

Annex 1

Development and Infrastructure – Service Plan Actions for Six Months Ending 30 September 2018

Action	Description	Lead	Previous Period March 2018		Current Period September 2018				
			Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
01- UK and Scottish Government Reviews of Planning and Regulatory Services	Full engagement in UK and Scottish Government Reviews of Planning and Regulatory Services (Review of Planning System, Appointment of Building Standards Verifiers, Future Delivery of Trading Standards Service), and implementing any structural or legislative changes required for	Roddy MacKay	In Progress	Green	01/04/2016	31/03/2019	In Progress	Green	The Council has been reappointed as building standards verifier for Orkney for a 6 year period from 1 May 2017 to 30 April 2023. This is the maximum period of appointment awarded to only 17 out of 32 Scottish local authorities and is based on those authorities which have performed well and have shown strong turnaround times and high customer satisfaction rates. Review of Trading Standards is on-going with informal discussions with

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	future service delivery.									North of Scotland authorities regarding regional joint working. The Planning Bill was published in December 2017 and Stage 2 of the Bill commenced in the Scottish Parliament in September 2018.
02 – Joint Responsibilities for Public and Port Health	Develop strategic and operational arrangements to encourage and develop effective partnership working with NHSO in respect of joint responsibilities for public and port health.	Roddy MacKay	In Progress	Red	01/04/2016	31/03/2019	In Progress	Amber		Although the Port Health Plan has been reviewed it is noted that the Scottish Government is looking to reform public health and develop public health priorities. Six monthly meetings are in place between the Council and NHS Orkney; the last meeting was held on 2 August 2018.

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05 – Marine Planning Partnership	Establishment of a Marine Planning Partnership to develop statutory marine spatial plan.	Roddy MacKay	In Progress	Red	01/04/2016	31/03/2019	In Progress	Green	Policy and Resources Committee on 25 September 2018 recommended approval of the establishment of an Orkney Islands Marine Planning Partnership with the Council taking the lead as the delegate authority with advisory support from relevant stakeholders.
06 – Special Protection Areas in Orkney Waters	Full engagement in emerging Scottish Government proposals to designate Special Protection Areas in Orkney Waters.	Roddy MacKay	In Progress	Green	01/04/2016	31/03/2019	In Progress	Green	Detailed response submitted in January 2017 to the Scottish Government consultation on the proposed Pentland Firth Special Protection Areas (SPAs), following previous responses made on the Scapa Flow pSPA and

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									North Orkney pSPA. A response from the Council is to be submitted on the Scottish Government consultation on the Strategic Environmental Assessment for the Scottish Marine Special Protection Areas by the deadline of 9 November 2018. Marine Scotland has confirmed that a Ministerial announcement on which areas are to be designated is expected before the end of December 2018.
07 – Supplementary Guidance	Review Supplementary Guidance on Housing Development in the Countryside	Roddy MacKay	In Progress	Red	01/04/ 2016	31/12/ 2018	In Progress	Amber	Public and stakeholder engagement on the design of housing in the countryside were held in May 2018. A

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	and prepare Planning Policy Advice on Design.									work programme for completion of this action will be presented to the Planning and Regulatory Services Consultative Group in November 2018.
08 – Core Paths Plan	Review of Core Paths Plan.	Roddy MacKay	In Progress	Amber	01/04/2016	31/12/2018	Complete	Blue		The Orkney Core Path Plan was approved by Council, following Development and Infrastructure Committee on 11 September 2018.
09 – Urban Design and Village Masterplans	Review of Kirkwall and Stromness Urban Design Frameworks and Village Masterplans.	Roddy MacKay	In Progress	Green	01/04/2016	31/03/2019	In Progress	Green		The Kirkwall Urban Design Framework was approved by Council, following Development and Infrastructure Committee on 26 September 2018.
10a – Roads	To close off the Roads Asset Management Plan (RAMP)	Darren Richardson	In Progress	Red	01/04/2016	31/12/2018	Complete	Blue		The Roads Asset Management Plan (RAMP) is complete being approved by

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									Council in July 2017, following Development and Infrastructure Committee.
10b - Roads	To progress the Roads Management and Maintenance Plan (RMMP) work	Darren Richardson	In Progress	Red	01/04/2016	31/12/2018	In Progress	Green	The revised Roads Management and Maintenance Plan (RMMP) for 2018 to 2023 is due to be presented to the Development and Infrastructure Committee in November 2018.
11 – Environmental Services	To reduce waste shipment for incineration through proactive engagement and awareness raising (i.e. 2 year Change Management project).	Darren Richardson	In Progress	Amber	01/04/2016	30/06/2019	In Progress	Amber	This is an on-going process now including the additional people resource to tackle abuse at household waste re-cycling centres as well as on-going direct engagement with businesses on compliance matters. An up-date on

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									progress was presented to the Roads and Environmental Services Consultative Group in November 2017. Substantial change is also likely to be linked to options including the replacement Chinglebraes which is currently being explored. A Stage 1 Capital Project Appraisal (CPA) was reported to the Development and Infrastructure Committee on 26 September 2018.
12 – Environmental Services	To implement the 5-year improvement programme for burial ground expansion, major and	Darren Richardson	In Progress	Green	01/04/2016	31/03/2020	In Progress	Green	Construction work now underway in accordance with the programme following revised budget

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	general improvements.								allocation in April 2018.
14 – Carbon Management Programme	To ensure the best projects and programmes are developed, sufficiently funded and implemented in order to ensure both energy efficiency and lower carbon emissions across the council estate.	Darren Richardson	In Progress	Amber	01/04/2016	31/12/2020	In Progress	Amber	This is done through the property repairs and maintenance revenue programme which is submitted for approval on an annual basis (this is part of a 3 year programme). The focus in the capital and revenue property programmes is linked to extending asset life and will see improvements in carbon emissions where energy efficiency works are approved. The ability to deliver on-going improvements will be restricted by planned budget cuts for example £170,000 per annum.

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15 – Major Projects	Pursue and deliver major projects that align to the Council Plan through Service and Council decisions e.g. Campus, Hydrogen.	Gavin Barr	In Progress	Amber	01/04/2016	31/03/2022	In Progress	Amber	Strategic Projects Scale Wind, Private Wire and Energy Services Company (ESCo) are all continuing as per programme. Policy and Resources Committee in September 2018 recommended approval of additional project resources and a Stage 1 Capital Project Appraisal (CPA) for the Private Wire project. The Hydrogen Project Officer post has been extended, on a temporary basis, to full time for a 6 month period to seek to progress Routemaps/Strategy work more urgently.

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16 – Attracting Investment	To work in partnership with external partners, the community planning partners, the private and voluntary sector, Highlands and Islands Enterprise (HIE), Skills Development Scotland (SDS) to develop propositions that utilise the Orkney Brand to develop a range of brochures and media messages as part of a commercial prospectus for the Council to attract inward investment	Roddy MacKay	In Progress	Green	01/04/2016	31/12/2018	In Progress	Green	Appropriate packages will be assembled in response to enquiries and emerging opportunities. A promotional DVD with a Marine focus was issued in Spring 2018. A number of other promotional videos are available on Orkney.com. Economic Development will lead and attract inward investment. The Funding Officer post became vacant in April 2018 and recruitment will commence in October 2018 to fill an amended role with a renewed focus on external/international opportunities.

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	which has community benefit. This work includes, where appropriate updating policy.								
17 – Skills Development	In partnership with HIE, SDS, the Orkney Research Campus and the Council's Education and Learning services to undertake regular engagement with the Orkney public, private and voluntary sectors as well as students and their families. This is to ensure that the Orkney learning offer (education from	Roddy MacKay	In Progress	Green	01/04/2016	31/12/2018	In Progress	Green	An Orkney Careers Fair was hosted on 28 August 2018, involving Skills Development Scotland (SDS), Developing the Young Workforce (DYW) Initiative, Business Gateway and local employers. In June 2018 the Skills and Employability Strategy Group met to draft the Orkney Skills and Employability Strategy.

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	pre-school to secondary school and beyond) is able to provide young people (and those who wish a career change) with the skills necessary to gain meaningful employment in Orkney. This includes regular Youth and Employer Summits.								
18 - Volume Tourism	In partnership with the private sector, Visit Scotland and Orkney Tourism Group and other local stakeholders put in place protocols and a programme of	Roddy MacKay	In Progress	Green	01/04/2016	31/03/2020	In Progress	Green	The Destination Orkney Strategic Group met initially in May 2018 and again on 3 September 2018. Updates were given following the appointment of the Destination Orkney Ltd CEO in June 2018. A Members'

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	alternative tourism offers that will support a range of initiatives. This also includes an options appraisal for a Gateway Centre to support Orkney's attractions including the UNESCO Neolithic Heritage. Explore infrastructure requirements and opportunities and develop investment plan as appropriate.								Seminar was hosted by consultants on the Tourism Strategy development and the Heritage Gateway Centre project on 18 September 2018 to review the initial study and recommendations. The service is currently reviewing the resources applied to tourism work with a view to ensuring appropriate cover to match the demands over the next few years. This is likely to require an increase in resources or a review of prioritisation of other activities.
19 - Digital Connectivity	Ensuring ubiquitous world class digital connectivity in	Gavin Barr	In Progress	Amber	01/04/2016	31/03/2020	Closed	Blue	Community Broadband Scotland has funded several feasibility studies but

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	Orkney by way of adding to the Highlands and Islands digital roll-out. Working with Community Broadband Scotland to match local communities and interested parties digital aspirations. This includes developing and supporting pipeline projects.								no community solutions have been delivered. The scheme has now closed.
20 - Business Gateway	To promote internally and externally the range of business start-up and growth services including a range of symposiums. To be the one-stop-	Roddy MacKay	In Progress	Green	01/04/2016	31/03/2022	In Progress	Green	Business Gateway (BG) continues to deliver the nationally consistent BG service to support business start up, survivability and growth. Additional activities include a business network lunch planned with

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	shop for business growth for Orkney businesses prior to being account managed by HIE.								entrepreneur Fraser Doherty, and given that it is the Year of Young People BG has offered to also support a talk by Fraser Doherty to the schools and College, and has partnered with Developing the Young Workforce (DYW) Initiative regarding arrangements.
21 – Implementation of the Kirkwall Townscape Heritage Initiative (KTHI)	In particular ensure good leverage for projects of benefit to Kirkwall Townscape Heritage, joint working with local businesses, organisations,	Roddy MacKay	In Progress	Green	01/04/2016	31/12/2019	In Progress	Green	The Old Storehouse redevelopment has been completed and opened in Summer 2018. A contract to deliver the Places and Spaces project has been tendered and is about to be awarded following additional external funding having been secured. Work is due to commence in

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	the College and schools.								December 2018. Interpretation projects are currently in progress.
22 - EU and External Funding Opportunities	Working with Economic Development and the wider Regeneration Team, to put in place the necessary promotion, support, guidance and advice to access a range of EU, LEADER and ERDF (European Regional Development Fund) funding streams for pipeline Council and Orkney projects. The aim being to lever funding for	Roddy MacKay	In Progress	Green	01/04/2016	31/12/2020	In Progress	Green	All-Party Parliamentary Group (APPG) formed to help shape plans for the UK funding that is planned to replace the EU funding for national, regional and local economic development that will disappear following Brexit. The APPG has initiated an inquiry to assess the views of stakeholders and OIC has submitted a response. Engagement and consultation with the UK Government on a Shared Prosperity Fund (SPF) to replace EU funding streams is on-going.

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	a range of projects in Orkney.								Awaiting further information from UK Government on the SPF - 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 operation of SPF have also been submitted to the UK Government. A study into the implications for the agricultural sector post Brexit has been prepared by the Highlands and Islands Agricultural Support Group which includes all Highlands and Islands local

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									authorities. Initial discussions have also been held with local fisheries stakeholders regarding post-Brexit opportunities for the industry. In the meantime external existing funding streams applications are being pursued.
23 – Strategic Investment/Intervention Projects	Securing funding for projects.	Gavin Barr	In Progress	Green	01/04/2016	31/03/2022	In Progress	Green	Reports were presented to both the Policy and Resources Committee and Development and Infrastructure Committee in September 2018, resulting in approved Stage 1 Capital Project Appraisals (CPA) for both the Private Wire and Waste Projects. Policy and Resources

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									Committee also recommended approval of additional resource for the Scale Wind project.
24 – STAG Appraisal for Transport Connectivity to the Scottish Mainland	Work with the Scottish Government and HITRANS to complete the STAG appraisal for transport connectivity to the Scottish Mainland in order to influence the service specification requirements.	Gavin Barr	In Progress	Red	01/04/2016	31/03/2019	In Progress	Green	The Northern Isles Ferry Services (NIFS) tender process has been launched by Transport Scotland and Council officials and Members are interacting with Transport Scotland with regard to service specification, Road Equivalent Tariff (RET) etc.
25 – Improve Accessibility to all Transport Services	Continue the ongoing programme to improve accessibility to all transport services, taking	Brian Archibald	In Progress	Amber	01/04/2016	31/12/2020	In Progress	Green	Whilst some works have been undertaken on ferries and buildings, proper access will not become possible until new build

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	advantage of contract, vehicle, infrastructure and vessel replacement/renewal opportunities where possible.								ferries are delivered (timescale as yet unknown). Ramps have been fitted at various areas. Low floor bus numbers are increasing noting that legislation will require full bus accessibility by 2020. This will be reflected in future contracts as a baseline requirement.
26 – New Business and Growth in Current Marine Activities in Scapa Flow and Kirkwall	Continue to develop and grow opportunities for new business and for growth in current marine activities in Scapa Flow and Kirkwall, including the development of the cruise market, Ship to	Brian Archibald	In Progress	Green	01/04/2016	31/03/2019	In Progress	Green	Business activity continues to grow with surplus having increased from zero to £5,000,000 over the past four years. Numerous new opportunities and expansion of current business are being actively pursued including LNG, Lyness Tanks, Decommissioning at

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	Ship operations for crude, Liquefied Natural Gas (LNG) and Liquefied Petroleum Gas (LPG), offshore platform warm and cold stacking, decommissioning and fuel Hub services.								Lyness, Cruise, Marine Tourism, ship to ship growth and off shore platform support. Investment in a new tug and pilot boat has been approved and the tender process is well advanced. In order to deliver increased business activity staffing resources are under review (mainly pilots and tug crews).
27 – Port Infrastructure Refurbishment	Continue with a programme of port infrastructure refurbishment, including completion of the Accelerated Low Water Corrosion programme, in order to ensure the piers are	Brian Archibald	In Progress	Green	01/04/2016	31/03/2021	In Progress	Green	On-going accelerated low water corrosion project, other refurbishment and Gill Pier underway. Long term maintenance plan developed which identified a programme of £6,500,000 investment

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	safe to use and properly preserved.								requirements to span over a period of 5 years which commenced in 2017. Further detailed planning and programming of this work is now underway. The good income from business activity to the Miscellaneous Piers and Harbours account in Kirkwall, Hatston, on Flotta and activity in Scapa Flow has been essential to funding these works without a draw on contingency funding.
28 – Port Master Plan	Establish the Port Master Plan for future infrastructure requirements.	Brian Archibald	In Progress	Red	01/04/2016	31/03/2019	In Progress	Green	The Port Master Plan is under contract with work having commenced in April 2018. Draft report now complete.

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29 – Airfields Plan and Infrastructure Improvements	Complete a programme of airfields plan and infrastructure improvements in order to ensure safe operations.	Brian Archibald	In Progress	Green	01/04/2016	31/12/2018	In Progress	Green	Programme for airfield building replacement in place, runway resurfacing and fire tender introduction on schedule. Sanday Airfield Terminal complete. Continuing to finish the runway refurbishment programme which is due to conclude during 2018 and work is underway in regard to planning for the refurbishment of the remaining terminals.
30 – Kirkwall Harbour Coastal Flood Risk Management	Deliver the Kirkwall Harbour Coastal Flood Risk Management project.	Brian Archibald	In Progress	Amber	01/04/2016	31/03/2018	In Progress	Amber	Flood construction work complete, with some final contractual and procedural requirements to be completed which will

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									be done by the next reporting period.
32 - Carbon Footprint	Reduce the carbon footprint of Council provided/contracted transport services, including vessels and buses.	Brian Archibald	In Progress	Green	01/04/2016	31/03/2019	In Progress	Green	Work underway with regards to low carbon ferries as part of the hoped for new build programme. Liquid natural gas (LNG) currently understood to be the lower carbon fuel of choice for new build shipping. Electric bus in service and hydrogen being considered more broadly as part of the future transport/energy strategy. The Council has joined the Hyseas 3 Consortium. The funding bid for Stromness multi modal hub for cold-ironing MV Hamnavoe and electric vehicle

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									charge points was successful and work is now underway on the Stromness Low Carbon Hub Project. Additional hours established for the Hydrogen Project Officer role for 6 months to expedite Strategy Routemap.
34 - Quarry Services (Quarry Extension)	Secure planning permission and development of extension to the quarry.	Darren Richardson	In Progress	Amber	04/07/2017	31/12/2019	In Progress	Green	Work is underway. There have been complications with the planning application process in terms of Environmental Impact Assessment and other requirements and it was decided to withdraw and re-submit a fresh planning application. It is hoped that this will be considered at

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									Planning Committee early 2019.
35 - Environmental Services (Chinglebraes Replacement)	Secure planning permission and development of the Chinglebraes replacement.	Darren Richardson	In Progress	Green	04/07/2017	31/12/2021	In Progress	Green	Stage 1 Capital Project Appraisal (CPA) approved by Council following Development and Infrastructure Committee on 26 September 2018.
36 - Environmental Services (Recycling on Egilsay, Wyre and Graemsay)	Complete implementation of recycling solutions for Egilsay, Wyre and Graemsay.	Darren Richardson	Overdue	Red	04/07/2017	30/09/2017	Complete	Blue	The remaining recycling receptacles units for Egilsay, Wyre and Graemsay were distributed to the islands in May and June 2018. This action is complete
37 - Property Maintenance Programme Delivery	Ensure sufficient funding and reporting processes are in place to deliver and monitor progress.	Darren Richardson	In Progress	Red	04/07/2017	31/12/2020	In Progress	Green	A reporting process has now been developed through Development and Infrastructure. Budget capacity will remain a constraint, and will be dependent on the Council's annual

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									budget setting process. An efficiency target of a further £170,000 has been set over the medium term resource strategy period. Work is underway through the Corporate Property review to consider consolidation where possible, however until this concludes there is a high risk that demand may outstrip budget. A Pressure Bid has also been identified through the 2019/20 Budget Setting Process.

Personnel key

Executive Director of Development and Infrastructure – Gavin Barr

Head of Planning, Development and Regulatory Services – Roddy MacKay

Head of Infrastructure and Strategic Projects – Darren Richardson

Head of Marine Services, Engineering and Transportation – Brian Archibald

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.