

## ANNEX 1

### COUNCIL PLAN MONITORING REPORT – SIX MONTHS ENDING 30 SEPTEMBER 2013

**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	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1a.</b> Through an integrated approach to development of health and social care services in Orkney with our partners NHS Orkney ( <b>Executive Director of Orkney Health and Care</b> )	01-04-2013	31-12-2017	In Progress	<b>Green</b>	Work is ongoing in a number of areas to further develop integrated services within OHAC and with other key partners. These are reflected across a range of action plans.
<b>1b.</b> By providing appropriate residential, rehabilitation and community health and social care services in Kirkwall ( <b>Executive Director of Orkney Health and Care</b> )	01-04-2013	31-12-2017	In Progress	<b>Green</b>	Work is progressing on an extension to St Rognvald's House to provide additional residential care places. Other services continue to be available.
<b>1c.</b> By setting out the requirements and costs to provide a replacement for St Peter's House in Stromness ( <b>Executive Director of Orkney Health and Care</b> )	01-04-2013	31-12-2017	In Progress	<b>Green</b>	Stage 1 CPA Report prepared and submitted to OHAC Board and ranked as first priority for OHAC.

## Health and Wellbeing

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

**Target: 1.2. Appropriate care and support**

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

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

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

**How:**

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

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>2a.</b> By meeting national time scales for completion of assessment following receipt of referral <b>(Executive Director of Orkney Health and Care)</b>	01-04-2013	31-03-2018	In Progress	Green	Timescales are met except in exceptional circumstances where there is an unavoidable factor that prevents completion.
<b>2b.</b> By monitoring the number of recorded 'assessed needs' that have not been met <b>(Executive Director of Orkney Health and Care)</b>	01-04-2013	31-03-2018	Not Started	Red	There is no current process in place for this area and work to develop this has not been progressed due to capacity issues.
<b>2c.</b> 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. <b>(Executive Director of Orkney Health and Care)</b>	01-04-2013	31-03-2014	Not Started	Red	Work has not begun on this area to date due to capacity issues.

## 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	Current Period - September 2013				
	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 ( <b>Executive Director of Orkney Health and Care</b> )	01-04-2013	31-03-2018	In Progress	Green	Work is progressing with the Early Years Collaborative and a Briefing paper was issued to members reporting on progress

**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	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1a.</b> By identifying a suitable site ( <b>Executive Director of Orkney Health and Care</b> )	01-04-2013	30-04-2013	In Progress	<b>Green</b>	Planning application has been submitted
<b>1b.</b> We plan to start building on site in 2013 ( <b>Executive Director of Orkney Health and Care</b> )	01-04-2013	31-12-2014	Overdue	<b>Red</b>	Planning permission has been applied for but road infrastructure has yet to be approved

## 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	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1a.</b> By administering the Scottish Welfare Fund i.e. Crisis Grants and Community Care Grants ( <b>Executive Director of Corporate Services</b> )	01-04-2013	31-12-2017	In Progress	<b>Green</b>	A Welfare Reform Working Group has been set up under the Orkney Community Planning Partnership to bring together a wide range of interested bodies and organisations to discuss the implications of the Government's welfare reforms. Members of the Welfare Reform Working Group include the Council's Corporate Services' Benefits Service, Housing Services, Social Services; Voluntary Action Orkney; Advocacy Orkney; Orkney Disability Forum; Orkney Housing Association Limited; Orkney Islands Property Development Limited; Jobcentre Plus; Orkney Citizens Advice Bureau. 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.

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1b.</b> By providing advice services to help people affected by Welfare Reform <b>(Executive Director of Corporate Services)</b>	01-04-2013	31-12-2017	In Progress	Green	A Welfare Reform Working Group has been set up under the Orkney Community Planning Partnership to bring together a wide range of interested bodies and organisations to discuss the implications of the Government's welfare reforms. Members of the Welfare Reform Working Group include the Council's Corporate Services' Benefits Service, Housing Services, Social Services; Voluntary Action Orkney; Advocacy Orkney; Orkney Disability Forum; Orkney Housing Association Limited; Orkney Islands Property Development Limited; Jobcentre Plus; Orkney Citizens Advice Bureau. 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.
<b>1c.</b> By supporting people affected by Universal Credit - providing advice and pointing the way to the most appropriate services that can give support <b>(Executive Director of Orkney Health and Care)</b>	01-04-2013	31-12-2017	In Progress	Green	Staff briefings have been delivered and signposting to appropriate support services is in place.
<b>1d.</b> By supporting people with housing issues or problems as a result of Welfare Reform <b>(Executive Director of Education, Leisure and Housing)</b>	01-04-2013	31-12-2017	In Progress	Green	Work is ongoing with tenants affected by welfare reform to provide advice, guidance and assistance.

## Digital Connectivity

### Priority: 1. Promote successful, thriving Communities

#### Target: 2.1. Digital Communications equality

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

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

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

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

**How:**

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1a.</b> 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 <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-12-2015	In Progress	Green	Ongoing updates and discussion taking place with HIE Broadband team. BT will commence local survey work October 2013.
<b>1b.</b> 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 <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-12-2015	In Progress	Green	Still awaiting final details of area coverage in Orkney but early indications is for in the region of 75% coverage.

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>2.</b> 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 <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-03-2018	Not Started	Amber	Until area coverage is established by HIE and BT, communities which will receive no upgrade under BD UK cannot be identified. Once information is available we will work with the relevant communities.
<b>3a.</b> 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 <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-03-2018	Not Started	Red	No work has been progressed thus far.
<b>3b.</b> By lobbying the Scottish and UK Governments to maximise phone and high speed mobile internet connectivity availability across Orkney <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-03-2018	Not Started	Red	No action has been undertaken to date

**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	Current Period - September 2013				
	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 <b>(Executive Director of Education, Leisure and Housing)</b> (Note: this will need to await the outcome of the Commission on the delivery of Rural Education which may bring some changes to legislation)	01-04-2013	30-06-2014	In Progress	Green	Awaiting new statutory guidance, currently in progress by Scottish Government.

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

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

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

**How:**

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1a.</b> By coordinating and facilitating consultation with key groups with an interest in the regeneration of Kirkwall Town Centre <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-12-2014	In Progress	Green	There have been a number of consultation events during 2013 associated with the THI and Regeneration project. Further engagement will take place early in 2014
<b>1b.</b> By working towards establishing a Conservation Area Regenerations Scheme / Townscape Heritage Initiative in Kirkwall <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-12-2014	In Progress	Green	CARS application submitted and approved during 2013. THI Stage 1 application submitted and successful during 2013. Project Manager in place and working up stage 2 application
<b>1c.</b> By identifying a project team to take on the responsibility for taking this work forward <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-12-2013	In Progress	Amber	THI Project officer identified and in place and other work currently being covered by other members of the Development and Regeneration Team. This provision will be kept under review as required to respond to workload.

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
2. By engaging with the BID campaign on planning the project, ensuring coordination with our projects where appropriate ( <b>Executive Director of Development and Infrastructure</b> )	01-04-2013	31-03-2018	In Progress	Green	There is regular communication with the BID co on a range of projects including THI, Placemaking and Car parking issues. This will be ongoing.

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

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

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

**How:**

Action	Current Period - September 2013				
	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 <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-03-2018	In Progress	Green	Standby response organisation is in place and procedures in force to respond to flood and poor weather incidents. Call off for response is via Council Emergency procedures. Close working relationship with Scottish Water re drainage/sewer network.
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 <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-12-2013	In Progress	Green	Kirkwall Flood Defence scheme about to commence tendering process with work due to commence Jan 2014. Final consultation underway. Funding yet to be identified for St Margaret's Hope.

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>2b.</b> By continuing to assess potential flood risks to communities and developing solutions where possible ( <b>Executive Director of Development and Infrastructure</b> )	01-04-2013	31-03-2018	In Progress	Green	Main activity is development of Flood Risk Management Plan by 2016. This is on schedule. Following this, appropriate further mitigations plans can be developed. Associated maps have been completed.
<b>2c.</b> By exploring external funding sources for St Margaret's Hope ( <b>Executive Director of Development and Infrastructure</b> )	01-04-2013	31-03-2018	In Progress	Amber	Initial funding route from Scot Govt established as being non applicable as this was for large schemes only. Now awaiting next tranche of funding to enable application to be made.
<b>3.</b> By managing the tender process and report findings and costs to Committee ( <b>Executive Director of Development and Infrastructure</b> )	01-04-2013	31-12-2013	In Progress	Green	Contract for Barrier 2 combined study on overtopping and energy capture has been placed. Initial results due Spring 2014.

## Local Community Participation – Internal Council Processes

Priority: 2. Promote successful, thriving Communities

Target: 2.5. Local Community Participation

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

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

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

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

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

**How:**

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1a. (Corporate Services)</b> 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 <b>(Executive Director of Corporate Services/Executive Director of Orkney Health and Care)</b>	01-04-2013	31-12-2013	In Progress	Green	The Procurement section is leading an exercise in defining which third sector services receive grant funding and which would better be defined as procured services the outcome of which will be reported to SMT.
<b>1a. (Orkney Health and Care)</b> 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 <b>(Executive Director of Corporate Services/Executive Director of Orkney Health and Care)</b>	01-04-2013	31-12-2013	In Progress	Green	A number of local support packages have been commissioned from 3rd Sector. A number of change fund activities have been commissioning from the 3rd Sector. We will continue to look at partnership working opportunities following on from the change fund.

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1b. (Corporate Services)</b> Through an Action Plan to take this forward ( <b>Executive Director of Corporate Services/Executive Director of Orkney Health and Care</b> )	01-04-2013	31-12-2015	In Progress	Green	A decision making matrix has been developed for consideration by SMT which will in due course form the basis of an Action Plan with milestones.
<b>1b. (Orkney Health and Care)</b> Through an Action Plan to take this forward ( <b>Executive Director of Corporate Services/Executive Director of Orkney Health and Care</b> )	01-04-2013	31-12-2015	Not Started	Amber	No specific single action plan has been written to support this work. The action areas are drawn from, and reflected in, a range of different plans due to their diverse nature.
<b>2.</b> 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 ( <b>Executive Director of Corporate Services</b> )	01-04-2013	31-12-2013	In Progress	Green	A Stage 1 Capital Project Appraisal has been developed and has been ranked as No.2 within the Policy and Resources Committee capital list.
<b>3a.</b> 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.) ( <b>Chief Executive</b> )	01-04-2013	31-12-2013	In Progress	Green	Empowering Communities Feasibility Study completed and considered by Council in July 2013. Co-ordinator appointed and will commence work at the end of November 2013.
<b>3b.</b> By testing the Business Plan through a Pilot Project ( <b>Chief Executive</b> )	01-04-2013	31-12-2014	In Progress	Green	Pilot areas approved as part of the Empowering Communities Project and the Co-ordinator will prepare business plans over the next 12 months
<b>3c.</b> If the Pilot Project is successful, we will do a full roll out of Community Council Managed Services ( <b>Chief Executive</b> )	01-04-2013	31-03-2018	Not Started	Green	Once pilot projects have been completed full assessment of the roll out of the programme will be undertaken

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>4a. (Chief Executive's Service)</b> By establishing the criteria for determining if a service or role can be delivered efficiently in an alternative location <b>(Senior Management Team)</b>	01-04-2013	31-03-2018	In Progress	Green	Criteria to be determined as part of the development of the business case within the Empowering Communities Pilot Projects already identified
<b>4a. (Corporate Services)</b> By establishing the criteria for determining if a service or role can be delivered efficiently in an alternative location <b>(Senior Management Team)</b>	01-04-2013	31-03-2018	In Progress	Green	This is kept under review and options actively explored as opportunities arise.
<b>4a. (Orkney Health and Care)</b> By establishing the criteria for determining if a service or role can be delivered efficiently in an alternative location <b>(Senior Management Team)</b>	01-04-2013	31-03-2018	In Progress	Green	This is kept under review and options actively explored as opportunities arise.
<b>4a. (Education, Leisure and Housing)</b> By establishing the criteria for determining if a service or role can be delivered efficiently in an alternative location <b>(Senior Management Team)</b>	01-04-2013	31-03-2018	In Progress	Green	Participating in the Sustainable Communities project.
<b>4a. (Development and Infrastructure)</b> By establishing the criteria for determining if a service or role can be delivered efficiently in an alternative location <b>(Senior Management Team)</b>	01-04-2013	31-03-2018	In Progress	Green	Participation in Sustainable Communities project is considering alternative service provision opportunities. All other services under regular review to establish possible efficiencies through relocation.
<b>4b. (Chief Executive's Service)</b> By examining the cost implications of decentralisation, for example changes to Policy, infrastructure requirements and human resources costs and expenses <b>(Senior Management Team)</b>	01-04-2013	31-03-2018	In Progress	Green	Cost implications to be determined as part of the development of the business case within the Empowering Communities Pilot Projects already identified

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>4b. (Corporate Services)</b> By examining the cost implications of decentralisation, for example changes to Policy, infrastructure requirements and human resources costs and expenses ( <b>Senior Management Team</b> )	01-04-2013	31-03-2018	In Progress	Green	This is kept under review and options actively explored as opportunities arise.
<b>4b. (Orkney Health and Care)</b> By examining the cost implications of decentralisation, for example changes to Policy, infrastructure requirements and human resources costs and expenses ( <b>Senior Management Team</b> )	01-04-2013	31-03-2018	In Progress	Green	This is kept under review as opportunities arise
<b>4b. (Education, Leisure and Housing)</b> By examining the cost implications of decentralisation, for example changes to Policy, infrastructure requirements and human resources costs and expenses ( <b>Senior Management Team</b> )	01-04-2013	31-03-2018	In Progress	Green	This is kept under review and options explored as they arise.
<b>4b. (Development and Infrastructure)</b> By examining the cost implications of decentralisation, for example changes to Policy, infrastructure requirements and human resources costs and expenses ( <b>Senior Management Team</b> )	01-04-2013	31-03-2018	In Progress	Green	This is kept under regular review as opportunities arise.

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

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

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

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

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

**How:**

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1. By establishing a short-term Member/Officer Working Group to create a draft strategy for consideration by Elected Members (Executive Director of Education, Leisure and Housing/Executive Director of Development and Infrastructure)</b>	01-04-2013	31-03-2014	Not Started	<b>Red</b>	Lead Officer and Working Group to be established
<b>2a. (Education, Leisure and Housing) 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)</b>	01-04-2013	31-03-2018	In Progress	<b>Green</b>	Promotion of Orkney's war time heritage will be considered under WW1 commemorations.
<b>2a. (Development and Infrastructure) 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</b>	01-04-2013	31-03-2018	In Progress	<b>Amber</b>	There is ongoing work to promote Orkney's wide range of natural and built heritage assets to a range of tourist groups including Cruise sector.

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>and Infrastructure)</b>					
<b>2b. (Education, Leisure and Housing)</b> by identifying a project team to lead on work to promote World War I commemorations in Orkney and Orkney's archaeological heritage ( <b>Executive Director of Education, Leisure and Housing/Executive Director of Development and Infrastructure)</b>	01-04-2013	31-03-2018	In Progress	Green	Project Board and Project team established to develop a commemoration programme.
<b>2b. (Development and Infrastructure)</b> by identifying a project team to lead on work to promote World War I commemorations in Orkney and Orkney's archaeological heritage ( <b>Executive Director of Education, Leisure and Housing/Executive Director of Development and Infrastructure)</b>	01-04-2013	31-03-2018	In Progress	Green	As the first step, the MOWG was established at the Policy and Resources Committee on 18 June 2013.
<b>3a.</b> Through working with the Heart of Neolithic Orkney Steering Group ( <b>Executive Director of Education, Leisure and Housing/Executive Director of Development and Infrastructure)</b>	01-04-2013	31-12-2016	In Progress	Green	OIC continues to be part of the steering and delivery groups.
<b>3b.</b> Closer liaison with Historic Scotland ( <b>Executive Director of Education, Leisure and Housing/Executive Director of Development and Infrastructure)</b>	01-04-2013	31-12-2016	In Progress	Green	Continue to work closely with Historic Scotland in respect of current and future projects. Historic Scotland seminar for elected members was held.
<b>3c.</b> By considering a possible Archaeology Centre/World Heritage Site Gateway Centre ( <b>Executive Director of Education, Leisure and Housing/Executive Director of Development and Infrastructure)</b>	01-04-2013	31-12-2016	In Progress	Green	Options for potential consideration are being explored.

## 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	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1a.</b> By establishing place-making (ensuring high quality safe environments for pedestrians, cyclists and cars) as part of the process ( <b>Executive Director of Development and Infrastructure</b> )	01-04-2013	31-12-2014	In Progress	Green	Council approval of pilot design brief projects for Kirkwall and study trip to Poynton including involvement of BID company. Cross D&I service professional team established to work forward principles across various planning, engineering, design and road service areas. This project will be ongoing.
<b>1b.</b> By developing a programme to take forward the Local Development Plan ( <b>Executive Director of Development and Infrastructure</b> )	01-04-2013	31-12-2014	In Progress	Green	The onward review will be detailed in the Development Plan Scheme for 2014 after the publication of the Scottish Government's Examination Report.
<b>1c.</b> By publishing a new Development Plan Scheme for future Plans ( <b>Executive Director of Development and Infrastructure</b> )	01-04-2013	31-12-2014	In Progress	Green	The Development Plan Scheme for 2014 is proposed to be prepared and published in March/April 2014.
<b>1d.</b> By establishing opportunities for more affordable housing in the countryside ( <b>Executive Director of Development and Infrastructure</b> )	01-04-2013	31-12-2014	In Progress	Green	Greater opportunities have been provided for Housing in the Countryside following the adoption of a modified supplementary guidance document in October.

## 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	Current Period - September 2013				
	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 <b>(Executive Director of Education, Leisure and Housing/with support from Executive Director of Development and Infrastructure)</b>	01-04-2013	31-03-2018	In Progress	<b>Green</b>	Successful in achieving additional funding during 2013 and continuing development of project plans for future. This work will be ongoing.

## 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	Current Period - September 2013				
	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 <b>(Executive Director of Education Leisure and Housing/with support from the Executive Director of Development and Infrastructure)</b>	01-04-2013	31-03-2018	In Progress	<b>Green</b>	Regular meetings of Builders Forum held to ensure good communication with private sector. This work is ongoing.

## Housing

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

**Target: 3.3. Improving Housing Stock**

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

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

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

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

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

**How:**

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1a.</b> Through undertaking a Local House Condition Survey in 2013 to establish the extent of unfitness and disrepair within the whole housing stock <b>(Executive Director of Education, Leisure and Housing/with support from the Executive Director of Development and Infrastructure)</b>	01-04-2013	31-03-2018	In Progress	Green	Report presented at the Education, Leisure and Housing Committee: 11 September 2013, with agreement to undertake the work in house. Proposed to commence surveys late spring 2014.
<b>1b.</b> 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. <b>(Executive Director of E,L&amp;H/with support from the Executive Director of and Infrastructure)</b>	01-04-2013	31-03-2018	In Progress	Green	a) Project to be considered in 2014. b) Working Group met in October to consider any actions necessary.  The re-established Student Housing Working Group met in October 2013. Ongoing action.

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1c.</b> By looking at ways to improve domestic heating and insulation in the housing stock, and providing support for home owners. <b>(Executive Director of Education, Leisure and Housing/with support from the Executive Director of Development and Infrastructure)</b>	01-04-2013	31-03-2018		Green	The Fuel Poverty Steering Group was re-established in September 2013 and will progress the action plan. A report will be presented to Education, Leisure and Housing Committee re progress against the action plan. In addition they will receive a report to consider how to progress the Scottish Government funding in respect of Home Energy Efficiency Programmes Scotland: Area Based Schemes (HEEPS: ABS)
<b>2a.</b> Through the continuation of the Rent Guarantee Scheme, and Student Accommodation List. <b>(Executive Director of Education, Leisure and Housing/with support from the Executive Director of Development and Infrastructure)</b>	01-04-2013	31-03-2018	In Progress	Green	The Student Housing Working Group was reconvened in October 2013. Work is ongoing.
<b>2b.</b> We will ensure requirements for purpose built student accommodation are included in the development of the Marine Renewables Campus Business Plan. <b>(Executive Director of Education, Leisure and Housing/with support from the Executive Director of Development and Infrastructure)</b>	01-04-2013	31-03-2018	In Progress	Amber	A review of provision of student accommodation across the H&I is currently underway and the student accommodation MOWG has been resurrected to consider local supply and demand. The MOWG met recently. 2013 intake has been accommodated and 2014 demand will be monitored.

## Housing

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

**Target: 3.4. Support for independent living**

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

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

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

**How:**

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>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)</b>	01-04-2013	31-12-2014	In Progress	<b>Green</b>	Development project to be complete by November 2014 and growth bid submitted for support element.
<b>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)</b>	01-04-2013	31-12-2015	In Progress	<b>Green</b>	The D&I professional teams are providing support to the various project proposals as these progress where relevant to the D&I service area. This work is ongoing.

## Energy

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

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

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

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

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

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

**How:**

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1. By reviewing and updating the Carbon Management Plan (Executive Director of Development and Infrastructure)</b>	01-04-2013	31-03-2018	In Progress	Green	The current Carbon Management Plan is due to expire in April 2014, and it is anticipated that the newly updated plan will be in place at that time. A report is due to be presented to the Policy and Resources Committee in November 2013, followed by an elected member seminar in December.
<b>2. By preparing a proposal on the Council's response to the Green Deal (Executive Director of Development and Infrastructure)</b>	01-04-2013	30-11-2014	Not Started	Green	A report on Carbon Management responsibilities (relevant to Green Deal) is due to be taken to the November 2013 round of meetings.
<b>3. By commissioning feasibility work into the various options / ideas (Executive Director of Development and Infrastructure)</b>	01-04-2013	31-12-2015	Not Started	Amber	Whilst the team is monitoring developments in this area detailed work has yet to be taken forward.

## Renewables

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

#### Target: 4.2. Attracting investment, investors and companies

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

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

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

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

**How:**

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1.</b> By making best use of cross-service teams in the Council on renewables issues and close working with partners such as HIE Orkney <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-03-2018	In Progress	Green	A D&I cross service project team has been established. Regular liaison meetings with HIE have also been established. The Hatston Enterprise Area Infrastructure project is a practical example of the outcome of these meetings. These will be ongoing.
<b>2a.</b> By participating in and championing the Pentland Firth and Orkney Waters Leadership Forum as a key means of governance <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-03-2018	In Progress	Green	The Council continues to participate and contribute to the PFOW Leadership Forum.
<b>2b.</b> By working with the European Marine Energy Centre (EMEC) to establish links with device developers (wave and tidal) <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-03-2018	In Progress	Green	On-going dialogue established with EMEC and the industry targeted directly via local and on-line marketing

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>2c.</b> By establishing links with leaseholders in Pentland Firth and Orkney Waters <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-03-2018	In Progress	Green	Contacts have been established with both Scottish Power and Scottish and Southern Energy Renewables and their partners - the 2 active commercial developers within Orkney waters
<b>2d.</b> By working with Highlands and Islands Enterprise (HIE) on renewables development <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-03-2018	In Progress	Green	Regular cycle of meetings established with HIE and further monthly meetings on development of the Enterprise Areas
<b>2e.</b> By lobbying the UK and Scottish Governments on the powers for the Marine Energy Park <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-03-2018	In Progress	Amber	The MEP designation has thus far been a branding tool although closer ties are being established with SE England's MEP on matters of mutual benefit
<b>2f.</b> By establishing and implementing an effective marketing strategy for key renewables <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-03-2018	In Progress	Amber	Orkney Marine Renewable website established jointly with HIE and attended All-Energy 2013. Additional marketing activity is being explored
<b>3a.</b> By lobbying for increased grid connection, with affordable charges, to increase the potential export of energy from Orkney as soon as possible <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-03-2018	In Progress	Green	The Council continues to respond to relevant consultations, engage with UK Ministers and participate in the inter government working group on island transmission charging
<b>3b.</b> Business Gateway will advise new companies on development and expansion <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-03-2018	In Progress	Green	Business advice is always available via a contractual agreement with Business Gateway consultants and via regular specialist workshops and Growth Pipeline

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>3c.</b> By supporting training and skills for the renewables sector ( <b>Executive Director of Development and Infrastructure</b> )	01-04-2013	31-03-2018	In Progress	Amber	There is a need to establish priorities, responsibilities and detailed actions for this initiative. However, related projects are underway - including exploration of the Orkney Renewables Campus - which will contribute to this overall priority.
<b>3d.</b> By investing in infrastructure where appropriate and affordable ( <b>Executive Director of Development and Infrastructure</b> )	01-04-2013	31-03-2018	In Progress	Green	A number of related infrastructure project developments have been progressed during 2013 including major investment in ports. Further investment in shore-side infrastructure is already planned for 2014 and the emerging Capital programme for 2015 onwards could include further project investment. Further investment opportunities will be investigated and progressed where possible in terms of staff and financial resource constraints.

## Renewables

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

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

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

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

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

**How:**

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>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)</b>	01-04-2013	31-12-2014	In Progress	Green	The D&I team is responding positively to enquiries as these arise. Whilst there are no specific proposals as yet this work is likely to be ongoing for some time and (in principle) may be linked to future renewable energy projects (as yet undefined).
<b>2. By developing policy and programme if appropriate (Executive Director of Development and Infrastructure)</b>	01-04-2013	31-12-2014	In Progress	Green	At the present time the team is monitoring enquiries. This will inform future development of the policy.

## 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	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1a.</b> By completing the review of Wind Energy Guidance ( <b>Executive Director of Development and Infrastructure</b> )	01-04-2013	31-12-2014	In Progress	Green	The wind energy capacity study is underway and on track. This will lead to revised wind energy guidance early in 2014.
<b>1b.</b> Through the Local Development Plan review ( <b>Executive Director of Development and Infrastructure</b> )	01-04-2013	31-12-2014	In Progress	Amber	The Orkney Local Development Plan is presently being examined by the Scottish Government. The Examination report is due in February 2014.
<b>1c.</b> By taking forward the Marine Spatial Plan for Pentland Firth and Orkney Waters ( <b>Executive Director of Development and Infrastructure</b> )	01-04-2013	31-12-2014	In Progress	Green	The planning issues and options paper have been out for consultation and the aim is to produce the draft plan by summer 2014.

## Renewables

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

**Target: 4.5. Benefiting from our renewable resources**

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

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

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

**How:**

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1a.</b> By working with renewables leaseholders (Executive Director of Development and Infrastructure)	01-04-2013	31-03-2018	In Progress	Green	We continue to maintain close contact with both device developers and commercial leaseholders.
<b>1b.</b> By engaging in discussions with the Crown Estate Commission and developers and using our findings to develop policy (Executive Director of Development and Infrastructure)	01-04-2013	31-03-2018	In Progress	Amber	Meetings have taken place with the Crown Estate which have included discussions on Community Benefit. The Crown Estate's view remains that they do not anticipate providing direct payments to local communities. Work is also progressing through the Our Islands Our Future campaign.

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1c.</b> By exploring the potential to facilitate the establishment of an Orkney energy company or agency. <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-03-2018	In Progress	Green	The exact means of delivering this priority has yet to be defined. However, one way could be through OIC investment in development of renewable energy infrastructure. A report to the September 2013 round of meetings confirmed the principle of the Council exploring investment or development in renewable development and the feasibility work is now underway.
<b>2.</b> By establishing a Community Benefit Policy. <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-03-2018	In Progress	Green	An initial paper has been considered by Council however delays in the implementation of non commercial arrays, and an industry focus on consenting, grid access and technology development suggest postponing discussions with leaseholders may be appropriate.

## 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	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1a.</b> By lobbying and maintaining pressure on the timely delivery of grid connections ( <b>Executive Director of Development and Infrastructure</b> )	01-04-2013	31-03-2018	In Progress	Green	The Council is a member of the Inter Government Working Group which is considering issues relating to the Scottish islands transmission network. DECC are consulting on a potential onshore wind island uplift as part of the Energy Market Reform.
<b>1b.</b> By lobbying and maintaining pressure to reduce island transmission charges ( <b>Executive Director of Development and Infrastructure</b> )	01-04-2013	31-03-2018	In Progress	Amber	The Council submitted a response to Ofgem's review of transmission charging methodology under Project Transmit. It would not appear that the Regulator is minded to alter the methodology to reduce island transmission costs.
<b>1c.</b> By supporting measures which will provide short term solutions to the current electricity export constraints on Orkney's grid ( <b>Executive Director of Development and Infrastructure</b> )	01-04-2013	31-03-2018	In Progress	Green	Despite widespread interest in Orkney for electric vehicles, the Electric Avenue scheme has proven not to be suitable within Orkney. Potential solutions to remove generation constraints on the North Isles are being identified by Scottish and Southern Energy.

## Renewables

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

#### Target: 4.7. Renewables training, research and facilities

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

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

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

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

#### How:

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
1. By seeking funding/partnership options for the development of a Marine Renewables Campus <b>(Executive Director of Education, Leisure and Housing/with support from Executive Director of Development and Infrastructure)</b>	01-04-2013	30-06-2014	In Progress	Amber	An independent project review has been conducted, funded jointly by the project partners and a Master plan contract is currently being tendered.
2. By developing a strategy to ensure all partners contribute to the wider training of renewables sector opportunities <b>(Executive Director of Education, Leisure and Housing/with support from Executive Director of Development and Infrastructure)</b>	01-04-2013	31-12-2014	In Progress	Green	The Maritime Studies Department is increasing the number and breadth of courses they provide, for example, firefighting at sea. A training strategy is yet to be developed but early discussion with SDS has taken place.

## 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	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
1. Each year we will provide: 12 work experience placements, 4 modern apprenticeships, 4 graduate traineeships ( <b>Executive Director of Education, Leisure and Housing</b> )	01-04-2013	31-03-2015	In Progress	Green	Work Experience placements in place. Services now exploring posts for GT and MA.

## Education

### Priority: 5. Orkney's Economic Development

**Target: 5.2. The skills our businesses need – making the connections between employer and educator**  
*Working together linking Secondary, Tertiary, FE and HE (i.e. schools, Orkney College and the University of the Highlands and Islands (UHI)) with employers - development of training for local need and new employment sectors*

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

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

**How:**

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1a.</b> 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. <b>(Executive Director of Education, Leisure and Housing)</b>	01-04-2013	31-03-2018	In Progress	Green	SDS working with schools and college to deliver MyWoW awareness sessions to staff.
<b>1b.</b> By contributing to the improved coordination of services and through the Employability Strategic Group, develop a Youth Employment Action Plan. <b>(Executive Director of Education, Leisure and Housing)</b>	01-04-2013	31-03-2018	In Progress	Green	Head of HR & Performance and Head of Leisure and Lifelong Learning attend ESG.
<b>2.</b> By working with employers and training partners to access and develop more training courses which prepare people for the jobs needed in Orkney. <b>(Executive Director of Education, Leisure and Housing)</b>	01-04-2013	31-03-2018	In Progress	Green	Work ongoing in this area to identify and fill any gaps in provision.

**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	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1a.</b> By consulting with sector specific groups, for example local butchers, National Farmers Union etc. <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-12-2013	In Progress	Amber	Discussion has taken place, jointly with HIE, with representatives from the various sectoral groups. Assisted by OIC and HIE, OREF has published a new development plan and other existing sectoral development plans are being reviewed
<b>1b.</b> By continuing to offer support and services through Business Gateway to new and existing businesses <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-12-2014	In Progress	Green	Business advice is always available via a contractual agreement with Business Gateway consultants and via regular specialist workshops. Business start-up and expansion grants are available.
<b>1c.</b> By working with Highlands and Island Enterprise (HIE) to encourage Small and Medium Enterprise (SME) growth in Orkney <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-12-2014	In Progress	Green	A Growth Pipeline agreement has been established with HIE to assist businesses in key sectors with high growth potential

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
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). <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-12-2014	In Progress	Green	A number of submissions have been made to Government and further discussions are on-going with the Scottish Government.

## Economic Development

### Priority: 5. Orkney's Economic Development

#### Target: 5.4. Infrastructure to support business growth

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

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

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

**3. We will support the delivery of locally based services**

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

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

**How:**

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1. By pursuing opportunities for all types of infrastructure and reporting through Committee as appropriate (Executive Director of Development and Infrastructure)</b>	01-04-2013	31-03-2018	In Progress	Green	A range of projects have been moved forward during 2013 including construction of Hatston and Copland's Dock Piers. Further projects are in the pipeline for 2014. A report on Strategic Land Purchase was approved through the September round of meetings and work will continue to identify strategic land opportunities.
<b>2a. By developing Orkney's harbour infrastructure to support business growth (Executive Director of Development and Infrastructure)</b>	01-04-2013	31-03-2018	In Progress	Green	Projects to expand the Hatston and Copland's Dock piers have been taken forward during 2013. A strategic planning exercise for land adjacent to the three ports strategy major pier assets is also now underway. Feasibility work for exploring opportunities to further enhance capability to service the oil and gas sector has also been approved during the September round of meetings and will be advanced during 2013/14.

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>2b.</b> By encouraging industry investment in infrastructure and harbours ( <b>Executive Director of Development and Infrastructure</b> )	01-04-2013	31-03-2018	In Progress	Green	A range of promotional and marketing materials have been prepared during 2013 and there has been representation at key industry conference and stakeholder events including All Energy, and the Energy North Oil and Gas Task Force. Targeted marketing and promotional activities will be ongoing. A cross service D&I professional team has also been established to ensure close integration between Marine Services and Development and Regeneration service areas on these initiatives.
<b>2c.</b> By building on investment in harbour infrastructure through marketing what is available in Orkney ( <b>Executive Director of Development and Infrastructure</b> )	01-04-2013	31-03-2018	In Progress	Green	As per 2b above.
<b>3a.</b> By working with Development Trusts and Community Councils to develop local opportunities (for example Stronsay Fish Market) and local service delivery ( <b>Executive Director of Development and Infrastructure</b> )	01-04-2013	31-12-2014	In Progress	Green	Revenue and capital funding has been provided to a number of Community Groups for a range of projects. A report recommending the transfer of a Council property to a Community Co-op will be considered by D&I in November.
<b>3b.</b> Through a review of the policy to support the Service Sector ( <b>Executive Director of Development and Infrastructure</b> )	01-04-2013	31-12-2014	In Progress	Amber	Schemes of support to all sectors are currently being reviewed and a report will be submitted to D&I in spring of 2014.

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
4. By working with our partners (for example, Orkney Health and Care) to ensure best use of transport assets <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-12-2016	In Progress	Amber	This matter shall be led by Orkney Health and Care with input from Transportation. Meeting to be arranged further to initial discussions. It should also be noted that a Transport and Travel Forum has been arranged for November 2013 to discuss key transport matters with stakeholders.
5. By lobbying Government agencies to ensure equal coverage from digital communications technology <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-03-2018	In Progress	Green	We await details of the BT local survey to identify local area coverage.

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

*We will develop an integrated network including demand responsive transport*

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

**How:**

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1a.</b> By reviving the Transport Forum to enable effective consultation regarding integrated public transport, internally and externally ( <b>Executive Director of Development and Infrastructure</b> )	01-04-2013	31-03-2018	In Progress	Green	Transport forum restarted; External Ferries consultative Forum about to recommence and internal ferries consultation process improved/broadened. Consultation also under way with regards to bus contract renewal and full participation in Air user/provider forums. Also involved in OIOF transport activity.
<b>1b.</b> By undertaking an internal review of transport provision by the Council ( <b>Executive Director of Development and Infrastructure</b> )	01-04-2013	31-12-2014	In Progress	Green	Ferries Routes and Services study underway and inter isles transport review with HITRANS support due to commence later this FY.

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

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

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

**How:**

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1a.</b> By making effective progress with the Scottish Government on how ferries will be funded and operated, including the Scottish Ferries Plan <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-03-2018	In Progress	<b>Amber</b>	Significant effort underway but progress slow.
<b>1b.</b> By prioritising staff time and resource to these issues <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-03-2018	In Progress	<b>Green</b>	Transport office staff has been enhanced to accommodate this activity. Ferries staff to be re-prioritised once released from ferries dispute effort and additional resources in place.
<b>1c.</b> By refreshing STAG and commission study for ferry design option <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-12-2013	In Progress	<b>Green</b>	Links with Scot Govt and Transport Scotland in place and active.

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>2.</b> By making effective progress with the Scottish Government on how ferries will be funded and operated, including the Scottish Ferries Plan <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-03-2018	In Progress	Amber	Full attempts made to achieve better inclusion in the Scot Ferries Plan but to date, Plan remains relatively limited with regards to Orkney internal ferries.
<b>3a.</b> By prioritising staff time and resource to these issues <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-12-2013	In Progress	Green	Good progress with enabling work for study. Transport office now better established to lead this work.
<b>3b.</b> By lobbying the Scottish Government <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-03-2018	Not Started	Amber	No lobbying to date with respect to internal air services. HITRANS study considered use of Scot Govt Twin Otter aircraft in Orkney as part of overall islands opportunities to deploy these aircraft.
<b>3c.</b> By safeguarding essential transport when we plan and design of new developments <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-03-2018	In Progress	Green	Current service secure for period of PSO contract. Future service provision will be a cornerstone of forthcoming internal transport study.
<b>4.</b> By completing the study on economic impacts of basing ferry services in the isles <b>(Executive Director of Development and Infrastructure)</b>	01-04-2013	31-12-2014	Not Started	Amber	Study dependent on way forward re ferries with Transport Scotland.

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

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

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

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

**How:**

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1. Prepare for potential changes or impact resulting from the Referendum Bill - Programme for Government 2012-13 (Executive Director of Corporate Services)</b>	01-04-2013	31-03-2018	In Progress	Green	The Council has set up an Elections Project Team in preparation for next year's Scottish Independence Reference. The team has been working closely with the Electoral Commission, the Chief Counting Officer and Electoral Registration Office to ensure effective delivery of services for electors arising from the Bill.
<b>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)</b>	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.
<b>3. Prepare for the implementation of the Procurement Reform Act (Procurement Reform Bill - Programme for Government 2012-13) (Executive</b>	01-04-2013	31-03-2018	Not Started	Green	The Procurement Reform (Scotland) Bill is scheduled to be introduced on 3 October 2013 and will thereafter progress through the Scottish parliamentary committee stages.

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>Director of Corporate Services)</b>					
<b>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)</b>	01-04-2013	31-03-2018	In Progress	Amber	Two facilitated members' seminars are scheduled for Dec 2013 for initial discussion and analysis of the options set out in the Bill and an officers' working group has been established to support the decision making process. Joint discussion with NHSO will be initiated in early 2014.
<b>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)</b>	01-04-2013	31-03-2018	In Progress	Green	Planning, consultation and engagement with respect to the possible introduction of 600 hours early education and childcare has begun. Draft integrated Children's Service Plan sets out actions in response to other aspects of the Bill; work on these has not yet begun.
<b>6. Prepare for the changes resulting from the Social Care Bill (Self Directed Support) (Scotland) Bill (Executive Director of Orkney Health and Care)</b>	01-04-2013	31-03-2018	In Progress	Green	A project worker is in post. An initial Members' Seminar has been delivered. A local policy and protocol is under development and will be considered at the Nov OHAC Board.
<b>7. Prepare for the implementation and delivery of new services as a result of the Welfare Reform Act 2012. Key changes take place April 2013 and October 2013 (Executive Director of Corporate Services)</b>	01-04-2013	31-03-2018	In Progress	Green	New services have been implemented including the Scottish Welfare Fund. Plans are in place for roll out of Universal Credit.

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<p><b>8.</b> Prepare for, and implement, Pension Reform - Workplace Pension Reform (The Pensions Act 2008: UK Government). The statutory requirement to automatically enroll existing and new staff (cost burden on the Council not yet quantified)  <b>(Executive Director of Corporate Services)</b></p>	01-04-2013	31-03-2018	In Progress	Green	The Council has exercised the option to defer the staging date for auto-enrolment, through the use of the transitional arrangements, to 1 October 2017. Work is ongoing to ensure that the Council meets the requirements for auto enrolment. To plan for pensions auto-enrolment an officer working group, comprising representatives from Human Resources and Finance, has been meeting to consider the implications for the Council and the actions that will be necessary to ensure compliance with the regulations. 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.
<p><b>9.</b> Prepare for a potential Community Empowerment and Renewal Bill (currently at the consultation stage)  <b>(Executive Director of Corporate Services)</b></p>	01-04-2013	31-03-2018	In Progress	Green	The Council has contributed to an initial consultation. Awaiting detailed proposals from Scottish Government

## Governance - Internal Council Processes

**Priority: 7. What we need to do**

**Target: 7.2. Integrated Public Services**

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

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

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

**How:**

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1a.</b> By identifying areas where closer working and the alignment of resources (finances and people) can improve services and the lives of local people <b>(Chief Executive)</b>	01-04-2013	31-03-2018	In Progress	Green	Pilot areas within the Empowering Communities project have been identified and a Co-ordinator appointed who will identify areas for closer working with the local communities
<b>1b.</b> By developing innovative integration proposals, learning from the experience of establishing Orkney Health and Care <b>(Chief Executive)</b>	01-04-2013	31-03-2018	In Progress	Green	Officer Working Group established within the Council to consider options for further integration of health and social care services in response to the Public Bodies (Joint Working) (Scotland) Bill
<b>2a.</b> By undertaking regular reviews to ensure we continue to deliver efficient and effective services <b>(Executive Director of Orkney Health and Care)</b>	01-04-2013	31-03-2018	In Progress	Amber	Review timescales have not been met in all cases due to staff shortages and increased workload demands. Recruitment activity is underway and reprioritisation activity has been undertaken to ensure high priority actions and demands are attended to.
<b>2b.</b> Whenever the opportunity arises, by developing new ways for our staff to work together <b>(Executive Director of Orkney Health and Care)</b>	01-04-2013	31-03-2018	In Progress	Green	A range of service reviews and service improvement and efficiency activities are in progress or have been completed, and working practices continue to evolve and develop based on these processes.

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

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

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

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

**How:**

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1a.</b> By providing induction training for Board Members ( <b>Executive Director of Orkney Health and Care</b> )	01-04-2013	31-03-2018	In Progress	<b>Green</b>	Induction information has been provided in presentation and handout form. Two sessions of site visits to OHAC services have been undertaken and one further session is planned.
<b>1b.</b> By identifying, reporting and acting upon areas which need to be strengthened ( <b>Executive Director of Orkney Health and Care</b> )	01-04-2013	31-03-2018	In Progress	<b>Amber</b>	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 etc Bill

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

**Target: 7.4. European Union financial support**

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

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

**How:**

Action	Current Period - September 2013				
	Start Date	Target Date	Overall Status	BRAG	Comment
<b>1. By strengthening the capacity of the EU Team to maximise funding for Orkney projects (Executive Director of Development and Infrastructure)</b>	01-04-2013	31-12-2013	In Progress	<b>Green</b>	This matter will be reviewed when there is greater clarity on the next European programme (anticipated during 2014).
<b>2. By considering how we prioritise projects to maximise EU funding (Executive Director of Development and Infrastructure)</b>	01-04-2013	31-12-2013	Not Started	<b>Green</b>	This will be undertaken when there is greater clarity on future EU priorities. A Members Seminar is to be arranged to seek early steer from Members on priorities.
<b>3. By lobbying the UK and Scottish Governments on Orkney's interests in relation to EU funding (Executive Director of Development and Infrastructure)</b>	01-04-2013	31-12-2013	In Progress	<b>Green</b>	Regular lobbying and engagement with all levels of Government has been underway during 2013 and will continue during 2014. This included meeting with EU commissioner visiting Orkney during 2013.

## 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** - Leslie Manson

## 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