE 	31-Mar-2019


	their skills and abilities as far as possible.	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.		
<b>Lead</b>	<b>Comment</b>			
Stephen Brown	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>
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
<b>Lead</b>	<b>Comment</b>				
Stephen Brown	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>
3.5. 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 developed; Increased opportunities to participate in the local community; Relevant and effective Family Learning	BLUE		31-Dec-2020


		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
<b>Lead</b>	<b>Comment</b>				


John Mundell	This action was reported as complete to the Policy and Resources Committee on 26 November 2019.
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Title	Description	Intended Outcome	BRAG		Target Date
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.	BLUE		31-Mar-2023
Lead	Comment				
John Mundell	BRAG status at 31 March 2022: GREEN. The Empowering Communities Project was established on a permanent basis following a review and agreement by the Policy and Resources Committee in November 2020. The stabilisation of the project team has been completed and the Link Officer for the West Mainland Community Councils has been recruited and will commence an action plan for the area. All Link Officers continue to provide support and develop projects for their areas. The project is now part of normal service delivery therefore it is recommended that this action is closed.				


Title	Description	Intended Outcome	BRAG		Target Date
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.	BLUE		31-Mar-2023
Lead	Comment				
John Mundell	BRAG status at 31 March 2022: GREEN.				


	<p>The Empowering Communities Project was established on a permanent basis following a review and agreement by the Policy and Resources Committee in November 2020. The stabilisation of the project team has been completed and the Link Officer for the West Mainland Community Councils has been recruited and will commence an action plan for the area. All Link Officers continue to provide support and develop projects for their areas. In addition, a small works proposal is being explored with the aim to introduce new opportunities for local contractors to undertake small repairs in the community. The project is now part of normal service delivery therefore it is recommended that this action is closed.</p>
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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
<b>Lead</b>	<b>Comment</b>				
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
<b>Lead</b>	<b>Comment</b>				


John Mundell	This action was reported as complete to the Policy and Resources Committee on 23 November 2021.
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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. Increase community participation and responsibility.	BLUE		31-Dec-2022
Lead	Comment				
Hayley Green	This action was reported as complete to the Policy and Resources Committee on 21 June 2022				


Title	Description	Intended Outcome	BRAG		Target Date
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.	BLUE		31-Mar-2023
Lead	Comment				
Hayley Green	<p>BRAG status at 31 March 2022: GREEN.</p> <p>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 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 an indicative award of £6.5M through the Islands Deal and consultants have been appointed to prepare an Outline Business Case (OBC). Public consultation on the proposals was undertaken during September and October 2021 to inform preparation of the Outline Business Case. The OBC was drafted at the end of March 2022. Following further discussions between the partners the OBC was approved</p>				


	and presented to the Islands Deal Programme Board in August 2022. The OBC has been approved and submitted to the UK and Scottish Governments for consideration. It is therefore recommended that as this project is now an Islands Deal project that this action is closed.
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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
<b>Lead</b>	<b>Comment</b>				
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
5.11. 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	BLUE		31-Mar-2023
<b>Lead</b>	<b>Comment</b>				
Hayley Green	This action was reported as complete to the Policy and Resources Committee on 21 June 2022.				


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
Lead	Comment				
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
<b>Lead</b>	<b>Comment</b>				
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 Council, more modern, more efficient, and more cost-effective Council administration.	BLUE		31-Dec-2020
<b>Lead</b>	<b>Comment</b>				
Karen Greaves	This action was reported as complete to the Policy and Resources Committee on 22 June 2021.				


Title	Description	Intended Outcome	BRAG		Target Date
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.				

Title	Description	Intended Outcome	BRAG		Target Date
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
<b>Lead</b>	<b>Comment</b>				
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 constraints.	BLUE		30-Jun-2019
Lead	Comment				
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
BV5c. The Orkney Partnership - Performance	Review The Orkney Partnership's performance management and reporting procedure to ensure that it is focused on	Service users and the general public with greater confidence in the extent to which Council services and activities,	BLUE		31-Dec-2018


Management and Reporting Procedure.	the Partnership's strategic priorities and outcomes.	and those provided jointly with the Council's partners, are as good as they can be, within current financial constraints.		
<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.

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	<p>BRAG status at 31 March 2022: GREEN.</p> <p>The Local Flood Risk Management Plan (LFRMP) was recommended for approval by the Development and Infrastructure Committee on 6 September 2022. Any necessary funding for the projects contained in the Plan will be requested through the Policy and Resources Committee.</p> <p>Work is currently underway to procure LIDAR surveys which will provide the data for the development of the Shoreline Management Plan, as required by the LFRMP.</p>				


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.	GREEN	►	31-Dec-2022
Lead	Comment				
Gareth Waterson	<p>BRAG status at 31 March 2022: GREEN.</p> <p>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. A stage 1 CPA for the remaining waiting rooms was presented to the Development and Infrastructure Committee in February 2022. The Committee recommended that a Stage 2 Capital Project Appraisal in respect of proposed new terminal buildings at Westray, Stronsay, Papa Westray and Eday, be submitted to the Policy and Resources Committee.</p> <p>Work is ongoing with Engineering Services to complete the designs.</p>				


<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>				
Hayley Green	BRAG status at 31 March 2022: GREEN. The Council agreed in December 2021 to allocate £0.5M towards core paths and cycle links. A list of projects is currently being developed and a seminar is being held with Elected Members on 27 October 2022 to discuss their aspirations for active travel projects. Design works have commenced on the Carness Path and Parkland Project and public engagement was undertaken at the end of August 2022 to allow the public to share their ideas for the project.				

<b>Title</b>	<b>Description</b>	<b>Intended Outcome</b>	<b>BRAG</b>		<b>Target Date</b>
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. Improved IT connections. Improved business opportunities in isles. Increase in connectivity speeds.	GREEN		31-Jan-2023
<b>Lead</b>	<b>Comment</b>				
Gareth Waterson	BRAG status at 31 March 2022: RED. An additional £30 million has been provided by the Scottish and UK Governments to Openreach which has resulted in an additional 1,000 properties in Orkney being added to the main contract. The delivery date has been extended to 2026. Approximately 1,000 properties will now rely on a voucher for the installation of a superfast service.				





	Orkney's Digital Strategy was considered by the Policy and Resources Committee on 20 September 2022. The Committee resolved that in order to support the Council's strategic objective to establish gigabit capable networks covering all of Orkney, a hybrid approach, be approved, namely that the Council should facilitate commercial telecoms infrastructure investment and stimulate market demand, rather than taking a role as a telecoms operator itself.
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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.	GREEN		31-Mar-2023
Lead	Comment				
Gareth Waterson	BRAG status at 31 March 2022: RED. Approval was granted to appoint a Ferry Replacement Project Manager in February 2022. An appointment to this post has recently been made. Approval was given through the June 2022 Committee cycle to extend the target date to 31 March 2023.				


Title	Description	Intended Outcome	BRAG		Target Date
2.11. New Build Residential Care Home - Kirkwall.	We will successfully complete the new build residential care home for older	Sufficient residential care capacity in Orkney.	GREEN		31-Dec-2024


	people in Kirkwall creating additional capacity.			
<b>Lead</b>	<b>Comment</b>			
Stephen Brown	BRAG status at 31 March 2022: RED. The contractor is now on site and completion is expected in July 2024.			

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.	GREEN		31-Mar-2023
<b>Lead</b>	<b>Comment</b>				
James Wylie	BRAG status at 31 March 2022: GREEN. The approved Education Service Report which includes stretch aims for this academic session is available below. <a href="https://orkneyislandscouncil.gov.sharepoint.com/:p:/t/ELHServiceManagers/ETi36mfDX6BDtTKQ7gb3vFgB8nEKufUIMBbL6m8Qm9s_Yw?e=JhXGQY">https://orkneyislandscouncil.gov.sharepoint.com/:p:/t/ELHServiceManagers/ETi36mfDX6BDtTKQ7gb3vFgB8nEKufUIMBbL6m8Qm9s_Yw?e=JhXGQY</a> A key priority is a curriculum review which is being led by the Service Manager (Secondary and Tertiary).				


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.	GREEN		31-Dec-2022


Lead	Comment
James Wylie	BRAG status at 31 March 2022: GREEN. Officers from both Education, Leisure and Housing and Neighbourhood Services 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. Several internal consultations have taken place in 2022 with the draft Learning Estate Strategy to be submitted to a special meeting of the Education, Leisure and Housing Committee in October 2022.

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 2022: GREEN. Officers from both Education, Leisure and Housing and Neighbourhood Services and Infrastructure are working closely with the Northern Alliance Estate Team to 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. The draft Learning Estate Strategy will be submitted to a special meeting of the Education, Leisure and Housing Committee in October 2022.				


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.	GREEN		31-Mar-2023
Lead	Comment				
James Wylie	BRAG status at 31 March 2022: AMBER.				


	For 2022/23, we have received £1.26m in Scottish Government funding for Energy Efficient Scotland: Area Based Schemes which will support a range of insulation measures, storage heater upgrades and a continuation of the 'Q-bot' robotically-applied underfloor insulation trial in private sector properties. It is anticipated that over 100 households will participate and receive energy efficiency installations. As regards the Energy Efficiency Standard for Social Housing 2 (ESSH2), plans are being developed to meet the Council's obligations.
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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-2025
Lead	Comment				
Gareth Waterson	BRAG status at 31 March 2022: GREEN. 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. The ORIC and ICNZ and Future Fuels Hub projects have had OBCs (Outline Business Cases) approved by Scottish and UK Governments.				


Title	Description	Intended Outcome	BRAG		Target Date
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		31-Mar-2025
Lead	Comment				
Gareth Waterson	BRAG status at 31 March 2022: GREEN.				


	<p>The Community Wind and the Port Master Plan projects are making progress. Both projects suffered 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. The Quanterness and Hoy planning applications were given approval by Ministers in December 2021. Determination of the Faray application is now critical to the OFGEM 135MW target. It is understood that a Planning Reporter has visited Faray and has reported to the Planning Minister. The Council was successful in securing the offer of Contracts for Difference for the Quanterness and Hoy projects at more than bid submission which was a good outcome. A legal challenge to the issue of planning permission by the Scottish Government was determined in favour of the Government which was a positive outcome for the project.</p>
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Title	Description	Intended Outcome	BRAG		Target Date
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
Lead	Comment				
Gareth Waterson	<p>BRAG status at 31 March 2022: GREEN.  Exemplar designs are being developed in more detail for Scapa Deep Water Quay and for the Hatston Logistics Base, which sets out the proposed plans to suit the needs of future users of the facilities.  A scale model showing the entire area of Scapa Flow has been completed and is on display at the Hub at Kiln Corner, Kirkwall. The team at the Hub have also welcomed a number of offshore wind developers through the doors, as well as the Crown Estate Scotland (CES) Board, who visited Orkney in September.</p>				


<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 2022: GREEN. The Council has procured a consultant to lead the design of five RTIF funded strategic tourism infrastructure projects to RIBA Stage 3, in preparation for future capital funding bids.				


<b>Title</b>	<b>Description</b>	<b>Intended Outcome</b>	<b>BRAG</b>		<b>Target Date</b>
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-Dec-2022
<b>Lead</b>	<b>Comment</b>				
John Mundell	BRAG status at 31 March 2022: GREEN. Notification has been received from Government that the intention is now to seek to sign-off the Islands Deal in early 2023. A report will be presented to the Policy and Resources Committee in November 2022 seeking to establish the necessary authority to enable the Council to sign-up.				

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 2022: GREEN. Policy and Resources Committee in September 2022 agreed on undertaking consultation with wider community stakeholder organisations and other funding agencies to assess areas of potential funding gaps in the post-Brexit funding landscape and thereafter submit a report outlining the findings of the consultation to the Policy and Resources Committee in early 2023.				

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	BRAG status at 31 March 2022: GREEN. 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 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.
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Title	Description	Intended Outcome	BRAG		Target Date
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
Lead	Comment				
Gareth Waterson	BRAG status at 31 March 2022: GREEN. 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.				


Title	Description	Intended Outcome	BRAG		Target Date
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. Implementation of the Orkney Natural Wildlife Project.	GREEN		31-Dec-2023
Lead	Comment				
Hayley Green	BRAG status at 31 March 2022: GREEN. 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 and this funding was used for the creation of a wildflower meadow at Papdale Park. A further £54,000 has been awarded from the Nature Restoration Fund for 2022/23 and projects are currently being finalised.
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<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>				
Hayley Green	BRAG status at 31 March 2022: GREEN. 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. The Council is currently working in partnership with Marine Scotland and NatureScot to undertake high resolution digital ariel bird surveys for the north of Orkney and Scapa Flow Special Protection Areas, this will provide up to date and accurate bird population data to inform spatial planning and future marine development activities.				


Title	Description	Intended Outcome	BRAG		Target Date
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
Lead	Comment				
James Wylie	BRAG status at 31 March 2022: GREEN. The Community, Learning and Development (CLD) team continue to provide support and guidance to community associations, community groups and the wider community, attending meetings on a regular basis; arranging planning meetings; support with SCIOs; organising the annual halls event and developing various training and partnership events. In addition, CLD provided extensive support to community associations as they opened up following the pandemic.				


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 2022: GREEN. Scapa Flow Museum and Visitor Centre opened to the public on 2 July 2022 and has now entered Defects and Liability period with all principal contractors. National Lottery Heritage Fund funded project ends 31 December 2022 although a short extension has been sought to deliver contingency-funded projects. Visitor numbers July - October 2022 at 10,967.				

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 2022: GREEN. Leisure and Culture Service Manager attends monthly 2025 Organising Committee meetings. A draft strategy and governance framework have been produced and will be finalised and progressed now that the Games Director is in post.				


Title	Description	Intended Outcome	BRAG		Target Date
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
Lead	Comment				
Gareth Waterson	BRAG status at 31 March 2022: GREEN. Significant activity commissioning and delivering the Spring and Summer Visitor Campaigns (£102k of VisitScotland funding was applied for and awarded to supplement Orkney Marketing budget and activity). Preparations for a 2022 winter 'shop from' and winter/spring 2023 visitor campaign are in train, with exploration of funding options for Orkney Marketing Programme activities beyond March 2023 being explored with partners and Industry groups.				


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 2022: GREEN. Shop local campaign and support for rural shops being considered for support through LACER funding.				

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 2022: GREEN. Phase 1 of the Papdale open space development is complete and open to the public.				

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; c. Stronsay – Whitehall; d. Kirkwall.	Reduce Flood Risk to the 1 in 200 year level; The plans will inform the capital project programme investment.	GREEN		31-Mar-2023
Lead	Comment				
Hayley Green; Lorna Richardson	BRAG status at 31 March 2022: GREEN. 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. The list of actions for inclusion in the updated Local Flood Risk Management Plan was discussed and recommended for approval by the Development and Infrastructure Committee in September 2022. Actions contained within the plan will be progressed as and when funding and resources allow, with reports coming to Policy and Resources Committee as required.
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<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>				
Hayley Green	BRAG status at 31 March 2022: GREEN. 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 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. A draft list of policies for the Regional Marine Plan was agreed by the Marine Planning Partnership in November 2021. The draft Regional Marine Plan will be presented to the Development and Infrastructure Committee in November 2022.				

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.	GREEN		31-Mar-2023
Lead		Comment			
Hayley Green		BRAG status at 31 March 2022: RED. The cemetery extensions in the current programme are almost complete, with work almost complete on the two remaining extensions. The identified list of major works is almost complete but will require spend in financial year 2022/23 and the programme has therefore been extended to March 2023. This has also enabled inclusion of some additional works, including installation of plinths across several burial grounds.			

⚠ Actions at AMBER

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-2022
Lead	Comment				
James Wylie	BRAG status at 31 March 2022: RED. Progress on this has stalled due to secondment of the Digital Deputy Head to the Northern Alliance. The Service is exploring options for being able to progress the work with expected completion date moved forward into 2023.				

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.	AMBER	⚠	31-Mar-2023
Lead	Comment				
Karen Greaves	BRAG status at 31 March 2022: AMBER. Following consideration by Scottish Government (SG) of the Council's submission to the Local Governance Review in November 2020, a meeting was held in early April 2021 with Scottish Government officers to discuss the Single Authority Model proposal. Despite following up on a number of occasions, a response from Scottish Ministers is awaited before this workstream can move forward. Given the lack of response, it is looking increasingly unlikely that this action will be completed in accordance with the planned timetable.				


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.	AMBER		31-Dec-2022
Lead	Comment				
Hayley Green	<p>BRAG status at 31 March 2022: AMBER.</p> <p>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 absence of new funding these pressures will have to be managed as prioritisation of urgent works within existing budget, which will mean an overall reduction in the condition of the estates, and potential future higher cost repair requirements. 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. We are aiming to write the maintenance strategy by 31 March 2023 following completion of the management restructure. Based on this, consideration should be given to extending the target date of this action to 31 March 2023. Work is progressing to measure the size of the property estate in terms of the expected maintenance costs and the current budget capacity which will help to inform how best we prioritise maintenance and replacement. It is clearly understood that this piece of work is a key priority which will have dual outcomes of making the Council more efficient and potentially releasing unwanted property stock into the community.</p>				





● 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	●	30-Apr-2022
Lead	Comment				
Gareth Waterson	BRAG status at 31 March 2022: AMBER. The impetus behind this action was the shortfall in revenue funding for the ferry service and the lack of progress in securing funding for vessel replacement. The revenue funding shortfall has been resolved with Scottish Government providing full revenue funding as a specific grant for 2022/23. The funding for capital replacement of vessels remains to be resolved.				

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.	RED	●	31-Mar-2023
Lead	Comment				
Lynda Bradford	BRAG status at 31 March 2022: RED. Consultation on the future delivery model for Older People Day Care Services will be undertaken once services have returned to their pre-pandemic levels and services have retained stability.				

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 2022: RED. Working closely with colleagues in the three island groups and those in Association of Directors of Education in Scotland (ADES), the Devolved School Management consultation has started. Work should be complete by the end of the financial year.				

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.	RED		31-Dec-2021
Lead	Comment				
James Wylie	BRAG status at 31 March 2022: RED. Work on the production of the Physical Activity and Wellbeing Strategy is progressing well, with partners now all completing their own delivery action plans. Timeline has been discussed and agreed with all partners for completion and sign-off.				

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 2022: RED. Design works for the development of Birsay Campsite are underway, however, whether the works happen is dependent of a successful funding application to VisitScotland's Rural Tourism Infrastructure Fund which is due for submission in December 2022. It is recommended that the target date for this action is changed to 31 December 2023.				

### Personnel key

Interim Chief Executive – John W Mundell.

Chief Officer, Orkney Health and Social Care Partnership – Stephen Brown.

Corporate Director for Education, Leisure and Housing – James Wylie.

Corporate Director for Enterprise and Sustainable Regeneration – Gareth Waterson.

Corporate Director for Neighbourhood Services and Infrastructure – Hayley Green.

Corporate Director for Performance, Strategy and Business Solutions – Karen Greaves.

Head of Human Resources and Organisational Development – Andrew Groundwater.

Interim Head of Neighbourhood 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.