

Annex 1

Development and Infrastructure – Service Plan Actions for Six Months Ending 31 March 2018

Action	Description	Lead	Previous Period September 2017		Current Period March 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 future service delivery.	Roddy MacKay	In Progress	Green	01/04/2016	31/03/2019	In Progress	Green	The Council has responded to the Scottish Government consultation on the planning system in Scotland which closed on 4 April 2017. The Planning Minister, Kevin Stewart, visited Orkney during March 2017. Confirmation has been received from Scottish Ministers that 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 ongoing with informal discussions with North of

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									Scotland authorities regarding regional joint working. Planning Bill published December 2017.
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	Amber	01/04/2016	31/12/2017	In Progress	Red	Some progress in terms of reviewing the Port Health Plan, looking to refresh dialogue with senior management. It is therefore recommended that this action remains in the Service Plan, with an extended target date of 31 March 2018.
03 – Enforcement of Waste Regulations	Enforce Waste Regulations in respect of duties placed on commercial waste producers to separate recyclates.	Roddy MacKay	In Progress	Green	01/04/2016	30/06/2019	Closed	Blue	Enforcement of Waste Regulations has moved to the Scottish Environment Protection Agency (SEPA) and is no longer an Environmental Health responsibility. Orkney Islands Council does provide the list to SEPA.
04 – Review of the Planning Enforcement Service	Review of the Planning Enforcement service including bi-	Roddy MacKay	In Progress	Red	01/04/2016	30/09/2017	Closed	Blue	This was reported to Development and Infrastructure Committee in September 2017.

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	annual update of Planning Enforcement Charter.								
05 – Marine Planning Partnership	Establishment of a Marine Planning Partnership to develop statutory marine spatial plan.	Roddy MacKay	In Progress	Green	01/04/2016	31/12/2017	In Progress	Red	Awaiting results of suggested amendment to the Islands Bill to allow the Council to be a single delegate of Marine Planning Partnerships. It is therefore recommended that this action remains in the Service Plan, with an extended target date of 31 March 2019.
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 North Orkney pSPA. Marine Scotland has confirmed Ministerial announcement expected December 2018. Seeking political steer from Orkney Islands Council Members on level of priority for 2018.

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07 – Supplementary Guidance	Review Supplementary Guidance on Housing Development in the Countryside and prepare Planning Policy Advice on Design.	Roddy MacKay	In Progress	Amber	01/04/2016	31/12/2017	In Progress	Red	Architecture and Design Scotland is assisting in the process of preparing policy advice and design. Review of Supplementary Guidance on Housing in the Countryside is ongoing with the intention of reporting to Committee in September 2018. It is therefore recommended that this action remains in the Service Plan, with an extended target date of 31 December 2018.
08 – Core Paths Plan	Review of Core Paths Plan.	Roddy MacKay	In Progress	Green	01/04/2016	31/03/2018	In Progress	Amber	Public consultation on the draft Core Path Plan taking place between 15 March until 7 June 2018, the Plan will go to committee in September 2018. It is therefore recommended that this action remains in the Service Plan, with an extended target date of 31 December 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	Planning Aid Scotland has been engaged to review the Kirkwall Urban Design Framework in May 2018. An update report will be presented to the Development and

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									Infrastructure Committee in September 2018.
10 – Roads	To develop asset management plans and revision to Roads Management and Maintenance Plan.	Darren Richardson	Complete	Blue	01/04/2016	31/03/2017	In Progress	Red	Roads Asset Management Plan (RAMP) complete and approved through Committee in July 2017. Roads Management and Maintenance Plan (RMMP) due for review in 2018 and does not run out until March 2019. It is therefore recommended that this action remains in the Service Plan, with an extended target date of 31 December 2018. It is also recommended to split this action as follows: (1) to close off the RAMP work and (2) to progress the RMMP work.

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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 ongoing process now including the additional people resource to tackle abuse at household waste recycling centres as well as ongoing direct engagement with businesses on compliance matters. Progress will be updated as part of a planned Roads and Waste Consultative Group meeting on 8 November 2017. Substantial change is also likely to be linked to options including the replacement Chinglebraes which is currently being explored, noting that the Capital Project Appraisal process is yet to be agreed with Elected Members and this may be delayed beyond June 2018 until such time that the process is complete and consultation has taken place with Elected Members.

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12 – Environmental Services	To implement the 5-year improvement programme for burial ground expansion, major and general improvements.	Darren Richardson	In Progress	Green	01/04/2016	31/03/2020	In Progress	Green	Construction work in Orphir is underway, tenders for Sanday have been re-issued to consider further options. A site has been secured for Stronsay and surveys will now be undertaken. Elected Member briefing notes have been issued for updates on all extension sites and the annual update on progress will be presented to the Development and Infrastructure Committee in February 2018 with additional budget recommendation to be submitted to Policy and Resources Committee in April 2018. Impact of land owner issues and securing sites may see overall completion date extended.

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13 – General Roads and Environmental Services	To ensure timely implementation of phase 1 of service restructure (i.e. Roads and Environmental Service merger and changes to systems, roles and processes and establishment of new apprentice posts within the service).	Darren Richardson	Complete	Blue	01/04/2016	30/09/2018	Complete	Blue	All planned changes for Phase 1 have been made, the apprentice posts have been identified and are now planned to be recruited during 2017 to 2018 subject to the outcome of the budget process. The posts are formally established but, given pressures on resources and more urgent priorities, there has been some delay in the recruitment process across services but this will be implemented within 2018. It should be noted that, given significant pressures to increase the approach to health and safety issues, there has been a requirement to introduce additional temporary resources into the roads section.

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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	Green	01/04/2016	31/12/2018	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 ongoing improvements will be restricted by planned budget cuts, for example £170,000 per annum. It is therefore recommended that this action remains in the Service Plan, with an extended target date of 31 December 2020.

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15 – Strategic Projects	Ensure that the necessary policies and strategies are in place that align with the EU, UK, Scottish Government and Local requirements (e.g. Draft Orkney Energy Strategy, Hydrogen Economic Strategy) so as to attract and support scale energy projects to Orkney and trigger a grid connection to mainland UK. The projects include the Orkney Research Campus and a range of projects that align to the	Gavin Barr	In Progress	Green	01/04/2016	31/03/2018	In Progress	Amber	The next stage of development of the Major Projects, in terms of the Private Wire Network, Energy Supply Company and resources required to deliver this next stage, was approved through Council in October 2017. It is planned that this will lead to a Stage 1 Capital Project Appraisal by June 2018. This action overlaps with other actions on the Service Plan, it is therefore recommended that this action remains in the Service Plan with a revised action title and description and an extended target date of 31 March 2022.

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	Council Plan 2013-2018.								
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	Roddy MacKay	In Progress	Green	01/04/2016	31/12/2018	In Progress	Green	The commercial prospectus aspect would be developed should there be a requirement for external funding and/or submissions as part of grant applications. A promotional DVD with a Marine focus has been prepared for issue and use in Spring 2018. Economic Development to lead and attract inward investment. The Funding Officer post is due to become vacant in April 2018 which gives an opportunity to review resource capacity, to

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	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 which has community benefit. This work includes, where appropriate updating policy.								establish an appropriate focus and to drive things forward.

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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 pre-school to secondary school and beyond) is able to provide young people (and those who wish a career change) with the skills	Roddy MacKay	In Progress	Green	01/04/2016	31/12/2018	In Progress	Green	In December 2017, the Developing the Young Workforce (DYW) initiative successfully recruited staff and DYW launched and promoted in March 2018. Education, Leisure and Housing, Development and Infrastructure, Skills Development Scotland and other stakeholders attended a facilitated workshop to consider the skills action plan and Employability issues. The Orkney Offer has been reviewed. Skills action plan adopted by Orkney Skills Improvement Co-ordinating Group reporting to Vibrant Economic Environments Group (VEE). Orkney Campus building works have been commissioned. Continuing discussions with Education, Leisure and Housing Service.

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	necessary to gain meaningful employment in Orkney. This includes regular Youth and Employer Summits.								

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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 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	Roddy MacKay	In Progress	Green	01/04/2016	31/12/2018	In Progress	Green	The Marine and Volume Tourism briefing report was circulated to Members in March 2018. Development and Infrastructure recruited a Volume Tourism Co-ordinator and secured Tourism Infrastructure funding. Discussions continue with Historic Environment Scotland regarding its commissioned concept testing study for an Orkney Heritage Centre that is due to report back in April 2018. With Development and Infrastructure committed funding, Orkney Tourism Group started recruitment process for a Destination Orkney Chief Executive Officer to lead developments of Orkney tourism and destination management. This is an ongoing project and it is therefore recommended that this action remains in the Service Plan with an extended target date of 31 March 2022.

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	opportunities and develop investment plan as appropriate.								

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19 - Digital Connectivity	Ensuring ubiquitous world class digital connectivity in 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.	Gavin Barr	In Progress	Green	01/04/2016	31/03/2018	In Progress	Amber	Ongoing engagement with Highlands and Islands Enterprise on BID UK and R100 projects, also with the UK Government on 5G Pilot for Orkney. Council Officers are engaging on these projects but progress is outwith the control of the Council and ongoing. It is therefore recommended that this action remains in the Service Plan with an extended target date of 31 March 2022.

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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-shop for business growth for Orkney businesses prior to being account managed by HIE.	Roddy MacKay	In Progress	Green	01/04/2016	31/03/2018	In Progress	Green	Business festival held in March 2018. There is a lot of ongoing work. It is therefore recommended that this action remains in the Service Plan with an extended target date of 31 March 2022.

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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, the College and schools.	Roddy MacKay	In Progress	Green	01/04/2016	31/03/2018	In Progress	Green	The Old Storehouse - key building project work is underway, due for opening in Summer 2018. An outstanding key project is Places and Spaces where work will be commencing mid-late summer 2018 and will be done in phases in order to avoid the key tourism period and civic events. This is ongoing work and it is therefore recommended that this action remains in the Service Plan with an extended target date of 31 December 2019.
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	Roddy MacKay	In Progress	Green	01/04/2016	31/12/2020	In Progress	Green	External funding streams and successful applications are ongoing. A study into the implications for the agricultural sector post Brexit has been commissioned by the Highlands and Islands Agricultural Support Group which includes all Highlands and Islands local authorities. Engagement and consultation with the UK Government on a Shared Prosperity Fund to replace EU funding streams is awaited.

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	(European Regional Development Fund) funding streams for pipeline Council and Orkney projects. The aim being to lever funding for a range of projects in Orkney.								
23 – Strategic Investment/Intervention Projects	Progress strategic investment/intervention projects to secure inward investment and capture opportunities for the development of Council assets to deliver community and economic development and financial returns to the Council.	Gavin Barr	In Progress	Green	01/04/2016	31/12/2018	In Progress	Green	Briefing notes have been issued and seminars held to keep Members apprised of progress with the five Strategic Projects – Scale Wind, Private Wire, Energy Supply Company, Hydrogen and Integrated Waste Facility Projects. A process of community engagement is being designed to inform residents regarding the Council's Scale Wind Project. Due to the delay in progress with the Capital Project Appraisal process, the end date is potentially much later. As the delivery date for these projects would be circa 2022-

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									2025, it is therefore recommended that this action remains in the Service Plan with a revised action description and with an extended target date 31 March 2022.
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	Amber	01/04/2016	31/03/2019	In Progress	Red	The Scottish Government has delayed the STAG process pending a review of external ferry contracting requirements. Limited discussions are ongoing with Transport Scotland in relation to the next stage of work. It is now unclear as to when officers will be in a position to report any outcomes to Committee due to possible nationalisation of services. The service is working with the Scottish Government on

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									this but it is not something that the Council can deliver.
25 – Improve Accessibility to all Transport Services	Continue the ongoing programme to improve accessibility to all transport services, taking advantage of contract, vehicle, infrastructure and vessel replacement/renewal opportunities where possible.	Brian Archibald	In Progress	Amber	01/04/2016	31/12/2020	In Progress	Amber	Whilst some works have been undertaken on ferries and buildings, proper access will not become possible until new build 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.

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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 Ship operations for crude, Liquefied Natural Gas (LNG) and Liquefied Petroleum Gas (LPG), offshore platform warm and cold stacking, decommissioning and fuel Hub services.	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 Lyness, Cruise, Marine Tourism, ship to ship growth (70 non Flotta tankers in 2017) and offshore 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 now under review (mainly pilots and tug crews).

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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 safe to use and properly preserved.	Brian Archibald	In Progress	Green	01/04/2016	31/03/2019	In Progress	Green	Ongoing accelerated low water corrosion project and other refurbishment and Gill Pier underway. Long term maintenance plan developed and reported to Harbour Authority Sub-committee in January 2017 which identified a programme of £6,500,000 investment requirements over the next 5 years. Further detailed planning and programming of this work is now underway alongside development of a strategic Port Master Plan with this due to commence Spring 2018, to conclude mid 2019. This is ongoing work and it is therefore recommended that this action remains in the Service Plan with an extended target date of 31 March 2021.
28 – Port Master Plan	Establish the Port Master Plan for future infrastructure requirements.	Brian Archibald	In Progress	Amber	01/04/2016	31/12/2017	In Progress	Red	The Port Master Plan is now under contract with work commencing in April 2018. It is therefore recommended that this action remains in the Service Plan with an extended target date of 31 March 2019.

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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 now complete. Continuing to finish the runway refurbishment programme which is due to conclude during 2018 and initial work now underway in regard to 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	Green	01/04/2016	31/03/2018	In Progress	Amber	The majority of this work is complete. Grant funding is complete. Flood construction work complete, with some final contractual and procedural requirements to be completed which will be done by the next reporting period.
31 – Revised Community Transport Arrangements	With Orkney Health and Care (OHAC) and other partners, implement revised Community Transport arrangements	Brian Archibald	In Progress	Amber	01/04/2016	31/12/2019	Closed	Blue	The completed OHAC report indicates that there is no further scope for the Development and Infrastructure Service to address this issue at this time.

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	for persons with limited access to services and transport.								
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, as well as submitting a funding bid for Stromness multi-modal hub for cold-ironing MV Hamnavoe and electric vehicle charge points.
33 - Quarry Services (New Tar Plant)	Complete installation and commissioning of the new tar plant.	Darren Richardson	Complete	Blue	04/07/2017	31/05/2018	Complete	Blue	Installation works complete and tar plant commissioned Summer 2017.

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34 - Quarry Services (Quarry Extension)	Secure planning permission and development of extension to the quarry.	Darren Richardson	In Progress	Green	04/07/2017	31/03/2018	In Progress	Amber	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 expected that this will be considered at Planning Committee in early 2019, it is therefore recommended that this action remains in the Service Plan with an extended target date of 31 December 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	Work underway with the recruitment of project planning officer. Anticipate Capital Project Appraisal priorities in Summer 2018. Planned to go to June 2018 Committee but process is yet to be agreed with Elected Members. All submissions are delayed, apart from the Private Wire, until such time that the Capital Project Appraisal Process is formally re-started

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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	Overdue	Red	This action is 95% complete. Wheelie bins have been delivered and improved waste recycling units installed to the majority of islands. For the remaining islands, namely Egilsay, Wyre and Graemsay, recycling receptacle units have been delivered to Orkney and due to be distributed to the islands in Spring 2018. Delivery and installation is scheduled for May 2018.

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37 - Property Maintenance Programme Delivery	Ensure sufficient funding and reporting processes are in place to deliver and monitor progress.	Darren Richardson	In Progress	Green	04/07/2017	31/12/2017	In Progress	Red	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 budget setting process. A growth bid was submitted but rejected. 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. It is therefore recommended that this action remains in the Service Plan, with an extended target date of 31 December 2020 at the end of medium term resource strategy.

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.