

ANNEX 1

COUNCIL PLAN MONITORING REPORT – SIX MONTHS ENDING 31 MARCH 2014

Health and Wellbeing

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

Target: 1.1. Improved care facilities in Orkney

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

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

How:

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. Through an integrated approach to development of health and social care services in Orkney with our partners NHS Orkney (Executive Director of Orkney Health and Care)	In Progress	Green	01-04-2013	31-12-2017	In Progress	Green	Work is ongoing in a number of areas to further develop integrated services within OHAC and with other key partners. These are reflected across a range of action plans.
1b. By providing appropriate residential, rehabilitation and community health and social care services in Kirkwall (Executive Director of Orkney Health and Care)	In Progress	Green	01-04-2013	31-12-2017	In Progress	Green	Work is progressing on an extension to St Rognvald's House to provide additional residential care places. Other services continue to be available.

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1c. By setting out the requirements and costs to provide a replacement for St Peter's House in Stromness (Executive Director of Orkney Health and Care)	In Progress	Green	01-04-2013	31-12-2017	In Progress	Green	Stage 2 CPA report being prepared for consideration by the Capital Projects group.

Health and Wellbeing
Priority: 1. Care and Support for those who need it
Target: 1.2. Appropriate care and support

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

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

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

How:

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

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<p>1b. Through providing education and support to enable people to be supported in their own communities (Executive Director of Orkney Health and Care)</p>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The re-ablement service, developed through the Change Fund, continues to be in place as part of the home care service and re-ablement training and ethos is rolling out through all services, supported by revised assessment tools. A range of community based support services are available.
<p>2a. By meeting national time scales for completion of assessment following receipt of referral (Executive Director of Orkney Health and Care)</p>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Timescales are currently being met, except in exceptional circumstances where there is an unavoidable factor that prevents completion.
<p>2b. By monitoring the number of recorded 'assessed needs' that have not been met (Executive Director of Orkney Health and Care)</p>	Not Started	Red	01-04-2013	31-03-2018	In Progress	Amber	Processes to record and monitor waiting lists are in place for the majority of service areas. These are monitored within each service. This information is not currently centrally collated or reported to inform service planning. Work is planned to address this.

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
2c. We will work to understand the key issues that affect recruitment and retention of staff, and find out what can be done to support staff in the care and support services. (Executive Director of Orkney Health and Care)	Not Started	Red	01-04-2013	31-03-2014	In Progress	Green	This work has been progressing, informed by information gathered from exit interviews, OIC and NHS staff surveys, and the OHAC restructure evaluation process which was completed in December 2013. An action plan that includes action to promote recruitment and support retention has been developed, based on these findings, and is being progressed. In addition, actions being undertaken corporately as a result of the staff survey, will support progress in this area.

Health and Wellbeing
Priority: 1. Care and Support for those who need it
Target: 1.3. Supporting our children

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

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

How:

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. By working with the Orkney Community Planning Partners to consider the life chances of children and young people (Executive Director of Orkney Health and Care)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Work is progressing well on the early years stretch aims and is incorporated in to the Integrated Children's Services plan.

Health and Wellbeing
Priority: 1. Care and Support for those who need it
Target: 1.4. A new Children's House

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

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

How:

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By identifying a suitable site (Executive Director of Orkney Health and Care)	In Progress	Green	01-04-2013	30-04-2013	Complete	Blue	Site has had full planning approval.
1b. We plan to start building on site in 2013 (Executive Director of Orkney Health and Care)	Overdue	Red	01-04-2013	31-12-2014	Overdue	Amber	Work is expected to start on site in summer 2014 with a completion date of spring 2015.

Health and Wellbeing

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

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

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

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

How:

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By administering the Scottish Welfare Fund i.e. Crisis Grants and Community Care Grants (Executive Director of Corporate Services)	In Progress	Green	01-04-2013	31-12-2017	Complete	Blue	Scottish Welfare Fund Service is now in place
1b. By providing advice services to help people affected by Welfare Reform (Executive Director of Corporate Services)	In Progress	Green	01-04-2013	31-12-2017	In Progress	Green	The Welfare Reform Working group continues to coordinate activity relating to Welfare Reform, including pilot advice and support services. Once DWP finalises the funding arrangements with COSLA for the Local Support Services Framework, further permanent services can be developed to meet local need.

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

Digital Connectivity

Priority: 1. Promote successful, thriving Communities

Target: 2.1. Digital Communications equality

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

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

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

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

How:

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

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<p>1b. By lobbying the Scottish and UK Governments to ensure at least 75% of homes in Orkney receive high speed broadband as a result of the BDUK project (Executive Director of Development and Infrastructure)</p>	In Progress	Green	01-04-2013	31-12-2015	Complete	Blue	Highlands and Islands Enterprise has confirmed a minimum of 75% of premises will be covered in Orkney following BD UK investment.
<p>2. By supporting rural communities to investigate or establish community broadband solutions. This will be led by Highlands and Islands Enterprise and Community Broadband Scotland and supported by our Economic Development Team (Executive Director of Development and Infrastructure)</p>	Not Started	Amber	01-04-2013	31-03-2018	In Progress	Amber	The Council is waiting for details on area coverage under the HIE superfast broadband roll out in Orkney before it can advise on strategy.

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
3a. By investigating the potential to use existing mobile masts to increase access, and provide 4G services and also to facilitate putting up new masts where possible. Our aim is to ensure mobile connectivity for all our communities (Executive Director of Development and Infrastructure)	Not Started	Red	01-04-2013	31-03-2018	In Progress	Amber	Details of contacts in planning and roads have been provided but no further contact from the Government.
3b. By lobbying the Scottish and UK Governments to maximise phone and high speed mobile internet connectivity availability across Orkney (Executive Director of Development and Infrastructure)	Not Started	Red	01-04-2013	31-03-2018	In Progress	Amber	The Council recently attended the Digital Forum and await further discussions with Highlands and Islands Enterprise on the roll out of superfast broadband in Orkney.

Education - Housing
Priority: 2. Promote successful, thriving Communities
Target: 2.2. Communities with small schools

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

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

How:

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. By setting up a project team to determine the conditions required to make a school viable (Executive Director of Education, Leisure and Housing) (Note: this will need to await the outcome of the Commission on the delivery of Rural Education which may bring some changes to legislation)	In Progress	Green	01-04-2013	30-06-2014	In Progress	Green	Starter Paper for project team in draft; initial meeting expected early 2014.

Attractive Environment – Economic Development
Priority: 2. Promote successful, thriving Communities
Target: 2.3. Regenerating Kirkwall Town Centre

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

- What: 1 a. We will develop and implement a Regeneration Strategy to co-ordinate development**
1 b. We will develop a Place-making Strategy to ensure high quality safe environments for pedestrians, cyclists and cars. This will be linked to revisions to the Roads Development Guide
2. Support the Business Improvement District (BID)
How:

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By coordinating and facilitating consultation with key groups with an interest in the regeneration of Kirkwall Town Centre (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2014	In Progress	Green	Consultation related to the THI and Placemaking projects will continue throughout 2014.
1b. By working towards establishing a Conservation Area Regenerations Scheme / Townscape Heritage Initiative in Kirkwall (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2014	In Progress	Green	CARS application submitted and approved during 2013. THI Stage 1 application submitted and successful during 2013. Stage 2 application due to be submitted in February 2014.

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1c. By identifying a project team to take on the responsibility for taking this work forward (Executive Director of Development and Infrastructure)	In Progress	Amber	01-04-2013	31-12-2013	Complete	Blue	THI Project officer identified and in place and other work currently being covered by other members of the Development and Regeneration Team.
2. By engaging with the BID campaign on planning the project, ensuring coordination with our projects where appropriate (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	There is regular communication with the BID project officer on a range of projects including THI, Placemaking and Car parking issues. This will be ongoing.

Landscape Protection – Transport Infrastructure
Priority: 2. Promote successful, thriving Communities
Target: 2.4. Mitigating risk from flood and coastal erosion

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

- What: 1. We will work with the Scottish Environment Protection Agency (SEPA) and Scottish Water in relation to the governance of Flood Management**
- 2. We will in partnership with SEPA to deliver sustainable flood risk measures and put in additional funding bids for new opportunities as they arise**
- 3. We will finalise technical studies and develop solutions for the Churchill Barrier No. 2 overtopping, having considered energy capture**

How:

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. By communicating and sharing information with partners and ensuring we have staff and equipment to enable us to respond to incidents (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Improvements have been made to the Development and Infrastructure cross service team coordination for flood warning/event planning during winter 2013/14. Work is underway to investigate additional equipment to improve response e.g. temp flood barriers.
2a. By ensuring we have the resources (or by seeking funding from other sources when the opportunity arises) to make improvements which will protect high	In Progress	Green	01-04-2013	31-12-2013	In Progress	Amber	Progress slower than anticipated due to SEPA requirement for greater protection for both fluvial and pluvial flooding than anticipated. Work at St Margaret's Hope awaiting next

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
risk areas. Phase 1 will address Kirkwall and St. Margaret's Hope (Executive Director of Development and Infrastructure)							funding opportunity. In the meantime operational response enhanced during 2013/14 to include sand bag delivery and temporary barriers at Cromarty Square.
2b. By continuing to assess potential flood risks to communities and developing solutions where possible (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Flood Risk Management Plan on track for completion. Flood Risk officer in place. SEPA approval being sought for Kirkwall coastal protection plan.
2c. By exploring external funding sources for St Margaret's Hope (Executive Director of Development and Infrastructure)	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Amber	Remains under consideration for the next funding opportunity for coastal flooding. Work underway to recruit Project Funding Officer for Development and Infrastructure which will assist in overall capacity to explore external funding opportunities across Development and Infrastructure.
3. By managing the tender process and report findings and costs to Committee (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2013	In Progress	Amber	Tendering delayed whilst awaiting SEPA approval of Flood Risk Management Plan and their agreement to proposed mitigation for fluvial flooding. Level of protection required is now greater than anticipated.

Local Community Participation – Internal Council Processes

Priority: 2. Promote successful, thriving Communities

Target: 2.5. Local Community Participation

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

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

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

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

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

How:

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By exploring ways of sustaining a strong Third Sector in Orkney, for example through purchasing or contracting for the delivery of activity and services on our behalf (Executive Director of Corporate Services/Executive Director of Orkney Health and Care)	In Progress	Green	01-04-2013	31-12-2013	In Progress	Green	With a further year of voluntary sector uplift agreed at 1% for financial year 2014/15, work remains ongoing with decision making matrix developed with report to be prepared for SMT in summer 2014.

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
2. Through a Joint Working Group which will look at the private sector property market and existing Council properties for suitable premises. The work will include looking at the options for funding the premises (Executive Director of Corporate Services)	In Progress	Green	01-04-2013	31-12-2013	In Progress	Red	A Stage 2 Capital Project Appraisal is under development for consideration by Policy and Resources Committee along with the other project proposals. The Joint Working Group has been meeting regularly and VAO has been in regular liaison with the third sector tenants involved.
3a. Through the identification of opportunities for Community Councils to play a greater role in providing some Council Services in their area. (We will produce a Feasibility Study and Business Plan for this work.) (Chief Executive)	In Progress	Green	01-04-2013	31-12-2013	In Progress	Green	A range of initiatives within the pilot areas have been identified and a report is being prepared for consideration by the Empowering Communities Member Officer Working Group in May 2014.
3b. By testing the Business Plan through a Pilot Project (Chief Executive)	In Progress	Green	01-04-2013	31-12-2014	In Progress	Green	A range of initiatives within the pilot areas have been identified and a report is being prepared for consideration by the Empowering Communities Member Officer Working Group in May 2014.

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
3c. If the Pilot Project is successful, we will do a full roll out of Community Council Managed Services (Chief Executive)	Not Started	Green	01-04-2013	31-03-2018	Not Started	Green	Following consideration of proposals arising from the pilot project a programme of works will be developed.
1b. Through an Action Plan to take this forward (Executive Director of Corporate Services/Executive Director of Orkney Health and Care)	In Progress	Green	01-04-2013	31-12-2015	In Progress	Green	As above.
4a. By establishing the criteria for determining if a service or role can be delivered efficiently in an alternative location (Senior Management Team)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	This is kept under review and options actively explored as opportunities arise.
4b. By examining the cost implications of decentralisation, for example changes to Policy, infrastructure requirements and human resources costs and expenses (Senior Management Team)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	This is kept under review and options actively explored as opportunities arise.

Culture – Economic Development - Education
Priority: 2. Promote successful, thriving Communities
Target: 2.6. Orkney’s Cultural Heritage

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

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

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

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

How:

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. By establishing a short-term Member/Officer Working Group to create a draft strategy for consideration by Elected Members (Executive Director of Education, Leisure and Housing/Executive Director of Development and Infrastructure)	Not Started	Red	01-04-2013	31-03-2014	In Progress	Amber	MOWG has been established and due to meet to commence this work.

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<p>2a. By ensuring Orkney's war time heritage is well promoted, for example to visiting cruise liners (Executive Director of Education, Leisure and Housing/Executive Director of Development and Infrastructure)</p>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Promotion of Orkney's war time heritage is being considered under WW1 commemorations.
<p>2b. By identifying a project team to lead on work to promote World War I commemorations in Orkney and Orkney's archaeological heritage (Executive Director of Education, Leisure and Housing/Executive Director of Development and Infrastructure)</p>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Project Team working with stakeholders to develop a programme of commemoration.

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
3a. Through working with the Heart of Neolithic Orkney Steering Group (Executive Director of Education, Leisure and Housing/Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2016	In Progress	Green	OIC continues to be part of the steering and delivery groups.
3b. Closer liaison with Historic Scotland (Executive Director of Education, Leisure and Housing/Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2016	In Progress	Green	Continue to work closely with Historic Scotland in respect of current and future projects.
3c. By considering a possible Archaeology Centre/World Heritage Site Gateway Centre (Executive Director of Education, Leisure and Housing/Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2016	In Progress	Green	Progressing as planned.

Development Policy

Priority: 2. Promote successful, thriving Communities

Target: 2.7. Planning for the growth of our communities

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

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

How:

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By establishing place-making (ensuring high quality safe environments for pedestrians, cyclists and cars) as part of the process (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2014	In Progress	Green	Placemaking project well underway with draft documents to be presented to the June 2014 round of committee meetings.
1b. By developing a programme to take forward the Local Development Plan (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2014	Complete	Blue	Development Plan Scheme approved by Council following Special Development and Infrastructure Committee in February 2014
1c. By publishing a new Development Plan Scheme for future Plans (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2014	In Progress	Green	Scheme to be reported to Development and Infrastructure Committee on 1 April 2014.

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1d. By establishing opportunities for more affordable housing in the countryside (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2014	In Progress	Green	Revised Housing In The Countryside Supplementary Guidance provides greater flexibility for housing in countryside, including affordable housing. Further options will be considered through upcoming Main Issues Report as part of the Development Plan review.

Housing

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

Target: 3.1. Rented Social Housing

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

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

How:

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

Housing

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

Target: 3.2. Affordable Private Housing

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

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

How:

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

Housing

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

Target: 3.3. Improving Housing Stock

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

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

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

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

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

How:

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. Through undertaking a Local House Condition Survey in 2013 to establish the extent of unfitness and disrepair within the whole housing stock (Executive Director of Education, Leisure and Housing/with support from the Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	A procurement process is about to commence in respect of outsourcing the surveying process.

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<p>1b. Through identifying potential funding and support for a) low income families or those occupying unfit or sub-standard housing, for example grants or loans, b) providing student accommodation. (Executive Director of E,L&H/with support from the Executive Director of and Infrastructure)</p>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	A Housing Loans scheme is in place and may be appropriate in certain circumstances. A review is planned for later in 2014.
<p>1c. By looking at ways to improve domestic heating and insulation in the housing stock, and providing support for home owners. (Executive Director of Education, Leisure and Housing/with support from the Executive Director of Development and Infrastructure)</p>		Green	01-04-2013	31-03-2018	In Progress	Green	In respect of Council housing, significant progress has been made in respect of aiming to achieve the Scottish Housing Quality Standard by 2015. Plans are being progressed regarding the Energy Efficiency Standard for Social Housing. As regards private sector housing a tendering process is about to commence in respect of Home Energy Efficiency Programmes Scotland: Area Based Schemes funding. Work underway to build operational

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
							links between Housing and Development and Infrastructure energy teams.
2a. Through the continuation of the Rent Guarantee Scheme, and Student Accommodation List. (Executive Director of Education, Leisure and Housing/with support from the Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Student housing is currently being offered through Orkney Islands Property Developments Ltd. Work is still ongoing through the Student Housing Working Group.
2b. We will ensure requirements for purpose built student accommodation are included in the development of the Marine Renewables Campus Business Plan. (Executive Director of Education, Leisure and Housing/with support from the Executive Director of Development and Infrastructure)	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Amber	Discussions with the Orkney Research Campus' primary stakeholders are ongoing to ensure that the requirement for appropriate residential student accommodation is considered during the process and that all options are explored. The University of the Highlands and Islands is also currently evaluating the potential for new student residences in both Stromness and Kirkwall. Heriot Watt has also undertaken an innovative approach to student accommodation in Stromness.

Housing
Priority: 3. Housing to meet the needs of Orkney's people
Target: 3.4. Support for independent living

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

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

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

How:

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

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

Energy

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

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

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

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

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

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

How:

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. By reviewing and updating the Carbon Management Plan (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The Carbon Management programme is currently being updated. This process will cover both the targets and the scope of the scheme and will involve consultation with services and elected members.
2. By preparing a proposal on the Council's response to the Green Deal (Executive Director of Development and Infrastructure)	Not Started	Green	01-04-2013	30-11-2014	In Progress	Green	Report on Carbon Management matters was reported to the November 2013 round of meetings. This identified a range of actions which will be relevant to this priority.

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
3. By commissioning feasibility work into the various options / ideas (Executive Director of Development and Infrastructure)	Not Started	Amber	01-04-2013	31-12-2015	Not Started	Amber	Whilst the team is monitoring developments in this area detailed work has yet to be taken forward.

Renewables

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

Target: 4.2. Attracting investment, investors and companies

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

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

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

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

How:

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. By making best use of cross-service teams in the Council on renewables issues and close working with partners such as HIE Orkney (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	A Development and Infrastructure cross service Developer Contacts project team has been established. Regular liaison meetings with Highlands and Islands Enterprise have also been established. The Hatston Enterprise Area Infrastructure project is a practical example of the outcome of these meetings. A similar project for Lyness is also being progressed. These will be ongoing.

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
2a. By participating in and championing the Pentland Firth and Orkney Waters Leadership Forum as a key means of governance (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The Forum continues to meet 6 monthly.
2b. By working with the European Marine Energy Centre (EMEC) to establish links with device developers (wave and tidal) (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	On-going dialogue with EMEC, OREF and developers.
2c. By establishing links with leaseholders in Pentland Firth and Orkney Waters (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	New links have been established with developers following the withdrawal of SSE Renewables.

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
2d. By working with Highlands and Islands Enterprise (HIE) on renewables development (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Regular meetings established. Highlands and Islands Enterprise progressing speculative build projects on Enterprise Areas at Hatston and Lyness
2e. By lobbying the UK and Scottish Governments on the powers for the Marine Energy Park (Executive Director of Development and Infrastructure)	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Amber	Attempts have been made to use the MEP status as a lobbying tool but have thus far been unsuccessful.
2f. By establishing and implementing an effective marketing strategy for key renewables (Executive Director of Development and Infrastructure)	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Green	Website established, new marketing materials under development, and attending All-Energy in May 2014. Council has joined Aberdeen Renewable Energy Group (AREG) to increase national and international awareness of opportunities in Orkney.

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
3a. By lobbying for increased grid connection, with affordable charges, to increase the potential export of energy from Orkney as soon as possible (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The Council is considering investing in an onshore wind farm to bolster the needs case for a transmission link from Orkney to the UK Mainland.
3b. Business Gateway will advise new companies on development and expansion (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Advisory services are promoted on a regular basis and new services are constantly being developed.
3c. By supporting training and skills for the renewables sector (Executive Director of Development and Infrastructure)	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Green	Orkney Skills Group is being established via the Energy North Skills Group. Skills review to be conducted and discussions to be had with schools and Skills Development Scotland. Career opportunities in the industry are to be promoted locally.

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
3d. By investing in infrastructure where appropriate and affordable (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Further investment in shore-side infrastructure is planned for 2014 and the emerging Capital programme for 2015 onwards includes further project investment. Further investment opportunities will be investigated and progressed where possible in terms of staff and financial resource constraints. There is some risk of the lack of availability of capital funding to match the aspirations. However, other avenues such as investment projects will also be looked at. There is pressure on Development and Infrastructure professional team resources to cover increasing range of project responsibilities.

Renewables

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

Target: 4.3. Making use of resources to capture energy

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

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

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

How:

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. By responding to ideas and proposals brought forward on fixed links, and by ensuring that we also link to transport strategies and encourage energy capture (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2014	In Progress	Green	Programme of work is underway with regards to reviewing fixed links to the isles. Barrier 2 studies also underway to consider energy capture within the solution space. Generally, progress is being made with regards to lower carbon transport solutions (electric vehicles, consideration of LNG for future ferries).
2. By developing policy and programme if appropriate (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2014	In Progress	Green	Electric Vehicle Strategy has been drafted. Beyond this, consideration is now being given to the policy for future fuels for Orkney including storage and distribution infrastructure.

Renewables

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

Target: 4.4. Managing development

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

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

How:

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By completing the review of Wind Energy Guidance (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2014	In Progress	Green	Landscape Capacity study completed end of March 2014. Government has advised that June SPP will have bearing on approach to delivering wind energy and this will have an impact on timeframe. Draft Guidance being produced for September 2014 round of meetings.
1b. Through the Local Development Plan review (Executive Director of Development and Infrastructure)	In Progress	Amber	01-04-2013	31-12-2014	In Progress	Amber	OLDP will be formally adopted on 10 April 2014 following examination by Ministers and subsequent approval by Council. Currently statutory public notice has been issued confirming pending adoption.
1c. By taking forward the Marine Spatial Plan for Pentland Firth and Orkney Waters (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2014	In Progress	Green	Production of PFOW MSP underway and on track.

Renewables

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

Target: 4.5. Benefiting from our renewable resources

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

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

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

How:

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By working with renewables leaseholders (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Amber	Under the Our Islands Our Future Campaign we are pressing the case to devolve powers from the Crown Estate.
1b. By engaging in discussions with the Crown Estate Commission and developers and using our findings to develop policy (Executive Director of Development and Infrastructure)	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Green	We continue to meet with the Crown Estate on a 6 monthly basis.

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1c. By exploring the potential to facilitate the establishment of an Orkney energy company or agency. (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Feasibility work on the establishment of a wind farm is underway.
2. By establishing a Community Benefit Policy. (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Marine renewable technology remains experimental with slower than anticipated progress to first arrays. Initial principle of community benefit has been approved by Council, subject to the imperative to ensure that this is only developed further at a pace which does not impact on the maturation of the renewables sector in Orkney.

Renewables

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

Target: 4.6. Ensuring we can compete

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

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

How:

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By lobbying and maintaining pressure on the timely delivery of grid connections (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The inter government working group has commissioned a study on island grid access. The recommendations will be available by April 2014.
1b. By lobbying and maintaining pressure to reduce island transmission charges (Executive Director of Development and Infrastructure)	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Green	Ofgem has delayed consideration of changes to transmission charging methodology under Project Transmit by 18 months.
1c. By supporting measures which will provide short term solutions to the current electricity export constraints on Orkney's grid (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Measures to increase electricity consumption including electric vehicles, buses and demand controllable heating are being developed. An update is due to be reported to September 2014 meeting of the Development and Infrastructure Committee. Potential sources of funding are being pursued.

Renewables

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

Target: 4.7. Renewables training, research and facilities

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

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

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

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

How:

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. By seeking funding/partnership options for the development of a Marine Renewables Campus (Executive Director of Education, Leisure and Housing/with support from Executive Director of Development and Infrastructure)	In Progress	Amber	01-04-2013	30-06-2014	In Progress	Green	Draft Development Brief submitted and Masterplan almost complete and due to be reported to Development and Infrastructure Committee in June 2014.

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
2. By developing a strategy to ensure all partners contribute to the wider training of renewables sector opportunities (Executive Director of Education, Leisure and Housing/with support from Executive Director of Development and Infrastructure)	In Progress	Amber	01-04-2013	31-12-2014	In Progress	Green	Orkney College Maritime Studies continuing to develop courses and discussions have been initiated with Energy North and Skills Development Scotland with a view to identifying opportunities.

Education

Priority: 5. Orkney's Economic Development

Target: 5.1. A skilled workforce

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

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

How:

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

Education

Priority: 5. Orkney's Economic Development

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

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

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

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

How:

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

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1b. By contributing to the improved coordination of services and through the Employability Strategic Group, develop a Youth Employment Action Plan. (Executive Director of Education, Leisure and Housing)	In Progress	Green	01-04-2013	31-03-2018	Complete	Blue	Youth Employment Action Plan complete. Work now underway to develop a version for young people.
2. By working with employers and training partners to access and develop more training courses which prepare people for the jobs needed in Orkney. (Executive Director of Education, Leisure and Housing)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Work ongoing through the Employability Strategic Group.

Economic Development
Priority: 5. Orkney's Economic Development
Target: 5.3. Helping our businesses to adapt and grow

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

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

How:

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By consulting with sector specific groups, for example local butchers, National Farmers Union etc. (Executive Director of Development and Infrastructure)	In Progress	Amber	01-04-2013	31-12-2013	In Progress	Amber	Assisted by Orkney Islands Council and Highlands and Islands Enterprise, OREF has published a new development plan and other existing sectoral development plans are being reviewed and updated. There has also been close engagement with NFU on CAP reform issues.
1b. By continuing to offer support and services through Business Gateway to new and existing businesses (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2014	In Progress	Green	A draft Business Gateway development plan is targeting further expansion of its services.

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<p>1c. By working with Highlands and Island Enterprise (HIE) to encourage Small and Medium Enterprise (SME) growth in Orkney (Executive Director of Development and Infrastructure)</p>	In Progress	Green	01-04-2013	31-12-2014	In Progress	Green	A Growth Pipeline agreement has been established with HIE to assist businesses in key sectors with high growth potential. Discussions are on-going with HIE to ensure that support is available for all SMEs.
<p>1d. By continuing to lobby the UK Government, Scottish Government and Europe about CAP Reform and EU funding and to ensure a Highlands and Islands development categorisation of EU funding (which will benefit Orkney). (Executive Director of Development and Infrastructure)</p>	In Progress	Green	01-04-2013	31-12-2014	In Progress	Green	A number of submissions have been made to Government and further discussions are on-going with the Scottish Government. HIASG is due to meet with Cabinet Secretary on 30 April 2014 to discuss support structures.

Economic Development

Priority: 5. Orkney's Economic Development

Target: 5.4. Infrastructure to support business growth

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

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

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

3. We will support the delivery of locally based services

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

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

How:

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. By pursuing opportunities for all types of infrastructure and reporting through Committee as appropriate (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Overall projects are on track. There has been slippage in the Hatston infrastructure project due to gaining additional ERDF funding which means additional services. However as a result an additional procurement process is required.
2a. By developing Orkney's harbour infrastructure to support business growth (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Amber	Copland's Dock completion slightly behind schedule, full completion of Hatston Pier in hand. Progress with provision of high capacity water tank and system

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
2b. By encouraging industry investment in infrastructure and harbours (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Progress with both HIE plans for Lyness and Hatston in the advanced stage. Marketing materials for cruise and other infrastructure in hand
2c. By building on investment in harbour infrastructure through marketing what is available in Orkney (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018		Green	Hatston, Lyness and Copland's Dock all constructed and operational. Further investment in water tanks underway and reports submitted with regards to near term bunkering solutions to meet market demand. Medium to long term bunkering will require close co-ordination with fuels policies for Orkney. All of this is being heavily marketed through conferences, Energy North and media.
3a. By working with Development Trusts and Community Councils to develop local opportunities (for example Stronsay Fish Market) and local service delivery (Executive Director of Development and	In Progress	Green	01-04-2013	31-12-2014	In Progress	Green	Report on funding for Stronsay Fish Mart due to be considered by Policy and Resources Committee on 15 April 2014. Council has agreed to sell a key worker house (Aalsker) to the Papay Co-op (Asset Management Sub-Committee, 30 January 2014). Other bespoke projects will be

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
Infrastructure)							considered as they are developed.
3b. Through a review of the policy to support the Service Sector (Executive Director of Development and Infrastructure)	In Progress	Amber	01-04-2013	31-12-2014	In Progress	Green	An initial report on the review of all schemes of assistance was considered in February 2014 and a further detailed report is due to be submitted in June 2014.
4. By working with our partners (for example, Orkney Health and Care) to ensure best use of transport assets (Executive Director of Development and Infrastructure)	In Progress	Amber	01-04-2013	31-12-2016	In Progress	Amber	This matter shall be led by Orkney Health and Care with input from Transportation.
5. By lobbying Government agencies to ensure equal coverage from digital communications technology (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	75% of Orkney households will have access to superfast broadband following HIE's investment. We will continue to lobby for full coverage.

Transport Infrastructure
Priority: 6. Orkney's Transport Networks
Target: 6.1. Integrated transport networks

We will develop an integrated network including demand responsive transport

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

How:

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By reviving the Transport Forum to enable effective consultation regarding integrated public transport, internally and externally (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Transport Forums in place and External Ferries Forums and Council Seminars held. Study underway over air/ferries mix and next series of events will centre on Fixed Links studies.
1b. By undertaking an internal review of transport provision by the Council (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2014	In Progress	Green	Seminars held with Councillors and report made with respect to Fixed Links. Transport Office now tasked with a re-appraisal of the fixed links option. This will now be undertaken prior to further significant work on ferries options.

Transport Infrastructure
Priority: 6. Orkney's Transport Networks
Target: 6.2. Orkney's internal ferry and air services

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

- What:**
- 1. We will refresh and implement the Scottish Transport Appraisal Guidance (STAG) priorities**
 - 2. We will work with the Scottish Government Ferries Plan process**
 - 3. We will undertake a detailed appraisal of air services in Orkney to enable us to evaluate whether enhanced services could be a value for money benefit to integrated transport**
 - 4. We will undertake a study to find out what the opportunities and constraints are for providing island-based ferry services. This will include looking at the economic impact of doing this**

How:

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By making effective progress with the Scottish Government on how ferries will be funded and operated, including the Scottish Ferries Plan (Executive Director of Development and Infrastructure)	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Amber	Progress limited and little appetite for movement from Transport Scotland. Monitoring progress for other similarly affected Local Authorities.
1b. By prioritising staff time and resource to these issues (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018		Green	Air and ferries study underway: Routes and Services Study being refreshed: HITRANS involvement has been increased over past few months.

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1c. By refreshing STAG and commission study for ferry design option (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2013	Not Started	Amber	Routes and Services Methodology underway, although progress with Transport Scotland has been shorter than expected. Considering relationship with Fixed Links project.
2. By making effective progress with the Scottish Government on how ferries will be funded and operated, including the Scottish Ferries Plan (Executive Director of Development and Infrastructure)	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Amber	Progress with Transport Scotland is slow. Contact is in place and further work is envisaged over the course of the next 6 months. Progress with other Local Authorities is being monitored.
3a. By prioritising staff time and resource to these issues (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2013	In Progress	Green	Staff resources fully assigned and additional consultancy resource via HITRANS has been utilised.
3b. By lobbying the Scottish Government (Executive Director of Development and Infrastructure)	Not Started	Amber	01-04-2013	31-03-2018	In Progress	Green	Appropriate lobbying is being progressed.

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
3c. By safeguarding essential transport when we plan and design of new developments (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	PSOs have taken account of short term needs and air and ferry routes and services methodology study is considering the medium term need. Fixed links study will also be relevant for long term options. Land based transport is starting to consider alternative fuels and green energy matters.
4. By completing the study on economic impacts of basing ferry services in the isles (Executive Director of Development and Infrastructure)	Not Started	Amber	01-04-2013	31-12-2014	Not Started	Amber	This work is dependent on other work streams for Ferries Routes and Services Methodology and fixed links.

**Internal Council Processes
Priority: 7. What we need to do**

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

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

What: 1. Referendum Bill - Programme for Government 2012-13; 2. Post-16 Educational Reform Bill - Programme for Government 2012-13; 3. Procurement Reform Bill - Programme for Government 2012-13; 4. Adult and Social Care Integration Bill - Programme for Government 2012-13; 5. Children and Young People Bill - Programme for Government 2012-13; 6. Social Care Bill (Self Directed Support) (Scotland) Bill (Programme for Government 2011-12); 7. Welfare Reform Act 2012 - UK Government; 8. Workplace Pension Reform (The Pensions Act 2008: UK Government); 9. Community Empowerment and Renewal Bill

How:

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. Prepare for potential changes or impact resulting from the Referendum Bill - Programme for Government 2012-13 (Chief Executive)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The Council's Election Team continues to prepare for this year's Scottish Independence Referendum.
2. Prepare for potential changes resulting from the Post-16 Educational Reform Bill - Programme for Government 2012-13 (Executive Director of Education, Leisure and Housing)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Impact of potential changes resulting from the Post 16 Bill is being assessed on an ongoing basis.

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
3. Prepare for the implementation of the Procurement Reform Act (Procurement Reform Bill - Programme for Government 2012-13) (Executive Director of Corporate Services)	Not Started	Green	01-04-2013	31-03-2018	Not Started	Green	Procurement Reform (Scotland) Bill has reached Scottish Parliamentary committee stage 3. A number of amendments have been lodged. Certain aspects of the Council's approach to procurement are already consistent with the measures set out in the Bill; however, continue to keep a watching brief of the Bill's progress through the committee stages.
4. Prepare for potential changes resulting from the Adult and Social Care Integration Bill - Programme for Government 2012-13 (Executive Director of Orkney Health and Care)	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Green	Three facilitated Elected Members' sessions have been held. Joint meetings have commenced between OIC and NHSO and a programme of ongoing meetings is established. A joint NHS Board Members and Elected Members facilitated seminar is scheduled. A time line has been agreed for actions towards the implementation of the Act. It is acknowledged that once agreement on the integration model is reached, there is a significant amount of detailed work to follow and there is a fixed timescale for completion.

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
5. Prepare for potential changes resulting from the Children and Young People Bill - Programme for Government 2012-13 (Executive Director of Education, Leisure and Housing)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Planning ongoing as Bill progresses; service level planning may need adjustment as final details emerge; full implementation will be over an extended period.
6. Prepare for the changes resulting from the Social Care Bill (Self Directed Support) (Scotland) Bill (Executive Director of Orkney Health and Care)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The implementation date for the Act is 1 April 2014. Local policies, procedures and protocols have been developed. Training has been delivered to all relevant staff. A framework has been approved for the allocation of personal budgets, as required in the Act. The framework will be implemented and reviewed during 2014 - 2015 with required revisions proposed for approval prior to the beginning of the financial year 2015 - 2016.
7. Prepare for the implementation and delivery of new services as a result of the Welfare Reform Act 2012. Key changes take place April 2013 and	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	New services have been implemented including the Scottish Welfare Fund. Plans are in place for roll out of Universal Credit.

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
October 2013 (Executive Director of Corporate Services)							
8. Prepare for, and implement, Pension Reform - Workplace Pension Reform (The Pensions Act 2008: UK Government). The statutory requirement to automatically enrol existing and new staff (cost burden on the Council not yet quantified) (Executive Director of Corporate Services)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The Council has exercised the option to defer the staging date for auto-enrolment, through the use of the transitional arrangements, to 1 October 2017. Work is ongoing to ensure that the Council meets the requirements for auto enrolment. New starts are now being auto enrolled into the Council Pension Scheme. An additional provision for the estimated financial impact of auto-enrolment will need to be built into the Council's medium term resource strategy with effect from 2017
9. Prepare for a potential Community Empowerment and Renewal Bill (currently at the consultation stage) (Executive Director of Corporate Services)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The Council completed a Response Questionnaire as part of the Scottish Government's Consultation on the Community Empowerment (Scotland) Bill and returned it on 29 January 2014.

Governance - Internal Council Processes

Priority: 7. What we need to do

Target: 7.2. Integrated Public Services

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

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

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

How:

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By identifying areas where closer working and the alignment of resources (finances and people) can improve services and the lives of local people (Chief Executive)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	A range of initiatives within the pilot areas have been identified and a report is being prepared for consideration by the Empowering Communities Member Officer Working Group in May 2014.
1b. By developing innovative integration proposals, learning from the experience of establishing Orkney Health and Care (Chief Executive)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Joint OIC and NHS Strategic and Officer Working Groups established to prepare for a joint Seminar (Councillors and NHS Board Members) in May 2014 to consider appropriate options for further Health and Social Care integration.

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
2a. By undertaking regular reviews to ensure we continue to deliver efficient and effective services (Executive Director of Orkney Health and Care)	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Amber	Review timescales continue to be behind schedule in some service areas due to staff shortages and increased workload demands. Recruitment activity is underway for a number of vacant posts and reprioritisation activity has been, and will continue to be, undertaken to ensure high priority actions and demands are attended to.
2b. Whenever the opportunity arises, by developing new ways for our staff to work together (Executive Director of Orkney Health and Care)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	A range of service reviews and service improvement and efficiency activities are in progress or have been completed, and working practices continue to evolve and develop based on these processes.

**Health and Wellbeing
Priority: 7. What we need to do**

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

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

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

How:

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1a. By providing induction training for Board Members (Executive Director of Orkney Health and Care)	In Progress	Green	01-04-2013	31-03-2018	Complete	Blue	Induction information has been provided in presentation and handout form. Three sessions of site visits to OHAC services have been undertaken. The induction programme is complete for the current OHAC Board members.
1b. By identifying, reporting and acting upon areas which need to be strengthened (Executive Director of Orkney Health and Care)	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Amber	A number of areas continue to be problematic in relation to joint arrangements eg underpinning requirements for joint funding of posts and services and reporting streams through various Boards. These will be addressed through the joint arrangements that will be set out in relation to the Public Bodies (Joint Working) (Scotland) Act.

Internal Council Processes
Priority: 7. What we need to do
Target: 7.4. European Union financial support

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

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

How:

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1. By strengthening the capacity of the EU Team to maximise funding for Orkney projects (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2013	In Progress	Green	This will be reviewed when there is greater clarity on the next European programme (anticipated summer 2014) on what the Council will be expected to deliver. A new Service Plan will consider resource requirements.
2. By considering how we prioritise projects to maximise EU funding (Executive Director of Development and Infrastructure)	Not Started	Green	01-04-2013	31-12-2013	In Progress	Green	A review of target EU funds will inform a new Service Plan.

Action	Previous Period - September 2013		Current Period - March 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<p>3. By lobbying the UK and Scottish Governments on Orkney's interests in relation to EU funding (Executive Director of Development and Infrastructure)</p>	In Progress	Green	01-04-2013	31-12-2013	In Progress	Green	<p>Work is being developed to support Our Islands Our Future to lobby on the Councils collaborative 'Asks' with UK, Scottish Governments to influence EU decisions. The service has planned a process with staff to develop a Strategic Development and Regeneration Business Plan to outline the actions that will support the Council's priorities. This will be reported to the June 2014 cycle. Specifically highlighted will be the need for specific policy and collateral required to support Orkney's ambitions.</p>

Personnel key

Chief Executive - Alistair Buchan

Executive Director of Corporate Services - Gillian Morrison

Executive Director of Development and Infrastructure - Gavin Barr

BRAG key

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

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

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

BLUE - the agreed action has been progressed to completion