

Annex 1

Council Plan Monitoring Report – Six Months Ending 30 September 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 – March 2014		Current Period – September 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	A range of integrated work is progressing through the existing Orkney Health and Care service plan and the Change Fund.

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
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	Amber	Work is progressing on an extension to St Rognvald's House to provide additional residential care places. Other services continue to be available but over the summer period there have been workforce challenges in the Home Care service requiring external agency support to ensure minimum adequate availability of care hours. A range of actions are underway to support recruitment.
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	A Stage 2 Capital Project Appraisal report is in the process of being prepared for consideration in early 2015. An approved site has also now been identified.

Health and Wellbeing

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

Target: 1.2. Appropriate care and support.

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

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

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

How:

Action	Previous Period – March 2014		Current Period – September 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 continue to look at potential further telehealth developments with NHS Orkney. We are engaged in a number of pilot projects using new technologies (mobile working, augmented communication, consultations by Video Conference etc) and continue to actively seek out project opportunities.

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1b. Through providing education and support to enable people to be supported in their own communities (Executive Director of Orkney Health and Care)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	The re-ablement service, developed through the Change Fund, continues to be in place as part of the home care service and re-ablement training and ethos is rolling out through all services, supported by revised assessment tools. A range of community based support services are available. Self Directed Support legislation has been implemented and training rolled out to support it.
2a. By meeting national time scales for completion of assessment following receipt of referral (Executive Director of Orkney Health and Care)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Timescales continue to be met, except in exceptional circumstances where there is an unavoidable factor that prevents completion.
2b. By monitoring the number of recorded 'assessed needs' that have not	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Amber	Processes to record and monitor waiting lists are in place for the majority of service areas. These are

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
been met (Executive Director of Orkney Health and Care)							monitored within each service. This information is not currently centrally collated or reported to inform service planning. Work is planned to address this but has not yet commenced.
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)	In Progress	Green	01-04-2013	31-03-2014	Complete	Blue	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 further support 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 – March 2014		Current Period – September 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	The focus of the Integrated Children's Services plan from 2014 -2016 is to continuously improve life chances of children and young people, and to carry out self evaluation to evidence the change services make.

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 – March 2014		Current Period – September 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)	Complete	Blue	01-04-2013	30-04-2013	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 24 June 2014.
1b. We plan to start building on site in 2013 (Executive Director of Orkney Health and Care)	Overdue	Amber	01-04-2013	31-12-2014	Overdue	Red	Construction work is underway with an expected handover 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 – March 2014		Current Period – September 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)	Complete	Blue	01-04-2013	31-12-2017	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 24 June 2014.

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
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	<p>The Council continues to fund CAB to provide advice services. In addition a sub group of the Welfare Reform Working Group has been established to look at the gaps in support services pending the roll out of Universal Credit. Advice on applying for a crisis grant or community care grant in a financial emergency or disaster is available from the Council and online on the Council Website. Information on housing benefit in council housing in Orkney and on Council Tax Reduction in Orkney is available from the Council and online on the Council Website.</p>

Action	Previous Period – March 2014		Current Period – September 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.

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

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

How:

Action	Previous Period – March 2014		Current Period – September 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	In Progress	Green	01-04-2013	31-12-2015	In Progress	Green	First street cabinets being installed in Kirkwall. Roll out anticipated Autumn 2014.

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
Director of Development and Infrastructure)							
1b. By lobbying the Scottish and UK Governments to ensure at least 75% of homes in Orkney receive high speed broadband as a result of the BDUK project (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2015	In Progress	Green	It is still anticipated that 75% of premises in Orkney will be covered following roll out of Highland and Islands Enterprise's programme.
2. By supporting rural communities to investigate or establish community broadband solutions. This will be led by Highlands and Islands Enterprise and Community Broadband Scotland and supported by our Economic Development Team (Executive Director of Development and Infrastructure)	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Amber	No change from last reporting period. Highlands and Islands Enterprise is leading with Community Broadband Scotland roll out.

Action	Previous Period – March 2014		Current Period – September 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)	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Amber	Scottish Government will hold a mobile workshop with the 3 islands councils, Ofcom, Highlands and Islands Enterprise and mobile operators to update on a mobile infrastructure project.
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)	In Progress	Amber	01-04-2013	31-03-2018	In Progress	Amber	The Council is due to meet with Arqiva during September on plans for Government funded mast infrastructure for "Not Spot" areas in Orkney. It is understood that 4 new mast structures will be supported through this programme.

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 – March 2014		Current Period – September 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	Overdue	Red	Draft paper awaiting circulation. New (national) capacity guidance still in draft stage. This is considered useful and relevant. Group to be reconvened before the end of December 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.

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

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

How:

Action	Previous Period – March 2014		Current Period – September 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	Complete	Blue	The Kirkwall Townscape Heritage Initiative has successfully engaged stakeholders and gained funds from Conservation Area Regeneration Scheme, Townscape Heritage Initiative. The project team is now in place and a Project Manager appointed.

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1b. By working towards establishing a Conservation Area Regenerations Scheme / Townscape Heritage Initiative in Kirkwall (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2014	Complete	Blue	Funding has been confirmed for the scheme, including additional funding from Sustainable Transport to fund additional placemaking identified as part of the overall initiative.
1c. By identifying a project team to take on the responsibility for taking this work forward (Executive Director of Development and Infrastructure)	Complete	Blue	01-04-2013	31-12-2013	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 24 June 2014.
2. By engaging with the BID campaign on planning the project, ensuring coordination with our projects where appropriate (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Amber	The BID has consulted its members. The BID company is considering its future. The Council has offered to assist where able, but this is subject to the decision from the BID Company's AGM on 1 October 2014.

Landscape Protection – Transport Infrastructure

Priority: 2. Promote successful, thriving Communities.

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

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

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

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

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

How:

Action	Previous Period – March 2014		Current Period – September 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	There is a regular dialogue established with SEPA on a range of flood related matters including work on the Flood Local Plan and advice on flood defence specifications. The level of staff and resources available to

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

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<p>2a. By ensuring we have the resources (or by seeking funding from other sources when the opportunity arises) to make improvements which will protect high risk areas. Phase 1 will address Kirkwall and St. Margaret's Hope (Executive Director of Development and Infrastructure)</p>	In Progress	Amber	01-04-2013	31-12-2013	Overdue	Red	Funding was in place for Kirkwall but SEPA advice was for a more substantial scheme requiring additional finance. This funding has now been approved but a final decision has yet to be made on the scope of the scheme. No funding has been allocated to St Margaret's Hope and investigation for external funding showed that the scheme was insufficiently large to attract Scottish Government funding at this stage.
<p>2b. By continuing to assess potential flood risks to communities and developing solutions where possible (Executive Director of</p>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Programme taken through Council and funding approved but subject to further Committee consideration of the design and

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
Development and Infrastructure)							consultation. Lesser scheme will not comply with current SEPA expectations.
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 future funding opportunities for coastal flood protection as current funding round is closed. Investigations have established that external funding is for larger schemes (>£2m) but an application will be attempted at the next round.
3. By managing the tender process and report findings and costs to Committee (Executive Director of Development and Infrastructure)	In Progress	Amber	01-04-2013	31-12-2013	Overdue	Red	Contract for Barrier 2 studies underway but progress has been hampered by lack of clarity over energy capture and non energy capture solutions.

Local Community Participation – Internal Council Processes

Priority: 2. Promote successful, thriving Communities.

Target: 2.5. Local Community Participation.

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

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

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

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

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

How:

Action	Previous Period – March 2014		Current Period – September 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)	In Progress	Green	01-04-2013	31-12-2013	Overdue	Red	A further year of voluntary sector uplift agreed at 1% for financial year 2014/15 which offers third sector stability. The decision making matrix due to be prepared and reported to SMT in summer

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
Director of Orkney Health and Care)							2014 has not been finalised, due to staffing issues. This will be addressed once the team is at capacity again.
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	Red	01-04-2013	31-12-2013	Complete	Blue	The Policy and Resources Committee considered the Capital Programme on 30 September 2014 and recommended inclusion of the extension of Kirkwall Travel Centre to create a third sector hub.
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	Complete	Blue	Feasibility study and business plan completed.

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
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. Recruitment to commence shortly for Empowering Communities Liaison Officer and Island Link Officers for Papa Westray and Stronsay.
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	In Progress	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	The decision making matrix due to be prepared and reported to SMT in summer 2014 has not been finalised, due to staffing issues. This will be addressed once the team is at capacity again.

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
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	The development of the Estates Asset Management Plan will establish the baseline for future potential developments and provide cost and performance information on which to make decisions.
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	The development of the Estates Asset Management Plan will establish the baseline for future potential developments and provide cost and performance information on which to make decisions.

Culture – Economic Development – Education

Priority: 2. Promote successful, thriving Communities.

Target: 2.6. Orkney’s Cultural Heritage.

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

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

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

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

How:

Action	Previous Period – March 2014		Current Period – September 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	In Progress	Amber	01-04-2013	31-03-2014	Overdue	Red	Member/Officer Working Group commenced work on developing a draft strategy.

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
Infrastructure)							
2a. By ensuring Orkney's war time heritage is well promoted, for example to visiting cruise liners (Executive Director of Education, Leisure and Housing/Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Promotion of Orkney's war time heritage is being considered under WW1 commemorations.
2b. By identifying a project team to lead on work to promote World War I commemorations in Orkney and Orkney's archaeological heritage (Executive Director of Education, Leisure and Housing/Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Project Team working with stakeholders to develop a programme of commemoration. Lyness Panel Unveiling Event and Outbreak of WW1 Commemoration events delivered. Arrangements for Jutland under consideration with partners and stakeholders.
3a. Through working with the Heart of Neolithic Orkney Steering Group (Executive Director of	In Progress	Green	01-04-2013	31-12-2016	In Progress	Green	OIC continues to be part of the steering and delivery groups.

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
Education, Leisure and Housing/Executive Director of Development and Infrastructure)							
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	Institute of Archaeology 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 – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<p>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)</p>	In Progress	Green	01-04-2013	31-12-2014	In Progress	Green	Updated Kirkwall Placemaking Proposals Supplementary Guidance recommended for approval by Development and Infrastructure Committee on 9 September 2014 following consultation. Upon ratification in October the detail design work will be commissioned.

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1b. By developing a programme to take forward the Local Development Plan (Executive Director of Development and Infrastructure)	Complete	Blue	01-04-2013	31-12-2014	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 24 June 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	Complete	Blue	Scheme approved following adoption of the Local Development Plan on 10 April 2014.
1d. By establishing opportunities for more affordable housing in the countryside (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2014	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 – March 2014		Current Period – September 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 – March 2014		Current Period – September 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.

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

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

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

How:

Action	Previous Period – March 2014		Current Period – September 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 unfit and disrepair within the whole housing stock (Executive Director of Education, Leisure and	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	A procurement process is underway in respect of outsourcing the survey process and development of a report.

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
Housing/with support from the Executive Director of Development and Infrastructure)							
1b. Through identifying potential funding and support for a) low income families or those occupying unfit or sub-standard housing, for example grants or loans, b) providing student accommodation. (Executive Director of E,L&H/with support from the Executive Director of and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	A Housing Loans Scheme is in place and may be appropriate in certain circumstances. A review is planned for later in 2014.
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,	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	In respect of Council housing, significant progress has been made in respect of aiming to achieve the Scottish Housing Quality Standard by 2015. Plans are being

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
Leisure and Housing/with support from the Executive Director of Development and Infrastructure)							progressed regarding the Energy Efficiency Standard for Social Housing. As regards private sector housing a tendering process is underway in respect of Home Energy Efficiency Programmes Scotland: Area Based Schemes (HEEPS:ABS) funding. Work underway to build operational 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	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Student housing is currently being offered through Orkney Islands Property Developments Ltd. Work is ongoing through the Student Housing Working Group.

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
Executive Director of Development and Infrastructure)							
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.

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

How:

Action	Previous Period – March 2014		Current Period – September 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 2015.

Action	Previous Period – March 2014		Current Period – September 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>	In Progress	Green	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.

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

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

How:

Action	Previous Period – March 2014		Current Period – September 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	Amber	Carbon management programme is currently under review with the Member/Officer Working Group due to meet before Christmas 2014, and a draft report due in the New Year.

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
2. By preparing a proposal on the Council's response to the Green Deal (Executive Director of Development and Infrastructure)	In progress	Green	01-04-2013	30-11-2014	Complete	Blue	Report issued to Council detailing options available, Decision was to provide signpost service only.
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	In Progress	Amber	Feasibility study into building refurbishment options has been completed. Further investigations into district heating and alternative fuels are being developed.

Renewables

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

Target: 4.2. Attracting investment, investors and companies.

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

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

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

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

How:

Action	Previous Period – March 2014		Current Period – September 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	Regular management contacts between Highlands and Islands Enterprise and Council staff are in place. Work is underway to develop an Orkney Energy Strategy which will act as the foundation document to direct work on these issues moving forward.

Action	Previous Period – March 2014		Current Period – September 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 last meeting of the Forum was held on 4 June 2014.
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	Ongoing dialogue with European Marine Energy Centre, Orkney Renewable Energy Forum, Highlands and Islands Enterprise 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	Red	As the next security for the Orkney transmission cable becomes due, there is a considerable risk that the current leaseholders will pull out of their projects.

Action	Previous Period – March 2014		Current Period – September 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 held. Highlands and Islands Enterprise has obtained conditional planning consent in respect of speculative build projects at Hatston and Lyness Enterprise Areas. HIE is currently obtaining quotes and seeking project funding.
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	No further progress
2f. By establishing and implementing an effective marketing strategy for key renewables (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Further marketing will follow the completion of the servicing of Hatston Enterprise Area.

Action	Previous Period – March 2014		Current Period – September 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 participates in the UK and Scottish Governments' Delivery Forum, to work with developers, grid operators and regulators seeking a transmission link to Orkney
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 workshops are offered on a regular basis and one to one advice is always available from business advisers.
3c. By supporting training and skills for the renewables sector (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Supported maritime skills training is being delivered via Orkney College.

Action	Previous Period – March 2014		Current Period – September 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	As noted above, work is underway on an Orkney Energy Strategy which will act as a basis for considering future investment requirements. To date investment in harbour infrastructure has been critical in ensuring assets are available to provide for future business needs, and improve the overall competitiveness of Orkney. Recent work on fuel bunkering and water supply at Hatston, as well as servicing the enterprise area are continuing the improvement of this offer.

Renewables

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

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

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

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

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

How:

Action	Previous Period – March 2014		Current Period – September 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	Committee report approved for a programme of consultation and then investigation but dependent on consultation. Energy capture to be considered for two options. Energy capture also being considered within the Barrier 2 study.

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
2. By developing policy and programme if appropriate (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2014	In Progress	Green	Programme approved and funded for consultation and then, dependent on consultation, further economic and engineering investigation.

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 – March 2014		Current Period – September 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	Revised guidance drafted and presented to the Development and Infrastructure Committee in September 2014. Consideration deferred until a seminar could be held to explain the Landscape Capacity Study. Draft guidance to be presented to January 2015 cycle of meetings.

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1b. Through the Local Development Plan review (Executive Director of Development and Infrastructure)	In progress	Amber	01-04-2013	31-12-2014	Complete	Blue	The Local Plan was adopted in April 2014.
1c. By taking forward the Marine Spatial Plan for Pentand Firth and Orkney Waters (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2014	In Progress	Amber	Policies for the Plan are currently being drafted with a text version anticipated by January and a Proposed Plan by March 2015. It is fully expected that the OIC elements of the MSP will be completed in time as funding ceases at the end of the current financial year but there may be a delay to the production of the Marine Scotland driven sections.

Renewables

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

Target: 4.5. Benefiting from our renewable resources.

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

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

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

How:

Action	Previous Period – March 2014		Current Period – September 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	Amber	01-04-2013	31-03-2018	In Progress	Green	We continue to liaise with commercial leaseholders.
1b. By engaging in discussions with the Crown Estate Commission and developers and using our findings to develop policy (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	We continue to meet with the Crown Estate.

Action	Previous Period – March 2014		Current Period – September 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	Amber	No further work has been undertaken pending the outcome of the wind farm feasibility study, and the landscape capacity study.
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	No commercial deployment is anticipated before 2020. The industry will remain at the non commercial demonstration stage until 2020 at the earliest.

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 – March 2014		Current Period – September 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 Council continues to respond to all relevant consultations from regulators, grid operators and Government.

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<p>1b. By lobbying and maintaining pressure to reduce island transmission charges (Executive Director of Development and Infrastructure)</p>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Ofgem has published its decision on Project Transmit - the result being to not provide any benefit to transmission charging in the islands. We continue to seek a higher strike price for renewable energy generated on the islands.
<p>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)</p>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	We are working with Community Energy Scotland to consider measures to increase electricity consumption in Orkney. Funding applications for feasibility studies are being prepared.

Renewables

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

Target: 4.7. Renewables training, research and facilities.

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

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

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

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

How:

Action	Previous Period – March 2014		Current Period – September 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 Development and Infrastructure/with support from Executive Director of Education, Leisure and Housing)	In Progress	Green	01-04-2013	30-06-2014	Overdue	Red	Funding and partnership options are being discussed with Highlands and Islands Enterprise and stakeholders. A business case is being assembled.

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<p>2. By developing a strategy to ensure all partners contribute to the wider training of renewables sector opportunities (Executive Director of Development and Infrastructure/with support from Executive Director of Education, Leisure and Housing)</p>	In Progress	Green	01-04-2013	31-12-2014	In Progress	Amber	Orkney College Maritime Studies continue to develop and deliver maritime skills training. Energy North Skills Group exploring other training needs.

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 – March 2014		Current Period – September 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. In addition 6 paid placements being progressed using Youth Employment Scotland Funding.

Education

Priority: 5. Orkney's Economic Development.

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

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

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

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

How:

Action	Previous Period – March 2014		Current Period – September 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	Skills Development Scotland continues to work with Schools and deliver sessions on the use of MWOW to school and other agency staff.

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<p>1b. By contributing to the improved coordination of services and through the Employability Strategic Group, develop a Youth Employment Action Plan. (Executive Director of Education, Leisure and Housing)</p>	Complete	Blue	01-04-2013	31-03-2018	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 24 June 2014.
<p>2. By working with employers and training partners to access and develop more training courses which prepare people for the jobs needed in Orkney. (Executive Director of Education, Leisure and Housing)</p>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Work 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 – March 2014		Current Period – September 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	Overdue	Red	Tourism marketing programme was established by the Development and Infrastructure Committee on 10 June 2014. Discussions with agricultural and fisheries groups is ongoing but the detail of European Union policy and legislative change has yet to fully emerge.

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<p>1b. By continuing to offer support and services through Business Gateway to new and existing businesses (Executive Director of Development and Infrastructure)</p>	In Progress	Green	01-04-2013	31-12-2014	In Progress	Amber	The latest advisory workshop programme has been established and promoted, and one to one advice is available on an ongoing basis. A review of Business Gateway resources is under way.
<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	Amber	Joint discussions are ongoing to ensure that support is available to all small and medium enterprises to encourage growth. State Aid legislation has however reduced the maximum permitted levels of grant support. Other support mechanisms will be explored.

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<p>1d. By continuing to lobby the UK Government, Scottish Government and Europe about CAP Reform and EU funding and to ensure a Highlands and Islands development categorisation of EU funding (which will benefit Orkney). (Executive Director of Development and Infrastructure)</p>	In Progress	Green	01-04-2013	31-12-2014	In Progress	Green	Lobbying by Council and partners achieved an improved payments structure for Orkney farmers. Full details of implementation are yet to emerge.

Economic Development

Priority: 5. Orkney's Economic Development.

Target: 5.4. Infrastructure to support business growth.

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

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

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

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

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

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

How:

Action	Previous Period – March 2014		Current Period – September 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	Hatston initiative is under construction. Will continue to pursue similar opportunities for Orkney.

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
2a. By developing Orkney's harbour infrastructure to support business growth (Executive Director of Development and Infrastructure)	In progress	Amber	01-04-2013	31-03-2018	In Progress	Green	Copland's Dock complete. Hatston water tank out to tender and Lyness tank in operation for non potable water.
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	Enabling infrastructure for the Hatston Enterprise area has been funded. The Council has in place the necessary collateral to promote the opportunities made possible by the 3 Ports Strategy.
2c. By building on investment in harbour infrastructure through marketing what is available in Orkney (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	3 port construction now complete. Marketing in place for Lyness and opportunity for re-use of tanks being actively pursued. Bunkering project underway to attract further business to Hatston and tender process

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
							underway for bunkering and water tank. Cruise activity remains strong. No Ship-to-Ship Transfers thus far for Scapa Flow investment in Ballast Water Management Policy but once licence in place, marketing will be re-invigorated.
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 Infrastructure)	In Progress	Green	01-04-2013	31-12-2014	In Progress	Green	Progress has been made and efforts will continue.
3b. Through a review of the policy to support the Service Sector (Executive Director of Development and Infrastructure)	Complete	Green	01-04-2013	31-12-2014	Complete	Blue	A revision of policy and all schemes of assistance was recommended for approval by the Development and

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
							Infrastructure Committee on 10 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	Discussions are ongoing between Orkney Health and Care and the Transportation Service. The review of Dial-a-Bus funding has involved both service areas with the view to reduce duplicate paperwork and admin to the third party organisation.
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		Green	We continue to engage with HIE and support the roll out of superfast broadband in Orkney

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 – March 2014		Current Period – September 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	Amber	Transport forum overdue for a meeting but other forums have met including external Ferries meeting and standard transport consultative meetings.
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	Bus contract activity almost complete. Air and Ferry mix study under way and Routes and Services analysis for ferries complete and awaiting Transport Scotland outcomes.

Transport Infrastructure

Priority: 6. Orkney's Transport Networks.

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

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

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

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

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

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

How:

Action	Previous Period – March 2014		Current Period – September 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	Good progress in place and now awaiting post referendum response from Transport Scotland and further engagement.

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
1b. By prioritising staff time and resource to these issues (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Air and ferries study progressing and now associated with Routes and Services Methodology (RSM) work for Transport Scotland. Highlands and Islands Transport Partnership (HITRANS) support in place. RSM work almost complete. Staff resources stretched but Strategic Transport Appraisal Guidance (STAG) work will not be scheduled until Transport Scotland outcomes are clearer.
1c. By refreshing STAG and commission study for ferry design option (Executive Director of Development and Infrastructure)	Not Started	Amber	01-04-2013	31-12-2013	Not Started	Red	STAG work awaiting outcome of Routes and Services methodology work and further progress with Transport Scotland discussions.

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
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 under way. Awaiting response from Transport Scotland to recent input from Islands Council, partly in recognition of the Our Islands Our Future programme.
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	Complete	Blue	Staff resources fully assigned and additional consultancy resource via HITRANS is in place. This action is now complete, and is business-as-usual.
3b. By lobbying the Scottish Government (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Appropriate lobbying is in place via Members and topic is fully covered in Our Islands Our Future. Desired outcomes or clear response has yet to emerge but anticipated post Referendum.

Action	Previous Period – March 2014		Current Period – September 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	Transport fully considered in future developments including the new Hospital. Transport is also at the heart of the low carbon agenda including alternative fuels and surplus energy usage.
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 will follow on from future ferry service needs under the Routes and Services Methodology studies.

Internal Council Processes

Priority: 7. What we need to do.

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

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

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

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

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

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

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

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

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

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

What: 9. Community Empowerment and Renewal Bill.

How:

Action	Previous Period – March 2014		Current Period – September 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	Complete	Blue	

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
2. Prepare for potential changes resulting from the Post-16 Educational Reform Bill - Programme for Government 2012-13 (Executive Director of Education, Leisure and Housing)	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Impact of potential changes resulting from the Post 16 Bill is being assessed on an ongoing basis.
3. Prepare for the implementation of the Procurement Reform Act (Procurement Reform Bill - Programme for Government 2012-13) (Executive Director of Corporate Services)	Not Started	Green	01-04-2013	31-03-2018	In Progress	Green	A process of consultation on Regulations will be undertaken over 2014 and the new Regulations are expected to be in place towards the end of 2015. Certain aspects of the Council's approach to procurement are already consistent with the measures set out in the Act; however, continue to keep a watching brief of the development of Regulations. A briefing note has been circulated to members on the key implications of the Act.

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<p>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)</p>	In Progress	Green	01-04-2013	31-03-2018	In Progress	Amber	<p>The Council has confirmed its preferred model of partnership working as the Body Corporate model. NHSO has confirmed its preferred model as Lead Agency NHS. A process of reaching an agreed position must now follow. 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 which is becoming challenging.</p>

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
<p>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)</p>	In progress	Green	01-04-2013	31-03-2018	In Progress	Green	<p>The Children and Young People (Scotland) Act 2014 impacts across a range of services. Implementation plans around the extension of early learning and childcare are underway; planning for practice review in relation to Getting it Right for Every Child is underway; national guidance to support all aspects of change has not yet been published. Local plans may need to be modified in due course.</p>

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
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 Act was implemented on 1 April 2014. Local policies, procedures and protocols have been developed. Training has been delivered to all relevant staff. A framework has been approved for the allocation of personal budgets, as required in the Act. The framework has been implemented and is being reviewed. Proposed amendments and refinements were approved by the OHAC Partnership Board in September 2014. Monitoring and review will continue in line with developing practice and experience.
7. Prepare for the implementation and delivery of new services as a result of the Welfare Reform Act 2012. Key changes take place April	In Progress	Green	01-04-2013	31-03-2018	In Progress	Green	Welfare Reform Working Group continues to co-ordinate response to Welfare Reforms. Regular newsletters are produced for members

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
2013 and October 2013 (Executive Director of Corporate Services)							and the Community Planning Partnership. The UK Government has postponed the implementation of Universal Credit from 2013 to (at earliest) 2015/16. There are also potential changes (as yet unknown) should a proposed devolution package for Scotland devolve Welfare to become a Scottish Government matter. Despite these uncertainties, OIC is continuing to implement aspects of Welfare Reform such as the Scottish Welfare Fund, and estimate service pressures each year.
8. Prepare for, and implement, Pension Reform - Workplace Pension Reform (The Pensions Act 2008: UK Government). The statutory requirement to	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

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
automatically enroll existing and new staff (cost burden on the Council not yet quantified) (Executive Director of Corporate Services)							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 submitted a response to the Local Government and Regeneration Committee's Call for Evidence on the Community Empowerment (Scotland) Bill in September 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.

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

How:

Action	Previous Period – March 2014		Current Period – September 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	Through the Empowering Communities project opportunities are being explored to create employment possibilities within island communities through local involvement in the delivery and management of Council services. Recruitment to commence shortly for

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
							Island Link Officers on Papa Westray and Stronsay.
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	NHS Orkney and Orkney Islands Council have considered reports to identify the most appropriate model for Health and Social Care Integration.
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	Green	Review timescales are now largely back on track after a period of time of having been behind schedule. Recruitment has been successful. Some posts were redesigned to broaden the range of potential applicants. Reprioritisation activity continues and monitoring is in place to ensure statutory timescales are met as best possible.

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

Health and Wellbeing

Priority: 7. What we need to do.

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

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

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

How:

Action	Previous Period – March 2014		Current Period – September 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)	Complete	Blue	01-04-2013	31-03-2018	Closed	Blue	This action was reported as complete to the Policy and Resources Committee, at its meeting held on 24 June 2014.

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
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. We will seek to ensure the best possible outcomes for Orkney in the next stage of European Union funding.

How:

Action	Previous Period – March 2014		Current Period – September 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	Overdue	Red	EU Team resource is being reviewed as part of the Economic Development restructure and once more detail is available in respect of the new Structural and Rural Development funds. The potential expansion of the LEADER team in respect of the 2014-2020 programme is due to be considered by the Human Resources Subcommittee on 6 November 2014.

Action	Previous Period – March 2014		Current Period – September 2014				
	Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
2. By considering how we prioritise projects to maximise EU funding (Executive Director of Development and Infrastructure)	In Progress	Green	01-04-2013	31-12-2013	Overdue	Red	A draft Framework for the Governance and Delivery of Capital Programme Activities was recommended for approval by the Policy and Resources Committee on 30 September 2014.
3. By lobbying the UK and Scottish Governments on Orkney's interests in relation to EU funding (Executive Director of Development and Infrastructure)	In progress	Green	01-04-2013	31-12-2013	Complete	Blue	We continue to lobby Scottish Government regarding Orkney's interests in EU funding. However as the European Regional Development Fund and the EU funding programmes 2014-2020 are now set, this action is complete.

Personnel key

Chief Executive - Alistair Buchan

Executive Director of Corporate Services - Gillian Morrison

Executive Director of Development and Infrastructure - Gavin Barr

Executive Director of Education, Leisure and Housing – Wilfred Weir

BRAG key

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

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

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

Blue - the agreed action has been progressed to completion.