



Council Plan

Annual Performance Report 2019 to 2020

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Introduction

Welcome to Orkney Islands Council's Annual Performance Report for 2019 to 2020. The report aims to present a balanced picture of the Council's performance over the last year against the targets we set ourselves in our Council Plan 2018 to 2023.

The reporting period for the year ending 31 March 2020 largely predates the impact of the COVID-19 pandemic. However, the pandemic will have a significant impact on the services provided by the Council throughout 2020 and beyond, and this is highlighted in the updates for several Council Plan actions.

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

The Local Government Benchmarking Framework Indicators remain important though, and we will follow up this report with a supplementary performance report containing this information early in 2021. This will provide further evidence on how our activities are having a positive impact on the Orkney community, and allow readers to compare how well we are doing against previous years' performance, the Scottish average, and similar local authorities.

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

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

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

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

Where the money comes from

In 2019 to 2020 our budget was £84.155 million, which was £2.133 million more than our 2018 to 2019 budget of £82.022 million.

For every £1 that we received to spend on Council services in 2019 to 2020, around 11p came from your annual council tax charge, with 82p coming from the Scottish Government, and 7p from our reserve funds.

And how the money's spent

For every £1 that we spent on Council services in 2019 to 2020, around 38p was spent on education, 5p on leisure and cultural services, 23p on social work and social care services, 12p on roads and transport, 4p on environmental services, 3p on planning and economic development, and 15p on other services.

Progress against the targets in the Council Plan

Outlined below is our progress against the targets set out in the Council Plan 2018 to 2023 which fall under our five strategic priorities – Connected Communities, Caring Communities, Thriving Communities, Enterprising Communities, and Quality of Life. The reporting period is the year up to 31 March 2020. However, where appropriate, some updates reflect more recent developments to give the most up-to-date picture. Along with each update, to give a clear indication of how well we are doing, we have assessed each action as either:

Blue = Completed.

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

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

Green = On target.

CONNECTED COMMUNITIES

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

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

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

What outcomes do we aim to achieve?

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

Dialogue between Transport Scotland, Scottish Government Ministers and Orkney Islands Council Elected Members / Officers is ongoing. This has been reviewed in the context of the Scottish Government budget decisions in February 2020, and presently the Scottish Government appears to be going back on its commitment to seek a resolution to this matter.

Status: **Amber**.

Priority – Review timetables to integrate public transport wherever possible.

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

What outcomes do we aim to achieve?

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

Improved integration is part of the outline business case and bus contract work. However, the level of finance required for the bus contract tender process has resulted in significant challenges to our aspirations for improved services and connectivity.

Status: **Amber**.

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

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

What outcomes do we aim to achieve?

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

This is highlighted in the Council's Capital Project Appraisal process for future consideration of funding. The Senior Management Team is reviewing the 'long list' of capital project priorities, aiming to undertake a second session with Elected Members during 2020 to 2021 to agree the 2024 to 2029 Capital Planning Programme. The Programme will be agreed in 2020 to 2021, although it is anticipated that funding for this project is unlikely to be available.

Status: **Amber**.

1.4. Refresh and deliver the Council's Airfield's Strategy and Investment Plan – Target date: 31 December 2019.

What outcomes do we aim to achieve?

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

A programme of runway resurfacing has been completed and building replacement and upgrading has been through the pre-Capital Project Appraisal process. A Strategy and Investment Plan regarding remaining airfield terminal refurbishment

and replacements, and a long-term capital asset replacement, was reported to Council in June 2019. Water rescue equipment has now been delivered and the building renewal strategy is in line with the approvals process. This will be a cost pressure on this budget which will need to be funded from elsewhere within the Development and Infrastructure service. This is a significant and rolling programme and it is estimated it could take until 2025 to complete.

Status: **Red**.

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

What outcomes do we aim to achieve?

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

Electric vehicle infrastructure is currently progressing with support from the Scottish Government and the Low Carbon Travel and Transport Challenge Fund. Charging for use was introduced in April 2019. Packets of funding continue to be provided from the Scottish Government and these will be allocated to further electric vehicle infrastructure projects as and when they become available.

Status: **Green**.

Priority – Improve cycle and walking paths across Orkney.

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

What outcomes do we aim to achieve?

- To retain and, where affordable, enhance existing core paths.
- Where affordable, to establish new path and cycle links.
- To establish Orkney as a recognised high-quality destination for walking and cycling and support healthier living/active travel objectives.

A Core Path Plan was approved by the Development and Infrastructure Committee in September 2018. A Sustainable Transport Project Development Plan was also presented to the Development and Infrastructure Committee in June 2018 with an update provided in April 2019. A list of projects has been approved as the basis for a three-year programme for potential applications to the Community Links Programme. Work on the Arcadia Park project in Kirkwall is substantially complete with design work on Papdale East play park also being progressed.

Status: **Green**.

Priority – Explore improvements arising from the ‘Your Kirkwall’ engagement.

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

What outcomes do we aim to achieve?

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

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

Status: [Blue](#).

Priority – Continue to lobby for superfast broadband.

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

What outcomes do we aim to achieve?

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

The Scottish Government has announced that British Telecom is the preferred bidder for the North of Scotland R100 programme delivery. We are now awaiting details of the roll-out at local authority level.

Status: [Green](#).

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

What outcomes do we aim to achieve?

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

The Council, as part of a consortia, has submitted a bid to the Department for Digital, Culture, Media and Sport for funding to investigate alternative means of delivering connectivity to rural areas.

Status: **Green**.

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

1.9. Work with Scottish Government and other partners to progress the outcomes of the Inter Isles STAG (Strategic Transport Appraisal Guidelines) Strategic Business Cases in order to develop and then deliver the outline and final business cases for improved inter-isles transport services and the associated ferry, air and infrastructure improvements – Target date: 31 August 2019.

What outcomes do we aim to achieve?

- Replace all ferries with ones which have the capacity and speed to deliver the improved service need and where possible new low carbon technology solutions.
- Ferries to meet environmental targets and to be disability compliant.
- Air services to meet the improved services standards outlined in STAG.

A contract for outline business cases (OBC) was placed in September 2018 but budget challenges took delivery of the work into financial year 2019 to 2020. The OBCs will be complete by Spring 2020. The final business cases will follow on later, however, a fresh target date will have to be established for those when responsibility for delivery (Scottish Government or Council) has been agreed.

Status: **Red**.

CARING COMMUNITIES

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

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

2.1. We will support the mental wellbeing of our children and young people by co-producing preventative approaches in consultation with young people as well as supporting early intervention and recovery/restorative services – Target date: 30 June 2020.

What outcomes do we aim to achieve?

- Improved awareness of mental health and wellbeing issues in our children and young people and better mental wellbeing for children and young people.
- Council, young people and partners better informed.
- Improved and appropriate mental health services to meet the needs and requirements of young people.

During the extended Mental Health Strategy consultation, Senior Managers met with young people to ensure they had the opportunity to give their thoughts and suggestions. It was agreed to extend the consultation period for a further four weeks to take account of the 2019 festive period following discussions with third sector colleagues. Due to planning and preparation for the COVID-19 pandemic, the Strategy has been delayed being approved by the IJB. Once this is complete, it will be uploaded online so everyone can access it.

Status: **Amber**.

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

What outcomes do we aim to achieve?

- Realignment of resource and shared understanding of priority areas.

Child and Adolescent Mental Health services (CAMHS) are included within the draft Mental Health Strategy. Due to the impact of the COVID-19 pandemic, approval for this has been delayed. Work is ongoing to recruit to a CAMHS Practitioner to build sustainability into the service.

Status: **Red**.

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

What outcomes do we aim to achieve?

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

Two Social Workers commenced Mental Health Officer training in Autumn 2019, and it is anticipated this will be completed in September 2020.

Status: **Green**.

Priority – Review the services provided for looked after children.

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

What outcomes do we aim to achieve?

- Realignment of resource and shared understanding of priority areas.

The Review of Services for Children and Young People in Need of Care and Protection was reported to Orkney Health and Care Committee on 6 June 2019. This action is now complete.

Status: **Blue**.

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

What outcomes do we aim to achieve?

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

Action for Children has been commissioned to progress their proposal to meet the needs of young people and their families on the edge of care. The award letter and service level agreement are currently being drawn up.

Status: **Red**.

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

What outcomes do we aim to achieve?

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

The Orkney Partnership Board has agreed the corporate parenting priorities which includes the formation of the Corporate Parenting Board. Who Cares? – a national voluntary organisation working with care experienced young people and care leavers – has appointed a worker who will support the participation of our young people. A plan has now been drafted.

Status: **Red**.

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

What outcomes do we aim to achieve?

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

Recommendations in relation to the residential estate were contained within the Review of Services for Children and Young People in Need of Care and Protection. We have commenced year three of a three-year programme of foster carer recruitment. This action was reported as complete in last year's annual performance report.

Status: **Blue**.

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

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

What outcomes do we aim to achieve?

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

The development of the workforce plan was delayed due to organisational capacity issues, and further delayed by the COVID-19 pandemic.

Status: **Red**.

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

What outcomes do we aim to achieve?

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

Training has been reviewed and a training model developed in conjunction with the Dementia Specialist Nurse and Residential Home Managers. Training social care staff in relation to dementia is an ongoing service requirement and this model is now embedded as business as usual.

Status: **Blue**.

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

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

What outcomes do we aim to achieve?

- Sufficient residential care capacity in Orkney.

Three wings at the Hamnavoe House care home were opened on 29 January 2020. Following joint conversations between Council and NHS Orkney Senior Managers it was agreed that the vacant fourth wing of Hamnavoe House be utilised as a rehabilitation wing to reduce pressure on the Hospital. Staff from both Health and

Social Care worked together to ensure that the wing was ready for operation on 1 April 2020.

Status: **Blue**.

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

What outcomes do we aim to achieve?

- Sufficient residential care capacity in Orkney.

The planning application for the replacement St Rognvald House has been submitted but delayed due to a foul sewer connection issue which needs to be resolved by Scottish Water. In addition, the capacity of the building has been reviewed and this will be presented to Elected Members in due course.

Status: **Red**.

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

What outcomes do we aim to achieve?

- An improved service delivery model that creates additional capacity and is per care placement more cost effective.
- Staff and service users engaged in service redesign.

The project is progressing in two separate stages with the first phase containing the units for Orkney Health and Care (OHAC). OHAC and the Council's Housing Service commenced joint work to take forward the planning of this project in Autumn 2019. It was hoped for the first phase construction to be completed by summer 2020, however, due to the COVID-19 pandemic this has been delayed. Work will recommence as soon as possible.

Status: **Amber**.

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

What outcomes do we aim to achieve?

- Realignment of resource.
- Good quality and better-integrated day care services.
- Staff and service users engaged in service redesign.
- Improved use of building assets – reduction in overall number in use.

We are reviewing day service provision via the community-led support work and the programme board Community First, which is tasked with progressing some of the priorities within the OHAC Strategic Plan, to ensure we meet the needs of our community. Due to preparations for the COVID-19 pandemic this work has not progressed. Findings in relation to alternatives employed during the pandemic will be factored into this work once underway.

Status: **Green**.

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

What outcomes do we aim to achieve?

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

Work has been undertaken with partners from the Pickaquoy Centre to deliver additional physical activity classes for people with a long-term condition. The Care Inspectorate has recently delivered training to social care staff about the value of physical activity for all adult service users and this will be incorporated into service delivery plans. We will continue to work with the Care Inspectorate to embed this philosophy.

Status: **Blue**.

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

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

What outcomes do we aim to achieve?

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

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

Status: **Blue**.

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

What outcomes do we aim to achieve?

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

The Employment Service continues to perform with 44% of participants in paid hours of work as well as supporting unpaid work experience/volunteering/befriending.

There are two Employability Co-ordinators in post to take forward this approach. This action was reported as complete in last year's Annual Performance Report.

Status: **Blue**.

THRIVING COMMUNITIES

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

Priority – Review Orkney's learning landscape.

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

What outcomes do we aim to achieve?

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

Progress against the National Improvement Framework priorities continue with clear focus on health and wellbeing, numeracy and literacy, leadership, meeting learners' needs, early learning and attainment. The Orkney Improvement Framework was agreed by Elected Members in November 2019.

Status: **Green**.

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

What outcomes do we aim to achieve?

- Communities are enabled to be part of the management of this resource, maximising the benefits it can deliver for their specific needs.
- Communities empowered to tailor the school estate to meet their specific requirements.
- Greater community ownership and participation.

The Northern Alliance Regional Improvement Collaborative Estates Team has engaged with Orkney Islands Council to establish a plan on the suitability of our school estate and establish an action plan for estate management. This will identify whether this target can be realised. Officers from the Northern Alliance will visit all mainland Orkney schools in February 2020 to carry out this work. At a future date, yet to be confirmed, the same officers will visit our remaining schools.

Status: **Amber**.

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

What outcomes do we aim to achieve?

- Increased curriculum and teaching opportunities.
- Greater access to support for pupils and staff.
- Reduced barriers to participation.
- Maintenance of services which are under pressure.

The Northern Alliance has agreed to fund seven acting depute head teachers, one for each authority out with the Western Isles. This will allow the network of the Northern Alliance to work together with the Western Isles to develop digital learning.

Status: **Green**.

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

What outcomes do we aim to achieve?

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

A long-term detailed plan for school building improvement exists and is reviewed and amended on a regular basis. The Northern Alliance Regional Improvement Collaborative Estates Team has engaged with Orkney Islands Council to establish a plan on the suitability of our school estate and establish an action plan for estate management. This will identify whether this target can be realised. Officers from the Northern Alliance will visit all mainland Orkney schools in February 2020 to carry out this work. At a future date, yet to be confirmed, the same officers will visit our remaining schools.

Status: **Green**.

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

What outcomes do we aim to achieve?

- Successful learners.
- Confident individuals.

- Effective contributors.
- Responsible citizens.
- Increased numbers of youth accreditations.
- Increased learning, confidence and skills developed.
- Progression pathways developed.
- Increased opportunities to participate in the local community.
- Relevant and effective Family Learning opportunities available.
- Family bonds strengthened.

Community Learning and Development (CLD) continue to deliver lifelong learning opportunities within the strands of youth work, adult and community learning and community capacity building. The latest community learning programme offered several new learning opportunities including music performance, climate change seminars and family learning sessions on Maths for Parents. CLD has also delivered several family learning activities in partnership with schools across Orkney.

Status: **Red**.

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

What outcomes do we aim to achieve?

- Sustainability of a learning offer across our communities.

A review of secondary staffing policy has identified need and surplus. Last year and progressing into the new session, where applicable, senior secondary schools provided surplus staff to staff the Junior High Schools. The learning offer will continue to develop in line with the National Improvement Framework (NIF) and Orkney Improvement Framework. The National Fairer Funding Group has finalised new guidance for the funding of schools. We will review our policy following the publication of national guidance. A request will be made to change the baseline end date so that it is in line with NIF plan. We are engaging with a Northern Alliance group to review and develop the financial management structures in our schools.

Status: **Red**.

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

What outcomes do we aim to achieve?

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

A refreshed working relationship has been established with the Pickaquooy Centre Trust General Manager. Agreements are now in place for formally managing the

relationship between the Council and the Trust. This action was reported as complete in last year's Annual Performance Report.

Status: **Blue**.

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

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

What outcomes do we aim to achieve?

- Revised strategy covering housing priorities.

A consultative draft of the Local Housing Strategy was presented to Education, Leisure and Housing Committee in November 2019. A consultation process will take place over the coming months and it is anticipated that this will be completed by late Autumn 2020.

Status: **Red**.

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

What outcomes do we aim to achieve?

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

Projects include programmes to improve energy efficiency measures within the Council's own housing stock and also through the Home Energy Efficiency Programmes for Scotland: Area Based Schemes (HEEPS: ABS) in private sector properties. A procurement process has been underway for the contract to deliver projects for the coming years.

The delivery of the Fuel Poverty Strategy is interconnected with other key projects taking place in Orkney. These include ReFLEX Orkney, which is developing an integrated energy system in Orkney to increase use of local renewable energy and reduce reliance on fossil fuels.

Status: **Green**.

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

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

What outcomes do we aim to achieve?

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

Development of the National Islands Plan by the Scottish Government had progressed at a slower pace than anticipated. However, the Council submitted its response to the consultation by the deadline and, following that, the National Islands Plan was approved by the Scottish Government on 3 October 2019.

Status: **Blue**.

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

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

What outcomes do we aim to achieve?

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

A full review of the services and opportunities developed via the Empowering Communities project is currently being undertaken. This will include feedback from the Community Councils and Link Officers on projects undertaken in each of the four participating islands – Papa Westray, Stronsay, Hoy and Sanday. Details of the review will be presented to Elected Members during 2020.

Status: **Green**.

3.12. Pursue the aim of enabling and empowering communities to support the Council in delivery of services as an alternative to current systems and have more involvement in decision making about local services – Target date: 31 March 2023.

What outcomes do we aim to achieve?

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

A full review of the services and opportunities developed via the Empowering Communities project is currently being undertaken. The review will include details of the community involvement in service delivery to date and, in addition, proposals for new systems of service delivery within island communities which will increase local employment opportunities. This will be reported to Elected Members during 2020.

Status: **Green**.

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

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

What outcomes do we aim to achieve?

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

Agreement that the Council should participate in public consultation on the Single Authority Model was formally ratified in March 2019 and consultation arrangements have been in place since Spring 2019. Additionally, in December 2019, the Council agreed that, subject to the continuing support of local partners, Orkney Islands Council should agree to note interest for consideration as a formal pilot or test of change site in principle in relation to the Local Governance Review, on condition that in doing so, formal assurance was received from the Scottish Government indicating full cross-sectoral support for functional empowerment in Orkney. Following consideration at the Community Planning Partnership Board in March 2020, the proposal was supported by all partners apart from NHS Orkney, who were unable to agree to the proposal to consult at that time. It was agreed that further discussion with NHS Orkney should take place.

Status: **Amber**.

ENTERPRISING COMMUNITIES

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

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

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

What outcomes do we aim to achieve?

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

There is a wide range of project activity underway including the Islands Deal, development of the Orkney Research and Innovation Campus, ongoing dialogue with universities, continued progress of hydrogen projects, including international networking and engagement. A follow up seminar with Elected Members took place in January 2019. The Orkney Hydrogen Strategy was presented to the Development and Infrastructure Committee on 10 September 2019 and was approved in October 2019.

Status: **Green**.

4.2. Strategic investment in projects to generate income and/or deliver significant community benefits – Target date: 31 March 2023.

What outcomes do we aim to achieve?

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

Community Wind Project, Private Wire, Waste Disposal, and Port Master Plan projects all made substantial progress in 2019 to 2020. A consultative group seminar on the Waste Project was held in September 2019 to refine the options and a Capital Project Appraisal report will follow later in 2020. For Community Wind / Private Wire, land arrangements have been finalised, work on wider consultation and submission of planning applications for key sites is ongoing and should be completed by 2020. The Quanterness application was submitted in January 2020, with Hoy due to follow in August, and Faray in October 2020, subject to COVID-19 related delays.

Status: **Green**.

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

What outcomes do we aim to achieve?

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

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

Status: **Blue**.

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

What outcomes do we aim to achieve?

- Sustainable business levels in Orkney Harbours in order to sustain harbours revenues to maintain lifeline and commercial port services and employment across Orkney and to act as a catalyst for other economic growth.

Significant activity, supported by the Port Master Plan which was approved through Harbour Authority Sub Committee on 17 March 2020, is underway to progress

various initiatives to maximise the opportunities in Scapa Flow and Kirkwall / Hatston. This work also includes consideration of expanding activities related to the Flotta oil terminal with a view to increase its longevity.

Status: **Green**.

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

What outcomes do we aim to achieve?

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

An update report was presented to Policy and Resources Committee in September 2018 on Local Marine Asset Management. A Stage 1 application was then submitted for the Crown Estate Scotland Pilot Scheme to deliver enhanced local decision-making on seabed leasing. A Stage 2 application was submitted to the Crown Estate in March 2019. The Crown Estate confirmed in September 2019 that the Orkney pilot project had been given 'preferred project status' by its board. An implementation plan is currently being discussed with the Crown Estate.

Status: **Green**.

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

4.6. Review and establish fresh approach for waste management/recycling/handling including community-based models – Target date: 31 August 2020.

What outcomes do we aim to achieve?

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

A Stage 1 Capital Project Appraisal was submitted to the special meeting of the Development and Infrastructure Committee on 26 September 2018. The Council's Change Team was enlisted to support a review of Roads and Environmental Service models and the feasibility of transferring duties to communities. A Waste Permit report was presented to the Development and Infrastructure Committee in November 2019 and further work on developing community models to address grass cutting will follow. Further scoping work on Empowering Communities is underway to look at these service areas in terms of greater community participation.

Status: **Amber**.

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

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

What outcomes do we aim to achieve?

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

A draft Orkney Tourism Strategy was presented to the Development and Infrastructure Committee in November 2019 and a report on the Scottish Government consultation on the Transient Visitor Tax was presented to the Policy and Resources Committee in November 2019. The finalised Orkney Tourism Strategy 2020 to 2025 was approved by the partner agencies in March 2020.

Status: **Green.**

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

4.8. Develop and Implement a World Heritage Site Strategic Masterplan including Gateway facility and core infrastructure projects – Target date: 31 December 2018.

What outcomes do we aim to achieve?

- To provide effective visitor management and address infrastructure constraints.

The World Heritage Site (WHS) Masterplan was approved by the Development and Infrastructure Committee in April 2019. This covers five key elements – orientation centre, vehicle access and parking, footpath and active travel network, interpretation and other facilities, for example, toilets, charging points and camper vans. The acquisition of land to enable the development of Stones of Stenness car / bus park was completed in May 2019. A Memorandum of Understanding (MOU) between the Council, Historic Environment Scotland and Highlands and Islands Enterprise was signed in June 2019, committing all three bodies to work together to conserve the World Heritage Site and enhance the visitor experience by looking at ways to manage the increasing number of visitors to the site. Consideration is currently being given to the level of staffing required to implement the recommendations of the WHS Masterplan. A draft was included with the Islands Deal proposal. A report on the WHS strategic site manager post was due to go to the Development and Infrastructure Committee in March 2020. Unfortunately, the committee did not go ahead due to COVID-19 so a report will go to a future cycle. A Stage 2 Capital Project Appraisal for the Stones of Stenness car park is scheduled to go before Elected Members in May 2020.

Status: **Red.**

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

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

What outcomes do we aim to achieve?

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

Staff continue to work closely with counterparts in Shetland and Western Isles Councils, as well as local stakeholders, to develop and refine an appropriate list of projects to be considered for Islands Deal funding. The full Islands Deal proposal was submitted to both UK and Scottish Governments in December 2019 and was subsequently discussed at workshops in Edinburgh in March 2020. Although formal negotiations have been substantially impacted by the COVID-19 outbreak, there is ongoing dialogue with both governments and we are informed that a quantum announcement could be made in mid to late Summer 2020, followed by negotiation of Heads of Terms by the end of 2020.

Status: **Red**.

4.10. Ensure appropriate “Islands Project” funding mechanisms (internal and external) are in place to support key industry sectors (pre and post-BREXIT), targeting the Shared Prosperity Fund and other distribution mechanisms – Target date: 30 September 2019.

What outcomes do we aim to achieve?

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

The Council continues to engage with the UK Government on the new Shared Prosperity Fund (SPF) which will replace EU economic regional aid after Brexit. It is unclear what the SPF will look like, how it will be deployed, how much funding will come to Scotland, and whether the decisions will be made at UK level or devolved to Scottish level. OIC views on the operation of SPF have also been submitted to the UK Government. The UK Government has delayed the launch of the Shared Prosperity Fund consultation owing to the current Brexit position. The Council made a formal submission to the Finance and Constitution Committee call for views on funding of EU Structural Fund Priorities in Scotland. There are also discussions in respect of future policy and funding opportunities post-Brexit for agriculture and fisheries.

Status: **Red**.

QUALITY OF LIFE

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

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

5.1. Consider scope of car parking responsibilities, speed limits and infrastructure and the establishment of enhanced parking warden services including, where practicable, a new environmental warden service. This remit to include consideration of decriminalised parking and patrol service to deal with the enforcement of environmental issues including dog fouling, littering, graffiti, fly tipping and abandoned vehicles – Target date: 31 March 2023.

What outcomes do we aim to achieve?

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

An Elected Member consultative group met in December 2018 to consider how to take this forward. A further meeting between Roads and Environmental Services and Development, Planning and Regulatory Services was held on 15 March 2019. This highlighted mixed views on whether to proceed with a car parking / Environmental Health Officer enforcement model and whether to advance Decriminalised Parking Enforcement (DPE) as this will have to be self-financing. It was agreed that further work should be carried out on developing the DPE business case as soon as possible. This is dependent on the agreement of funding through the Capital Programme and therefore has not been agreed for 2020 to 2021.

Status: **Amber**.

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

What outcomes do we aim to achieve?

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

Community Learning and Development (CLD) continues to provide a wide range of youth work programmes and activities across Orkney. We work continuously with our partners to share good practice and training to ensure effective youth work approaches are being used widely and not just within our qualified team. We are currently providing universal youth club provision, youth accreditation and progression through Youth Achievement, Hi 5, Dynamic Youth and Duke of Edinburgh, and are delivering youth work projects such as PSYV, Fireskills, First Aid Ready and targeted youth work in schools to work positively with young people often facing challenges and barriers.

Status: **Blue**.

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

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

What outcomes do we aim to achieve?

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

North Isles Landscape Partnership Project Manager and all other project team members are in post and started working from the new office accommodation at Athol House, Kirkwall, on 7 January 2019. Delegation to permit Council officers to deliver the scheme on behalf of the partnership, for example to determine project grant applications from community groups, was approved by the Development and Infrastructure Committee in June 2019. Project grant applications are being received and processed and projects are being developed.

Status: **Green.**

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

What outcomes do we aim to achieve?

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

The finalised Orkney Local Bio-diversity Action Plan was presented to the Development and Infrastructure Committee in September 2018. It includes an action plan for the period 2018 to 2022. Orkney Islands Council is the lead for several actions. The Council is participating in the Orkney Native Wildlife Project Steering Group and Partnership Board. This project is currently on hold due to the COVID-19 pandemic.

Status: **Green.**

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

What outcomes do we aim to achieve?

- Maintain high standards of environmental monitoring and research activity.

The Aquaculture Water Quality Impact Modelling Assessment for Scapa Flow, presented to the special meeting of the Development and Infrastructure Committee on 26 September 2018, indicated that nutrient release from current and planned fish farms is sufficient to maintain compliance with Water Framework Directive coastal water standards. This pioneering work was shortlisted for a Scottish Award for Quality and Planning. Scottish Natural Heritage and the Scottish Environment Protection Agency have confirmed that they will jointly fund with the Council a second phase Depositioning Modelling Assessment which will investigate fish farm

depositional impacts on the seabed. A State of the Environment Assessment of Orkney waters is currently being finalised prior to public consultation in May/June 2020.

Status: **Green**.

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

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

What outcomes do we aim to achieve?

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

The Community Learning and Development (CLD) Team continue to provide support and guidance to community schools, village halls and the wider community by attending meetings on a regular basis, running planning meetings, running the annual halls event, and organising various training and partnership events. A review of the community school handbook is underway.

Status: **Green**.

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

What outcomes do we aim to achieve?

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

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

- The completion and adoption of a Masterplan for the Heart of Neolithic Orkney World Heritage Site.
- Purchase, by the Council, of the land which houses the Stones of Stenness car park, and proposals in development for the improvement of the car park.
- Support for Orkney’s intangible cultural heritage through Culture Fund grants to projects such as the Orkney Storytelling Festival and projects in Papa Westray to capture dialect and dance traditions.
- Successful awarding of funding for the North Isles Landscape Partnership.
- A focussed project to start the process of transferring paper records on to a new digital museums catalogue through funding from the Significance Recognition Scheme, managed on behalf of the Scottish Government by Museums Galleries Scotland.
- The publication of a Volume Tourism Study.

- Additional signage placed at site car parks with information about other sites to visit and where visitors can access public toilets.

This action has now been completed. There is, however, a need to determine next steps and decide on future priorities and strategy.

Status: **Blue**.

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

What outcomes do we aim to achieve?

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

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

Status: **Blue**.

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

What outcomes do we aim to achieve?

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

COVID-19 has caused construction to cease and some contractors we are working with have furloughed staff. However, the Capital Projects Team and the Museums Team are continuing with all aspects of the project that we can take forward and funders have all been very understanding and confirmed their commitment to the project despite delays beyond our control.

Status: **Amber**.

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

What outcomes do we aim to achieve?

- Increased number and quality of coaches and volunteers.
- Improved facilities.
- Enhancement of Orkney's profile across the UK and internationally.

- Increase the quality of Orkney sport.

The Island Games organising committee is meeting monthly and a financial agreement between the games company and the Council has been signed. A multi-agency meeting took place on 19 and 20 September 2019 focussing on sport across the Highlands and Islands with a specific focus on the 2023 Island Games. Focussed work is also taking place with sportscotland, governing bodies of sport and local sports clubs. Interviews for a Games Director are scheduled to take place in May 2020.

Status: **Green**.

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

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

What outcomes do we aim to achieve?

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

There have been several meetings of the dedicated Member Officer Working Grouping Group throughout 2018 and 2019. The Council's Change Team support project on waste has commenced and has been discussed with Elected Members through the consultative group process on the medium-term resource strategy for four-year efficiency savings. The "plastic champions" are now in place in most service areas and the Council's Procurement Team are working with Directorates to understand how we can reduce the volume of plastic purchases in products we use. Development and Infrastructure's role is to co-ordinate this initiative, with staff capacity a significant constraint to fully delivering this ambition. Future resourcing may be possible through the climate change agenda, although COVID-19 will have an impact on this work with the need to focus on operational waste collection issues as priorities.

Status: **Green**.

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

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

What outcomes do we aim to achieve?

- To raise awareness of Orkney as a producer of quality goods and services as well as an attractive place to do business.

- Enhanced profile across the UK and internationally.

A review of the Economic Development resource priorities has been undertaken and was presented to the Development and Infrastructure Committee on 10 September 2019 as part of the reprioritisation agenda identifying future budget / service priorities. A potential Orkney / Japan Business Event is currently being explored. As part of the budget setting process a service review of Economic Development will be undertaken to consider future grant funds and team priorities. This review will be undertaken through the Project Initiation Document (PID) process.

Status: **Green**.

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

What outcomes do we aim to achieve?

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

There is a high likelihood that the ageing Council buildings will require increasing maintenance which will outstrip existing budgets. There is an important link here to the asset management review in order to reduce the property liabilities over time. This has been highlighted as a budget pressure for the past two years. There was a growth bid to address the issue which was deferred without any funding through the 2019 to 2020 budget setting process. These pressures will continue to be managed as growth bids through future budget setting processes where allowed, and in the absence of new funding will have to be managed as prioritisation of urgent works within existing budget which will mean an overall reduction in the condition of the estates. There is also the potential for a higher cost of repairs in the future. Capital funding is tied to Elected Member approval of the Capital Programme which will not take place until after the Summer 2020 recess.

Status: **Red**.

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

What outcomes do we aim to achieve?

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

New street furniture was installed at Kirkwall Pier Head and Broad Street in August 2019. Funding approval has also been confirmed with BID for two town centre projects including the gift card scheme for retailers. A list of projects in Kirkwall and Stromness town centres is being finalised for eligibility for the Scottish Government Town Centre Regeneration Fund Grants of £200,000.

Status: **Green**.

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

What outcomes do we aim to achieve?

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

Work on the Shapinsay play area is completed and work on Stromness Southend play area has started. Leases for both Evie and Papa Westray play areas have been granted. Papdale East play area work is continuing with community and designers. Work is ongoing with the Hoy Development Trust regarding the Hoy play area in Longhope. The revised Play Area Strategy was presented to the Education, Leisure and Housing Committee on 13 November 2019.

Status: **Green**.

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

What outcomes do we aim to achieve?

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

Partners have agreed to focus on one specific area for the final year of the strategy and that is "increasing participation" as it links into other local and national plans such as sportscotland's corporate plan Sport for Life. In addition, 2018 to 2019 data shows an increase of young people participation in Active Schools activities – 50 per cent of the school roll. There has also been a significant increase to online content and activities during the COVID-19 lockdown. The Active Schools service is providing activity ideas for schools to send to pupils and engagement with the information provided on the OIC Sport and Leisure Facebook page has been very positive.

Status: **Green**.

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

What outcomes do we aim to achieve?

- Increased capacity of the site and improved visitor experience.

The deadline for applications to the Rural Tourism Infrastructure Fund was July 2020. However, due to the COVID-19 pandemic, this has been cancelled. Applicants will be informed of the new date when it is agreed.

Status: **Green**.

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

What outcomes do we aim to achieve?

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

All flood risk areas have now been incorporated into a Flood Risk Plan. Risks will be prioritised in order that applications can be made on a priority basis to the Scottish Government for funding. Subject to funding, the aim would be each area will be dealt with in turn, noting that no current funding is available. Currently there is no indication that funding for any of the schemes will be readily available.

Status: **Green**.

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

What outcomes do we aim to achieve?

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

A report was presented to the Policy and Resources Committee in September 2018 on the establishment of an Orkney Marine Planning Partnership to develop a regional marine plan. A draft direction was received in August 2019 to delegate regional marine planning functions to the Council as a single delegate implementing Section 27 provisions of the Islands (Scotland) Act 2018. Comments and suggested amendments have been submitted to the Scottish Government.

Status: **Green**.

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

What outcomes do we aim to achieve?

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

The Burial Ground extension programme is underway and expected to be complete in March 2021. The additional expenditure associated with general maintenance, for example grass cutting, is being addressed through a review of the Grounds Maintenance Contract. A new Burial Grounds Officer has been appointed and starts in May 2020, this has delayed the development of the Code of Practice and various procedures following updated Government Guidance in June 2019, and recommendations from the Monitoring and Audit Committee on 26 September 2019. The options for addressing these recommendations were considered at the Development and Infrastructure Committee in November 2019. A final report on

options will be presented to the Development and Infrastructure Committee by September 2020.

Status: **Green**.