

Annex 1

Council Plan Monitoring Report – Six Months Ending 31 March 2015

Health and Wellbeing

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

Target: 1.1. Improved care facilities in Orkney.

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

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

How:

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. Through an integrated approach to development of health and social care services in Orkney with our partners NHS Orkney (Executive Director of Orkney Health and Care)	In Progress	Green	01-04-2013	31-12-2017	In Progress	Green	A range of integrated work is progressing through the existing Orkney Health and Care service plan and the Change Fund. Statutory integration arrangements have been agreed.
1b. By providing appropriate residential, rehabilitation and community health and	In Progress	Green	01-04-2013	31-12-2017	In Progress	Green	Work is progressing on an extension to St Rognvald's House to provide additional residential care places

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
social care services in Kirkwall (Executive Director of Orkney Health and Care)							and a larger replacement facility for Stromness has been added to the Capital Programme. Other services continue to be available. There have been some workforce challenges in the physical disability service requiring agency staff support. Work to support ongoing recruitment continues.
1c. By setting out the requirements and costs to provide a replacement for St Peter's House in Stromness (Executive Director of Orkney Health and Care)	In Progress	Green	01-04-2013	31-12-2017	Complete	Blue	A replacement build has been added to the Capital Programme and work is underway in line with the plans.

Health and Wellbeing

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

Target: 1.2. Appropriate care and support.

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

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

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

How:

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By identifying advanced technologies to help support people to remain in their own homes (Executive Director of Orkney Health and Care)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	We have an effective established telecare service. We continue to look at potential further telehealth developments with NHS Orkney. We are engaged in a number of pilot projects using new technologies (mobile working, augmented communication, consultations by Video Conferencing (VC) etc) and continue to

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
							actively seek out project opportunities. We have been successful in a bid to the national Technology Enabled Care Fund to pilot further VC opportunities. This work is now progressing.
1b. Through providing education and support to enable people to be supported in their own communities (Executive Director of Orkney Health and Care)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The re-ablement service, developed through the Change Fund, continues to be in place as part of the home care service and re-ablement training and ethos is rolling out through all services, supported by revised assessment tools. A range of community based support services are available. Self Directed Support legislation has been implemented and training rolled out to

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
							support it
2a. By meeting national time scales for completion of assessment following receipt of referral (Executive Director of Orkney Health and Care)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Timescales continue to be met, except in exceptional circumstances where there is an unavoidable factor that prevents completion.
2b. By monitoring the number of recorded 'assessed needs' that have not been met (Executive Director of Orkney Health and Care)	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Amber	Processes to record and monitor waiting lists are in place for the majority of service areas. These are monitored within each service and have actively informed service change proposals considered by the OHAC Board. This information is not however currently centrally collated or reported in an accessible manner. Work is planned to address this but has not yet commenced due to capacity

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

Health and Wellbeing

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

Target: 1.3. Supporting our children.

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

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

How:

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. By working with the Orkney Community Planning Partners to consider the life chances of children and young people (Executive Director of Orkney Health and Care)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	This action is now embedded in the Integrated Children's Services Plan

Health and Wellbeing

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

Target: 1.4. A new Children's House.

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

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

How:

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

Health and Wellbeing

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

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

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

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

How:

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By administering the Scottish Welfare Fund i.e. Crisis Grants and Community Care Grants (Executive Director of Corporate Services)	Closed	Blue	01-04-2013	31-12-2017	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 24 June 2014.
1b. By providing advice services to help people affected by Welfare Reform (Executive Director of Corporate Services)	In Progress	Green	01-04-2013	31-12-2017	In Progress	Green	The Council continues to fund Orkney Citizens Advice Bureau (OCAB) to provide advice services. In addition a sub group of the Welfare Reform Working Group has been established to look at the gaps in support services pending the roll out of Universal Credit (UC).

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
							DWP met with Council representatives in January 2015 to discuss; the DWP are to enter into a Delivery Partnership Agreement (DPA) with the Council to help provide some support to claimants for the initial rollout of UC to start from 11 May 2015; the DPA agreement between DWP and the Council is currently being prepared by DWP for signing; and the Council is being encouraged to provide UC support through existing service providers, mainly for Personal Budgeting and Support (PBS), and can outsource this support where appropriate, for example to OCAB. Advice on applying to the Scottish Welfare

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
							Fund is available from the Council and online on the Council Website. Information on housing benefit in council housing in Orkney and on Council Tax Reduction in Orkney is available from the Council and online on the Council Website.
1c. By supporting people affected by Universal Credit - providing advice and pointing the way to the most appropriate services that can give support (Executive Director of Orkney Health and Care)	In Progress	Green	01-04-2013	31-12-2017	In Progress	Green	Staff briefings have been delivered and signposting to appropriate support services continues to be in place as a part of ongoing service delivery.
1d. By supporting people with housing issues or problems as a result of Welfare Reform (Executive Director of Education, Leisure and Housing)	In Progress	Green	01-04-2013	31-12-2017	In Progress	Green	Work is ongoing with tenants affected by welfare reform to provide advice, guidance and assistance.

Digital Connectivity

Priority: 1. Promote successful, thriving Communities.

Target: 2.1. Digital Communications equality.

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

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

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

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

How:

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By working with partners (including Highlands and Islands Enterprise (HIE)) to get the best possible broadband solution in Orkney from the BDUK project, to ensure coverage for all our communities	In Progress	Green	01-04-2013	31-12-2015	In Progress	Green	The first roll out of Superfast Broadband to Kirkwall occurred by the end of 2014.

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
(Executive Director of Development and Infrastructure)							
1b. By lobbying the Scottish and UK Governments to ensure at least 75% of homes in Orkney receive high speed broadband as a result of the BDUK project (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2015	In Progress	Green	Two cabinets are live in Kirkwall. Westray, Sandwick, Orphir and Birsay exchanges will be in the next phase of upgrades.
2. By supporting rural communities to investigate or establish community broadband solutions. This will be led by Highlands and Islands Enterprise and Community Broadband Scotland and supported by our Economic Development Team (Executive Director of Development and Infrastructure)	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Amber	HIE are leading community broadband - no further progress pending completion of superfast broadband. The Council is encouraging further whitespace trials in Orkney.

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<p>3a. By investigating the potential to use existing mobile masts to increase access, and provide 4G services and also to facilitate putting up new masts where possible. Our aim is to ensure mobile connectivity for all our communities (Executive Director of Development and Infrastructure)</p>	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Amber	The UK Government's mobile infrastructure programme is not progressing as anticipated. The Orkney Digital Forum has raised concerns through Orkney and Shetland's MP.
<p>3b. By lobbying the Scottish and UK Governments to maximise phone and high speed mobile internet connectivity availability across Orkney (Executive Director of Development and Infrastructure)</p>	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Amber	The Council has provided contact details to support the UK Government's investment plans and attended the most recent meeting of the Digital Forum.

Education – Housing

Priority: 2. Promote successful, thriving Communities.

Target: 2.2. Communities with small schools.

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

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

How:

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. By setting up a project team to determine the conditions required to make a school viable (Executive Director of Education, Leisure and Housing) (Note: this will need to await the outcome of the Commission on the delivery of Rural Education which may bring some changes to legislation)	Overdue	Red	01-04-2013	30-06-2014	Overdue	Red	Draft guidance is now complete. It incorporates the changes in legislation – Children and Young People (Scotland) Act 2014 – as well as Scottish Government guidance and advice on school capacity. The Council conditions applied to opening provision on Flotta and the current consultation in relation to secondary provision at North Walls School will create helpful case

							study material to illustrate the guidance note. It is planned that the final draft will be considered by the Education, Leisure and Housing Committee before the end of 2015.
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Attractive Environment – Economic Development

Priority: 2. Promote successful, thriving Communities.

Target: 2.3. Regenerating Kirkwall Town Centre.

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

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

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

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

How:

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

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1b. By working towards establishing a Conservation Area Regenerations Scheme / Townscape Heritage Initiative in Kirkwall (Executive Director of Development and Infrastructure)	Complete	Blue	01-04-2013	31-12-2014	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 25 November 2014.
1c. By identifying a project team to take on the responsibility for taking this work forward (Executive Director of Development and Infrastructure)	Closed	Blue	01-04-2013	31-12-2013	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 24 June 2014.
2. By engaging with the BID campaign on planning the project, ensuring coordination with our projects where appropriate (Executive Director of Development and Infrastructure)	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Amber	All but one member of BID interim board has resigned. A meeting of all BID levy payers is being arranged to determine the BID's future.

Landscape Protection – Transport Infrastructure

Priority: 2. Promote successful, thriving Communities.

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

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

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

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

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

How:

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. By communicating and sharing information with partners and ensuring we have staff and equipment to enable us to respond to incidents (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	There is a regular dialogue established with SEPA on a range of flood related matters including work on the Local Flood Plan and advice on flood defence specifications. The level of staff and resources available to respond to incidents is a fixed resource within

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
							<p>the operational services, which, to date has been able to respond to incidents adequately. However, this is a limited resource and it is impossible to determine that it would be adequate for all eventualities. However, effective processes are in place for management and operational responses to incidents. In terms of wider communications, there has been an effort to increase communications on winter readiness and response this year, including highlighting availability of information on closure of Churchill barriers. Further commitments have been made through the capital</p>

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
							programme to improve Kirkwall Coastal Flood defences.
2a. By ensuring we have the resources (or by seeking funding from other sources when the opportunity arises) to make improvements which will protect high risk areas. Phase 1 will address Kirkwall and St. Margaret's Hope (Executive Director of Development and Infrastructure)	Overdue	Red	01-04-2013	31-12-2013	Overdue	Red	Funding for flood defence projects of the scale envisaged in Orkney is not currently available but may become available in the next round in 2016. Kirkwall and St Margaret's Hope projects may be eligible if full SEPA endorsed protection is provided. Resources for Kirkwall Phase 1 are in place and, subject to planning, work should commence late 2015.
2b. By continuing to assess potential flood risks to communities and developing solutions where possible (Executive Director of Development and	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The Flood Risk Management Plan, which will assess the risks and indicate appropriate solutions, is on track for completion as required.

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
Infrastructure)							
2c. By exploring external funding sources for St Margaret's Hope (Executive Director of Development and Infrastructure)	In Progress	Amber	01-04-2013	31-03-2018	In progress	Green	Funding for smaller projects is not currently available, but may become available from 2016 for projects which meet SEPA endorsed criteria.
3. By managing the tender process and report findings and costs to Committee (Executive Director of Development and Infrastructure)	Overdue	Red	01-04-2013	31-12-2013	Complete	Blue	The contract was placed and technical studies undertaken, and recommendations made to the Development and Infrastructure Committee to resolve overtopping.

Local Community Participation – Internal Council Processes

Priority: 2. Promote successful, thriving Communities.

Target: 2.5. Local Community Participation.

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

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

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

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

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

How:

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By exploring ways of sustaining a strong Third Sector in Orkney, for example through purchasing or contracting for the delivery of activity and services on our behalf	Overdue	Red	01-04-2013	31-12-2013	Overdue	Red	It is anticipated that this workstream will be incorporated into the strategic plan for the Integration Joint Board, with completion anticipated by 31 March 2016.

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

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
providing some Council Services in their area. (We will produce a Feasibility Study and Business Plan for this work.) (Chief Executive)							25 November 2014.
3b. By testing the Business Plan through a Pilot Project (Chief Executive)	In Progress	Green	01-04-2013	31-12-2014	Overdue	Red	Two Island Link Officers have been appointed and the Empowering Communities Liaison Officer is leading on work identifying a range of opportunities to test the business plan. The process of establishing community offices is underway.
3c. If the Pilot Project is successful, we will do a full roll out of Community Council Managed Services (Chief Executive)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	A report on the progress of the Empowering Communities Pilot is due to be presented to the Policy and Resources Committee in early 2016.

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<p>4a. By establishing the criteria for determining if a service or role can be delivered efficiently in an alternative location (Senior Management Team)</p>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	<p>Work on the Estates Asset Management Plan is now scheduled to start in May 2015 and is programmed to complete by the end of 2015. The Accommodation Review for School Place is now well underway and is on track to report initial findings in June 2015. Early indications are that there are some short term quick wins, and the need for a more detailed medium / long term plan. This will form part of the report and views sought on future options.</p>

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
4b. By examining the cost implications of decentralisation, for example changes to Policy, infrastructure requirements and human resources costs and expenses (Senior Management Team)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Follows on from the actions above. The wider implications will be considered as part of the strategy and decision making stage of this review. There are a number of enablers which are also being progressed, such as the IT strategy, possibility of more flexible working and the Property Asset Management Plan.

Culture – Economic Development – Education

Priority: 2. Promote successful, thriving Communities.

Target: 2.6. Orkney’s Cultural Heritage.

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

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

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

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

How:

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. By establishing a short-term Member/Officer Working Group to create a draft strategy for consideration by Elected Members (Executive Director of Education, Leisure and Housing/Executive)	Overdue	Red	01-04-2013	31-03-2014	Overdue	Red	Member Officer Working Group commenced work on developing a draft strategy. Will be presented to the Education, Leisure and Housing Committee in due course.

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
Director of Development and Infrastructure)							
2a. By ensuring Orkney's war time heritage is well promoted, for example to visiting cruise liners (Executive Director of Education, Leisure and Housing/Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Promotion of Orkney's war time heritage is being considered as part of the World War 1 commemorations.
2b. By identifying a project team to lead on work to promote World War I commemorations in Orkney and Orkney's archaeological heritage (Executive Director of Education, Leisure and Housing/Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The Project Team is working with stakeholders to develop a programme of commemoration. Arrangements for Jutland are under consideration with partners and stakeholders.

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
3a. Through working with the Heart of Neolithic Orkney Steering Group (Executive Director of Education, Leisure and Housing/Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2016	In Progress	Green	The Council continues to be part of the steering and delivery groups.
3b. Closer liaison with Historic Scotland (Executive Director of Education, Leisure and Housing/Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2016	In Progress	Green	Close working with Historic Scotland in respect of current and future projects continues.

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
3c. By considering a possible Archaeology Centre/World Heritage Site Gateway Centre (Executive Director of Education, Leisure and Housing/Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2016	In Progress	Green	This is being progressed by the Institute of Archaeology.

Development Policy

Priority: 2. Promote successful, thriving Communities.

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

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

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

How:

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By establishing place-making (ensuring high quality safe environments for pedestrians, cyclists and cars) as part of the process (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2014	Overdue	Red	Consultants have been appointed, and the Scheme will be presented to Development and Infrastructure Committee in June 2015.
1b. By developing a programme to take forward the Local Development Plan (Executive Director of Development and Infrastructure)	Closed	Blue	01-04-2013	31-12-2014	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 24 June 2014.

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1c. By publishing a new Development Plan Scheme for future Plans (Executive Director of Development and Infrastructure)	Complete	Blue	01-04-2013	31-12-2014	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 25 November 2014.
1d. By establishing opportunities for more affordable housing in the countryside (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2014	Overdue	Red	Revised Housing In The Countryside Supplementary Guidance provides greater flexibility for housing in countryside, including affordable housing. Further options will be considered through upcoming Main Issues Report as part of the Development Plan review.

Housing

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

Target: 3.1. Rented Social Housing.

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

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

How:

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. By seeking and maximising external funding to support the building of affordable social housing by the Council and/or its partner agencies. Target: 35 homes a year (Executive Director of Education, Leisure and Housing/with support from Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The build programme is ongoing in partnership with Orkney Housing Association Ltd.

Housing

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

Target: 3.2. Affordable Private Housing.

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

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

How:

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. By working with private sector providers to make the best of funding opportunities which lead to more new build accommodation (Executive Director of Education Leisure and Housing/with support from the Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The Help to Buy Scheme is being progressed locally in line with Scottish Government requirements.

Housing

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

Target: 3.3. Improving Housing Stock.

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

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

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

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

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

How:

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. Through undertaking a Local House Condition Survey in 2013 to establish the extent of unfitness and disrepair within the whole housing stock (Executive Director of Education, Leisure and Housing/with	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	A procurement process has been completed in respect of outsourcing the survey process and development of a report. The contractor will undertake the survey works during summer 2015.

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
support from the Executive Director of Development and Infrastructure)							
1b. Through identifying potential funding and support for a) low income families or those occupying unfit or sub-standard housing, for example grants or loans, b) providing student accommodation. (Executive Director of E,L&H/with support from the Executive Director of and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	A review of the Housing Loan Scheme is currently ongoing.
1c. By looking at ways to improve domestic heating and insulation in the housing stock, and providing support for home owners. (Executive Director of Education, Leisure and Housing/with support from the	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	In respect of Council housing, significant progress has been made in respect of aiming to achieve the Scottish Housing Quality Standard by 2015. Plans are being progressed regarding the Energy Efficiency

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
Executive Director of Development and Infrastructure)							Standard for Social Housing. As regards private sector housing a contract has been awarded in respect of Home Energy Efficiency Programmes Scotland: Area Based Schemes funding. Work is underway to build operational links between energy teams within Housing Services and Development and Infrastructure.
2a. Through the continuation of the Rent Guarantee Scheme, and Student Accommodation List. (Executive Director of Education, Leisure and Housing/with support from the Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Student housing is currently being offered through Orkney Islands Property Developments Ltd. Work is ongoing through the student housing working group.

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<p>2b. We will ensure requirements for purpose built student accommodation are included in the development of the Marine Renewables Campus Business Plan. (Executive Director of Education, Leisure and Housing/with support from the Executive Director of Development and Infrastructure)</p>	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Amber	Discussions with the Orkney Research Campus' primary stakeholders are ongoing to ensure that the requirement for appropriate residential student accommodation is considered during the process and that all options are explored. The University of the Highlands and Islands is also currently evaluating the potential for new student residences in both Stromness and Kirkwall. Heriot Watt has also undertaken an innovative approach to student accommodation in Stromness.

Housing

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

Target: 3.4. Support for independent living.

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

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

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

How:

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. We will build 6 supported move-on accommodation units as the next step towards independent living (Executive Director of Education, Leisure and Housing/with support from the Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2014	Overdue	Red	The development project is well underway with completion anticipated to be in April / May 2015.

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<p>2. Through joint working on the development of health and care services and facilities in Orkney (Executive Director of Education, Leisure and Housing/with support from the Executive Director of Development and Infrastructure)</p>	In Progress	Green	01-04-2013	31-12-2015	In Progress	Green	Properties are built to Housing for Varying Needs Standard which ensures accessibility to a certain level. The build programme is aligned with demand regardless of age. The Older Persons' Housing Strategy outlines joint services to assist people to remain in their own homes with support etc.

Energy

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

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

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

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

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

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

How:

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. By reviewing and updating the Carbon Management Plan (Executive Director of Development and Infrastructure)	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Amber	Progress on updating the Carbon Management Plan is currently behind programme. However, a recovery programme has been developed and is progressing. A report will be submitted to the Policy and Resources Committee later in 2015.

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
2. By preparing a proposal on the Council's response to the Green Deal (Executive Director of Development and Infrastructure)	Complete	Blue	01-04-2013	30-11-2014	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 25 November 2014.
3. By commissioning feasibility work into the various options / ideas (Executive Director of Development and Infrastructure)	In Progress	Amber	01-04-2013	31-12-2015	In Progress	Amber	Feasibility studies and options appraisals for implementation of low carbon technologies into the Council's building stock are being undertaken as part of the Carbon Management Programme.

Renewables

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

Target: 4.2. Attracting investment, investors and companies.

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

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

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

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

How:

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. By making best use of cross-service teams in the Council on renewables issues and close working with partners such as HIE Orkney (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Regular management contacts between Highlands and Islands Enterprise and Council staff are in place. Work is underway to develop an Orkney Energy Strategy which will act as the foundation document to direct work on these issues moving forward. Work is also underway on a joint project for the Stromness Campus.

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
2a. By participating in and championing the Pentland Firth and Orkney Waters Leadership Forum as a key means of governance (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Amber	The Forum has not met this year. HIE is due to co-ordinate the next meeting.
2b. By working with the European Marine Energy Centre (EMEC) to establish links with device developers (wave and tidal) (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Dialogue will be maintained with all stakeholders to enable the industry to develop further.
2c. By establishing links with leaseholders in Pentland Firth and Orkney Waters (Executive Director of Development and Infrastructure)	In Progress	Red	01-04-2013	31-03-2018	In Progress	Green	The Council is in regular contact with lease holders.

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
2d. By working with Highlands and Islands Enterprise (HIE) on renewables development (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Meetings are held routinely and as required to promote the development of opportunities as they arise and to address barriers.
2e. By lobbying the UK and Scottish Governments on the powers for the Marine Energy Park (Executive Director of Development and Infrastructure)	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Amber	All efforts to use the Marine Energy Park designation to unlock investment in the grid have thus far not been successful.
2f. By establishing and implementing an effective marketing strategy for key renewables (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Website established, and the Council will be represented at All-Energy 2015. An Orkney Prospectus for potential inward investment is being developed.
3a. By lobbying for increased grid connection, with affordable charges, to increase the potential	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The Council continues to participate in the Ministerial joint working group to unlock transmission

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
export of energy from Orkney as soon as possible (Executive Director of Development and Infrastructure)							links to the Scottish islands.
3b. Business Gateway will advise new companies on development and expansion (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	A new programme of advisory workshops will be launched in April 2015 and one to one advice is always available from business advisers. A new Growth and Improvement Service will be available for businesses in 2015.
3c. By supporting training and skills for the renewables sector (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Supported maritime skills training is being delivered via Orkney College. Ongoing discussion with industry may identify new skills gaps. Gaps identified will be addressed via discussions with Orkney College and Skills Development Scotland.

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
3d. By investing in infrastructure where appropriate and affordable (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Work is continuing on an Orkney Energy Strategy which will include publication of a Discussion Paper in the early summer. This will act as a basis for considering future investment requirements. To date investment in harbour infrastructure has been critical in ensuring assets are available to provide for future business needs and improve the overall competitiveness of Orkney. Recent work on fuel bunkering and water supply at Hatston, as well as servicing the enterprise area, are continuing the improvement of this offer.

Renewables

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

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

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

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

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

How:

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

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
2. By developing policy and programme if appropriate (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2014	Overdue	Red	Proposals to undertake detailed investigation of fixed links has been postponed by the Council in favour of a consultation programme at this stage. Consultation will form part of the STAG 2 work due to commence later in 2015.

Renewables

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

Target: 4.4. Managing development.

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

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

How:

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By completing the review of Wind Energy Guidance (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2014	Overdue	Red	A capacity study consultation is underway and consultants appointed to undertake assessment of potential 'strategic areas'. Updated capacity study and revised Supplementary Guidance to be presented to the Development and Infrastructure Committee in June 2015.

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1b. Through the Local Development Plan review (Executive Director of Development and Infrastructure)	Complete	Blue	01-04-2013	31-12-2014	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 25 November 2014.
1c. By taking forward the Marine Spatial Plan for Pentand Firth and Orkney Waters (Executive Director of Development and Infrastructure)	In Progress	Amber	01-04-2013	31-12-2014	Overdue	Red	The draft plan was approved in March 2015, and consultation is set to take place during Summer 2015.

Renewables

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

Target: 4.5. Benefiting from our renewable resources.

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

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

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

How:

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By working with renewables leaseholders (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Commercialisation of the marine renewable sector is behind schedule.
1b. By engaging in discussions with the Crown Estate Commission and developers and using our findings to develop policy (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The transfer of powers from the Crown Estate to the Scottish Government and onwards to local authorities forms part of the Our Islands Our Future manifesto commitment.

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1c. By exploring the potential to facilitate the establishment of an Orkney energy company or agency. (Executive Director of Development and Infrastructure)	In Progress	Amber	01-04-2013	31-03-2018	Overdue	Amber	Contact with Ofgem Markets team has been established to discuss tariff options on Orkney to tackle network constraints.
2. By establishing a Community Benefit Policy. (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Amber	There has been no progress in this area - the Council awaits progress in the commercialisation of the marine renewable sector which will take some time.

Renewables

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

Target: 4.6. Ensuring we can compete.

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

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

How:

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By lobbying and maintaining pressure on the timely delivery of grid connections (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The Council continues to proactively engage in securing investment in transmission connections to Orkney.
1b. By lobbying and maintaining pressure to reduce island transmission charges (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	An application to the European Commission for State Aid approval for an island wind uplift is pending.

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1c. By supporting measures which will provide short term solutions to the current electricity export constraints on Orkney's grid (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The Council has supported the Surf and Turf project using curtailed electricity generation to produce hydrogen, and is investigating tariff options in Orkney with Ofgem.

Renewables

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

Target: 4.7. Renewables training, research and facilities.

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

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

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

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

How:

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. By seeking funding/partnership options for the development of a Marine Renewables Campus (Executive Director of Development and Infrastructure/with support from Executive Director of Education, Leisure and Housing)	Overdue	Red	01-04-2013	30-06-2014	Overdue	Red	Proposals to establish a joint venture with Highlands and Islands Enterprise was reported to the Development and Infrastructure Committee, at its meeting held on 26 March 2015, and will be reported to the Policy and Resources Committee, at its meeting to be held on

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
							15 April 2015.
2. By developing a strategy to ensure all partners contribute to the wider training of renewables sector opportunities (Executive Director of Development and Infrastructure/with support from Executive Director of Education, Leisure and Housing)	In Progress	Amber	01-04-2013	31-12-2014	Overdue	Red	The constantly changing rate of the development of the industry and recently published difficulties within the wave energy sector make it difficult to set out a strategic plan. Partners are addressing this as the need is identified.

Education

Priority: 5. Orkney's Economic Development.

Target: 5.1. A skilled workforce.

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

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

How:

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. Each year we will provide: 12 work experience placements, 4 modern apprenticeships, 4 graduate traineeships (Executive Director of Education, Leisure and Housing)	In Progress	Green	01-04-2013	31-03-2015	Complete	Blue	Targets are being met - Services are identifying appropriate places on an ongoing basis. In addition six paid placements are being progressed using Youth Employment Scotland Funding.

Education

Priority: 5. Orkney's Economic Development.

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

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

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

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

How:

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By working with Skills Development Scotland to develop the use of My World at Work in schools so that we support young people into career planning. (Executive Director of Education, Leisure and Housing)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Skills Development Scotland continues to work with Schools and deliver sessions on the use of MWOW to school and other agency staff.

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<p>1b. By contributing to the improved coordination of services and through the Employability Strategic Group, develop a Youth Employment Action Plan. (Executive Director of Education, Leisure and Housing)</p>	Closed	Blue	01-04-2013	31-03-2018	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 24 June 2014.
<p>2. By working with employers and training partners to access and develop more training courses which prepare people for the jobs needed in Orkney. (Executive Director of Education, Leisure and Housing)</p>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Work is ongoing through the Employability Strategic Group.

Economic Development

Priority: 5. Orkney's Economic Development.

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

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

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

How:

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By consulting with sector specific groups, for example local butchers, National Farmers Union etc. (Executive Director of Development and Infrastructure)	Overdue	Red	01-04-2013	31-12-2013	Overdue	Red	A tourism marketing programme was established following consideration by the Development and Infrastructure Committee on 10 June 2014. Officers are assisting the industry groups with a view to having sectoral development plans completed by the end of 2015.

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<p>1b. By continuing to offer support and services through Business Gateway to new and existing businesses (Executive Director of Development and Infrastructure)</p>	In Progress	Amber	01-04-2013	31-12-2014	Complete	Blue	Business Gateway services are delivered on an ongoing basis and are continually being extended.
<p>1c. By working with Highlands and Island Enterprise (HIE) to encourage Small and Medium Enterprise (SME) growth in Orkney (Executive Director of Development and Infrastructure)</p>	In Progress	Amber	01-04-2013	31-12-2014	Complete	Blue	Joint discussions took place throughout 2014 to ensure that support is available to all small and medium enterprises to encourage growth. Other support mechanisms will be explored as a matter of course.

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<p>1d. By continuing to lobby the UK Government, Scottish Government and Europe about CAP Reform and EU funding and to ensure a Highlands and Islands development categorisation of EU funding (which will benefit Orkney). (Executive Director of Development and Infrastructure)</p>	In Progress	Green	01-04-2013	31-12-2014	Complete	Blue	Lobbying by Council and partners achieved a payments structure for Orkney farmers that was much better than had been feared. Any impacts on the economy will only emerge gradually over the next two to three years. Discussions on Strategic Interventions have been concluded and outcomes are awaited.

Economic Development

Priority: 5. Orkney's Economic Development.

Target: 5.4. Infrastructure to support business growth.

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

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

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

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

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

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

How:

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. By pursuing opportunities for all types of infrastructure and reporting through Committee as appropriate (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The Hatston project is near completion, and a commercial prospectus for highlighting Orkney investment possibilities is being developed.

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
2a. By developing Orkney's harbour infrastructure to support business growth (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The 3 port strategy construction phase has been completed and further investment is under way for water tank provision, roads improvements, IT provision and improvements and refurbishment to piers infrastructure. This is linked to further development of enterprise areas adjacent to the harbour areas. Work to develop an overarching Port Plan has commenced.
2b. By encouraging industry investment in infrastructure and harbours (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	A 'critical friend' review has been undertaken, and engagement with local partners and internal stakeholders in the development of a commercial prospectus is being carried out.

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
2c. By building on investment in harbour infrastructure through marketing what is available in Orkney (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Strong cruise ship marketing continues to be very successful as was the marketing for Ship to Ship transfers immediately after the granting of the appropriate licence. The weakening of the wave energy and oil sectors has reduced opportunities in these areas but marketing of lay-up and other oil related activity has generated a number of initial tender requests which are being assessed by a range of potential customers.
3a. By working with Development Trusts and Community Councils to develop local opportunities (for example Stronsay Fish Market) and local service delivery	In Progress	Green	01-04-2013	31-12-2014	Complete	Blue	Progress has been made and efforts will continue. This is an ongoing process.

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
(Executive Director of Development and Infrastructure)							
3b. Through a review of the policy to support the Service Sector (Executive Director of Development and Infrastructure)	Complete	Blue	01-04-2013	31-12-2014	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 25 November 2014.
4. By working with our partners (for example, Orkney Health and Care) to ensure best use of transport assets (Executive Director of Development and Infrastructure)	In Progress	Amber	01-04-2013	31-12-2016	In Progress	Green	Discussions are ongoing between service areas. The Community Transport Review will be completed during 2015/16 and shall consider the best use of transport assets.
5. By lobbying Government agencies to ensure equal coverage from digital communications technology (Executive Director of Development and Infrastructure)		Green	01-04-2013	31-03-2018	In Progress	Green	With further money announced for investment in broadband infrastructure, a briefing note has been prepared for the Chief Executive and Convener to lobby for equal treatment for the

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
							islands.

Transport Infrastructure

Priority: 6. Orkney's Transport Networks.

Target: 6.1. Integrated transport networks.

We will develop an integrated network including demand responsive transport.

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

How:

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By reviving the Transport Forum to enable effective consultation regarding integrated public transport, internally and externally (Executive Director of Development and Infrastructure)	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Green	The Transport Forum has been re-activated, consultation has been undertaken with regard to the bus contract, and consultation is planned for STAG studies for later in 2015 for future ferry services.

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1b. By undertaking an internal review of transport provision by the Council (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2014	Overdue	Red	<p>A range of reviews are in progress including a review of transport for people with particular mobility needs. The STAG process has considered the air and ferry mix and STAG 2 will take this to the next stage including full consultation. Consultation was also undertaken for the bus contract which gave fuller consideration to integration issues between buses and ferries.</p>

Transport Infrastructure

Priority: 6. Orkney's Transport Networks.

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

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

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

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

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

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

How:

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By making effective progress with the Scottish Government on how ferries will be funded and operated, including the Scottish Ferries Plan (Executive Director of Development and Infrastructure)	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Green	Significant effort has been applied by elected members and Council officers to develop the case with the Scottish Government at both the working and political levels.

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1b. By prioritising staff time and resource to these issues (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Significant effort continues to be applied to this target at the Executive Director and Manager levels.
1c. By refreshing STAG and commission study for ferry design option (Executive Director of Development and Infrastructure)	Not Started	Red	01-04-2013	31-12-2013	Overdue	Red	STAG 1 has been completed and funding is now in place from the Council, Highlands and Islands Enterprise, HITRANS and Transport Scotland for STAG 2 in 2015/16. STAG 2 will be commissioned by mid 2015.
2. By making effective progress with the Scottish Government on how ferries will be funded and operated, including the Scottish Ferries Plan (Executive Director of Development and Infrastructure)	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Green	Progress is being made at both the political and officer level through regular dialogue at Transport Scotland and elsewhere. This topic has also been given significant exposure within the Our Islands Our Future work

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
							programme.
3a. By prioritising staff time and resource to these issues (Executive Director of Development and Infrastructure)	Complete	Blue	01-04-2013	31-12-2013	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 25 November 2014.
3b. By lobbying the Scottish Government (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Progress is being made at both the political and officer level through regular dialogue at Transport Scotland and elsewhere. This topic has been given significant exposure within the Our Islands Our Future work programme.
3c. By safeguarding essential transport when we plan and design of new developments (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	New developments, such as the new hospital are taking transport requirements into account.

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
4. By completing the study on economic impacts of basing ferry services in the isles (Executive Director of Development and Infrastructure)	Not Started	Amber	01-04-2013	31-12-2014	Overdue	Red	This will form part of the STAG work in 2015/2016

Internal Council Processes

Priority: 7. What we need to do.

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

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

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

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

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

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

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

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

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

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

What: 9. Community Empowerment and Renewal Bill.

How:

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

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
(Chief Executive)							
2. Prepare for potential changes resulting from the Post-16 Educational Reform Bill - Programme for Government 2012-13 (Executive Director of Education, Leisure and Housing)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Impact of potential changes resulting from the Post 16 Bill is being assessed on an ongoing basis.
3. Prepare for the implementation of the Procurement Reform Act (Procurement Reform Bill - Programme for Government 2012-13) (Executive Director of Corporate Services)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The service has responded to the recent consultation on proposed changes to Public Procurement rules in Scotland. Planning underway to identify tasks needed in 2015/16 to support Implementation.
4. Prepare for potential changes resulting from the Adult and Social Care Integration Bill - Programme for Government 2012-13 (Executive Director of Orkney Health and	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Green	The Council and NHS Orkney agreed an Integration Scheme which was submitted to the Scottish Government in time, and as per required. Plans are in place to establish a shadow

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
Care)							Integration Joint Board (IJB) with a view to being fully active by 1 April 2016. Some external support is being provided to the workstreams associated with the IJB development.
5. Prepare for potential changes resulting from the Children and Young People Bill - Programme for Government 2012-13 (Executive Director of Education, Leisure and Housing)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The Children and Young People (Scotland) Act 2014 is a wide ranging piece of legislation with significant implications as diverse as early learning and childcare through to school closure. Across the Council services and Orkney Health and Care work is ongoing to ensure compliance with the implementation date for each aspect of the legislation.

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<p>6. Prepare for the changes resulting from the Social Care Bill (Self Directed Support) (Scotland) Bill (Executive Director of Orkney Health and Care)</p>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	<p>The Act was implemented on 1 April 2014. Local policies, procedures and protocols have been developed. Training has been delivered to all relevant staff. A framework has been approved for the allocation of personal budgets, as required in the Act. The framework has been implemented and is being reviewed. Proposed amendments and refinements were approved by the Orkney Health and Care Board in September 2014. Monitoring and review will continue in line with developing practice and experience.</p>

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<p>7. Prepare for the implementation and delivery of new services as a result of the Welfare Reform Act 2012. Key changes take place April 2013 and October 2013 (Executive Director of Corporate Services)</p>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	<p>The Welfare Reform Working Group continues to co-ordinate the response to Welfare Reforms. The Scottish Government has awarded Orkney Islands Council a grant of £23,551 from the Welfare Resilience fund to provide digital support and online budgeting for people who find it difficult to apply for benefits. Work is underway to finalise a support framework (Delivery Partnership Agreement) which will enable Orkney Citizens Advice Bureau to help people who have to apply for Universal Credit and who may require ongoing support. Work is also underway to apply for European</p>

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
							Social Fund Poverty and Social Inclusion funding.
8. Prepare for, and implement, Pension Reform - Workplace Pension Reform (The Pensions Act 2008: UK Government). The statutory requirement to automatically enroll existing and new staff (cost burden on the Council not yet quantified) (Executive Director of Corporate Services)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The Council exercised the option to defer the staging date for auto-enrolment, through the use of the transitional arrangements, to 1 October 2017. Work is ongoing to ensure that the Council meets the requirements for auto enrolment. New staff are now being auto enrolled into the Council Pension Scheme at the start of their employment with the Council. An additional provision for the estimated financial impact of auto-enrolment will need to be built into the Council's medium term resource strategy with effect from 2017.

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
9. Prepare for a potential Community Empowerment and Renewal Bill (currently at the consultation stage) (Executive Director of Corporate Services)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The Bill is now at Stage 2 and scheduled for enactment May 2015. A briefing was included in the Members' seminar held on 31 March 2015. Orkney Community Planning Partnership Steering Group agreed on 23 February 2015 to disband and form a new Orkney Community Planning Partnership Board with membership comprising all of the statutory participating partners listed in the Bill. The Single Outcome Agreement will be replaced by a Local Outcomes Improvement Plan, as per the Bill.

Governance - Internal Council Processes

Priority: 7. What we need to do.

Target: 7.2. Integrated Public Services.

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

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

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

How:

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By identifying areas where closer working and the alignment of resources (finances and people) can improve services and the lives of local people (Chief Executive)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Two Island Link Officers have been appointed and the Empowering Communities Liaison Officer is leading on work identifying a range of opportunities to test the business plan. The process of establishing community offices is underway.

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1b. By developing innovative integration proposals, learning from the experience of establishing Orkney Health and Care (Chief Executive)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Consultation was undertaken on the Health and Social Care Integration Scheme and the Council approved the scheme in March 2015. Recruitment to the Chief Officer post to lead the Integration will begin in April 2015.
2a. By undertaking regular reviews to ensure we continue to deliver efficient and effective services (Executive Director of Orkney Health and Care)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Review timescales are largely on track although some services are experiencing a sustained upturn in statutory workload. Recruitment has been largely successful. Some posts were redesigned to broaden the range of potential applicants. Reprioritisation activity continues and monitoring is in place to ensure statutory timescales are met as

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
							best as possible.
2b. Whenever the opportunity arises, by developing new ways for our staff to work together (Executive Director of Orkney Health and Care)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	A range of service reviews (in-house and facilitated by external scrutiny bodies) and service improvement and efficiency activities are in progress or have been completed, and working practices continue to evolve and develop based on these processes.

Health and Wellbeing

Priority: 7. What we need to do.

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

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

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

How:

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By providing induction training for Board Members (Executive Director of Orkney Health and Care)	Closed	Blue	01-04-2013	31-03-2018	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 24 June 2014.
1b. By identifying, reporting and acting upon areas which need to be strengthened (Executive Director of Orkney Health and Care)	In Progress	Amber	01-04-2013	31-03-2018	Complete	Blue	A number of areas continue to be problematic in relation to joint arrangements, for example, underpinning requirements for joint funding of posts and services and reporting streams through

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
							various Boards. These will be addressed through the joint arrangements via the Integration Joint Board which assumes full status from April 2016. Since it is clearly not productive to undertake any further work to address issues linked to the old system, this action is therefore complete.

Internal Council Processes

Priority: 7. What we need to do.

Target: 7.4. European Union financial support.

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

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

How:

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. By strengthening the capacity of the EU Team to maximise funding for Orkney projects (Executive Director of Development and Infrastructure)	Overdue	Red	01-04-2013	31-12-2013	Complete	Blue	The EU Team resource is being reviewed as part of a restructuring process. The expansion of the LEADER team in respect of the 2014-2020 programme was approved by the Council, and an assistant LEADER project officer was appointed in February 2015.

Action	Previous Period – September 2014		Current Period – March 2015				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
2. By considering how we prioritise projects to maximise EU funding (Executive Director of Development and Infrastructure)	Overdue	Red	01-04-2013	31-12-2013	Complete	Blue	The Capital Programme has been established. The eligibility of revenue and other projects will be considered as and when they emerge.
3. By lobbying the UK and Scottish Governments on Orkney's interests in relation to EU funding (Executive Director of Development and Infrastructure)	Complete	Blue	01-04-2013	31-12-2013	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 25 November 2014.

Personnel key

Chief Executive - Alistair Buchan

Executive Director of Corporate Services - Gillian Morrison

Executive Director of Development and Infrastructure - Gavin Barr

Executive Director of Education, Leisure and Housing – Wilfred Weir

BRAG key

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

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

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

Blue - the agreed action has been progressed to completion.