



Council Delivery Plan

Annual Performance Report 2020 to 2021

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Introduction

Welcome to Orkney Islands Council's Annual Performance Report for 2020 to 2021. The report aims to present a balanced picture of the Council's performance over the last year against the targets we set ourselves in our Council Plan 2018 to 2023.

The report covers the year ending 31 March 2021. During this period the COVID-19 pandemic had a significant impact on many services provided by the Council, and this is highlighted in the updates for several Council Plan actions.

In previous Annual Performance Reports we have included our performance against Local Government Benchmarking Framework Indicators which bring together a wide range of information about how all Scottish Councils perform in delivering services to local communities. However, since 2018 to 2019 we decided to focus on reporting our progress against the targets in the Council Plan, making clear what outcomes we are working to achieve, and the date by which we aim to achieve them. This has allowed us to publish this information sooner, which we hope will result in a more up-to-date and relevant report.

The Local Government Benchmarking Framework Indicators remain important though, and we will follow up this report with a supplementary performance report containing this information early in 2022. This will provide further evidence on how our activities are having a positive impact on the Orkney community, and allow readers to compare how well we are doing against previous years' performance, the Scottish average, and similar local authorities.

We hope that you find the report interesting. If you would like more detailed performance information, please visit the Performance Section of the Council's website at:

www.orkney.gov.uk/Service-Directory/Performance/performance.htm

If you would like to make a comment on the report, please contact HR and Performance by writing to Orkney Islands Council, School Place, Kirkwall, Orkney, KW15 1NY; by calling 01856 873535; or by emailing hrrsupport@orkney.gov.uk

If you would like this publication in another language or in any other format, please contact us using the details above.

Where the money comes from

In 2020 to 2021 our budget was £86.465 million, which was £2.310 million more than our 2019 to 2020 budget of £84.155 million.

For every £1 that we received to spend on Council services in 2020 to 2021, around 11p came from your annual council tax charge, with 81p coming from the Scottish Government, and 8p from our reserve funds.

And how the money's spent

For every £1 that we spent on Council services in 2020 to 2021, around 39p was spent on education, 5p on leisure and cultural services, 24p on social work and

social care services, 12p on roads and transport, 4p on environmental services, 3p on planning and economic development, and 13p on other services.

Progress against the targets in the Council Plan

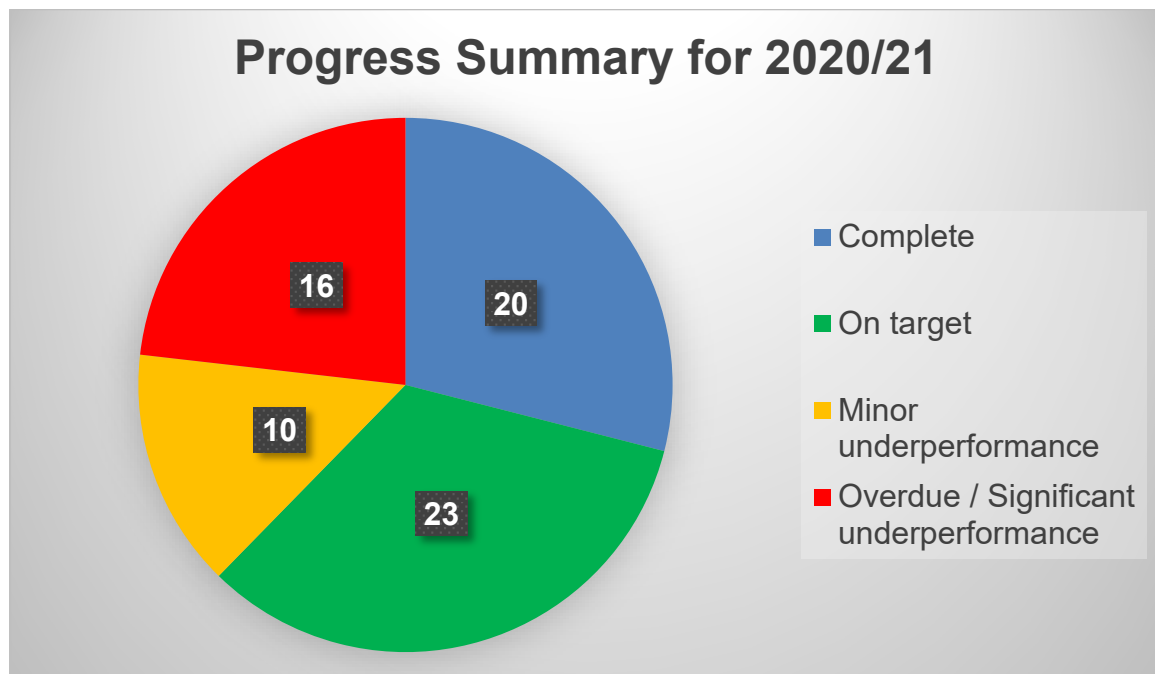
Outlined below is our progress against the targets set out in the Council Plan 2018 to 2023 which fall under our five strategic priorities – Connected Communities, Caring Communities, Thriving Communities, Enterprising Communities, and Quality of Life. The reporting period is the year up to 31 March 2021. However, where appropriate, some updates reflect more recent developments to give the most up-to-date picture. Along with each update, to give a clear indication of how well we are doing, we have assessed each of our 69 priority actions as either:

BLUE = Completed.

RED = Overdue/Significant underperformance with a medium to high risk of failure to meet the target.

AMBER = Minor underperformance, with a low risk of failure to meet the target.

GREEN = On target.



1. CONNECTED COMMUNITIES

Our target outcome: Orkney's communities enjoy modern and well-integrated transport services and the best national standards of digital connectivity, accessible and affordable to all.

Priority – Complete the ongoing review of the provision of all of Orkney's ferry services.

Action 1.1. Progress negotiation in relation to the transfer of responsibility for inter-island ferry services to Scottish Government – Target date: 31 December 2020.

What outcomes do we aim to achieve?

- Transfer of responsibility at no net detriment to the Council.

Progress Update: Dialogue between Transport Scotland, Scottish Government Ministers and Orkney Islands Council Members/Officers is ongoing on a regular basis. This has been reviewed in the context of the Scottish Government budget decisions in February 2020 and at present the Scottish Government appears to be going back on its commitment to seek a resolution to this matter. An open letter from Orkney Ferries was sent in an attempt to reinvigorate discussions and to seek clarity of inter-isles ferry services in Orkney compared to those services in other areas of Scotland. Officer levels meetings have recommenced and will continue during 2021.

Status: RED.

Priority – Review timetables to integrate public transport wherever possible.

Action 1.2. Continue to fund core provision of public bus services across Mainland Orkney, and, subject to budget provision, improve connections between services e.g. bus to air/ferry connections and ferry to ferry connections – Target date: 31 March 2023.

What outcomes do we aim to achieve?

- More integrated and better-connected communities.
- Improved access to services and business/tourism opportunities through better transport integration.

Progress Update: Improved integration is part of the outline business case and bus contract work. The final revised bus contract process is due to conclude shortly which will result in new service specification to be introduced from August 2021. Transportation is looking at the wider service Transport Plan as part of a further study which will be reported to Committee in November 2021.

Status: GREEN.

Priority – Continue to invest in improvements to the transport infrastructure and improve its reliability, for example, by exploring further solutions for the barriers.

Action 1.3. Retain and where possible enhance public road infrastructure and coastal flood protection of public road infrastructure – Target date: 31 March 2023.

What outcomes do we aim to achieve?

- Retention of existing levels of accessibility to Orkney’s communities.

Progress Update: Future project opportunities will be highlighted in the Council's Capital Project Appraisal process for future consideration of funding. A Members' Seminar is planned for 2021 to progress establishment of the 2024 to 2029 Capital Programme.

Status: AMBER.

Action 1.4. Refresh and deliver the Council’s Airfield’s Strategy and Investment Plan – Target date: 30 June 2021.

What outcomes do we aim to achieve?

- Fit for purpose Airfields in accordance with the OIC Airfields Safety Management System.

Progress Update: The programme of runway resurfacing is complete, and the first phase of building replacement / upgrading has been completed. The Strategy and Investment Plan regarding remaining Airfield Terminal refurbishment / replacements and a long-term capital asset replacement was reported to Council in June 2019. Water rescue equipment has now been delivered. Following an audit by the Civil Aviation Authority the need to complete the Terminal Programme has been highlighted and this will need to be progressed through the Capital Project Appraisal (CPA) process. CPA1 for the remaining waiting rooms will be presented to a meeting of the Development and Infrastructure Committee in 2021. There is a piece of work to create a Capital Revenue Maintenance Programme.

Status: AMBER.

Action 1.5. Contribute to the delivery of the Orkney Electric Vehicle Energy Strategy – Target date: 31 March 2023.

What outcomes do we aim to achieve?

- Increased electric vehicle infrastructure and number of electric vehicles in Orkney, whilst reducing cost to the Council.

Progress Update: Electric Vehicle infrastructure currently progressing with funded support from Scottish Government and the Low Carbon Travel and Transport Challenge Fund. Charging for use was introduced in April 2019. Packets of funding continue to be provided from the Scottish Government and are allocated to further

Electric Vehicle Infrastructure projects as and when this funding becomes available. However, the income that has been achieved does not address the full cost of operation which will continue to be a challenge and the Council has determined that there should be an increase in charges through the 2021 / 2022 budget setting process.

Status: GREEN.

Priority – Improve cycle and walking paths across Orkney.

Action 1.6. Implement the Orkney Outdoor Access Strategy Action Plan and develop Active Travel Programme activity including sourcing external funding for improvements to core paths and (where affordable) other path and cycle networks – Target date: 31 March 2023.

What outcomes do we aim to achieve?

- 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.

Progress Update: The Orkney Core Path Plan was approved by the Council in October 2018 and the Sustainable Transport Project Development Plan was approved in May 2019. The Development Plan includes a list of projects which have been approved as the basis for a three-year programme for potential applications to external funding partners. Works on the Arcadia Park project in Kirkwall are complete. Design works for the Papdale Park and play areas have been progressed and a funding package to undertake the works is being put together. Various projects at Mull Head have been completed as part of an access and interpretation project including a tour guide 'app'. The Council's application to Sustrans for an embedded Project Officer post for a period of up to three years to progress active travel projects has been successful and discussions are ongoing regarding the establishment of the post.

Status: GREEN.

Priority – Explore improvements arising from the 'Your Kirkwall' engagement.

Action 1.7. Revised Kirkwall Urban Design Framework, incorporating the Your Kirkwall Action Plan – Target date: 30 August 2019.

What outcomes do we aim to achieve?

- Improvements to Kirkwall.

- Council, young people and partners better informed.
- Young people connected to decision-making processes.

Progress Update: The Kirkwall Urban Design Framework was approved by the Council in October 2018 and includes an action plan of projects covering the next 10 years. In terms of the key actions, work is progressing on the preparation of a Surface Water Management Plan which will identify a suite of projects to resolve surface water flooding in Kirkwall which is currently constraining development in the west of the town. This action was reported as complete in the 2019 to 2020 Annual Performance Report.

Status: BLUE.

Priority – Continue to lobby for superfast broadband.

Action 1.8a. Lobby for Superfast Broadband – delivery of interim solutions to fibre-based broadband in parallel with R100 commitments – Target date: 31 December 2020.

What outcomes do we aim to achieve?

- Relatively immediate access for all households up to 30 megabytes.
- Improved IT connections.
- Improved business opportunities in isles.
- Increase in connectivity speeds.

Progress Update: The Scottish Government anticipates that further information on the R100 roll out by Local Authority area will be available by Spring 2021. The Council is also considering a feasibility study for local solutions which will be presented to committee in Spring 2021.

Status: RED.

Action 1.8b. Input to the developing business case showing the impacts of not having affordable reliable full digital connectivity in the islands – Target date: 31 December 2020.

What outcomes do we aim to achieve?

- Relatively immediate access for all households up to 30 megabytes.
- Improved IT connections.
- Improved business opportunities in isles.
- Increase in connectivity speeds.

Progress Update: Alternative solutions to improve connectivity are being pursued, notably the 5G New Thinking project. Two test networks are due to be built by the end of Summer 2021. Officers continue to lobby Governments and the regulator. The

Council is also considering a feasibility study for local solutions which will be presented to committee in Spring 2021.

Status: RED.

Priority – working with the Scottish Government, explore and plan for the replacement of Orkney’s internal ferry fleet.

Action 1.9. Work with Scottish Government and other partners to progress the outcomes of the Inter Isles STAG (Strategic Transport Appraisal Guidelines) Strategic Business Cases in order to develop and then deliver the outline and final business cases for improved inter-isles transport services and the associated ferry, air and infrastructure improvements – Target date: 31 December 2021.

What outcomes do we aim to achieve?

- 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 outlined in STAG.

Progress Update: A contract for outline business cases (OBC) was placed in September 2018 but budget challenges and COVID-19 delayed the work into the financial year 2021 / 2022. The final business cases will follow on later and a fresh target date will have to be established for those when responsibility for delivery (Scottish Government or Council) has been agreed. There are ongoing discussions which are subject to further investigations by the consultants who are looking at greater potential than previously. The OBC work is still ongoing and will need to go to another round of island consultation, looking for delivery end of quarter two or quarter three 2021 / 2022. A report will go to a special meeting of the Development and Infrastructure Committee on 18 May 2021, with a Special General Meeting of the Council scheduled for 31 May 2021. This also ties in with renewal of the bus contract and expected conclusion of the OBC work.

Status: AMBER.

2. CARING COMMUNITIES

Our target outcome: People in Orkney enjoy long, healthy and independent lives, with care and support available to those who need it.

Priority – Ensure mental health services continue to meet local need for people of all ages.

Action 2.1. 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 – Target date: 30 June 2020.

What outcomes do we aim to achieve?

- 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 and requirements of young people.

Progress Update: Child and Adolescent Mental Health Service (CAMHS) staffing is now at full complement and the Action for Children Co-ordinator is also now in post. Recent examples of engagement are the inclusion of young people in the Alcohol and Drugs Partnership strategy consultation and the arrangement for a CAMHS worker to attend the Youth Forum. This demonstrates business as usual for this work strand and is therefore complete.

Status: BLUE.

Action 2.2. We will review our Child and Adolescent Mental Health service provision and bring forward recommendations that align investment to our local need – Target date: 1 December 2018.

What outcomes do we aim to achieve?

- Realignment of resource and shared understanding of priority areas.

Progress Update: The Mental Health Strategy Steering Group brings together third sector and statutory mental health services including Child and Adolescent Mental Health Services. Priority setting is therefore underway. Support worker posts which strengthen substance misuse services will now include young people with these issues.

Status: RED.

Action 2.3. We will address the known upcoming shortage of qualified Mental Health Officer in Orkney by training two more staff – Target date: 31 December 2021.

What outcomes do we aim to achieve?

- Sustaining our ability to meet statutory requirements relating to the care and welfare of people with mental disorder.

Progress Update: Two social workers successfully completed their Mental Health Officer training in September 2020 and have been given delegated authority from the Chief Social Work Officer.

Status: BLUE.

Priority – Review the services provided for looked after children.

Action 2.4. We will review commissioned services and bring forward recommendations in relation to children's services priorities and long-term sustainability – Target date: 31 March 2019.

What outcomes do we aim to achieve?

- Realignment of resource and shared understanding of priority areas.

Progress Update: The Review of Services for Children and Young People in Need of Care and Protection was reported to Orkney Health and Care Committee on 6 June 2019. This action was reported as complete in the 2019 to 2020 Annual Performance Report.

Status: BLUE.

Action 2.5. We will explore and establish 'commissioned provision' opportunities for education and care – Target date: 31 March 2020.

What outcomes do we aim to achieve?

- A service to meet the needs of those currently on the edge of care.
- A partnership framework identifying partnerships, approved providers and the services provided.
- Commissioning protocol for the above framework.

Progress Update: The Service Co-ordinator role has been appointed and is due to start in April 2021 working from a base in Community Learning and Development.

Status: RED.

Action 2.6. We will develop our Corporate Parenting approach and establish a Corporate Parenting Board – Target date: 31 March 2020.

What outcomes do we aim to achieve?

- Corporate Parents successfully fulfil this statutory role and the voice of care experienced young people and care leavers influence service development and policy.

Progress Update: The Good Parenting Plan was approved by the Council in July 2020 and by the Community Planning Partnership Board in August 2020. The

Partnership Board also approved the incorporation of the Good Parenting Board into its Terms of Reference. The Good Parenting Plan has also been considered by NHS Orkney and the Integration Joint Board to ensure full ownership.

Status: BLUE.

Action 2.7. We will undertake a review of residential childcare provision to reflect the changes brought about in the Children and Young People (Scotland) Act 2014 and bring forward recommendations to establish a residential estate fit for the medium term to include young people potentially up to the age of 25 – Target date: 31 March 2019.

What outcomes do we aim to achieve?

- Orkney has a range of placements available that promote stability for children and young people.

Progress Update: Recommendations in relation to the residential estate were contained within the Review of Services for Children and Young People in Need of Care and Protection. We have also completed a three-year programme of foster carer recruitment. This action was reported as complete in the 2018 to 2019 Annual Performance Report.

Status: BLUE.

Priority – Address workforce development to make sure we have the right people in the right place at the right time.

Action 2.8. We will work in partnership with NHS Orkney and the Integration Joint Board to develop a health and social care workforce plan that sets out the workforce and skills we need in Orkney to deliver required health and care services – Target date: 1 April 2019.

What outcomes do we aim to achieve?

- Clarity about what staff and skills we need in Orkney for effective service delivery.

Progress Update: The Workforce Plan was approved by the Integration Joint Board on 9 December 2020.

Status: BLUE.

Action 2.9. We will support our older people's residential care home workforce to provide high-quality care to people with dementia by delivering specialist dementia care training to those staff – Target date: 31 March 2023.

What outcomes do we aim to achieve?

- A well-equipped and confident workforce in relation to the provision of residential care to people with dementia.

Progress Update: Training has been reviewed and a training model developed in conjunction with the Dementia Specialist Nurse and Residential Home Managers. Training social care staff in relation to dementia is an ongoing service requirement and this model is now embedded as business as usual. This action was reported as complete in the 2019 to 2020 Annual Performance Report.

Status: BLUE.

Priority – We will work with others to respond to demographic change in redesigning health and social care services to provide the best care we can for those who need it in the appropriate place.

Action 2.10. We will successfully complete the new build residential care home for older people in Stromness creating additional capacity and providing care for people with high levels of dependency – Target date: 30 September 2019.

What outcomes do we aim to achieve?

- Sufficient residential care capacity in Orkney.

Progress Update: Three wings at the Hamnavoe House care home were opened on 29 January 2020. Following joint conversations between Council and NHS Orkney Senior Managers it was agreed that the vacant fourth wing of Hamnavoe House be utilised as a rehabilitation wing to reduce pressure on the Hospital. Staff from both Health and Social Care worked together to ensure that the wing was ready for operation on 1 April 2020. This action was reported as complete in the 2019 to 2020 Annual Performance Report.

Status: BLUE.

Action 2.11. We will successfully complete the new build residential care home for older people in Kirkwall creating additional capacity – Target date: 31 August 2021.

What outcomes do we aim to achieve?

- Sufficient residential care capacity in Orkney.

Progress Update: A report to Policy and Resources Committee in February 2021 to amend the Capital Project Appraisal in light of current costs was approved. A progress report will be presented to the April 2021 meeting of the Integration Joint Board. A revised operational date is now early 2024 and it is proposed that the target date for this action is extended to 31 December 2024.

Status: RED.

Action 2.12. We will redesign our supported accommodation services for people with learning disabilities and create a core and cluster model to support people in the community – Target date: 31 October 2020.

What outcomes do we aim to achieve?

- 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.

Progress Update: The construction is progressing with an anticipated completion date of Autumn 2021, while the services continue to be developed to achieve the outcome.

Status: RED.

Action 2.13. We will review and redesign our approach to day care services, recognising that one of our current locations will soon no longer be fit for purpose and recognising that we could make better use of our other community settings – Target date: 31 March 2023.

What outcomes do we aim to achieve?

- 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.

Progress Update: At the present time restricted attendance continues with the effect that some people have identified alternative ways to meet their needs. Service redesign will continue in due course when capacity allows.

Status: GREEN.

Action 2.14. We will work with partners to encourage increased physical activity. We will explore, with partners, an exercise referral scheme – Target date: 31 March 2019.

What outcomes do we aim to achieve?

- Access to physical activity opportunities for people affected by cancer and other long-term conditions.
- Improved physical health within the local community.

Progress Update: Work has been undertaken with partners from the Pickaquooy Centre to deliver additional physical activity classes for people with a long-term condition. The Care Inspectorate has also delivered training to social care staff about the value of physical activity for all adult service users and this will be incorporated into service delivery plans. We will continue to work with the Care Inspectorate to embed this philosophy. This action was reported as complete in the 2019 to 2020 Annual Performance Report.

Status: BLUE.

Priority – We will explore how care and/or support can be provided at home, work, or in education while making the best use of resources.

Action 2.15. We will embed a reablement focussed approach in our home care service to ensure that we are working with people who receive the service to maximise their independence and ability to retain their skills and abilities as far as possible – Target date: 31 March 2019.

What outcomes do we aim to achieve?

- People who receive the service will be enabled to maximise their independence and ability to retain their skills and abilities as far as possible.
- Efficient use of home care staff resources through sustained reduction in time spent on tasks people could be able to undertake independently with the right reablement support.

Progress Update: Occupational therapy input continues to support the reablement approach within homecare thus embedding this approach across the service, focusing on people who have reablement potential as well as supporting home carers to work in a reablement-focused way to maintain levels of independence. The Occupational Therapist undertakes a homecare assessment in the initial six weeks to inform the package required. This is now our embedded approach within homecare. This action was reported as complete in the 2018 to 2019 Annual Performance Report.

Status: BLUE.

Action 2.16. We will support people with disability into purposeful activities such as education / training employment or volunteering – Target date: 31 March 2019.

What outcomes do we aim to achieve?

- Improvement of opportunity for people with disability to use existing resources.

Progress Update: The Employment Service continues to perform with 44% of participants in paid hours of work as well as supporting unpaid work experience / volunteering / befriending. There are two Employability Co-ordinators in post to take forward this approach. This action was reported as complete in the 2018 to 2019 Annual Performance Report.

Status: BLUE.

3. THRIVING COMMUNITIES

Our target outcome: The Orkney community is able to access work, learning and leisure through a modern, robust infrastructure which supports all our communities and meets the requirements of 21st century life.

Priority – Review Orkney’s learning landscape.

Action 3.1. Extend the Orkney Offer to learners of all ages – Target date: 31 December 2022.

What outcomes do we aim to achieve?

- Orkney is recognised as a successful learning community and a ‘destination’ for learners of all types.

Progress Update: The National Improvement Framework plan agreed by Council was suspended in March 2020 as a result of the COVID-19 lockdown. As such, limited progress has been made. A summary report was submitted to the Education, Leisure and Housing Committee in November 2020. Rigorous monitoring of attainment continues to take place. The Scottish Government will restart data collection of attainment in P1, 4 and P7 in June 2021. The target is the 2019 national average plus 2% for every measure in the Broad General Education.

Her Majesty’s Inspectors of Education have been invited to review attainment in the Senior Phase over time, to review the Senior Phase (Orkney Offer) curriculum offer, and to provide attainment analysis training to secondary staff.

Status: AMBER.

Action 3.2. Working with individual communities, explore the management of the school estate, promoting community participation and (where applicable) joint ownership – Target date: 31 December 2021.

What outcomes do we aim to achieve?

- 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.

Progress Update: The Northern Alliance Regional Improvement collaborative Estates Team are working with OIC to revise our Estates Strategy last updated in 2011.

Status: RED.

Action 3.3. Digital Culture – we will undertake the development and delivery of an e-School programme – Target date: 31 December 2021.

What outcomes do we aim to achieve?

- Increased curriculum and teaching opportunities.
- Greater access to support for pupils and staff.
- Reduced barriers to participation.

- Maintenance of services which are under pressure.

Progress Update: The Head of IT and Facilities, the Head of Education, the IT Service Manager and the Service Manager of Secondary and Tertiary Education are progressing a review of digital infrastructure, strategy and improvement for the Education Service.

Status: AMBER.

Action 3.4. We will maintain and improve the quality and condition of the school estates – Target date: 31 March 2023.

What outcomes do we aim to achieve?

- Orkney's school estates supporting lifelong learning in communities.

Progress Update: A long-term detailed plan for school building improvement exists and is reviewed and amended on a regular basis. The Northern Alliance Regional Improvement collaborative Estates Team are working with OIC to revise our estate strategy last updated in 2011.

Status: AMBER.

Action 3.5. We will develop lifelong learning opportunities through the Community Learning Programme which will include a family learning programme – Target date: 31 December 2020.

What outcomes do we aim to achieve?

- 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 opportunities available.
- Family bonds strengthened.

Progress Update: Throughout this period, Community Learning and Development (CLD) delivered a vast selection of Community Learning classes through online, face to face and blended learning approaches and provided a variety of Family Learning opportunities. A new online booking system is about to be launched for Community Learning classes.

Status: BLUE.

Action 3.6. Review the policy and provision for staffing, curriculum and financial management of our schools to ensure resources are most effectively targeted at 'raising the bar and closing the gap' – Target date: 30 November 2019.

What outcomes do we aim to achieve?

- Sustainability of a learning offer across our communities.

Progress Update: Work to establish a revised primary and secondary staffing policy will begin in 2021. A revised school funding policy in line with refreshed national guidance began in November 2020. A self-evaluation process and establishment of a revised Education Service Plan will begin in April 2021. This plan will focus on Education Policy and Guidance refresh to support schools.

Status: RED.

Action 3.7. We will review Trust options for sports, leisure and learning – Target date: 31 December 2021.

What outcomes do we aim to achieve?

- Sustainable and efficient range of services and opportunities as part of Orkney's human and social capital.

Progress Update: A refreshed working relationship has been established with the Pickaquoy Centre Trust General Manager. Agreements are now in place for formally managing the relationship between the Council and the Trust. This action was reported as complete in the 2018 to 2019 Annual Performance Report.

Status: BLUE.

Priority – Work with partners to develop strategies for improving housing conditions and reducing fuel poverty.

Action 3.8. We will review the Local Housing Strategy – Target date: 31 December 2019.

What outcomes do we aim to achieve?

- Revised strategy covering housing priorities.

Progress Update: The Local Housing Strategy was presented to the Education, Leisure and Housing committee in November 2020.

Status: BLUE.

Action 3.9. We will continue to deliver the Fuel Poverty Strategy, to seek to secure appropriate funding and in turn to reduce fuel poverty – Target date: 31 March 2023.

What outcomes do we aim to achieve?

- Increasing number of energy efficiency measures installed in houses regardless of tenure.
- Continued delivery of projects related to the reduction of fuel poverty.

Progress Update: Projects include programmes to improve energy efficiency measures within the Council's own housing stock and also through the Home Energy Efficiency Programmes for Scotland: Area Based Schemes (HEEPS: ABS) in private sector properties. The delivery of the Fuel Poverty Strategy is interconnected with other key projects taking place in Orkney. These include ReFLEX Orkney, which is developing an integrated energy system in Orkney to increase use of local renewable energy and reduce reliance on fossil fuels. The COVID-19 pandemic is still impacting on our ability to deliver installations on the ground, but progress is being made. The 2021 / 2022 HEEPS: ABS funding award from the Scottish Government is expected soon.

Status: AMBER.

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

Action 3.10. We will continue to make representation to influence the Islands Bill and National Islands Plan to achieve the best possible outcome for our Communities – Target date: 31 December 2018.

What outcomes do we aim to achieve?

- An Islands Bill which represents the needs of, and empowers, our community.

Progress Update: Development of the National Islands Plan by the Scottish Government had progressed at a slower pace than anticipated. However, the Council submitted its response to the consultation by the deadline and, following that, the National Islands Plan was approved by the Scottish Government on 3 October 2019. This action was reported as complete in the 2019 to 2020 Annual Performance Report.

Status: BLUE.

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

Action 3.11. We will review and develop the Empowering Communities Project to create a sustainable model which will enable and empower communities in the delivery of services and projects in their community – Target date: 31 March 2023.

What outcomes do we aim to achieve?

- More efficient delivery of services at a local level, with associated local employment opportunities.

Progress Update: The Empowering Communities Project was reviewed in 2020 and a report approved by Council, following consideration by Policy and Resources Committee in November 2020. This review summarised the project achievements and outcomes to date and highlighted the value placed on the resource by the respective communities with a link officer. The stabilisation of the project team and the expansion to an Orkney Mainland community council area were also approved.

Status: GREEN.

Action 3.12. 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 – Target date: 31 March 2023.

What outcomes do we aim to achieve?

- More efficient delivery of services at a local level, with associated local employment opportunities.

Progress Update: The Empowering Communities Project was reviewed in 2020 and a report approved by Council, following consideration by Policy and Resources Committee in November 2020. This review summarised the project achievements and outcomes to date and highlighted the value placed on the resource by the respective communities with a link officer. The team continue to endeavour to identify areas where the delivery of local services can be reviewed to enable communities more involvement in decision making about them.

Status: GREEN.

Priority – Work with partners to explore options for shared public service delivery through the review of local governance.

Action 3.13. Explore new ways to deliver public services within Orkney – Target date: 31 March 2023.

What outcomes do we aim to achieve?

- Streamlined governance for our islands.
- Pooled shared support services leading to more resources at point of service delivery.

Progress Update: Following consideration by Scottish Government of OIC's submission to the Local Governance Review, a meeting was held in early April 2021 with Scottish Government officers to discuss the Single Authority Model proposal. Further progress is in hiatus pending the Scottish Parliamentary election but a

positive response from incoming Ministers would enable this workstream to move forward.

Status: GREEN.

4. ENTERPRISING COMMUNITIES

Our target outcome: A vibrant carbon neutral economy which supports local businesses and stimulates investment in all our communities.

Priority – Continue to develop strategic projects, particularly to capitalise on the renewable sector.

Action 4.1. Develop Orkney as a Low Carbon Energy Systems Innovation Hub, including LNG Distribution, Hydrogen production and usage across all modes of transport and Academic Innovation Centre projects – Target date: 31 March 2023.

What outcomes do we aim to achieve?

- To develop innovative low carbon energy projects.
- To position Orkney as the globally recognised innovation centre for low carbon transport.

Progress Update: There is a wide range of project activity underway including Islands Deal, development of the Orkney Research and Innovation Campus (ORIC), 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 Islands Centre for Net Zero proposal.

Status: GREEN.

Action 4.2. Strategic investment in projects to generate income and/or deliver significant community benefits – Target date: 31 March 2021.

What outcomes do we aim to achieve?

- Sustainable energy generation, use and export, and thereby income for recirculation within Orkney.

Progress Update: Community Wind Project, Private Wire, Waste Disposal, and Port Master Plan projects all making progress in 2020. All projects have had an element of delay due to the COVID-19 pandemic. For Community Wind / Private Wire a planning application for Quanterness was submitted in January 2020, and for Hoy in September 2020. Survey delays have been experienced for Faray due to COVID-19 restrictions and a planning application is now expected in March 2021, a delay on the original schedule. It is proposed that the target date for this action is extended to 30 September 2023.

Status: RED.

Action 4.3. Reprioritise economic development activity and funding to focus on inward investment and facilitating projects and support programmes which will have the highest/transformational impact in relation to job creation, inward migration/retention of working-age population and community enablement – Target date: 31 August 2019.

What outcomes do we aim to achieve?

- To support local community and business growth to support population retention and growth.

Progress Update: A seminar was held with members of the Development and Infrastructure Committee in September 2018 to discuss Economic Development priorities. A follow up seminar with Elected Members took place on 17 December 2018 to progress reprioritisation. Following this, a report was presented to the September 2019 meeting of the Development and Infrastructure Committee to identify budget / service priorities. A permanent post of Volume Tourism Development and Management Officer has been established to cover this key sector. This action was reported as complete in the 2019 to 2020 Annual Performance Report.

Status: BLUE.

Action 4.4. Develop Scapa Flow and other Orkney harbours for oil and gas activity and continue to diversify and grow all marine business activity – stimulate marine and non-marine employment – Target date: 31 March 2023.

What outcomes do we aim to achieve?

- 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.

Progress Update: Significant activity, supported by the Port Master Plan, which was approved through Harbour Authority Sub-committee on 17 March 2020, is underway to progress various initiatives to maximise the opportunities in Scapa Flow and Kirkwall / Hatston. This work also includes consideration of expanding activities related to Flotta with a view to increasing its longevity. We are continuing to actively market the Harbour Master Plan Phase 1, with interest generated from the Crown Estate and several offshore wind developers. An enhanced Stage 1 Capital Project Appraisal will be submitted to the June 2021 meeting of the Harbour Authority Sub-committee to seek to release funding to allow investigation and to progress the next series of commissioning of consultants.

Status: GREEN.

Action 4.5. Establish Crown Estates marine management pilot status and Marine Planning Authority Functions – with focus on Island Authority governance and local expertise model – Target date: 30 August 2020.

What outcomes do we aim to achieve?

- Transfer of functions and income.
- Dedicated professional Marine Planning Service.

Progress Update: A Pilot Scheme has been established and recruitment of post to undertake the functions is underway. It is proposed that the target date for this action is extended to 31 December 2021.

Status: RED.

Priority – Explore ways to reduce the volume, and cost of handling, the county’s waste.

Action 4.6. Review and establish fresh approach for waste management/recycling/handling including community-based models – Target date: 30 September 2021.

What outcomes do we aim to achieve?

- Principally to reduce the cost of waste disposal.
- Increase community participation and responsibility.

Progress Update: A Stage 1 Capital Project Appraisal (CPA) was submitted to a Special Meeting of the Development and Infrastructure Committee on 26 September 2018. The Service Improvement Team has been enlisted to support a review of roads and environmental service models and the feasibility of transferring duties to communities. A Waste Permit report was presented to the Development and Infrastructure Committee in November 2019. It should be noted that, due to pressures in the Service Improvement Team, progress has been delayed. It is aimed to be completed by quarter three 2021. Work continues on the Grounds Maintenance Contract with a report to be presented to the June 2021 committee cycle. The waste review tied to the Project Initiation Document process is also tied to completion of the CPA process for new waste services, the Stage 2 CPA for which will be submitted to Policy and Resources Committee later in 2021.

Status: AMBER.

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

Action 4.7. Implement and review the Orkney Volume Tourism Study actions, where applicable to the Council, including sourcing external funding for infrastructure, successful strategic management of Destination Orkney Partnership, and the improved integration of transport – Target date: 31 March 2023.

What outcomes do we aim to achieve?

- To manage the impacts and economic opportunities associated with increasing visitor numbers.
- To spread tourist activity around all of Orkney.

Progress Update: The finalised Orkney Tourism Strategy 2020 to 2025 was approved by the Partner Agencies in March 2020. The results of the latest visitor survey were published in May 2020. A review meeting on the Destination Orkney Strategy Partnership was held in November 2020. The Council agreed the funding shortfall for the Stones of Stenness Car Park on 30 June 2020 with upgrade works completed in January 2021. The Council was awarded £260,000 from the Rural Tourism Infrastructure Fund in March 2021 to upgrade the Point of Ness camping site.

Status: GREEN.

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

Action 4.8. Develop and Implement a World Heritage Site Strategic Masterplan including Gateway facility and core infrastructure projects – Target date: 31 March 2023.

What outcomes do we aim to achieve?

- To provide effective visitor management and address infrastructure constraints.

Progress Update: The World Heritage Site (WHS) Masterplan was approved by Council, following consideration 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 e.g. 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. A Stage 2 Capital Project Appraisal (CPA) for the Stones of Stenness Car Park was approved by Council in June 2020 and construction works have been completed. The Orkney World Heritage Gateway project aimed at developing a world class visitor management and experience has been successful in securing £6.5 million of funding from the Scottish and UK Governments through the Islands Deal.

Status: GREEN.

Priority – Progress the Islands Deal to deliver innovative, enterprising and transformational projects.

Action 4.9. Work in partnership with the two other Islands Councils to finalise the Islands Deal – Target date: 31 December 2019.

What outcomes do we aim to achieve?

- To prioritise and refine Orkney projects to be submitted for Islands Deal funding.

Progress Update: Islands Deal Heads of Terms (HoT) were signed on 17 March 2021. The HoT lists the agreed projects with the Deal and the funding allocated to each. Work has now begun on developing Outline Business Cases for each project, with the aim of submitting these to the Scottish Government no later than October 2021. It is proposed that the target date for this action is extended to 31 March 2022.

Status: RED.

Action 4.10. Ensure appropriate “Islands Project” funding mechanisms (internal and external) are in place to support key industry sectors (pre and post-BREXIT), targeting the Shared Prosperity Fund and other distribution mechanisms – Target date: 31 March 2023.

What outcomes do we aim to achieve?

- To ensure support for key business sectors and replacement for EU funds which will be lost.

Progress Update: The Council continues to engage with the UK Government on the new Shared Prosperity Fund (SPF) which will replace EU economic regional aid after Brexit. The UK Government has confirmed that there will be three separate funds; the UK Community Renewal Fund, the UK Levelling-up Fund and the UK Community Ownership Fund. Discussions are ongoing with the UK Government and other Highlands and Islands Local Authorities regarding the implications / applicability of the new funds. There are also discussions in respect of future policy and funding opportunities post-Brexit for Agriculture and Fisheries.

Status: GREEN.

5. QUALITY OF LIFE

Our target outcome: Orkney has a flourishing population, with people of all ages choosing to stay, return or relocate here for a better quality of life.

Priority – To promote good practice and social responsibility in areas such as driving, parking, waste disposal and dog walking.

Action 5.1. 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. This remit to include consideration of decriminalised parking and patrol service to deal with the enforcement of environmental issues including dog fouling, littering, graffiti, fly tipping and abandoned vehicles – Target date: 31 March 2023.

What outcomes do we aim to achieve?

- Increased enforcement, improved road safety and more considerate parking.

Progress Update: An initial report to the Roads and Environmental Services Consultative Group in December 2018 acknowledged concerns linked to decriminalised parking. A further Consultative Group meeting (joint between Roads and Environmental Services and Development, Planning and Regulatory Services) was held on 15 March 2019. This highlighted mixed views on whether to proceed with a car parking / Environmental Health Officer enforcement model and equally to advance Decriminalised Parking Enforcement (DPE) noting the need to be self-financing. Staff resources and budget limitations continue to prevent this being progressed to conclusion at this stage.

Status: AMBER.

Action 5.2. We will take youth work approaches to promote and encourage social responsibility in young people, for example, through volunteering opportunities – Target date: 31 December 2019.

What outcomes do we aim to achieve?

- Increased social responsibility.
- Young people make informed choices.
- Positive quality of life.
- Active volunteering.

Progress Update: Since lockdown, Community Learning and Development (CLD) has worked with local and national partners to provide a comprehensive online training programme for those working in the youth work sector. CLD has been providing a number of youth work opportunities digitally and we are now working to re-establish limited face to face youth work in line with current regulations. We are currently providing universal youth work provision, youth accreditation and progression through Youth Achievement, Hi 5, Dynamic Youth and Duke of Edinburgh. During this time we have also provided targeted youth work in schools, working positively with young people who are often facing increased challenges and barriers. We were unable to deliver certain youth projects such as Police Scotland Youth Volunteering (PSYV), First Aid Ready and Firstskills during this time.

Status: BLUE.

Priority – To protect Orkney’s landscape and wildlife heritage.

Action 5.3. Implementation of North Isles Landscape Partnership Project – Target date: 31 March 2023.

What outcomes do we aim to achieve?

- Delivery of high level of attention to natural heritage implications arising from new development.

Progress Update: The Project Manager and team members started working from the new office accommodation (Athol House, Kirkwall) on 7 January 2019. Delegation to permit Council officers to deliver the scheme on behalf of the Partnership e.g. to determine project grant applications from community groups, was approved by Council, following consideration by the Development and Infrastructure Committee in June 2019. Project grant applications are being received and processed and projects are being developed. As a result of the project being delayed due to COVID-19, funders have agreed that the project be extended until March 2024, and it is therefore proposed that the target date for this action be extended to 31 March 2024.

Status: GREEN.

Action 5.4. Implementation of the Orkney Local Biodiversity Action Plan and participation in the Orkney Native Wildlife Project – Target date: 31 December 2020.

What outcomes do we aim to achieve?

- Up-to-date plan in place to promote improvements to biodiversity.
- Implementation of the Orkney Natural Wildlife Project.

Progress Update: The Orkney Local Bio-diversity Action Plan was approved by the Development and Infrastructure Committee in September 2018. It includes an action plan for the period 2018 to 2022 and OIC is the lead for several actions. In line with the duty placed on public bodies to “further the conservation of biodiversity” and report publicly on actions undertaken to comply with the duty a report was presented to Policy and Resources Committee in December 2020 detailing how the Council is complying with its biodiversity duties. A further report is to be presented to the April 2021 Policy and Resources Committee on the Council signing up to the Edinburgh Declaration on Biodiversity which is aimed at showing political support for global action on biodiversity. The Council is also participating in the Orkney Native Wildlife Project Steering Group and Partnership Board. It is proposed that the target date for this action is extended to 31 December 2023.

Status: RED.

Action 5.5. Continue to maintain and enhance environmental survey and response capability – Target date: 31 March 2023.

What outcomes do we aim to achieve?

- Maintain high standards of environmental monitoring and research activity.

Progress Update: 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 in Planning. As part of the regional marine plan making process the Orkney Islands Marine Region – State of the Environment Assessment was published in November 2020.

Status: GREEN.

Priority – To protect and promote Orkney’s unique culture and community events.

Action 5.6. Continue to support Community Associations and Community Schools – Target date: 31 March 2023.

What outcomes do we aim to achieve?

- Protecting and promoting the use of community schools and community halls for communities.
- Sustainable, empowered communities.

Progress Update: The Community, Learning and Development (CLD) team continue to provide support and guidance to community schools, village halls and the wider community by attending meetings on a regular basis; running planning meetings; running the annual halls event; organising various training and partnership events. A review of the community school handbook is underway. Vital support is taking place as halls begin to open up following lockdown.

Status: GREEN.

Action 5.7. Work in partnership to deliver the Strategy to Further Protect Orkney’s Cultural Heritage – Target date: 31 December 2019.

What outcomes do we aim to achieve?

- To contribute to the further protection of Orkney’s cultural heritage now and into the future.

Progress Update: Some of the key actions which have been delivered through the strategy include:

- The completion and adoption of a Masterplan for the Heart of Neolithic Orkney World Heritage Site.

- Purchase, by the Council, of the land which houses the Stones of Stenness car park, and proposals in development for the improvement of the car park.
- Support for Orkney's intangible cultural heritage through Culture Fund grants to projects such as the Orkney Storytelling Festival and projects in Papa Westray to capture dialect and dance traditions.
- Successful awarding of funding for the North Isles Landscape Partnership.
- A focussed project to start the process of transferring paper records on to a new digital museums catalogue through funding from the Significance Recognition Scheme, managed on behalf of the Scottish Government by Museums Galleries Scotland.
- The publication of a Volume Tourism Study.
- Additional signage placed at site car parks with information about other sites to visit and where visitors can access public toilets.

This action was reported as complete in the 2019 to 2020 Annual Performance Report. There is, however, a need to determine next steps and decide on future priorities / strategy.

Status: BLUE.

Action 5.8. Further promote and administer the Culture Fund through core funding and grant assistance scheme to support community cultural activity – Target date: 31 March 2020.

What outcomes do we aim to achieve?

- A diversity of arts, heritage and cultural activity is provided by organisations and groups for Orkney's community.

Progress Update: The Open Pot was highly oversubscribed as usual for the 2020 to 2021 financial year. Grants have been awarded, however, COVID-19 has had an impact on the ability for organisations to deliver activities and projects and some grantees are contacting the Council seeking the approval to make changes to their projects, for example, taking activity online rather than live performance. Core grant recipients continue to be supported with their revenue costs in line with national support. This action was reported as complete in the 2019 to 2020 Annual Performance Report.

Status: BLUE.

Action 5.9. Maintain, promote and develop accessibility to collections held within the Museums Service, including development of Scapa Flow Museum – Target date: 31 March 2023.

What outcomes do we aim to achieve?

- Our museums and heritage sites provide high-quality visitor experiences and opportunities for education and lifelong learning.

Progress Update: The construction at Scapa Flow Museum remains on programme and on budget. Exhibition, interpretation and displays are about to be signed off and procurement undertaken for the construction and fit out. We continue to work to the programme – construction completed September 2021, exhibition fit out completed by Christmas 2021 and re-opening in the Spring of 2022. The target date of 31 March 2023 includes the 12-month retention and defects period required by the National Lottery Heritage Fund (NLHF). External funders have been kept up to date with recent activity. A progress report and grant claim has been approved by NLHF and review meetings have been or are about to be held with all other funders including Historic Environment Scotland, NatureScot and Museums Galleries Scotland.

Status: GREEN.

Action 5.10. Work with partners to support Orkney's hosting of the 2025 Island Games – Target date: 31 March 2023.

What outcomes do we aim to achieve?

- 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.

Progress Update: Following the announcement that the Island Games to be hosted in Orkney would move from 2023 to 2025, on 8 December 2020 the Council resolved to continue to support the 2025 Island Games at the same level of financial commitment as had been agreed when the hosting was due to take place in 2023. Work is taking place with the 2025 Organising Committee and Event Scotland finalising the governance and updated financial information.

Status: GREEN.

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

Action 5.11. Increased education and awareness raising activity associated with recycling and waste reduction agenda. Supporting young people to take forward the plastic straw initiative – Target date: 31 March 2023.

What outcomes do we aim to achieve?

- Establish dedicated Member Officer Working Group.
- Identification of affordable initiatives to meet this objective.
- Pupils speak to headteachers, parent councils and officers.

Progress Update: There have been several meetings of the working group in 2018 and 2019. The Improvement Support team (IST) support project on waste has

commenced and has been discussed with Elected Members through the Consultative Group process on the medium-term resource strategy for four-year efficiency savings. The "plastic champions" are now in place. Zero Waste Scotland has funded Ricardo Energy to audit plastics in Orkney, and a briefing was circulated to all Elected Members in September 2020. Development and Infrastructure's current role remains as co-ordinator and staff are wholly occupied on the Islands Deal and development of the Integrated Waste Facility project. The appointment of a Climate Change Officer in March 2021 has the potential to provide a resource to progress some of these actions.

Status: AMBER.

Priority – Work with partners to provide opportunities to make Orkney an attractive location for young people to live, work and study.

Action 5.12. Prioritise marketing activity with a focus on international/emerging markets/internal investment opportunities – Target date: 31 March 2023.

What outcomes do we aim to achieve?

- 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.

Progress Update: A review of the Economic Development resource priorities has been undertaken and was presented to Development and Infrastructure Committee on 10 September 2019 as part of the reprioritisation agenda identifying future budget / service priorities. As part of the budget setting process a service review of Economic Development will be undertaken to consider future grant funds and team priorities. This review will be undertaken through the Project Initiation Document (PID) process. A report on continuing Council funding for marketing support through the Orkney Marketing Programme for the next three years was presented to Council in June 2020.

Status: GREEN.

Action 5.13. Develop and implement an appropriately resourced Maintenance Strategy for all individual Council property assets – Target date: 31 December 2019.

What outcomes do we aim to achieve?

- To ensure all OIC-owned assets are well maintained.

Progress Update: There is a high likelihood that the ageing Council buildings will require increasing maintenance which will outstrip existing budget availability. There is an important link here to the asset management review in order to reduce the property liabilities over time. 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. Capital funding is tied to approval of the Capital Programme which will not be completed until Elected Members have considered it.

Status: RED.

Action 5.14. Work with Kirkwall BID and other constituted business organisations to maintain and improve the vitality and viability of town and village centres – Target date: 31 March 2023.

What outcomes do we aim to achieve?

- To develop projects and services that will enhance the vitality and viability of Kirkwall Town Centre.

Progress Update: Officers are exploring wider shop local support activity with Kirkwall BID, Stromness Community Development Trust, Destination Orkney Ltd, VisitScotland and Highlands and Islands Enterprise.

Status: GREEN.

Action 5.15. Facilitate the development of Orkney's Play Areas through the implementation of the Play Area Strategy – Target date: 31 March 2023.

What outcomes do we aim to achieve?

- An improved playscape for Orkney creating opportunities for families (local and visiting) to be more active.

Progress Update: A Stage 2 Capital Project Appraisal for the development of Papdale East open space area will be submitted to the Policy and Resources Committee in April 2021, following which a planning application will be submitted. Work planned to start and be completed within financial year 2021 / 2022. Southend play area will be opened when the fence has been repaired – with a target date of 31 May 2021.

Status: GREEN.

Action 5.16. We will work towards implementing the recommendations of the Sports Strategy – Target date: 31 December 2021.

What outcomes do we aim to achieve?

- Increased participation in physical activity; increase in number of people who fall into the 'healthy weight' category.

Progress Update: Work is ongoing with partners. The strategy will be presented to the Education, Leisure and Housing Committee in Autumn 2021.

Status: GREEN.

Action 5.17. Consider the redevelopment of the Point of Ness Campsite and develop the Birsay Campsite facilities – Target date: 31 December 2020.

What outcomes do we aim to achieve?

- Increased capacity of the site and improved visitor experience.

Progress Update: The Council has applied for external funding towards the development of the Point of Ness Campsite. On 16 February 2021, the Policy and Resources Committee recommended match funding from the Crown Estate Fund towards the project. A Stage 2 Capital Project Appraisal is to be presented to the Policy and Resources Committee in June 2021, and work is planned to start on site at the end of the current season.

Status: RED.

Action 5.18. Engage with the Scottish Government and Scottish Water to seek to identify viable solutions to reduce risk of flooding to communities: a. St Margaret's Hope; b. St Marys; c. Stronsay, Whitehall; d. Kirkwall – Target date: 31 March 2023.

What outcomes do we aim to achieve?

- Reduce Flood Risk to the 1 in 200-year level.
- The plans will inform the capital project programme investment.

Progress Update: 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. The draft Flood Risk Plan has been concluded. Currently there is no indication that funding for any of the schemes will be readily available.

Status: GREEN.

Action 5.19. Establish and implement terrestrial and marine planning policy and environmental monitoring systems – Target date: 31 March 2023.

What outcomes do we aim to achieve?

- An appropriate balance of development and protection of land and marine environmental resource.

Progress Update: 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. The Scottish Government issued a direction to delegate regional marine planning functions to the Council in July 2020 and delegation of regional marine planning functions to the Council commenced on 27 November 2020. The first meeting of the Orkney Marine Planning Advisory Group, established to assist the Council with the preparation of the Marine Plan, was held in March 2021.

Status: GREEN.

Action 5.20. Continue investment programme for the care and expansion (where necessary) of burial grounds across Orkney – Target date: 31 December 2020.

What outcomes do we aim to achieve?

- Adequate lair provision for several decades to come across Orkney as a whole.
- Maintaining quality Burial Ground assets.

Progress Update: The Burial Ground extension programme is underway and planned completion is March 2021. The additional expenditure associated with general maintenance, for example grass cutting, is being addressed through a review of the Grounds Maintenance Contract. A new Burial Grounds Officer is in post and the Code of Practice was considered by Development and Infrastructure Committee in September 2020. In February 2021 the Policy and Resources Committee recommended additional resources to enable the revised Code of Practice to be implemented.

Status: RED.
