



Orkney Islands Council

Annual Performance Report 2011

This is our eighth Annual Performance Report, and in it we set out what we were planning to do and what we achieved in 2010/11

This report is structured under the Council priorities identified in the Council Plan 2008-2013. This report gives you some indication of how we are doing for each priority, including key achievements, performance figures and some comparisons with other Scottish councils. Further information can be found on our web site at www.orkney.gov.uk and on Audit Scotland's website www.audit-scotland.gov.uk

We would like to hear what people think of our Annual Performance Report. If you have any comments or suggestions please call the Corporate and Community Strategy Team on 01856 873535 or email us at policy@orkney.gov.uk

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

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1 Council Finance

In 2010/11, for every £1 that we received to spend on council services, around 9p came from your annual council tax charge, with the rest coming from the Scottish Government (85p). The balance (6p) came from use of reserves.

These figures are based on council tax Band D.

Council tax is not directly used to fund specific services. Instead it contributes to a range of services and activities as part of the overall funding Orkney Islands Council receives. Throughout this report there are examples of how much we spent on some of our services between April 2010 and March 2011. We have also provided a range of figures to show how we have performed in some areas of our work.

Some key facts about our performance

In 2010/11 we were the best performing council for the collection of council tax by the end of the year, with a collection rate of 97.6%. We exceeded our target of 97.5%. The Scottish average across the 32 councils was 94.7%.

The following table lists the collection rates within the council tax year by the council over the last three years.

The percentage of income due from council tax for the year that was received by the end of the year			
Year	2008/09	2009/10	2010/11
% received	97.5%	97.7%	97.6%

In 2010/11 a sample of 53,447 invoices showed that we paid 77.7% of invoices within 30 days. Although we improved on the 2009/10 figure of 77%, we recognise that there is more that can be done to improve payment times. The highest performing council, Renfrewshire, paid 95.6% of sampled invoices within 30 days.

The following table compares Orkney Islands Council's performance against three other councils and the Scottish average for payment of invoices within 30 days.

Orkney Islands Council	77.7%
The best performing council: Renfrewshire Council	95.6%
Shetland Islands Council	85.5%
Eilean Sair (Western Isles Council)	88.5%
Scottish average	89.5%

Our target for this activity is 75%.

The following table shows our performance over the last three years for the payment of invoices within 30 days.

Year	2008/09	2009/10	2010/11
The percentage of sampled invoices paid within 30 days	75.9%	77.0%	77.7%

We are slowly improving on previous years, but recognise that more needs to be done to move up from 31st out of 32 Scottish councils.

The following table lists the council budget for 2010/11 and shows how the £85.6 million budget is spent by service area.

Service Area	£
Education	28,515,400
Leisure & Cultural Services	4,329,000
Orkney Health and Care (OIC budget)	16,452,000
Law, Order and Protective Services	3,166,000
Roads	4,649,500
Transportation	9,241,100
Operational Environmental Services	2,712,800
Environmental Health & Trading Standards	939,000
Other Housing	1,462,700
Economic Development	1,822,400
Planning	818,800
Other Services	11,538,700
Total	85,648,000

In the 2010/11 financial year the council budget was set at £85.6 million, an increase of £3.5 million on the previous year.

In 2009/10 our budget was £82.1 million. In 2008/09 our budget was £79.6 million.

In 2010/11 the largest areas of expenditure were Education at 33% of the total budget, and Orkney Health and Care (OIC budget) at 19% of the total budget.

For detailed information about our income and our spending in 2010/11, you can read our annual accounts online at www.orkney.gov.uk

2 Care for our older and more vulnerable people

We spend 19p from every pound on our social work and care part of Orkney Health and Care. £16.5 million or 19% of the annual budget supports activities provided by the social work services. This is the second highest expenditure area in the Council after Education.

Our Priorities

- Provide more high-dependency care in Orkney
- Introduce a meals at home service
- Develop a Telecare Service

High Dependency Care

A new care facility was designed and put out for tender, but was not progressed as we now have the opportunity to jointly plan for both a new hospital and care facilities. This is a priority for 2012.

Meals at Home Service

We are looking at the provision of a seven days meal at home service and the supply of meals for this service. Unfortunately there have been some delays but the tender work for this will proceed early in 2012.

Telecare Service

A telecare service was established in 2010. In 2011 an additional 117 standard alarms were installed, along with a further 60 more advanced units.

A Responder Service was introduced in 2011. Responders attended 800 call outs, 99% within 45 minutes. A user of the service said 'It's like having a friend at your shoulder'.

In 2011 we held a consultation on Telecare equipment charges. A final decision is due on this early in 2012.

Orkney Health and Care Older People's Services

By the spring of 2011 some of our staff had completed the Best Practice in Dementia Care course.

- 9 trainers had been trained to deliver this course
- 68 care staff had completed the course
- 60 more had started the course.

At Smiddybrae House staff were presented with their certificates of achievement by Mrs Daisy Bruce.

A New Children's House

Approval was given for a new children's house in July 2011.

Children currently living in Camoran Resource Centre have met with the Council's architect and are helping to draw up a detailed design brief. They have imaginative ideas which will influence the way it is designed and built.

Fostering Service

Last year we told you we had eight fostering households and hoped to recruit more foster carers in Orkney for short term, long term, emergency and respite placements.

In 2011 our Foster Carers Support Group is revitalised and provides better quality support. We have new fostering households and more going through the process of approval. Our recruitment campaign has created interest and a number of families are currently considering fostering.

Corporate Parenting

We are continuing to improve our support for looked after children in community placements. However we have a high rate of school exclusions and lower than average success (25%) in supporting care leavers in education, training and employment. School attendance rates for Orkney's looked after children are lower than

the national average (78.6% compared with 87.8%) and rates of exclusion are among the highest in Scotland. The Council has made a commitment to examine all of its services next year in order to ensure all Council functions contribute to improving our corporate parenting.

Our aim is to ensure that our services and our young people do better.

3 Sustainable Communities

Our priorities

- Investigate renewable energy capture in fixed links between islands
- Container Hub: planning work leading to consent applications
- Develop and implement a Sustainable Energy Strategy for Orkney
- Identify and reduce flood risks
- Support community development and Community Councils

Investigate renewable energy capture in fixed links between islands

In November 2011, the Council concluded a contract to purchase the Churchill Barriers, and the seabed on which they stand, from the UK Ministry of Defence. The potential for renewable energy capture from fixed links is a long-term prospect which it is hoped to explore over the coming years.

Renewable Energy

Orkney is a pioneer in renewable energy, with a long history of wind turbines and now leading the way with wave and tidal technology around our shores. Developing Orkney's renewable energy resources will benefit the islands economically, bringing jobs, skills and expertise, and income for local businesses and community groups.

The Council's Marine Services were Energy North award winners in 2011, winning the Best Service Supply award for the 'Three Port Strategy' work at Lyness, Hatston and Stromness to support the renewables industry.

Hatston, Kirwall is a 160 metre extension of the pier costing £8 million. Construction is due to start in February 2012.

Lyness, Hoy is already operational. The £3 million project involves pier and shoreside improvements.

Copland's Dock, Stromness is to be a marine renewables support base. Construction of this £5.5 million project is due to start in the autumn of 2012.

The Three Port Strategy aims to provide facilities to support wave and tidal energy generation in Orkney. A strong business case has enabled us to attract European Regional Development Fund (ERDF) investment for all three projects.

Hatston attracted ERDF funding of £3.4 million, or 40% of the project

Lyness attracted ERDF funding of £1.19 million or 40% of the project.

Copland's Dock attracted £1.81 million of ERDF funding or 33% of the project.

Container Hub: planning work leading to consent applications

Global economic uncertainty has resulted in this priority being put on hold. The container sector has declined and our priority is to focus on the opportunities provided by the renewables sector.

Develop and implement a sustainable energy strategy

'This is a strategy not just for the council but for the whole community of Orkney.'

Sustainable Energy Strategy, December 2009.

A Sustainable Energy Strategy for Orkney was published in December 2009. It can be found at the following web site address:

http://www.orkney.gov.uk/Files/Business-and-Trade/Orkney_Sustainable_Energy.pdf

Identify and reduce flood risks.

Orkney has been identified as a Flood Risk Management District, with the Council being the lead authority. We are working closely with the Scottish Environmental Protection Agency (SEPA) to identify flood risk areas and to determine what needs to be done.

In 2011, the Kirkwall Harbour Flood Prevention project described the risk of a repeat of the 2005 floods in Kirkwall. Work is ongoing to assess the design and cost of additional defence barriers.

Cruise ships: continuing to attract tourists to Orkney

At the end of 2011 we already have 2012 bookings for 68 port calls with 48,000 passengers and 16,000 crew. This is an increase of gross tonnage of 31% on 2011.

The average high street spend per cruise ship passenger is £57. Now, 50% of passengers do not go on pre-planned tours but become independent passengers and do their own thing.

Support community development and community councils

Examples of Community Council projects:

- Papay Westray Water Scheme
- Shapinsay Smithy Restaurant & Heritage Centre
- Stronsay Fish Mart
- Smiddy Museum, St Margaret's Hope

Orkney Islands Council provides each Community Council around £3,500 each year to be spent on things in their community they consider to be important.

Feedback from Tough Times, Tough Choices meetings suggested that Community Councils could play a greater role in the provision of Council services in their areas. A conference was held in April 2011 which led to a range of innovative ideas. Feedback and a comprehensive consultation with the Community Councils is being used to explore developing options for sustainable services within Orkney communities.

4 Planning and affordable housing

Our priorities

- Revision of the Local Development Plan
- Sufficient affordable housing to meet current and future demand
- Develop a range of housing with extra care and support

Revision of the Local Development Plan

In 2011 we published and consulted upon the following:

- Orkney Local Development Plan, Proposed Plan April 2011
- Supplementary Guidance on Housing Development in the Orkney Countryside
- Supplementary Guidance on the Design of New Houses and Extensions in the Orkney Countryside

Concerns were raised regarding:

- Local Landscape Areas
- Local Nature Conservation Areas

A meeting of the Full Council decided these designations should be removed and looked at through Supplementary Guidance.

A new document, The Orkney Local Development Plan, Modified Proposed Plan, will be published in 2012 with a further round of public consultation.

The new target for the Orkney Local Development Plan is 2012.

Sufficient affordable housing to meet current and future demand / Develop a range of housing with extra care and support

Target: 140 new council houses

2011 saw the completion and handover to new tenants of properties in the first significant council house build programme in more than three decades.

36 new homes have been let:

- Finstown (Phase 1) – 12 homes
- Dounby – 4 homes
- Andersquoy – 18 homes
- Orphir – 2 homes

The following table lists other housing developments which have started or are due to start shortly.

Location	Number of homes	Progress
Extra Care Housing, St Margaret's Hope	14 homes	Handed over to the council at the end of 2011
St Mary's Holm	12 homes	Under construction. Completion date: January 2012
Finstown (Phase 2)	10 homes	Under construction. Completion date: September 2012
Kirkwall, Watersfield	12 homes	Under construction: Completion date: October 2012
Garson	15 homes	Anticipated start: late spring 2012
Westray	4 homes	Anticipated start: late spring 2012
Kirkwall	12 homes	Anticipated start: spring 2012
Grainbank (joint project)	20 homes	First homes (8 Orkney Islands Council and 12 Orkney Housing Association Limited) handed over November 2011

Housing Repairs

The Council completed 85.4% of housing repairs on time in 2010/11.

The following table compares Orkney Islands Council's performance against three other councils and the Scottish average for the completion of housing repairs on time.

Orkney Islands Council	85.4%
The best performing council: North Ayrshire	98.3%
Shetland Islands Council	84.7%
Highland	87.9%
Scottish average	93.3%

The following table shows our performance over the last three years for the completion of housing repairs on time.

Year	2008/09	2009/10	2010/11
The total percentage of housing repairs completed on time	91.4%	85.4%	85.4%

Our target for this activity is 90%.

There has been no change on the 2009/10 performance.

Last year our performance was affected by changes to our Measured Term Contractors who undertake most of our repair work. It has taken some time for our new term contractor to become established but by the end of 2010/11 performance for repairs significantly improved.

For more information telephone the Housing Team on 01856 873535.

5 Transport Networks

Our priorities

- Secure the extension of the Road Equivalent Tariff scheme
- Improving inter-isles connectivity
- Increasing South Isles ferry service capacity

11p in every pound spent by Orkney Islands Council goes towards supporting transport.

£9.2 million or 11% of the annual budget supports activities in relation to transportation.

Orkney ferries - some of the numbers

In 2010/11 Orkney Ferries transported:

- 331,780 passengers
- 87,637 vehicles
- Passenger numbers increased by 0.7% on 2009/10
- Vehicle numbers increased by 0.3%

Securing the extension of the Road Equivalent Tariff scheme

We have continued to lobby for an extension of the Road Equivalent Tariff (RET) to Orkney. The RET links the cost of ferry fares to the cost of travelling the same distance by road and would make fares on our lifeline ferries much cheaper.

In November 2011 the Scottish Government announced that the pilot in the Western Isles was set to become permanent and that several new routes would be added to the scheme.

The Scottish Government's draft Ferries Plan, published in December 2011, proposes the RET as the framework for single fares for passengers and cars, extending the roll out of the scheme during the lifetime of parliament. We continue to lobby on this to try and bring forward the proposed implementation. Until then, we remain disadvantaged compared to the island groups on the west coast.

Improving inter-isles connectivity

Orkney Ferries Limited Tariff Review

The Council has been reviewing the present tariff scheme on Orkney Ferries' services. The review has been designed to address a number of historic anomalies; to simplify the current tariffs and to achieve consistency and fairness; and at the same time to assist in promoting social and economic development in the isles. Extensive consultation has been undertaken, including visits to each island community council. The Council will consider options for a reduced tariff structure, including the potential to introduce smart cards and online booking facilities.

Increasing South Isles ferry service capacity

The Houton (Mainland), Lyness (Hoy), and Flotta route faces some of the most acute capacity shortages of any of our ferry services.

In 2011 the Council approved the lengthening and the repowering of the MV Hoy Head at a cost of £2 million. Car capacity will increase from 14 to 24 cars.

Work will start in October 2012 and last four months.

Active Travel

In 2011, the Council secured an additional £100,000 from the Scottish Government to promote active sustainable transport. The money will be spent on improvements to the core path network in Stromness, including signposting and interpretation and education materials for schools.

Our roads

Orkney Islands Council is responsible for all road maintenance throughout Orkney. The condition of our roads has been affected by the recent harsh winters and the continued increasing cost of maintenance. However, our performance has improved and now we are the best performing council in relation to overall road maintenance.

The following table compares Orkney Islands Council's performance against two other councils and the Scottish average for the overall percentage of the road network that should be considered for maintenance treatment.

Orkney Islands Council (best performing council)	24.2%
Shetland Islands Council	40.7%
Eilean Sair (Western Isles Council)	50.6%
Scottish average	37.9%

Our target for this activity is 25% or less.

The following table shows the overall percentage for each of the last three years.

Year	2008/09	2009/10	2010/11
The overall percentage of our road network that should be considered for maintenance treatment	19.5%	27.3%	24.2%

£4.7 million or 5% of our annual budget supports activities in relation to our roads.

6 Schools and Community Facilities

Our priorities

- Museums service – Safeguarding our cultural heritage
- New fit for purpose schools
- A new leisure pool

Museums Service

Orkney's artefacts and collections frequently feature on television and radio.

Our museums service goes from strength to strength, with increased visitor numbers reflecting the commitment of both staff and volunteers to providing an innovative and interesting range of exhibitions and events throughout the year.

In 2011 the Council's Arts, Museums and Heritage service became just one of four organisations in the UK to pass the Art's Council of England's new accreditation scheme for museums. The Council's team took part in a pilot of the new scheme and was the only local authority in the UK to take the assessment.

The following table lists the number of visits and usages of council funded or part funded museums over the last three years.

Year	2008/09	2009/10	2010/11
Number of visits to / usages of council funded or part funded museums in 2010/11	45,220	49,902	52,246

New fit for purpose schools / A new leisure pool

Announced in 2010, this major £58m investment in two new schools, a halls of residence and a swimming pool facility is on schedule and already providing new facilities for our community.

Target: New fit for purpose schools by 2014

Target: New leisure pool by 2013

Kirkwall Grammar School

Key dates:

- March 2011: work started
- April 2013: school building due for completion
- 2014: external work due for completion
- 2015: final grass pitches

Stromness Primary School

Key dates:

- March 2011: work started
- December 2011: New synthetic pitch ready for use in January
- June 2012: school due for completion.

The new swimming pool and squash court are due for completion in July 2012.

Papdale Halls of Residence are due for completion in April 2013.

Education

We spend 33p from every pound of our budget on education.

£28.5 million or 33% of the budget supports our activities in relation to education.

Teachers

The following table lists the total number of full time teachers in Orkney over the last three years.

Year	2008/09	2009/10	2010/11
Total number of full time teachers	278	287	282

The average number of days sickness absence per teacher in 2010/11 was 7.9. This was an improvement over the previous year when it was 8.8.

The following table compares Orkney Islands Council's performance against three other councils and the Scottish average for the average number of days sickness absence per teacher in 2010/11.

Orkney Islands Council	7.9
The best performing council: East Renfrewshire	4.5
Shetland Islands Council	6.2
Eilean Sair (Western Isles Council)	8.7
Scottish average	6.6

Teacher absence has improved.

The Learning Link

The Learning Link specialises in adult education and helps students with English, numeracy and life skills including help with applying for jobs, budgeting, and basic computing.

In 2010/11 The Learning Link supported 75 adult students and 45 students who were learning English as a second language.

The following table lists where The Learning Link students went to on completing their courses in 2010/11.

Number of students	Where they went on leaving The Learning Link
26	Volunteering
11	Workplace learning
18	Further education
8	Community based learning
26	Employment
30	Other

7 Improved services through joint working

Our priorities

- Joint build projects
- New health and care facilities
- Joint health and care services

Lifestyle Project at the Pickaquoy Centre

Designed by Orkney Islands Council's Architects team
Anticipated start: Summer 2012 following the completion of the new swimming pool

New in 2011, a proposed new centre to provide a range of sports and leisure opportunities and support for people with learning difficulties in the heart of the community.

Staff at Orkney Health and Care's All Age Disabilities Services and the Picky Centre have been involved in drawing up the detailed draft design and the project is fully supported by the Pickaquoy Centre Trust.

The design for the Lifestyle base has been created from existing spaces in the main building, with an extension into an octagon shaped building utilising natural light.

Short Breaks Facility at the Phase 3 Wellington Street Project

This will provide facilities to deliver short breaks, training for independence, and emergency care when required.

The combined cost for the Lifestyle Project and Short Breaks Facility is £1.99 million.

Braeburn Court – The St Margaret's Hope Care Facility

A brand new care facility, Braeburn Court in St Margaret's Hope, will be completed early in the spring of 2012. The facility consists

of 14 extra care houses with a supporting core building where tenants will be able to receive the benefits of care staff availability 24 hours per day. Orkney Health and Care and the Council's Housing Department have worked closely together to develop this facility.

Extra care housing coupled with advances in technology enables people with a wide range of needs to continue to live independently whilst receiving the necessary care and support they require and as such provides an alternative to residential care.

Business Gateway

Our priorities

- Establish a single business gateway

Business Gateway was established in April 2009. It offers free and impartial business advice to anyone wanting to start up or develop a business in Orkney. In 2010/11 Business Gateway dealt with 373 enquiries. Of these, 317 were from pre-start or start up businesses and 56 were from existing businesses requiring growth support.

Of the 373 enquiries, 227 were from business enquiries and 146 were workshop bookings.

24 workshops at 15 events were held on a range of subjects from New Business Start Up to IT for Business.

Events in 2010/11	Target	Actual
For Start Up businesses*	11	10*
For Existing businesses	6	5

* The reporting method changed during the year. Actual events if reported in the same way as 2009/10 would be 19.

8 Single Outcome Agreement

Progress with some of the key targets this year.

The Single Outcome Agreement is an agreement between the Scottish Government and Orkney Community Planning Partnership which sets out how we will work in the future towards improving outcomes for local people in a way that reflects local circumstances and priorities.

Each year an Annual Report provides progress on a number of key targets, the latest report covers the period April 2010 to March 2011.

This page contains a sample of the indicators and targets. For more detailed information copies of the Single Outcome Agreement and the Annual Report can be found at the Orkney Community Planning web site:

<http://www.orkneycommunities.co.uk/COMMUNITYPLANNING/index.asp?pageid=674>

96% of residents state they feel 'very safe' or 'fairly safe' when walking alone in the local neighbourhood after dark	Target: maintain above 96% Target met.
The regeneration of Orkney's towns, villages and islands: affordable housing outside Kirkwall and Stromness	The aim is to have at least 10% of planned housing units to be in regeneration areas. In 2011, 63 (45%) of the 117 affordable housing units were started outside of Kirkwall and Stromness. Target exceeded.

Public Access: in 2010/11, 53.45% of public services buildings were suitable and accessible to disabled people. In 2009/10 this figure was 51.7%.

Our target is to increase the percentage by 2.5% per annum. We support the national aim to tackle significant inequalities in Scottish society. Although access to public buildings has improved, we are disappointed not to have achieved or exceed this target.

The follow table shows the percentage rates for this and previous years:

Year	Percentage of public service buildings that are suitable and accessible to disabled people
2010/11	53.45%
2009/10	51.7%
2007/08	48.2%
2006/07	48.1%
2005/06	41.9%

Economic Activity

Between October 2009 and September 2010 the percentage of economically active people in our population was 81.7%.

The target for this indicator is 5 percentage points above the Scottish rate, which was 77% in 2010. This target was not achieved.

We track this information to understand the economic conditions for businesses aiming to achieve growth. The following table shows the percentage rates for this and previous years.

Year	The percentage of economically active people in our population.
2010	81.7%
2009	88.1%
2007	83.7%
2006	83.9%
2005	86.5%

Ensuring Orkney's fragile communities have a sustainable economic base: our population

We track this information to measure progress in helping Orkney's people and businesses achieve their full potential.

Our target is to maintain the projected population increase. This was 20,403 in 2010 and 20,539 in 2011. The population in 2011 was 20,560 and exceeded the target.

The following table lists the available population numbers since 2004.

Year	Population
2011	20,560
2010	20,416
2007	19,860
2006	19,770
2005	19,590
2004	19,500

Maximise the grid export capacity for renewable energy

There is a huge potential for Orkney's island communities to generate green energy on behalf of the UK. One area the Council continues to fight on behalf of the community is the high cost of transmission charges for our renewables developers. Generators face higher charges to transmit power the further away they are located from areas of high demand. We continue to work with partners to lobby and influence in order to achieve a fair solution.

Our target is 40 megawatt (MW) connected capacity. 1 megawatt (MW) equals 1,000,000 watts.

We are improving but our target has not been met. The following table lists the connected capacity for 2011, 2010 and 2007.

Year	Connected capacity
2011	37 megawatt (MW) connected capacity
2010	36.9 MW (25.9 wind and 11 marine)
2007	35 MW

9 Business Processes

See the Tough Times, Tough Choices section for details of the changes to the whole of the Council's senior management.

One of the biggest changes in the way we work has been the setting up of Orkney Health and Care, the partnership between Orkney Islands Council and NHS Orkney.

So what is different about Orkney Health and Care?

We are working together to ensure that people get the right treatment and care at the right time and in the right place.

This is a new integrated team responsible for developing and providing services tailored for our community needs. It makes sense to have one service deliver joined up health and care for our community rather than the two separate services we had before.

Services provided by Orkney Health and Care

Orkney Health and Care provides the full range of services previously provided by Orkney Islands Council and a number of services previously provided by NHS Orkney.

It is not responsible for acute hospital services including surgical services although it works closely with these to avoid delayed discharges, reduce unplanned admissions and to promote a joined up approach to health care.

Services provided by Orkney Health and Care

- Social work and social care services for children and families
- Social work and social care services for adults
- Home care, home support, telecare, residential care and short breaks for all care groups
- Social work services to the criminal justice system
- Services to support carers
- General practitioners and general medical services
- Dental health services (excluding oral surgery)

- Community pharmacy services
- General ophthalmic services
- Community nursing including district nurses and health visitors
- Mental Health Services
- Child & adolescent mental health services
- Community allied health professionals services
- School health services
- Health services for children with complex needs
- Community child health
- Maternity services
- Drug and alcohol services – community psychiatric nursing and social work and social care
- Learning disability services
- Services for people with sensory and/or physical disabilities
- Health and social work services for older people
- Community assessment, rehabilitation, enablement and palliative care
- Community access to outpatient and diagnostic services
- Sexual and reproductive health services

New Management Structure: a new way of working

During 2011 a new senior management structure for Orkney Health and Care was developed. The number of senior management posts have been reduced and now we have a joint Director and two Heads of Service for both the NHS and the Council elements of Orkney Health and Care. The previous structure for the Council's Orkney Health and Care team was that of a Director and three Assistant Directors.

The following table shows the new structure:

Joint post	
Chief Executive: NHS Orkney AND Executive Director Orkney Health and Care	
Head of Service for Health and Community Care	Head of Service for Children and Families and Criminal Justice

In 2012, the structure of the team at Service Manager level will go through the same process, with new joint posts managing services across Orkney Health and Care.

10 Tough Times, Tough Choices

One year on, change, efficiency

Reducing Our Senior Management Team

We held 20 public meetings as part of the Tough Times, Tough Choices engagement exercise on the savings the Council would need to make in response to the cut in the money we are given from Government Grants.

At each of the meetings our Chief Executive, Albert Tait, pledged that there would be a substantial reduction in the senior management at the Council.

By the end of 2011 we restructured our senior management team from 34 Chief Officer posts down to 18.

Our new structure from 2012

Chief Executive – the Head of IT and Support Services plus the Chief Internal Auditor, and Community Planning & Policy report directly to the Chief Executive.

There are now 4 Executive Directors responsible for the Council services and reporting to the Chief Executive and the Council:

- Executive Director: Orkney Health & Care
- Executive Director: Education, Leisure and Housing
- Executive Director: Corporate Services
- Executive Director: Development and Infrastructure

The Executive Directors are supported by a further 12 Heads of Service as follows:

- Executive Director: Orkney Health & Care
 - Head of Health & Community Care
 - Head of Children & Families including Criminal Justice
- Executive Director: Education, Leisure and Housing
 - Head of Schools
 - Head of Leisure & Lifelong Learning

- Head of Housing and Homelessness
- Executive Director: Corporate Services
 - Head of Finance
 - Head of HR and Performance
 - Head of Legal
 - Head of Buildings and Facilities
- Executive Director: Development and Infrastructure
 - Head of Transportation & Amenities
 - Head of Strategic Development & Regeneration
 - Head of Planning & Regulatory Services

The next stage is to look at how the next level of management can best support the new Executive Directors and Heads of Service.

Consultations

In 2011 we started or completed a range of consultations asking your views on the delivery costs or efficiency of our services.

These included:

- Orkney Health & Care Consultation: Telecare charges
- Orkney Ferries Consultation: Orkney Ferries Tariff Review
- Housing Consultation: Council house rent costs
- Housing Consultation: Older Persons' Housing Strategy
- Housing Consultation: Housing Support Strategy
- Housing Consultation: Use of Rae's Close for people with particular needs
- Housing Consultation: Charging for Sheltered Housing

In 2011/12 Orkney Islands Council will spend a budget of £83.4 million

The Council receives its money from Government Grants (£70.7 million); Council Tax (£7.9 million) and use of reserves (£4.8 million).

11 Some things you might not know about

Northern Isles Ferry Services 2012

The Scottish Government contract for the provision of ferry services to Orkney and Shetland ends in May 2012. The Council has been actively engaged with Transport Scotland in the re-tendering process to ensure that Orkney's residents and visitors to the islands continue to receive at least the current level and frequency of service. As a result of our efforts, the Government has agreed to retain Stromness-Scrabster as the designated route across the Pentland Firth with a maximum crossing time of 90 minutes.

Silver Surfers

Residents of St Peter's House and Smiddybrae use internet technology to communicate with family and friends around the world. The oldest silver surfer is 101 years old and uses Skype video to chat to her family in the Middle East and Australia.

Dancing in the Isles

£10,000 was provided by Event Scotland to host Dancing in the Isles.

Over £91,000 of external funding was brought into Orkney by our Arts, Museums and Heritage team in 2010/11.

Tall Ships: July 2011

31 Tall Ships sailed into Orkney's ports.
31 Orkney trainees joined the races

Skilled Staff

The following table lists the qualifications gained by Orkney Health & Care social services staff in 2010/11.

Qualification	Number of staff gaining the qualification
SVQ Health & Social Care Level 2	11
SVQ Health & Social Care Level 3	15
HNC Social Care	9
BA (hons) Social Work	1
K307 Managing Health & Social Care	2
Best Practice in Dementia (Stirling Dementia Centre)	68

Criminal Justice Social Work Services: Community Payback

Community Payback helps offenders aged over 16 or over to make good for their offences through unpaid work. This comprises of 20 to 300 hours of unpaid work, in the community with the aim of helping to reduce the risk of reoffending.

In 2010/11 Community Payback projects included:

- Producing carpentry goods for donation to local charities
- Renovating playground, public and museum facilities
- Repairing damage to, and maintaining, gardens

Vessel Traffic Services

Orkney Harbour Authority operates a 24 hour port Vessel Traffic Services (VTS) service to monitor and control shipping. Design

and build work is currently under way to start work in January 2012 on increasing the coverage of the VTS network. This is to cope with the growth in renewable energy industry users and to include the west coast of Orkney where wave technologies are being tested.

The project includes:

- A new operation system at the Harbour Authority Building, Scapa
- New radar equipment at Sandy Hill, South Ronaldsay
- A new radar site at the Hill of Midland

Two additional radar sites

Two additional radar sites are to be put in place in 2012 to cover the west coast of the Orkney mainland and the Westray Firth through to the Falls of Warness area. This will cost £400,000 and is being matched funded by the Council and the European Development Fund (ERDF).

We would like to hear what people think of our annual performance report. If you have any comments or suggestions please call the Corporate and Community Strategy Team on 01856 873535 or email us at policy@orkney.gov.uk